

ESG Performance

Company Name : CHAOSUA FOODS INDUSTRY PUBLIC COMPANY LIMITED Symbol : CHAO

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 : Yes

Environmental guidelines : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

environmental preservation and

Responsible use of natural resources, with the Company focusing on ensuring that all stages of the Company's business operations involve the use and management of resources efficiently, maintaining ecological balance sustainably, and minimizing environmental impact.

Reference link for environmental policy and guidelines : <https://www.chaosua.com/storage/content/corporate-governance/corporate-policies/environmental-policy-th.pdf>

Information on review of environmental policies, guidelines, and/or objectives over the past years

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

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

Information on compliance with environmental management principles and standards

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

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 : Thailand Greenhouse Gas Management Organization (TGO)
principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
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 : Business Group
Total number of disclosure boundaries : 2
Actual number of disclosure boundaries : -
Data disclosure coverage (%) : 0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

1. Appoint an energy management working group.
2. Conduct a preliminary assessment of energy management status.
3. Establish an energy conservation policy.
4. Evaluate the potential for energy conservation.
5. Set energy conservation targets and plans, including training plans and energy activity plans.
6. Implement the plans outlined in item 5, while monitoring and analyzing performance against the targets and plans.
7. Conduct internal audits and evaluations by the organization's energy management audit team.
8. Review, analyze, and correct any deficiencies.

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 management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 1,988.04 Kilowatt-Hours / Metric ton of product	2025 : Reduced by 10% / Metric ton of product

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

2.42 MW solar rooftop system has been installed for factory use. With an initial electricity consumption of 1,508.48 kWh/ton of product, this installation has successfully reduced grid electricity purchases by 24% compared to the base year.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	7,923,708.00	8,352,287.00	7,917,182.04
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	6,610,244.00	6,927,265.00	5,902,684.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	1,313,464.00	1,425,022.00	2,014,498.04
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	7,302.96	6,735.72	7,869.96

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Metric ton of product)	2,383.00000000	2,120.00000000	2,023.00000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	21,571,156.00	20,572,873.00	24,588,701.91

	2023	2024	2025
Percentage of total electricity expense to total expenses (%) ^(**)	1.63	1.44	1.83
Percentage of total electricity expense to total revenues (%) ^(**)	1.43	1.29	1.72
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	19,881.25	16,591.03	24,442.05

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

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	46,963.12	76,493.83	73,484.98
Gasoline (Litres)	52,375.02	43,671.70	52,878.86
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	793,700.50	873,623.00	709,963.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	N/A	N/A

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

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	7,923.71	8,352.29	7,917.18

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00524378	0.00524228	0.00552342
Intensity of total energy consumption within the organization (Megawatt-Hours / Metric ton of product)	2.38307067	2.12040873	2.02330181

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The company prioritizes and promotes the efficient use of groundwater by continuously implementing measures to reduce water consumption across our factories, warehouses, and offices. Our key initiatives are as follows:

1. **Leak Detection and Repair:** Regular inspection of pipes, joints, and equipment to minimize unnecessary water loss.
2. **Water-Saving Fixtures:** Installation and utilization of water-efficient devices throughout our facilities.
3. **Machinery Optimization:** Enhancing machinery efficiency to reduce water requirements during operation.
4. **Awareness Campaigns:** Promoting the value of resources by communicating energy and water-saving projects to all employees, fostering a culture of mindful and efficient resource utilization.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 41.84 Cubic meters / Metric ton of product	2025 : Reduced by 12% Cubic meters / Metric ton of product

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The company has continuously implemented water management practices in accordance with our established water management plan. In 2025, our water consumption stood at 25.83 tons per ton of product, representing a 38% reduction in water usage compared to the base year.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	139,127.00	114,085.00	101,079.00
Water withdrawal by groundwater (cubic meters)	139,127.00	114,085.00	101,079.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	128.23	92.00	100.48
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.09	0.07	0.07

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	52,214.22	35,983.80	27,709.96

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	86,912.78	78,101.20	73,369.04

Water Consumption Intensity

	2023	2024	2025
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	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.05751742	0.04901990	0.05118591
Intensity of total water consumption (Cubic meters / Metric ton of product)	41.84000000	28.96000000	25.83000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	1,666,224.00	1,294,704.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.13	0.09	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.11	0.08	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	1,535.69	1,044.12	0.00

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The company has established the following waste management guidelines:

1. Promotion of Proper Waste Segregation: Encouraging correct waste sorting based on the 3Rs (Reduce, Reuse, Recycle).
2. Employee Training and Awareness: Providing education and raising awareness among employees regarding effective waste separation techniques.
3. Improvement of Waste Disposal Points: Upgrading and optimizing designated waste collection and disposal areas within the facilities.
4. Cardboard Reuse and Recycling: Prioritizing the reuse of cardboard boxes and ensuring they are sent for recycling once they are no longer functional.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2024 : non-hazardous waste and hazardous waste 0.11 Tonne / Metric ton of product	2025 : Reduced by 5% / Metric ton of product	<ul style="list-style-type: none"> • Reuse • Recycle • Landfilling

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

The company has continuously implemented waste reduction initiatives in accordance with our waste management guidelines. As a result, in 2025, the company generated 0.09 tons of waste per ton of product, representing an 18% reduction compared to the base year.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	N/A	436,530.00	368,060.00
Total non-hazardous waste (kilograms)	N/A	436,120.00	367,620.00
Total hazardous waste (kilograms)	N/A	410.00	440.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.27	0.26
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.27	0.26
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	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

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	N/A	132,450.00
Reused/Recycled non-hazardous waste (Kilograms)	N/A	N/A	132,450.00

	2023	2024	2025
Reused non-hazardous waste (Kilograms)	N/A	N/A	132,450.00
Percentage of total reused/recycled waste to total waste generated (%)	N/A	N/A	35.99
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	N/A	36.03

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	:	Business Group
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

1. Greenhouse Gas (GHG) Reduction Target: The company aims to reduce greenhouse gas emissions per production unit by 30% by 2030, compared to the base year (2023).
2. Data Collection and Certification: The company collects and seeks certification for its greenhouse gas emission data from authorized agencies of the Thailand Greenhouse Gas Management Organization (Public Organization: TGO).
3. Continuous Reporting: The company provides consistent and continuous reporting on its greenhouse gas emission performance.
4. Key GHG Reduction Measures:
 - 4.1 Energy Efficiency and Renewables: Reducing electricity consumption by transitioning to clean and renewable energy sources.
 - 4.2 Fuel Consumption Reduction: Minimizing the use of fossil fuels, including oil and LPG.
 - 4.3 Water Resource Management: Reducing water consumption through efficient resource utilization.
 - 4.4 Waste Minimization: Decreasing the generation of waste and garbage throughout our operations.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2023 : Greenhouse gas emissions 1.85 tCO ₂ e / Metric ton of product	2025 : Reduced by 10% or 0.18 tCO ₂ e / Metric ton of product in comparison to the base year	2050 : Reduced by 95% or 1.75 tCO ₂ e / Metric ton of product in comparison to the base year	<ul style="list-style-type: none"> • Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The company has primarily reduced its greenhouse gas (GHG) emissions through electricity conservation projects, specifically by adopting renewable and clean energy via solar rooftop installations. As a result of our GHG management, our total emissions (Scope 1 and Scope 2) stood at 1.69 tons of CO₂e per ton of product, representing an 8.6% reduction compared to the base year.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	22,632.00	25,227.00	24,642.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,838.00	3,708.00	3,824.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	3,305.00	3,463.00	2,804.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	16,489.00	18,056.00	18,014.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.014977	0.015834	0.017191
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	20.86	20.34	24.50
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Metric ton of product)	6.80730000	6.40400000	6.29600000

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 : Yes

List of greenhouse gas verifier entity : Greenhouse Gas Management Certification Unit, School of Energy and Environment University of Phayao

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
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 : CHAOSUA FOODS INDUSTRY PUBLIC COMPANY LIMITED Symbol : CHAO

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 : Yes
- Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination

Human Rights Management

The Company prioritizes human rights management in its business operations and activities within the business value chain, respecting human dignity, freedom, and equality in accordance with international practices. To mitigate human rights risks and impacts that could affect the Company's business operations, reputation, and stakeholder trust, the Company has implemented human rights management in its business operations as follows:

1. The Company requires its directors, executives, and employees to adhere to the Company's human rights policy, which aligns with the United Nations Guiding Principles on Business and Human Rights (UNGPs). These principles comprise three pillars: the state duty to protect human rights, the corporate responsibility to respect human rights, and access to remedy for victims of human rights abuses. The Company focuses on treating stakeholders involved in business activities with respect, honor, and equality, free from discrimination or restriction of rights based on differences such as gender, age, religion, race, education, social status, or any other matter, and oversees the conduct of activities of the Company and its subsidiaries related to stakeholders, from employees, customers, and communities to vulnerable groups such as children, women, persons with disabilities, and migrant workers, by strictly adhering to laws and principles of human rights and labor.
2. Consider potential human rights risks in the Company's business activities to assess the likelihood and level of potential impact, as well as closely and regularly monitor and audit high-risk business activities. This includes establishing risk management plans and mitigation measures for potential impacts arising from such risks.
3. Promote human rights practices among the Company's business partners and allies in accordance with relevant laws and the guidelines in the partners' business ethics, which the Company has established as a framework for efficient and sustainable collaborative business operations, enhancing mutual competitive advantage. Partners must not violate labor human rights, such as not employing child labor, not using forced labor, paying legal wages, and ensuring a safe working environment.
4. Provide channels for all stakeholders to report tips or complaints regarding human rights violations through the Company's whistleblowing channels.

Human rights risk and impact assessment

In 2025, the Company considers potential human rights risks in its business activities alongside other key risk assessments. The human rights risk assessment covers business activities and key stakeholders of the Company to establish appropriate management guidelines as follows:

Human rights risk issues for stakeholders in business activities

Employees

- Legal employment, equal and fair treatment
- Safe working environment
- Appropriate and adequate welfare
- Provide channels for feedback and complaints

Customers

- Privacy rights and access to personal data
- Rights to access product and service information
- Customer health and safety

Business Partners

- Labor safety and health rights
- Rights to personal data

Community

- Labor safety and health rights
- Rights to personal data

Violation or use of stakeholder data inconsistent with relevant laws and practices

Risk reduction guidelines

1. Require employees involved with stakeholder data, such as customers, business partners, and shareholders,
2. Strictly adhere to the personal data protection policy to ensure that employees' work complies with relevant laws and practices.
3. Organize training and disseminate knowledge through the intranet to raise employee awareness of the importance.
to foster understanding and appropriate work performance.
4. Review the effectiveness and adequacy of data security systems, both technological and procedural, to prevent unauthorized access to data by unrelated parties.

Rights and safety at work

Risk reduction guidelines

1. Strictly manage human resources in accordance with the law, under the principles of good corporate governance.
and communicate to employees their various rights
2. Provide channels for receiving feedback and complaints from employees, and conduct annual employee surveys covering all dimensions, such as compensation, welfare, and working environment.
to incorporate feedback for improving or developing appropriate human resource management.
3. Provide annual safety training to employees to refresh knowledge and practice skills appropriate to their job functions, and collaborate with business partners to promote safe operations.
4. Ensure that business partners comply with labor laws and have safety measures in place.
Appropriate occupational health and environment

In 2025, the Company did not receive any complaints regarding human rights violations arising from its business operations from both internal and external organizations. Furthermore, the Company has no legal disputes concerning labor, forced labor, child labor, or other matters related to human rights violations in its business operations.

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	: Yes
Changes in social and human rights policies, guidelines, and/or goals	: Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Chao Sua Food Industry Public Company Limited and its subsidiaries are committed to conducting business with integrity, adhering to business ethics and good corporate governance principles, coupled with social responsibility, and considering all stakeholder groups in accordance with corporate governance principles and the company's code of conduct.

In terms of human rights protection throughout its business operations, the Company has continuously and strictly treated its stakeholders in accordance with internationally accepted human rights principles. This includes, in particular, supporting and adhering to the Universal Declaration of Human Rights (UDHR) of the United Nations, the principles of the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGP), and the International Labor Organization Declaration on Fundamental Principles and Rights at Work (ILO), as well as the labor laws of each country where the Company conducts business.

Therefore, to ensure that the Company's business operations are free from human rights violations, the Board of Directors deems it appropriate to establish a human rights policy and guidelines to prevent human rights violations in all business activities of the Company, including its partners, business partners in the supply chain, and business associates.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	: Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights
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Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	: No
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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

	2023	2024	2025
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 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	:	Business Group
Total number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	0.00

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, Safety and occupational health at work

The Company and its subsidiaries have a policy for fair and competitive compensation management within the industry, considering duties, responsibilities, and performance, alongside economic conditions and market rates. Additionally, the Company provides comprehensive short-term and long-term welfare and benefits to promote a good quality of life and create motivation, as well as respecting employees' rights to association and collective bargaining within the appropriate legal framework.

The Company and its subsidiaries believe that effective human resource management is a crucial foundation for building competitive capabilities and driving the organization's sustainable growth based on social and environmental responsibility. Therefore, the Company focuses on proactive human resource management strategies, ranging from attracting high-potential personnel and providing appropriate welfare to developing employee skills to cope with economic and technological changes, in order to foster long-term commitment to the organization.

Management

Recruitment and Selection of Personnel

The Company and its subsidiaries have a fair employment policy, adhering to the principles of equality and fairness in the employment process, with strict regard for human rights. Employee selection is primarily based on qualifications, knowledge, abilities, and skills that align with the job position, without discrimination based on gender, age, race, or religion. Furthermore, the Company ensures that termination of employment is handled in accordance with the law and with fairness.

Consideration of Compensation and Benefits

The Company and its subsidiaries have a policy for fair and competitive compensation management within the industry, considering duties, responsibilities, and performance, alongside economic conditions and market rates. Additionally, the Company provides comprehensive short-term and long-term welfare and benefits to promote a good quality of life and create motivation, as well as respecting employees' rights to association and collective bargaining within the appropriate legal framework.

Performance Evaluation

The Company and its subsidiaries have an annual performance evaluation system to facilitate planning, training for potential development, and consideration of job position adjustments or compensation. The group of companies defines and communicates the evaluation process and criteria to employees, which consider employee performance

efficiency based on various indicators, including Balanced Scorecard, Department KPIs, and Individual KPIs, jointly set between supervisors and employees. Corporate Culture: Evaluation of behaviors reflecting organizational values. Performance evaluations are conducted transparently, fairly, and without discrimination.

Employee Potential Development

The Company and its subsidiaries promote personnel development by establishing a systematic training plan to ensure that all employees receive skill and knowledge development beneficial for career advancement. This includes internal training plans, external training, on-the-job training, self-learning through e-learning systems, and the development of essential skills for the present and future. The focus is on enhancing career path capabilities, quality and safety, leadership, as well as instilling organizational values and culture, to strengthen personnel readiness to cope with changes and challenges.

Promoting Employee Relations and Motivation

The Company and its subsidiaries conduct an annual employee engagement survey to analyze the results, which reflect employees' opinions and feelings towards the organization. This analysis is used to adjust organizational management plans and employee care to be appropriate, align with employee needs, and support business goals. This will help foster employee confidence and commitment to the organization, enabling them to perform at their full potential and work with the organization in the long term.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
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Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> Promoting employee relations and participation 	Promoting Employee Relationships and Motivation	2024: -	2026: The Company has a policy to conduct an annual Employee Engagement Survey to enhance employee engagement and foster a sense of belonging within the organization. This involves gathering feedback from all employees and utilizing the survey results to address, improve, and further develop initiatives to maximize employee satisfaction and happiness at work, treating them as integral members of the Company's family. The target for 2026 is not less than 80%.

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 : Yes

Personnel Recruitment and Selection

The Company and its subsidiaries prioritize the selection of personnel with potential, knowledge, and skills appropriate to the job position and organizational culture. This is carried out through modern and comprehensive recruitment channels, including leading job websites and social media, to effectively reach quality target groups. In addition to general recruitment, the Company also has a policy to support student learning through **"Internship Program"** to provide opportunities for young generations to apply classroom knowledge to real-world work environments, thereby enhancing skills and readiness before entering the labor market with quality. In the past year, the Company hosted a total of 10 interns from leading educational institutions.

3 institutions, namely Suranaree University of Technology, Mahasarakham University, and Rajamangala University of Technology Isan, to undertake practical training in key functional areas such as Accounting, Production, and Quality Management. This is considered part of building a foundation of quality personnel to support the future growth of the food industry.

Compensation and Welfare Consideration

The Company and its subsidiaries focus on fair and appropriate compensation and welfare management to incentivize performance, as well as to enhance the ability to attract high-potential personnel (Talent Acquisition) and retain skilled personnel to grow with the organization in the long term. The main details are as follows:

1. **Employee Compensation** The Company has established a compensation structure that reflects responsibilities and capabilities, divided into two main components:
 - **Fixed Pay:** Comprises salary or wages, determined by the scope of responsibility, skills, abilities, and work efficiency. This is regularly compared with wage rates in similar-sized business groups, and economic conditions and the labor market are also considered.
 - **Variable Pay:** The Company provides special remuneration or annual bonuses, based on the performance of the group of companies, coupled with individual performance evaluations through international standard measurement systems, such as **Balanced Scorecard, Department KPIs, and Individual KPI** to ensure maximum transparency and fairness.

In addition to fixed base compensation and base compensation, the Company also conducts annual reviews and adjustments of compensation to align with economic conditions, inflation rates, and to maintain competitiveness with the labor market in the same industry. The systematic review process is as follows:

- **Market Benchmarking:** The Company references salary and compensation survey results from reputable institutions. In the past year, the average salary increase budget was set at approximately **3 5 percent %** to ensure employees receive appropriate and competitive compensation.
 - **Performance-Based Increment:** The individual salary increase rate will be determined by performance evaluation results (obtained from a tangible measurement system) to reward employees who achieve outstanding results in line with the organization's strategy (Pay for Performance).
 - **Talent Retention & Sustainability:** In cases of high-potential employees or those assigned increased responsibilities, the Company will consider appropriate additional compensation to retain quality personnel as key drivers for achieving organizational goals according to the annual plan.
2. **Welfare and Benefits** The Company provides comprehensive welfare benefits, both legally mandated and additional benefits, to enhance the quality of life and foster organizational commitment, as follows:
 - **Long-term Financial Stability:** Establish a Provident Fund to promote savings and provide security for employees. Employees can voluntarily contribute between 215%, and the Company will contribute 27% based on their years of service.
 - **Healthcare:** Arrange annual health check-ups for employees to monitor and promote good health and well-being at work.
 - **Welfare Assistance:** Support expenses for important occasions and alleviate family burdens, such as employee children's scholarships, wedding assistance, ordination assistance, and assistance in cases of employee or family member death.
 - **Incentive Welfare:** Provide diligence allowance, shift allowance, special skill allowance (Skill Labor), group insurance and medical expenses (for certain positions), uniforms, as well as special discount privileges for purchasing products and goods from the group of companies, to foster pride and reduce the cost of living for employees.

Performance Evaluation

The Company and its subsidiaries have an annual performance evaluation system to facilitate planning, training for potential development, and consideration of job position adjustments or compensation. The Company defines and communicates the evaluation process and criteria to employees, which will consider employee performance efficiency across various indicators, including:

1. **Organizational Management and Evaluation System (Balanced Scorecard: BSC)** The Company utilizes the Balanced Scorecard system to translate strategies from the organizational level into practice, measuring performance through four main perspectives:

- Financial Perspective: For sustainable growth and profitability.
 - Customer Perspective: To build satisfaction and retain the customer base.
 - Internal Process Perspective: For the efficiency and quality of work processes.
 - Learning and Growth Perspective: For the development of personnel knowledge and innovation.
2. **Key Performance Indicators (KPIs)** The Company sets clear indicators to measure performance at each level, including:
 - **Department KPIs:** Measuring achievement against the goals of each department.
 - **Individual KPIs :** Measuring individual performance in alignment with departmental goals
 3. **Work behavior in accordance with the organizational culture (Chaosua Culture)** focuses on evaluating behaviors that reflect adherence to the "Chaosua" (Company's) Core Values to foster a strong and sustainable work culture.
 4. **Leadership & People Development** For employees at the supervisory level, the Company conducts evaluations in management and team development to continuously enhance the potential of their subordinate personnel.

Employee Potential Development

Because people are the crucial gears towards international growth standards.

Personnel potential development is one of the key mechanisms for driving the organization towards sustainable growth amidst changes in the business environment and technology. Therefore, the Company emphasizes enhancing knowledge, skills, and appropriate attitudes for employees at all levels to enable them to perform effectively, in line with the Company's strategies and goals. In 2025, the Company systematically developed personnel potential, covering internal training, external training, and learning during actual on-the-job training (OJT), self-learning through e-learning systems, and the development of essential skills for the present and future. The focus is on enhancing capabilities in career paths, quality and safety, leadership, as well as instilling organizational values and culture to strengthen personnel readiness to cope with changes and challenges.

In 2025, the Company has driven its personnel development plan in alignment with both short-term and long-term business plans, focusing on targeted development based on career paths and position levels, through diverse learning formats including theoretical training and practical on-the-job training (OJT). In the past year 2025, the Company achieved its development goals with a total training hours of 40 hours, or an average of 46 hours/person.

"Stepping into 2026: Enhancing Capabilities towards a Target of Not Less Than 40 Hours/Person"

Examples of personnel development courses, divided into two main groups as follows:

Basic Training Courses

- Building a Culture of Food Quality and Safety
- Requirements and Techniques for Internal Auditing of Standard Systems

Food Safety BRCGS Standard for Food Safety Issue 9

- Requirements and Techniques for Internal Auditing of GHPsHACCP Standard Systems
- Business Ethics
- Introduction to SedexSMETA 7.0
- Personal Data Protection Act
- Forklift Safe Driving Training
- Workplace Safety and First Aid

Work Skill Enhancement Courses

- SMART SMEs GO DIGITAL & AI
- Train the Trainer (Professional Trainer Techniques)
- Root Cause Analysis
- Strategic HR as a Business Partner (SHRBP)

- Techniques for preparing payment and receipt documents, along with tax issues to be aware of for accounting, finance, and cashier officers.
- Preparation of Operational Cash Flow Statement
- Precautions for Closing Financial Statements, Updating Abbreviated Items, and DBD e-Filing
- Efficient Warehouse System and Management
- Real-time organizational carbon footprint assessment with
- ACAMP Platform and ZCARBON Box

Furthermore, the Company emphasizes knowledge sharing through on-the-job training (OJT) by supervisors and sending employees to exchange experiences with leading external institutions to ensure that employees "Chaosua" Everyone is proficient in their duties, proud of their work, and ready to grow steadily with the organization.

Promoting Employee Relations and Motivation

The Company has a policy to conduct an Employee Engagement Survey annually to foster employee engagement and make employees feel like an integral part of the organization. This involves listening to the opinions of all employees and using the evaluation results to rectify, improve, and further develop initiatives to maximize employee satisfaction and happiness at work, as if they were members of the Company's family. The target for 2026 is not less than 80%.

Employee Engagement Survey Results	2022	2023	2024	2025
Employee Engagement Assessment	54.60%	55.14%	87.53%	90.09%
Number of employees participating in the survey (persons)	506	705	773	839
Employee Turnover Rate	14.75%	13.38%	11.38%	12.20%

In addition, to ensure transparent welfare management that truly meets employee needs, the Company has established **Welfare Committee in the Establishment** which represents the employee representatives who perform the following duties:

- **Discussion and Consultation:** collaborate with employers to continuously recommend beneficial welfare arrangements for employees.
- **Monitoring and Supervision:** oversee the provision of welfare benefits in accordance with established criteria, accurately and fairly.
- **Quality of Life Development:** jointly propose guidelines and policies to the Labor Welfare Committee to improve the quality of life and well-being of employees in the long term.

This close collaboration between the Welfare Committee and management not only helps close gaps in human resource management as suggested by internal audits but also serves as a crucial mechanism for building trust and sustainable engagement within the organization.



Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	1,085	1,240	1,006
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)	1085	1240	1006
Male employees (persons)	391	446	349
Percentage of male employees (%)	36.04	35.97	34.69
Female employees (persons)	694	794	657
Percentage of female employees (%)	63.96	64.03	65.31
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0

	2023	2024	2025
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

	2023	2024	2025
Total number of employees under 30 years old (Persons)	439	503	314
Percentage of employees under 30 years old (%)	40.46	40.56	31.21
Total number of employees 30-50 years old (Persons)	590	677	614
Percentage of employees 30-50 years old (%)	54.38	54.60	61.03
Total number of employees over 50 years old (Persons)	56	60	78
Percentage of employees over 50 years old (%)	5.16	4.84	7.75

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	191	220	128
Percentage of male employees under 30 years old (%)	48.85	49.33	36.68
Total number of male employees 30-50 years old (Persons)	190	216	207

	2023	2024	2025
Percentage of male employees 30-50 years old (%)	48.59	48.43	59.31
Total number of male employees over 50 years old (Persons)	10	10	14
Percentage of male employees over 50 years old (%)	2.56	2.24	4.01

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	248	283	186
Percentage of female employees under 30 years old (%)	35.73	35.64	28.31
Total number of female employees 30-50 years old (Persons)	400	461	407
Percentage of female employees 30-50 years old (%)	57.64	58.06	61.95
Total number of female employees over 50 years old (Persons)	46	50	64
Percentage of female employees over 50 years old (%)	6.63	6.30	9.74

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	1,038	1,186	950
Percentage of employees in operational level (%)	95.67	95.65	94.43

	2023	2024	2025
Total number of employees in management level (Persons)	41	48	50
Percentage of employees in management level (%)	3.78	3.87	4.97
Total number of employees in executive level (Persons)	6	6	6
Percentage of employees in executive level (%)	0.55	0.48	0.60

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	370	420	325
Percentage of male employees in operational level (%)	94.63	94.17	93.12
Total number of male employees in management level (Persons)	19	24	22
Percentage of male employees in management level (%)	4.86	5.38	6.30
Total number of male employees in executive level (Persons)	2	2	2
Percentage of male employees in executive level (%)	0.51	0.45	0.57

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	668	766	625
Percentage of female employees in operational level (%)	96.25	96.47	95.13

	2023	2024	2025
Total number of female employees in management level (Persons)	22	24	28
Percentage of female employees in management level (%)	3.17	3.02	4.26
Total number of female employees in executive level (Persons)	4	4	4
Percentage of female employees in executive level (%)	0.58	0.50	0.61

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	420	442	351
Bangkok Metropolitan (Person)	22	28	30
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	398	414	321
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	665	798	661
Bangkok Metropolitan (Person)	31	31	40
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	634	767	621
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	0	0	0
Total male employees working abroad (Person)	0	0	0
Total female employees working abroad (Person)	0	0	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	8	8	15
Percentage of disabled workers to total employment (%)	0.74	0.65	1.49
Total number of employees with disabilities (Persons)	8	8	15
Total male employees with disabilities (persons)	3	4	9

	2023	2024	2025
Total female employees with disabilities (persons)	5	4	6
Percentage of disabled employees to total employees (%)	0.74	0.65	1.49
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	197,589,657.06	233,303,276.18	217,521,327.00
Total male employee remuneration (baht)	78,246,371.00	97,829,329.00	94,787,031.00
Percentage of remuneration for male employees (%)	39.60	41.93	43.58
Total female employee remuneration (baht)	119,343,286.06	135,473,947.18	122,734,296.00
Percentage of remuneration for female employees (%)	60.40	58.07	56.42
Average of remuneration of employees (Baht/persons)	182,110.28	188,147.80	216,223.98
Average of remuneration for male employees (Baht/persons)	200,118.60	219,348.27	271,596.08
Average of remuneration for female employees (Baht/persons)	171,964.39	170,622.10	186,810.19

	2023	2024	2025
Rate of average of remuneration between female employees and male employees	0.86	0.78	0.69

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

Currently, the Company and its subsidiaries operate a provident fund managed by SCB Asset Management Co., Ltd. under the name SCB Master Fund, which is registered with the SEC and the Stock Exchange of Thailand. As of December 31, 2025, a total of 72 employees, including executives, from the Company and its subsidiaries participate in the provident fund scheme, representing 7.11% of the total 1,012 permanent employees, including executives, of the Company and its subsidiaries.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : No

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	76	87	86
Number of employees joining in PVD (persons)	56	68	68
Number of PVD members / Total employees (%)	5.16	5.48	6.76
Number of PVD members / Total eligible employees (%)	73.68	78.16	79.07

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,541,534.60	4,540,849.30	7,934,779.95
Total amount of provident fund contributed by employee (baht)	713,447.66	2,080,681.82	3,988,174.03

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
CHAOSUA FOODS INDUSTRY PUBLIC COMPANY LIMITED	Yes	1,006	86	68	6.76	79.07

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

Providing education or information on selecting appropriate investment policies

Chao Sua Foods Industry Public Company Limited places importance on promoting financial planning and investment knowledge among employees through its provident fund. It encourages employees to select investment policies that align with their risk tolerance, investment horizon, and financial goals. A diverse range of investment options is provided, covering various risk levels to accommodate employee needs, and it promotes understanding of risk diversification and regular monitoring and adjustment of investment portfolios.

In addition, the Company also supports continuous knowledge dissemination through training and communication of relevant information to enhance long-term financial stability and sustainably improve the quality of life for employees.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	46.00	36.00	53.00
Total amount spent on employee training and development (Baht)	631,068.00	2,138,181.00	1,458,005.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000477	0.001492	0.001085
Percentage of training and development expenses to total revenue (%) ^(*)	0.000418	0.001342	0.001017

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	2,413,880.00	2,800,360.00	585,658.00
Total number of hours worked by employees (Hours)	2,413,880.00	2,800,360.00	585,658.00
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	3	3	3

	2023	2024	2025
Total number of employees that lost time injuries for 1 day or more (Persons)	3	3	3
Percentage of employees that lost time injuries for 1 day or more (%)	0.28	0.24	0.30
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)	1.24	1.07	5.12
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.25	0.21	1.02

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

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	1502	1378	768
Total number of male employee turnover leaving the company voluntarily (persons)	691	588	323
Total number of female employee turnover leaving the company voluntarily (persons)	811	790	445
Proportion of voluntary resignations (%)	138.43	111.13	76.34
Percentage of male employee turnover leaving the Company voluntarily (%)	46.01	42.67	42.06

	2023	2024	2025
Percentage of female employee turnover leaving the Company voluntarily (%)	53.99	57.33	57.94

	2023	2024	2025
Evaluation result of employee engagement	Yes	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, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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 for vulnerable groups, including children or youth under 12 years old, 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, Development of customer satisfaction and customer relationship

The Company will conduct business with consideration for ethical trade practices, fair competition, and establish guidelines to ensure transparency in advertising, clear and traceable product quality displays, and services. The Company is also committed to continuous research and development of products to meet customer needs.

The Company is committed to developing quality, standardized, and cost-effective products and services that efficiently meet customer needs, to ensure customer satisfaction, confidence, trust, and continuous support for the business. Therefore, guidelines have been established for developing and maintaining sustainable relationships with customers, as follows:

1. Produce and deliver quality, safe, and standardized products and services that comply with laws, regulations, policies, and guidelines, including relevant standards, at appropriate prices that meet customer needs and expectations.
2. Identify and understand the diverse needs of customers to ensure customer satisfaction, by studying and analyzing consumer behavior trends and customer demands in line with current times.
3. Develop products and services that are socially and environmentally responsible, by applying innovative technology in the production of quality goods or services, utilizing resources efficiently, preserving the environment, reducing negative impacts, and creating positive impacts on society and the environment, in order to deliver value to customers and build long-term trust.
4. Provide quality and efficient after-sales services throughout the lifespan of products and services.
5. Treat customers equally and fairly based on equitable returns for both parties.
6. Monitor and verify the origin and quality of raw materials and service providers to manage sustainability risks throughout the supply chain, as well as effectively manage the quality of products and services in accordance with international standards.
7. Conduct business ethically and honestly, treating customers with courtesy and trustworthiness.
8. Respect customers' personal rights by keeping their business and personal information confidential, protecting it from unauthorized access, and not disclosing such information to third parties without the customer's consent.
9. Communicate and provide accurate, sufficient, and timely information and advice to customers to keep them regularly informed about products and services. Advertising, public relations, and sales promotions must be conducted responsibly, without exaggeration or misleading statements regarding the quantity, quality, or terms of products or services.
10. Provide various communication channels that allow customers to offer suggestions or complaints regarding products and services, as well as report any misconduct or violations of business ethics, in accordance with the whistleblowing policy.
11. Establish processes for customer satisfaction surveys, gathering feedback and suggestions from customers to continuously improve the quality of products and services, and respond promptly to consistently build good relationships with customers.

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 : Yes

The Company will conduct business with consideration for ethical trade practices, fair competition, and establish guidelines to ensure transparency in advertising, clear and traceable product quality and service presentation, and continuously focus on research and development of products to meet customer needs.

The Company is committed to developing high-quality, standardized, cost-effective products and services that efficiently meet customer needs, ensuring customer satisfaction, confidence, trust, and continuous support for the business. Therefore, guidelines have been established for developing and maintaining sustainable relationships with customers, as follows:

1. Produce and deliver high-quality, safe, and standardized products and services that comply with laws, regulations, policies, and guidelines, as well as relevant standards, at appropriate prices that meet customer needs and expectations.
2. Identify and understand diverse customer needs to ensure customer satisfaction by studying and analyzing consumer behavior trends and evolving customer requirements.
3. Develop products and services that are socially and environmentally responsible by applying innovative technology in the production of high-quality goods or services, utilizing resources efficiently, preserving the environment, reducing negative impacts, and creating positive impacts on society and the environment to deliver value to customers and build long-term trust.
4. Provide high-quality and efficient after-sales services throughout the lifespan of products and services.
5. Treat customers equally and fairly based on equitable returns for both parties.
6. Monitor and verify the origin and quality of raw materials and service providers to manage sustainability risks throughout the supply chain, as well as effectively manage the quality of products and services in accordance with international standards.
7. Conduct business ethically and honestly, treating customers with courtesy and trustworthiness.
8. Respect customers' privacy rights by keeping their business and personal information confidential, protecting it from unauthorized access, and not disclosing such information to third parties without the customer's consent.
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11. Establish processes for satisfaction surveys, gathering feedback and suggestions from customers to continuously improve the quality of products and services, and to respond promptly to consistently build good relationships with customers.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes
customers/consumers

Telephone : 044240999

Fax : 044240998

Email : -

Company's website : www.chaosua.com

Address : CHAOSUA FOODS INDUSTRY PUBLIC COMPANY LIMITED
99 Moo9 Mittrapharp Road, Suranaree, Mueang
Nakhonratchasima, Nakhonratchasima

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan : Education, Occupational health, safety, health, and quality implemented by the company over the past year of life

Creating Shared Value for Sustainable Development from Within to Beyond

The Company is committed to conducting its business with social responsibility (Corporate Social Responsibility: CSR), guided by the intention to achieve sustainable growth in all dimensions. We uphold community and social development as a core policy that has been continuously implemented. This begins with building a strong internal foundation through transparent and efficient management in accordance with good corporate governance principles. We place great importance on the voice of employees by using their feedback and satisfaction survey results as key benchmarks to consistently improve and develop the organization. In terms of contributing to community and social development, the Company has expanded its responsibilities by actively supporting social and community initiatives and projects. These efforts aim to enhance quality of life and strengthen surrounding communities in a sustainable manner.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : No

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 management : Yes

In 2025, the company implemented a total of 19 social activities and projects, covering social, community, and environmental aspects, as well as education, focusing on sustainable growth alongside society. These include:

1. **Government Participation (4 projects)**, such as:

- Chaosua-Wholesome donated company products to support the Red Cross Charity Day event.

- Chaosua-Wholesome donated company products and drinking water to support the Labor Day event in Nakhon Ratchasima province.
 - Chaosua-Wholesome donated rice, drinking water, and cash to support a project.
 - Chaosua-Wholesome donated rice crackers to the Provincial Social Development and Human Security Office.
2. **Social Participation (11 projects)**, such as:
- Chaosua-Wholesome donated company products and Chaosua brand drinking water to refugees in border areas.
 - Chaosua-Wholesome organized a large-scale blood donation drive to increase blood supply.
 - Chaosua-Wholesome organized a meal and donated company products to schoolchildren school for the Blind
 - Chaosua-Wholesome Co., Ltd. donates company products to be distributed to flood victims in Songkhla Province.
3. **Community and local involvement**, such as
- Chaosua Volunteer for the Community Activity, 3rd time.
4. **Education**, such as Chaosua-Wholesome supports Suranari Subdistrict Municipality, Nakhon Ratchasima City Municipality, and Community Group 3, Suranari Subdistrict, with company products for Children's Day activities.

Chaosua-Wholesome donated company products to support the 2025 Red Cross Charity Day event



Chaosua-Wholesome donated company products and bottled water to support the Labor Day celebrations in Nakhon Ratchasima Province in 2025.



Chaosua-Wholesome donated rice, drinking water, and cash to support the "Love to Give, Enjoy Giving" project for the Association of People with Disabilities in Nakhon Ratchasima Province



Chaosua-Wholesome donated its products and Chao Sua branded bottled water to be distributed to refugees in border areas affected by the unrest along the border





Chaosua-Wholesome joined forces for a major act of kindness by donating blood to increase blood reserves amidst the unrest along the border



Chaosua-Wholesome organized a meal and donated company products to students at the Nakhon Ratchasima School for the Blind



Chaosua-Wholesome donated company products to be distributed to flood victims in Songkhla Province



Chaosua-Wholesome supported the Suranaree Subdistrict Municipality, Nakhon Ratchasima City Municipality, and Community Group 3 in Suranaree Subdistrict by providing company products for Children's Day activities



The 3rd Chaosua Volunteer Activity for the Community



Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	78,178.00	49,120.00	316,824.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.005910	0.003428	0.023577
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.005174	0.003083	0.022103

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 : CHAOSUA FOODS INDUSTRY PUBLIC COMPANY LIMITED Symbol : CHAO

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 recognizes the importance of good corporate governance and is committed to continuously enhancing it, believing that good corporate governance will benefit the company's business operations, increase value and returns for shareholders and investors in the long term, and build confidence among shareholders, investors, and all relevant parties. Furthermore, to ensure transparent, fair, and auditable management, while considering the rights and equality of shareholders and responsibility towards stakeholders, the Board of Directors has established a Corporate Governance Policy, Business Ethics, and other policies that promote good governance in the company's business operations and

subsidiaries and build confidence for all stakeholders, and publicly announce it on the company's website to foster understanding and serve as a guideline to promote adherence to the business ethics of directors, executives, and employees at all levels, as well as to provide information to shareholders.

investors stakeholders and other interested parties. The company's good corporate governance policies and practices are consistent with the principles of good corporate governance for listed companies in 2017. (Corporate Governance Code: CG Code) of the SEC, the principles of good corporate governance for listed companies of the Stock Exchange of Thailand, and the criteria under the Corporate Governance Report of Thai Listed Companies ("CGR Project") of the Thai Institute of Directors ("IOD").

Furthermore, it builds confidence among customers, investors, stakeholders, and the public, assuring them that the company's operational processes and decision-making are systematic, independent, transparent, and reliable, while also considering all relevant stakeholders. There are 8 principles of good corporate governance as follows:

Practice 1	Recognize the role and responsibilities of the Board of Directors as organizational leaders who create sustainable value for the business.
Practice 2	Define the primary objectives and goals of the business for sustainability.
Practice 3	Enhance an effective Board of Directors.
Practice 4	Recruit and develop executives at senior levels and human resource management
Practice 5	Promote innovation and responsible business conduct.
Practice 6	Ensure appropriate risk management and internal control systems are in place.
Practice 7	Maintain financial credibility and information disclosure
Practice 8	Support shareholder engagement and communication.

Policy and guidelines related to the board of directors

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

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

The Company has policies and guidelines regarding the Board of Directors, the nomination and remuneration of directors and executives, the independence of the Board from management, director development, and the performance evaluation of directors, as well as the supervision of subsidiaries.

Determination of director remuneration

Nomination and Remuneration of Directors and Sub-Committee Members

The Board of Directors will ensure that the nomination and selection process for directors and/or sub-committees are transparent, clear, and verifiable, in order to obtain a Board of Directors and/or sub-committees with appropriate knowledge, expertise, and experience, capable of performing duties beneficial to the Company's business. This also includes considering the structure and setting remuneration rates that are commensurate with responsibilities and can incentivize directors to lead the organization towards achieving the Company's short-term and long-term goals, and are comparable to other organizations in the same industry, for presentation to the Board of Directors and/or the shareholders' meeting for further appointment. (as the case may be).

The Board of Directors has appointed a Nomination and Remuneration Committee, consisting of at least 3 members, the majority of whom must be independent directors, and with an independent director as Chairman. The Board of Directors considers or assigns the Nomination and Remuneration Committee to as follows:

Nomination Policy

1. consider the structure, size, and composition of the Board of Directors and various sub-committees to ensure their suitability for the organization and business environment, as well as review the qualifications of directors, sub-committee members, the Chief Executive Officer, and senior executives in terms of knowledge, skills, experience, including specialized expertise.
2. nominate and propose to the Board of Directors, with the approval of the shareholders' meeting, the appointment of directors, without discrimination based on gender, race, religion, age, professional skills, or other specific qualifications, taking into account the diversity of the Board's structure.
3. consider and establish criteria and procedures for the nomination of directors, sub-committee members, the Chief Executive Officer, and senior executives, and to nominate and screen qualified individuals to present to the shareholders' meeting for further appointment.
4. Review criteria and methods for nominating directors and sub-committee members, to recommend to the Board of Directors before the nomination of individuals whose terms have expired. In cases where the Nomination and Remuneration Committee proposes the re-appointment of an existing director, their performance should also be taken into account.
5. the independence and qualifications of each independent director, to ensure that the independent directors of the Company consists of individuals who fully meet the criteria and/or relevant legal requirements.

Remuneration Policy

consider establishing guidelines for monetary and non-monetary remuneration, both short-term (Salaries, welfare benefits, bonuses) and long-term for directors, sub-committee members, as well as other benefits, ensuring they are appropriate, fair, compliant with relevant laws, consistent with the experience, mission, duties, responsibilities, and qualifications of the appointed and hired individuals, and aligned with the Company's long-term strategies and goals. These shall be presented to the Board of Directors' meeting for approval and/or to the shareholders' meeting for further approval, including regular review of such criteria. The remuneration for directors and sub-committee members should be as follows:

1. Fixed remuneration (Retainer fee) such as monthly remuneration, annual remuneration, should consider practices adopted by companies in the same industry, the Company's operating results and business size, and the responsibilities, knowledge, abilities, and experience of the directors the Company requires.
2. performance-based remuneration of the Company should be linked to the value the Company creates for shareholders, such as company profits or dividends paid to shareholders, etc.
3. Meeting allowance (Attendance fee) that directors may receive in addition to fixed remuneration and performance-based remuneration from the Company, which the Nomination and Remuneration Committee should consider to be at an appropriate level.

Nomination and Remuneration of the Company's Executives

The Board of Directors is responsible for defining the qualifications and criteria for nominating suitable individuals to serve as the Chief Executive Officer and senior executives of the Company, including their appointment, and for establishing the format and process for developing the Chief Executive Officer and senior executives of the Company to align with the Company's business and the necessity of driving the organization towards the goals set in the Board Charter. Furthermore, The Board of Directors will consider or assign the Nomination and Remuneration Committee to Remuneration perform duties related to nomination and remuneration, which can be summarized as follows: as follows:

Nomination Policy

1. consider establishing criteria and procedures for the nomination of the Chief Executive Officer and senior executives, and to nominate and consider screen qualified individuals in terms of knowledge, experience, and expertise, to present to the Board of Directors for further appointment.
2. consider the succession plan for the Chief Executive Officer and senior executives, and oversee the preparation and review of such succession plans to ensure the continuous operation of the Company's management.

Remuneration Policy

1. Chief Executive Officer

consider establishing guidelines for monetary and non-monetary remuneration, both short-term (Salaries, welfare benefits, bonuses) and long-term.

of Chief Executive Officer, and present them to the Board of Directors' meeting for approval, including reviewing such criteria.

regularly.

2. senior executives

consider establishing a framework for remuneration policy, both short-term (Salaries, welfare benefits, bonuses) and long-term of senior executives

to be appropriate for their responsibilities and comparable to industry practices and the expected benefits to the Company. The Human Resources Department shall present and consider the details of remuneration, knowledge development, and performance evaluation.

Criteria for the Nomination and Appointment of Directors

The Nomination and Remuneration Committee will consider nominating and selecting individuals who are fully qualified and do not possess characteristics prohibited by relevant laws and regulations, possess integrity and responsibility, and can perform duties with due care. (Duty of Care) including integrity (Duty of Loyalty) to serve as directors and sub-committee members, under the nomination criteria and appoint directors, with the following guidelines for consideration:

1. The Company provides an opportunity for minority shareholders to nominate qualified individuals for consideration as directors.
2. Nomination of qualified individuals for consideration as directors from the Nomination and Remuneration Committee, which may consider candidates from the Director's Pool from reputable organizations, such as the list

of professional directors in the IOD Chartered Director directory of the Thai Institute of Directors Association, and/or from compiling a list of individuals with knowledge, abilities, and expertise in various fields that would be beneficial to the Company's business operations.

3. Qualifications of directors must comply with relevant laws and regulations, including the Organic Act on Anti-Corruption B.E. 2561 (2018), announcements of the Capital Market Supervisory Board, and the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code) of the Securities and Exchange Commission (SEC), without conflicting with the Company's Articles of Association, including the Company's Good Corporate Governance Handbook and Business Ethics, as well as other laws and regulations related to the qualifications of directors in listed companies, conflicts of interest that may arise with the Company.
4. diverse and essential specific qualifications for the Company's business operations. (Board Skill Matrix), as well as the proportion of directors who are female and independent directors, without discrimination based on gender, race, nationality, skin color, ethnicity, or religion, to promote the composition of the Board of Directors the Company is transparent, diverse, and balanced in various fields, leading to maximum benefit for the organization, and may also consider the list or database of directors (Director's Pool) from reputable organizations.
5. In the case of proposing the appointment of an independent director, additional consideration will be given to their independence qualifications in accordance with the Capital Market Supervisory Board's announcements and the Company's definition of independent director qualifications.
6. In the case of proposing the appointment of an existing director, their performance during the past year as a director will be considered the provision of useful suggestions and opinions for the Company's business operations, including sufficient dedication of time to duties as a director, and participation in various activities of each director, will be considered in addition to the aforementioned.

Procedures for the Nomination and Appointment of Directors

In the event of a director vacancy due to term expiration or other reasons, the Nomination and Remuneration Committee will consider nominating and selecting qualified individuals as specified in the criteria for the nomination and appointment of directors. In nominating qualified individuals, the following channels will be considered:

1. Providing an opportunity for shareholders to nominate individuals for consideration as directors in advance of the Annual General Meeting of Shareholders annually, according to the criteria and conditions communicated through the Stock Exchange of Thailand channels and the Company's website.
2. Providing an opportunity for each member of the Nomination and Remuneration Committee to propose individuals deemed suitable after consideration.
3. individuals recommended by each director or by the Board of Directors.
4. to external consulting firms (Professional Search Firm) to help screen qualified individuals.
5. use the director database (Director Pool) of the Thai Institute of Directors Association (IOD). For proposing the re-appointment of an existing director for another term, the Nomination and Remuneration Committee will consider various factors, including past year's performance, attendance and participation in meetings, provision of useful suggestions and opinions, and dedication of time.
to the organization, participation in and support of various activities of the Board of Directors.

Nomination and appointment process for directors, independent directors, in cases where a director position becomes vacant due to term expiration.

1. Once the Company receives the names of qualified individuals for directorship, the Company will proceed to verify and confirm the qualifications, knowledge, abilities, and experience of the nominated individuals for directorship, as well as request consent from the nominated individual to enter the nomination and selection process before presenting to the Nomination and Remuneration Committee for screening and recommendation.
2. After consideration, screening, and recommendations from the Nomination and Remuneration Committee, the list of qualified individuals must be presented to the Board of Directors' meeting for approval before being proposed to the Annual General Meeting of Shareholders for approval by a majority vote of shareholders present and

casting their votes, with shareholders casting their votes for election directors individually, in accordance with good corporate governance principles.

Nomination and appointment process for directors, independent directors, in cases of filling vacant director positions due to other reasons not due to term expiration.

1. Once the Company receives the names of qualified individuals for directorship from major shareholders or the Nomination and Remuneration Committee, the Company will proceed to verify and confirm the qualifications, knowledge, abilities, and experience of the nominated individuals for directorship, as well as request consent from the nominated individuals to enter the nomination and selection process before presenting to the Nomination and Remuneration Committee for screening and recommendation.
2. After consideration, screening, and recommendations from the Nomination and Remuneration Committee, the list of qualified individuals must be presented to the Board of Directors' meeting for consideration and appointment as directors to fill vacant positions. The individual appointed as a replacement director shall serve for the remaining term of the director they replace. The resolution for appointing such individual appointed as such director must receive no less than three-fourths of the votes. (3/4) of the remaining directors. However, if a director's term has less than 2 months remaining, the nomination of an individual to fill such vacant position must be presented to the Annual General Meeting of Shareholders for approval.

Vacation of Directorship

1. At every Annual General Meeting of Shareholders, one-third of the directors shall retire from office. (1/3) of the total number of directors at that time. If the number of directors cannot be divided exactly into three parts, the number closest to one-third (1/3) shall retire, and directors who have vacated their positions may be re-elected.
2. In addition to vacating office upon term expiration, a director may also vacate office upon death, resignation, disqualification, or having prohibited characteristics as per law, or by a resolution of the shareholders' meeting to remove them, or by a court order.
3. Any director wishing to resign from their position shall submit a resignation letter to the Company. The resignation shall be effective from the date the resignation letter is received by the Company.
4. In the event of a director vacancy for reasons other than term expiration, the Board of Directors, upon the recommendation of The Nomination and Remuneration Committee appoints new directors to fill vacant director positions. The individual appointed as such replacement director shall serve only for the remaining term of the director they replace.
5. Independent directors shall serve continuously for no more than 9 years from the date of their initial appointment as independent directors. In cases where an independent director is to be re-appointed, the Board should reasonably consider the necessity of such re-appointment.

Term of Office for Directors

The Board of Directors consists of a total of 11 members, including 3 independent directors who meet the criteria set by the SEC. Directors serve a term of 3 years, for a total period not exceeding 9 years, unless any director is deemed suitable to serve longer than that, the Board of Directors will consider the independence and performance of such director and explain the reasons along with their performance to the shareholders.

Policy on holding directorships in other listed companies

To ensure that each director, Chief Executive Officer, Managing Director, and senior executive can dedicate sufficient time to their duties sufficiently and effectively, the Board of Directors has considered and determined the number of listed companies for holding directorships of each director, Chief Executive Officer, Managing Director, and senior executive, as follows:

1. Holding directorships in other listed companies by directors Holding directorships in listed companies, when combined, shall not exceed 5 companies, to ensure efficient management.

2. Holding directorships in other listed companies by the Chief Executive Officer and senior executives. Holding directorships or executives for listed companies, the total number of companies shall not exceed 5. Directors and senior executives must receive approval from the Board of Directors.

Roles of the Chairman of the Board and the Chief Executive Officer

The Chairman of the Board and the Chief Executive Officer are not the same person, in order to separate duties in policy formulation and oversight and daily operations. The Board of Directors has clearly defined the powers and duties of the Chairman of the Board and the Managing Director. The Chairman of the Board is an independent director as defined by the Stock Exchange and has no relationship with management.

Board of Directors' Meetings

Board of Directors' meetings are scheduled in advance each year to allow directors to arrange their time and attend. The Company will send meeting documents to directors for prior consideration, with the following practices:

1. The Board of Directors mandates meetings at least once every 3 months to consider the Audit Committee's report, approve annual and quarterly financial statements, strategic plans, the Company's operational plans, and other important matters as defined in the approval authority, with meeting dates scheduled in advance each year, to allow directors to allocate time for meetings. Additionally, the Chairman of the Board may call additional meetings as a special case, if requested by a director or if there is an urgent matter requiring Board approval. In such cases, at least half of the directors must be present to constitute a quorum.
2. The Board of Directors has a policy to support independent directors and non-executive directors having the opportunity to meet together at least twice a year or as necessary, to discuss various management issues of interest without the presence of management, and to inform the Chairman of the Board of the meeting results.
3. The Company requires meeting invitations to be sent to directors for consideration at least 7 days in advance of the meeting date, to allow directors sufficient time to study, consider, and make informed decisions on various matters during the meeting.
4. The Chairman of the Board and the Chief Executive Officer jointly determine the meeting agenda and consider items for inclusion in the agenda. The Board of Directors, allowing each director to propose various matters for consideration as agenda items.
5. In considering various matters, the Chairman of the Board, who presides over the meeting, has provided an opportunity allow directors to express opinions freely. In voting at Board of Directors' meetings, the majority vote shall prevail. Each director shall have one vote. Directors with a conflict of interest shall not exercise their voting rights on that matter. If the votes are tied, the Chairman of the meeting shall cast an additional vote as a tie-breaker.
6. At Board of Directors' meetings, the Executive Committee will also attend to provide useful information and receive direct policy guidance, enabling effective implementation.
7. Directors with a conflict of interest in the matter under consideration must leave the meeting during the discussion of that matter.
8. For voting at Board of Directors' meetings, there must be at least two-thirds of the directors present. However, Each director must have an attendance rate of no less than 75%. of the Board of Directors' meetings throughout the year.
9. Upon conclusion of the meeting, the Company Secretary is responsible for preparing the minutes of the meeting, which shall be presented for approval at the first agenda item of the subsequent meeting. The Chairman of the Board shall consider signing to certify its accuracy. Directors may provide comments, request amendments, or additions to the minutes to ensure the highest level of detail and accuracy.

Independence of the board of directors from the management

Meetings of Non-Executive Directors

The Board of Directors has established a policy for non-executive directors to hold their own meetings as necessary to discuss various management issues, without the participation of executive directors or

management. Additionally, there is a policy for the Audit Committee to meet with the external auditor at least once a year without the presence of management, to encourage non-executive directors to freely exchange opinions. to discuss various management-related issues of interest without the presence of management, including trends, positive factors, and risks to the overall economy, as well as future investment goals and strategies. The Company Secretary conveyed the opinions received from the meeting to the management, to be used as a guideline for future operations.

Director development

The Board of Directors has a policy to continuously promote the development of directors and executives to enhance and develop their knowledge, understanding, and skills, both in the group's business and other courses beneficial to their duties. New directors are required to attend an orientation every time, and the management is assigned to disseminate necessary and beneficial information and knowledge for their duties, as well as encouraging directors, executives, and all relevant parties to participate in training seminars that enhance knowledge beneficial to their duties and participate in activities to meet and exchange experiences and opinions with directors and executives, by providing support to undergo training according to various courses of the Thai Institute of Directors Association (IOD) or participation in training meetings and seminars to exchange opinions, knowledge, and experiences beneficial to the development of directors and executives, among others.

New Director Orientation

The Company mandates an orientation for new directors by providing a presentation on the Company's business overview for new directors to be informed of the following topics:

1. Operational Framework (Laws, Regulations, Operating Procedures)
2. Operational Information and Activities
 - Vision, Mission, Goals, and Operational Strategies of the Company
 - Structure of the Company and its Subsidiaries, Management Structure and Executives
 - Business Nature of the Company and its Subsidiaries, Past Performance, and Operational Plans
 - Investments and Significant Projects
3. Roles, Duties, and Responsibilities of Directors
4. Principles of Good Corporate Governance, Social Responsibility, and Environmental Stewardship
5. Anti-Corruption, among others.

Board performance evaluation

The Board of Directors has a policy to arrange for annual performance evaluations of the Board of Directors, sub-committees, and individual directors, to serve as a framework for reviewing the Board of Directors' performance in adhering to Good Practices, to improve the Board of Directors' operations, and to review problems and obstacles encountered during the relevant year, potentially considering engaging external consultants to help define guidelines and recommend issues for evaluation the performance of the Board of Directors at least every three years, and disclose such operations in the registration statement.

Furthermore, the Nomination and Remuneration Committee will recommend evaluation methods and conduct performance evaluations of the Board of Directors, sub-committees, the Chief Executive Officer, and senior executives, with regular review. annually, as well as monitor and summarize the evaluation results for the Board of Directors' acknowledgment, to improve operational efficiency and enhance the knowledge and capabilities of the company's directors.

Corporate governance of subsidiaries and associated companies

The Company has established a policy for overseeing the operations of its subsidiaries and joint ventures, with the objective of defining direct and indirect measures and mechanisms to enable the Company to oversee the management of its subsidiaries and/or joint ventures to be efficient and in accordance with various policies of the Company, including relevant laws, as well as announcements, regulations, and criteria of the SEC, the Stock Exchange of Thailand, and other regulatory bodies overseeing the Company's operations.

relevant to protect the Company's investment interests in such subsidiaries and/or joint ventures, which can be summarized as follows:

1. The Company shall appoint representatives of the Company who possess appropriate qualifications and experience for the business. The Company invests and appoints directors or executives in the Company's subsidiaries and joint ventures to oversee the business management of subsidiaries and joint ventures to be in accordance with policies, as well as objectives, vision, business plans, and strategic plans of the Company, as well as in compliance with relevant laws and regulations, including the rules and regulations of the Capital Market Supervisory Board and the relevant Stock Exchange of Thailand.
2. Oversee and Regularly monitor the operations of invested subsidiaries and joint ventures, including ensuring the creation, storage of data, and accounting records of subsidiaries and joint ventures, and the disclosure of financial position and operating results, transactions between subsidiaries and related parties, the acquisition or disposal of assets, or any other significant transactions, are accurate and complete.
3. Establish appropriate and sufficiently robust internal control and risk management systems for subsidiaries and ensure that all transactions comply with relevant laws and regulations.
4. Directors and executives representing the Company in subsidiaries must ensure that no person with an interest in any matter or a conflict of interest with the subsidiary, whether direct or indirect, participates in the approval of that matter.
5. Regularly review performance reports from subsidiaries and joint ventures to plan future operations and objectives.

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 partner, Creditor, Community and society, Other guidelines regarding shareholders and stakeholders

Shareholder

Shareholder Rights

The Board of Directors recognizes and respects the ownership rights of shareholders in the Company, promoting shareholders to exercise their rights and refraining from any actions that violate or diminish shareholders' rights. It also emphasizes shareholders' right to receive accurate, complete, sufficient, timely, and equal information about the Company, and encourages shareholders to exercise their right to attend shareholder meetings to participate in determining the Company's operational direction and making decisions on matters significantly affecting the Company, with sufficient time for consideration and acknowledgment of voting results, based on the following principles and practices:

- **Fundamental Rights**The Company shall not commit any act that violates or deprives shareholders' rights, and shall promote shareholders' exercise of their fundamental rights, such as buying or selling shares, participating in the company's profits, receiving sufficient information about the company, attending shareholder meetings to vote on the appointment or removal of directors, appointing auditors, and considering matters affecting the Company.
- Shareholders have the right to receive information equally. The Company disseminates news and information in both Thai and English through the channels of the Stock Exchange of Thailand and the Company's website, providing shareholders with various channels to receive important Company news,

such as operating results, related party transaction information, changes in capital structure, changes in control, and significant asset acquisitions/disposals of the Company, as well as other information necessary for shareholders' decision-making.

- Right to Attend Shareholder Meetings The Company promotes and supports all shareholder groups, including institutional investors, to attend shareholder meetings to exercise their rights in deciding important matters affecting or related to the Company's interests or shareholders' rights. The Company undertakes various actions to promote and facilitate the exercise of rights by all shareholder groups, including institutional investors, at shareholder meetings, as follows:

In 2025, the Board of Directors considered and determined that the shareholder meeting in the format of in a hybrid format (Hybrid Meeting) at Surasak Meeting Room, 11th Floor, Eastin Grand Hotel Sathorn, and via electronic media. (E-AGM) under the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and other related laws, which organized the meeting on April 29, 2025, a total of 67 shareholders attended the meeting, both in person and by proxy, representing a total of 196,876,174 shares, which is 65.6254 percent of the total 300,000,000 voting shares. This is divided into shareholders who attended in person (42 individuals, representing 41,089,871 shares), shareholders attending in person via electronic media (5 individuals, representing 960,101 shares), and by proxy (20 individuals, representing 154,826,202 shares). 11 directors out of a total of 11 directors attended the meeting, representing 100%. The Chairman of the Board, Chairman of the Audit Committee, Chairman of the Nomination and Remuneration Committee, Chairman of the Risk Management Committee, Chief Executive Officer, Managing Director, heads of various business units, Chief Accounting and Financial Officer, the Company's auditor, and legal advisors all attended the meeting completely. The details of the meeting procedures are as follows:

Before the Meeting

- The Company grants minority shareholders the right to propose agenda items for shareholder meetings and nominate individuals with knowledge, ability, and qualifications appropriate for consideration as directors in advance, between December 20, 2024, and January 31, 2025, including granting shareholders the right to submit questions regarding agenda items to the Company Secretary in advance of the meeting, by publishing
Criteria and procedures for proposing agenda items for shareholder meetings, nominating individuals for consideration as directors submitting questions in advance on the website and notifying shareholders through the Stock Exchange of Thailand's news system. During this period, no shareholder proposed any agenda item or nominated individuals with appropriate knowledge, ability, and qualifications for serving as a director, or sending questions about the Company or agenda items to the Company.
- The Company prepared the Annual General Meeting of Shareholders invitation letter in both Thai and English and also published the invitation letter and all information, including Form 56-1. ne Report on the Company's website from March 31, 2025, 29 days in advance and sent invitation letters by mail to shareholders on March 31, 2025, more than 21 days prior to the meeting date, to ensure shareholders receive documents in advance and have sufficient time to study the information before the meeting. Additionally, The Company has provided an opportunity for shareholders and their proxies to express their intention to attend the Company's 2025 Annual General Meeting of Shareholders, which is organized in a Hybrid Meeting format. In cases where shareholders wish to attend the meeting via electronic media. The Company has facilitated shareholders to request a username, password, and web link for the meeting system.
more than 7 days before the meeting date (from April 16, 2025, onwards) to facilitate shareholders and proxies can quickly join the meeting via the electronic meeting system.
- In the invitation letter, the Company clarifies the facts, reasons, and opinions of the Board of Directors.for shareholders' complete and sufficient consideration, such as

Agenda for the Appointment of Directors: The Company provides information on nominated individuals, including their full name, age, nationality.

director type, position in the company, date of first appointment, number of years as a director, education, director training/seminars, shareholding proportion in the company, history of legal violations, family relationships among executives, work experience over the past 5 years, meeting attendance in the past year, prohibited qualifications.

Agenda for Director Remuneration Consideration: The Company provides information on its policy, criteria, and methods for determining director remuneration, the amount, and the form of remuneration categorized by the directors' positions and responsibilities.

Agenda for the Appointment of Auditors: The Company provides information on the name of the auditor and audit firm, experience, and capabilities.

and the independence of the auditor, the number of years serving as the Company's auditor, audit fees, and other services (if any).

Agenda for Dividend Payment: The Company provides information on its dividend payment policy, the amount requested for approval compared to the amount paid in the previous year, and the reasons for consideration.

- No sudden distribution of documents containing important information at the shareholder meeting, nor any addition of agenda items or changes to information.
- Facilitate shareholders who cannot attend the meeting in person by providing Proxy Form B, which allows shareholders to specify their voting direction, along with details of the methods and documents required for proxy appointment which has no difficult conditions for proxy appointment along with the invitation letter. Additionally, shareholders can download the document proxy Forms A, B, and C from the Company's website, allowing shareholders to choose to appoint independent directors as proxies of the Company. The Company has disclosed the names and profiles of independent directors who serve as proxies in the shareholder meeting invitation letter.

Shareholder Meeting Date

- The Company has established legally correct meeting procedures, considering convenience, rights, and equal treatment of shareholders. For the 2025 Annual General Meeting of Shareholders, the Company organized the meeting in the format of Hybrid Meeting by sending explanations for attending the meeting, proxy methods, registration procedures, and voting for shareholders who attend in person via the Company's website, and for shareholders attending via electronic media, the Company allows shareholders to register to attend the meeting through the electronic meeting control system from the Electronic Transactions Development Agency at least 1 hour before the meeting, and registration can continue until the meeting concludes, as well as arrange for audio and video recording of the meeting throughout the duration of the electronic broadcast and record the electronic traffic data of all attendees as legal evidence.
- The Chairman of the Board of Directors presides over the meeting. Before commencing the meeting, the Chairman introduced the Board of Directors, the chairpersons of all sub-committees, the executive management, and the Company's auditors attending the meeting for the meeting's acknowledgment and informed shareholders of the voting and vote counting procedures for each agenda item requiring a resolution, in accordance with laws and regulations of the Company. In cases where any shareholder joins after the meeting has commenced, the Company still grants the right to vote and vote on the remaining agenda items that have not yet been considered and resolved.
- At the meeting, the Chairman conducted the meeting according to the agenda items specified in the invitation letter, without adding new agenda items or changing important information not previously notified to shareholders. All shareholders were also given the right to equally in asking questions,

expressing opinions, or making suggestions fully on all agenda items. The Company has disclosed details in the 2025 Annual General Meeting of Shareholders report, which has been published on the Company's website.

- Voting and Vote Counting: The Company adheres to its articles of association, which stipulate that 1 share equals 1 vote. The votes of shareholders who voted "disagree" or "abstain" will be deducted from the total votes of all shareholders attending the meeting for each agenda item.
- For the dividend payment agenda item, the Company disclosed the actual amount paid compared to the dividend payment policy.
- For the agenda item on director election, the Company allows shareholders to elect directors individually.

After the Shareholder Meeting

- The Company discloses the resolutions of the Annual General Meeting of Shareholders along with the voting results for each agenda item, categorized as "agree" and "disagree" and abstentions, in both Thai and English, through the Stock Exchange of Thailand's news system and the Company's website after the meeting concludes.
- Prepare a complete Annual General Meeting of Shareholders report with a summary of voting results for each agenda item, categorized as "agree," "disagree," and "abstain," along with a summary of important discussion points and clarifications. This report was submitted to the Stock Exchange and the SEC Office, government agencies, and disclosed on the Company's website within 14 days, in both Thai and English, to provide a channel for shareholders to be informed and verify information without having to wait until the meeting next time.

From the results of the 2025 Annual General Meeting of Shareholders quality assessment organized by the Thai Investors Association. (Thai Investors Association), the Company received an "Excellent" rating and a "Good" rating for its Corporate Governance Report of Thai Listed Companies (CGR) for 2025 from the Thai Institute of Directors (IOD).

Regarding the equal treatment of shareholders

- The Company provides an opportunity for shareholders to propose agenda items for the meeting and nominate individuals for election as directors in advance for the 2025 Annual General Meeting of Shareholders, by notification via the Company's website and through the system of the Stock Exchange of Thailand during the period from December 20, 2025, to January 31, 2025. During this period, no shareholder proposed any individual or agenda item in advance.
- The Company encourages shareholders to use proxy forms that allow them to specify their voting direction. (Proxy Form, Form B), as well as proposing independent directors as an option for shareholders to appoint as proxies at the shareholder meeting.
- The Company uses voting cards for all agenda items, especially for the election of directors, where shareholders can elect individually, with votes equal to the number of shares they hold for the election of one director.
- The Company stipulates that directors with a conflict of interest in the matter under consideration shall not have the right to vote and shall not be present during that agenda item.
- The Company found no use of inside information for personal gain whatsoever.

Regarding the Role of Stakeholders

The Board of Directors places importance on all stakeholder groups involved in the business operations of the group of companies by establishing policies and guidelines in the stakeholder policy and disseminating them to directors, executives, and employees to adhere to as a guide for their actions to each stakeholder group, taking into account their legal rights and agreements with the Company, and refraining from any actions that violate the rights of stakeholders. The Company also emphasizes the development of mechanisms for stakeholder engagement in ensuring the financial stability and performance of the Company and its subsidiaries, environmental protection, social responsibility, and sustainable development.

Policies and Practices Regarding the Company and Shareholders

The Board of Directors and executives of the Company are committed to managing and performing their duties to the best of their abilities with honesty and integrity as well as making any decisions with caution, prudence, and fairness to shareholders, for the utmost benefit of the Company and shareholders as a whole, and conduct business according to good corporate governance principles, without engaging in any actions that may cause conflict for personal gain, and not to seek benefits for themselves or related parties by using undisclosed inside information, including not to disclose business confidential information to external parties and to ensure that financial and non-financial information is reported to all shareholder groups accurately, completely, consistently, and equally, with the following practices:

- Perform duties with responsibility, honesty, and integrity, utilizing knowledge and experience to the fullest extent with caution and prudence, prioritizing the interests of the group of companies.
- Strictly adhere to the regulations, company bylaws, corporate governance policy, and business ethics of the group of companies in various transactions and all decision-making activities, to ensure the business operations of the Company and its subsidiaries are conducted with integrity clear, transparent, and verifiable, for the utmost benefit of the Company and its shareholders as a whole.
- Not to engage in any business or activity that competes with or creates a conflict of interest with the Company's business or indirectly, to seek benefits for themselves or others.
- Responsible for using and maintaining the assets of the group of companies to maximize benefits for the Company and its subsidiaries, without using them for personal benefit or for others outside the business of the Company and its subsidiaries.
- Treat shareholder information as confidential Company information, considering shareholders' rights and confidentiality.
- Disclose information, data, and financial reports of the Company and its subsidiaries accurately, sufficiently, and timely and equally, as stipulated by the SEC and the Stock Exchange of Thailand.
- Not to use material information or news of the Company and its subsidiaries to seek profit or benefit, whether directly or indirectly, and maintain the confidentiality of the Company's and its subsidiaries' information by carefully ensuring that documents or information and its subsidiaries, and not to disclose documents or information of the Company and its subsidiaries that should not be disclosed to external parties, as well as avoid expressing opinions to external parties on matters that may affect the reputation, image, and operations of the Company and its subsidiaries, by strictly adhering to policies and practices regarding the use of inside information and data confidentiality.
- Report or complain when observing violations of laws, corporate governance policies, business ethics, or behavior that indicating corruption or misconduct by personnel of the Company and its subsidiaries, including inaccurate financial reports or deficient internal control systems, primarily for the benefit of the Company, by adhering to policies and practices related to complaint handling, whistleblowing channels, and protection of whistleblowers' rights.
- Refrain from accepting gifts, assets, or any other benefits from individuals involved in the business of the Company and its subsidiaries which may affect decision-making or operations, leading to bias, discomfort, or conflict through benefits, or not being a customary gift according to tradition, and avoiding entertainment that exceeds normal business relationships.

Employee

The Company is committed to treating employees fairly, in accordance with the law, and sustainable development guidelines.

The guidelines for treating employees are as follows:

- Provide fair and appropriate compensation, and sufficient welfare benefits to employees beyond their salaries, such as provident funds, annual health check-ups, medical treatment, various financial assistance, and ensure these are regularly reviewed and adjusted in line with the performance of the Company and its

subsidiaries, both in the short and long term. The Company sets clear work goals with employees and has success indicators in considering annual special remuneration, as well as providing welfare benefits and beneficial activities for employees which can be benchmarked against companies in similar businesses.

- Treat employees with courtesy and respect for their individuality.
- Recruit employees with an efficient selection system and fair employment conditions to ensure employees possess knowledge abilities in their work and possess ethics in their participation.
- Care for employees comprehensively and fairly, by respecting and protecting employees' rights and freedoms from infringement.
- Promote a good work-life balance for employees, encompassing both professional and personal lives.
- Maintain a safe working environment for employees' lives and property at all times to ensure good hygiene in the workplace.
- The appointment and transfer of employees, the granting of awards or consideration of merits, and the disciplinary action against employees must be conducted with impartiality, integrity, based on employees' knowledge and abilities, and the Company's regulations.
- Emphasize continuous development of employees' knowledge and abilities, providing opportunities for employees to participate in organized training both internally and externally on a regular basis, to apply the acquired knowledge to enhance operational efficiency.
- Listen to feedback and suggestions from employees at all levels equally and impartially, by providing channels for employees to clarify or complaints regarding misconduct, whistleblowing about inappropriate practices according to the business ethics, based on incidents or situations that affect employees' work or decisions, by adhering to the whistleblowing policy regarding misconduct and measures for complainant protection.
- Strictly adhere to all laws and regulations pertaining to employees.

Customer

The Board of Directors recognizes the importance of building customer satisfaction and confidence in the quality of products or services of the company and its subsidiaries. The guidelines for customer treatment are as follows:

- Treat customers fairly in terms of product quality, service, and delivery of quality products that meet customer needs at appropriate and fair prices, as well as strictly adhering to all conditions agreed with customers. If any condition cannot be met for any reason, customers must be promptly informed in advance to jointly consider solutions.
- Disclose accurate, complete, and sufficient information about products and services to prevent customers from misunderstanding the quality or conditions of products and services, as well as providing services and responding to customer needs promptly, so that customers receive the utmost satisfaction.
- Maintain the confidentiality and information of customers, and not use it for one's own benefit or the undue benefit of related parties. And not disclose customer information without prior authorization from the customer or an authorized person of the company, unless it is information that must be disclosed to relevant third parties for clarification or legal proceedings.
- Provide channels for customers to offer suggestions or complaints regarding products and services, by adhering to the whistleblowing policy concerning misconduct.

Business partner

The Board of Directors has a policy and guidelines for dealing with partners with transparency, equality, and fairness. The company adheres to. Compliance in accordance with commercial terms or contractual agreements with counterparties, considering the company's benefits and fair returns for the counterparties.both parties. The guidelines for dealing with partners are as follows:

- Establish clear and fair regulations and procedures for procuring goods or services, selecting partners systematically and transparently. In accordance with the company's procurement regulations and methods, selecting partners with a good business history and operational status, and stable financial standing.

Possess experience, expertise, and a well-known reputation, be trustworthy, and be recognized by operators.

in the same business or industry. They must not have a history of being prohibited from trading due to corruption, a history of abandoning work, or being on a blacklist of prohibited companies by government or private sectors. Additionally, goods or services must be satisfactory and consistent in terms of quality and price. Services and delivery.

- Consider appropriate and fair prices compared to the quality of goods and/or services received from partners. Arrange for contracts to be made in a format appropriate according to the mutual agreement of both parties, and fully comply with the terms of the contract to prevent corruption and misconduct in the procurement process.
- Strictly adhere to the stipulated contracts or various agreed-upon commercial terms and conditions. In cases where compliance is not possible in accordance with the contract or agreed-upon commercial terms and conditions. The company will immediately inform the partner to find a joint solution.
- Make payments to partners accurately and on time.
- Do not solicit gifts, assets, support, or any other benefits from partners, either directly or indirectly.
- Avoid purchasing goods or services from partners who violate human rights or intellectual property rights.
- Do not disclose partner information to others, unless consent is obtained from the partner, or unless it is information that must be disclosed to relevant third parties for clarification or legal action.
- Do not conduct business with partners involved in illegal activities or actions contrary to public order and morality.
- Listen to opinions, complaints, and any suggestions from partners or stakeholders, which are beneficial for performance development. Operational performance

Creditor

The Board of Directors has a policy and guidelines for dealing with creditors with responsibility, transparency, and fairness as follows:

- Treat creditors, both trade creditors and financial institution creditors, equitably, fairly, and based on receiving Fair returns for both parties, by repaying debts on time to maintain credibility. of the Group towards business partners and financial institution creditors.
- Strictly adhere to contracts or agreed-upon conditions, especially with financial institution creditors, regarding the purpose of fund utilization, principal and interest payments, and guarantee conditions. The company prioritizes capital management to maintain the financial stability and strength of its financial position and ensure sufficient liquidity to repay creditors on time. Furthermore, the company will regularly report its financial status and financial information to creditors in accordance with agreed-upon conditions, with accuracy and transparency.
- In cases where the company is unable to maintain its status or comply with loan agreement conditions for any reason, which may lead to a breach of contract.

The Group will immediately inform creditors to jointly seek solutions.

Community and society

The Company is committed to conducting business while considering its social and environmental responsibilities, with the following guidelines:

- Personnel of the Company and its subsidiaries must adhere to and perform work at every step and process in accordance with laws and quality standards, including the Company's policies and requirements regarding safety, occupational health, environment, and energy strictly, to ensure the safety of the quality of life of personnel and the assets of the company, community, society, and the environment as a whole.
- Prioritize options for utilizing natural resources to achieve maximum value and promote the use and efficient energy conservation, as well as establishing effective waste management.
- Support the design, procurement of products, goods, equipment, and various services that consider environmental friendliness energy saving, waste reduction, and safety.

- Instill a sense of social and environmental responsibility in employees at all levels, and prioritize conducting transactions with business partners who consider social and environmental responsibility in youth education and various public benefit activities.
- Provide accurate information, build understanding, and listen to problems or impacts arising in the community from the Company's business operations to manage and resolve promptly.

Human Rights

The Company conducts its business with respect for human rights in accordance with universal principles, treating employees and stakeholders with equality and equally, without discrimination, and not tolerate any form of rights violation, harassment, or abuse that contradicts the law and the principles of good corporate governance of the company and its subsidiaries, with the following guidelines:

- Require directors, executives, and employees to respect human rights, treat stakeholders equally and fairly, respect diversity, not discriminate, abuse, harass, or restrict the rights of individuals or diverse societies and communities. Emphasize preventing discrimination, abuse, and harassment in all forms, as well as managing diversity and accepting individual differences to benefit business operations and organizational management.
- Require all directors, executives, and employees to exercise caution in performing their duties to prevent the risk of human rights violations in the company's business operations.
- Require directors, executives, and employees not to neglect or ignore acts that constitute human rights violations, discrimination, abuse, or various forms of harassment occurring in the company's activities or business operations. Such acts must be reported to a supervisor or brought to the attention of responsible persons through the company's or its subsidiaries' whistleblower or complaint channels, and cooperation in fact-finding must be provided.
- Provide channels for employees and stakeholders to report tips or complaints, and ensure fairness and protection for whistleblowers or complainants, including those who cooperate in fact-finding, as well as conduct investigations and resolve complaints and implement measures to protect the company's whistleblowers or complainants. Directors, executives, and employees who commit human rights violations or engage in discriminatory, abusive, or threatening behavior, which contradicts the principles of good corporate governance of the company and its subsidiaries shall be subject to disciplinary action in accordance with regulations and/or may be subject to legal penalties if the act is illegal.
- Support and instill in the company and its subsidiaries a commitment to respecting human rights by promoting various actions to protect human rights and establish measures to prevent discrimination, abuse, and harassment as well as communicate and support those involved in the business operations of the company and its subsidiaries to conduct business ethically, respect human rights, and treat everyone equally and fairly. The company's policy is not to engage in transactions with companies that disregard human rights, especially violations of fundamental rights concerning race, women, children, and persons with disabilities etc.
- Treat employees equally, fairly, and without discrimination in all employment processes, based on ability and work efficiency rather than personal characteristics. Additionally, provide a safe and hygienic working environment, ensuring no intimidation, harassment, abuse, child labor, or forced labor in any case.

Protection and Non-Infringement of Intellectual Property

The company recognizes the importance of protecting and preserving the intellectual property of the company and its subsidiaries from infringement or unauthorized use, while also respecting and not infringing upon the intellectual property of others. Directors, executives, and employees must comply with laws and regulations related to intellectual property, copyrights, patents, trademarks, trade secrets, as well as laws concerning computer-related offenses, with the following guidelines:

- Do not use the company's intellectual property for personal gain or disseminate it to the public without authorization by utilizing, reproducing, modifying, disclosing, or disseminating the company's copyrighted works, whether in whole or in part to the public, must be authorized by the company.

- Prohibit the unauthorized use of the company's or others' intellectual property, as intellectual property infringement is considered a disciplinary offense and may lead to criminal prosecution, as well as liability for civil damages.
- Prohibit the use of products and services without proper copyright, and do not support products or actions that infringe upon intellectual property intellectual property.
- Executives or employees who cease to be employees of the company must return various intellectual properties, such as reports, trade information, computer programs, and other items, to be returned to the company in their entirety.
- Stipulate that executives and employees at all levels must strictly adhere to the company's computer system usage regulations in various aspects, such as the use of electronic mail systems (E-mail) and the internet, computer program usage and installation, access control, and system and data security, to ensure efficient and maximally beneficial use of computer systems for the company, as well as to serve as a guideline to reduce the risk of computer system usage that constitutes an offense under the Computer-Related Crime Act B.E. 2550, which carries criminal penalties.
- Provide a data security system for the company, protecting against access to confidential or important information of the company from employees or external parties who are not involved, and from computer virus attacks, by installing protective equipment and controlling access to the company's data and computer systems (Firewall)Install programs Antivirus for all company computers. Furthermore, the company provides data backup and recovery systems and conducts annual drills according to the established data recovery plan.

Information Disclosure and Transparency

The Company prioritizes the quality of information and the transparent and fair disclosure of important information through channels that allow all stakeholder groups convenient, equal, and reliable access to information. The Company has established policies and guidelines for information disclosure and oversees the regular and timely preparation and disclosure of financial and non-financial information to stakeholders, such as:

Financial statements, Management Discussion and Analysis, Corporate Governance Policy, Business Ethics, and Charters of various committees along with reporting on the implementation of such policies to ensure that the Company's shareholders and stakeholders have confidence and receive information equally, and ensures that the disclosed information is accurate, complete, not misleading, and sufficient for investors and stakeholders to make decisions. Information is disclosed through channels that are easily and equally accessible to all stakeholder groups, such as the Stock Exchange of Thailand's news system, the Company's website, disclosure through documents published or sent to shareholders (e.g., annual registration statements), and other channels such as press conferences. (Press Conference), issuing press releases (Press Release), listed company activities investor meetings (SET Opportunity Day) organized by the Stock Exchange of Thailand, etc. The Company regularly monitors and updates various information to assure all shareholders and stakeholders of transparent business operations.

Furthermore, the Chief Executive Officer or Managing Director is designated to personally provide important Company information or may assign the Investor Relations officer or other authorized relevant personnel to provide information and coordinate with stakeholders. The Investor Relations department established by the Company serves as a central point for responding to inquiries and disclosing the Company's information accurately, transparently, completely, and in a timely manner, ensuring equal access to and receipt of information for all stakeholders, especially critical information that may affect the Company's financial position, operating results, or securities prices, to enable stakeholders to use such information for effective investment decisions. It also manages relationships between the Company and its shareholders, investors, analysts, and other stakeholders such as business partners, government agencies, financial institutions, etc.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company is committed to managing and operating its business under strict ethical principles, adhering to honesty, transparency, and responsibility towards society and all stakeholder groups. It also emphasizes good corporate governance principles and international standards in business operations to build confidence among stakeholders, while fostering a culture that prioritizes ethics and sustainable business practices, which will lead to becoming a leading organization recognized at both national and international levels. Business ethics serve as the foundation that helps the Company achieve its goal of delivering financial opportunities universally and equitably, by establishing guidelines that emphasize good corporate governance and responsible business operations. Through this approach, the Company can create value for the organization in many dimensions, including building trust from stakeholders, enhancing competitiveness, and generating sustainable returns for shareholders. At the same time, it helps reduce risks from ethical and legal issues, which are crucial factors for stable long-term growth.

The Company communicates and disseminates its business ethics through its website and intranet system, as well as conducting training via the system. E-Learning, covering 100%, requires directors, executives, and employees to review their knowledge annually. The Board of Directors is responsible for overseeing strict adherence to business ethics and ensuring that all relevant parties comply with the principles and standards set by the Company.

Furthermore, The Company and its subsidiaries are committed to conducting business with integrity, ethics, transparency, and accountability, while considering environmental and social impacts. To ensure clarity and shared objectives, the Company has established common principles and uses them as guiding principles for business decision-making. These ethical principles of the Company and its subsidiaries cover human rights, environment, health and safety, and business operations. The Company believes that implementing these ethical principles will enable all employees, customers, business partners, and stakeholders of the Company and its subsidiaries to understand the appropriate business approach. These ethical principles can be summarized as follows:

1. **Business Ethics**

The Company and its subsidiaries must conduct business with integrity, fairness to all stakeholders, disclose accurate and complete information, maintain confidentiality, and respect the intellectual property of others.

2. **Labor and Human Rights**

The Company and its subsidiaries must not discriminate unfairly, prioritize the protection of labor, especially child labor, women, and foreign workers, not engage in forced labor, and ensure fair and accurate payment of wages, benefits, and working hours.

3. **Occupational Health and Safety**

The Company and its subsidiaries must maintain a hygienic and safe working environment, control the risks of accidents and health impacts that may arise from operations, and provide sufficient and readily available personal protective equipment.

4. **Environment**

The Company and its subsidiaries are committed to conducting business while caring for and preserving the environment, aiming for resource-efficient production and reducing environmental impact by assessing impacts from the system design phase, through the production process, to the treatment and disposal of various pollutants, as well as raising awareness among employees and surrounding communities about the importance of following practices for the quality of life of employees and the surrounding communities.

5. **Fair Trade**

The Company and its subsidiaries must conduct business with consideration for business ethics and fair competition.

6. **Laws and Regulations**

The business operations or any actions of the Company and its subsidiaries must comply with all applicable laws, requirements, and regulations.

all relevant parties.

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 Company and its subsidiaries prioritize the prevention of transactions that may give rise to conflicts of interest, connected transactions, or related party transactions. Guidelines, prohibitions, and various considerations have been established to ensure that directors, executives, and employees of the Company and its subsidiaries understand how to comply with the policy for preventing conflicts of interest.

of interest (Conflict of Interest). Directors, executives, and/or employees of the Company are obliged to act in accordance with

The requirements and considerations can be summarized as follows:

1. disclose and submit information on their interests and those of related persons to the Board of Directors, to be aware of relationships and transactions with the Company and its subsidiaries that may give rise to conflicts of interest. The Company Secretary shall submit such interest reports to the Chairman of the Board, the Chairman of the Audit Committee, and the Board of Directors within 7 business days from the date of receiving the report, to be aware of relationships and transactions with the Company and its subsidiaries. The Company has stipulated that the Company Secretary is responsible for surveying interest-related items at the end of each year by means of a survey.
will be conducted with company directors, executives, and/or related persons, and information will be presented to the Audit Committee and the Board of Directors for acknowledgment at least once a year.
2. avoid engaging in connected transactions or related party transactions with themselves and/or persons who may have conflicts of interest and related persons that could lead to conflicts of interest with the Company and its subsidiaries, and not engage in any actions that would
contrary to the interests of the Company or its subsidiaries, or for personal gain, and/or by related persons, and strictly adhere to the Company's code of conduct.
3. The following actions, which result in directors, executives, and/or related persons of the Company or its subsidiaries receiving financial benefits other than those normally entitled, or cause damage to the Company or its subsidiaries, shall be presumed to be actions significantly conflicting with the interests of the Company and its subsidiaries.
 - Transactions between the Company or its subsidiaries and company directors, executives, or related persons that are not in accordance with
criteria related to connected transactions or related party transactions.
 - The use of confidential information of the Company or its subsidiaries, unless such information has already been disclosed to the public.
 - The use of assets or business opportunities of the Company or its subsidiaries in violation of general principles or practices as defined by
The Capital Market Supervisory Board announced the regulations
4. In the case of connected transactions or related party transactions that are normal transactions with general commercial terms in a manner that a reasonable person would act with general counterparties in

the same situation, with commercial bargaining power free from influence in their capacity as major shareholders, company directors, executives, or related persons, as approved by the Board of Directors as a matter of principle, a summary of such transactions shall be prepared for the acknowledgment of the Audit Committee and the Board of Directors, and provide opinions every quarter when such transactions occur.

5. For other transactions that are connected transactions or related party transactions which are not normal transactions, the Audit Committee shall consider and provide opinions on the necessity of entering into such transactions and the appropriateness of their prices beforehand, and proceed according to the criteria related to connected transactions or related party transactions under relevant laws and regulations, and the Company's policy on entering into connected transactions or related party transactions.
6. The Board of Directors shall oversee that the Company and its subsidiaries comply with and disclose information in accordance with securities laws and other relevant laws, as well as disclose information according to the regulations of the Stock Exchange of Thailand and other relevant agencies.
7. supervise and be responsible for ensuring that the Company and its subsidiaries have internal control systems that are efficient and sufficiently stringent to ensure that all operations of the Company and its subsidiaries comply with various policies, company regulations, laws, and guidelines for good corporate governance of listed companies, including all relevant regulations and rules.
8. establish clear operational systems to demonstrate that the subsidiary has sufficient systems for disclosing information on significant transactions in accordance with the prescribed criteria continuously and reliably, and provide channels for directors and executives to receive information of the subsidiary, to monitor its operational performance and financial status, and transactions between the subsidiary and company directors and executives, and to efficiently manage significant transactions of the subsidiary.
9. Directors and executives must not participate in meetings and must not express opinions and/or cast votes on matters in which they have an interest or a direct or indirect conflict of interest.
10. should avoid holding shares, serving as a director, executive, or advisor in businesses of a similar nature or in businesses that are business competitors or may have conflicts of interest with the Company or its subsidiaries. Shareholding and serving as a director, executive, or advisor in other organizations is permissible, provided that such shareholding or position does not conflict with the interests of the Company and the performance of duties within the Company or its subsidiaries, and has complied with the criteria stipulated in the Public Limited Company Act and securities laws.

Anti-corruption

The Company and its subsidiaries are committed to conducting business with honesty, transparency, fairness, in compliance with laws, ethical principles, and good corporate governance practices. Recognizing the importance of combating corruption, which impacts business operations, the growth of the Company and its subsidiaries, and poses a threat to the economy, society, and national security, the Company has established a written anti-corruption policy to provide clear operational guidelines for business conduct and to develop the organization towards sustainability, which can be summarized as follows:

1. Anti-Corruption Guidelines

Directors, executives, and employees of the Company and its subsidiaries are prohibited from engaging in or condoning any form of corruption, whether directly or indirectly. They must not solicit, accept, offer, or conduct business with individuals or entities involved in corruption in any business operation, in any country, and with any relevant agency. Compliance with this anti-corruption policy must be regularly reviewed, and operational guidelines and requirements must be revised to align with changes in business, regulations, and laws related to anti-corruption.

2. Roles and Responsibilities

- The Board of Directors has the duty and responsibility to establish the anti-corruption policy by implementing an effective system that supports anti-corruption efforts, to ensure that personnel at all levels of the Company and its subsidiaries are aware of the importance of anti-corruption and have integrated it into the organizational culture.
- The Audit Committee is responsible for reviewing the accounting system, financial reports, internal control system, internal audit system, and risk management system to ensure they comply with international standards, are robust, appropriate, up-to-date, and effective. This includes considering and approving the anti-corruption policy and presenting it to the Board of Directors for approval, as well as regularly reviewing, monitoring, and evaluating compliance to enhance the effectiveness of the anti-corruption policy.
- The Chief Executive Officer and executives of the Company are responsible for establishing systems and promoting and supporting the anti-corruption policy to communicate it to personnel of the Company and its subsidiaries and all relevant parties, as well as reviewing the suitability of systems and measures to align with changes in business, regulations, and legal requirements.
- The Internal Audit Department is responsible for auditing and monitoring operational performance to ensure it is accurate and in compliance with policies, operational authority, guidelines, procedures, and regulatory requirements, to ensure that adequate and appropriate internal control systems are in place to prevent potential corruption risks, and to report to the Audit Committee.

3. Operational Guidelines

- Directors, executives, and employees at all levels must comply with the Company's anti-corruption policy and code of conduct. They must not be involved in any form of corruption, whether directly or indirectly. Furthermore, they must perform their duties with honesty, integrity, and without any corrupt practices, in order to foster an organizational culture that rejects and does not tolerate any form of corruption (Zero Tolerance for Corruption).
- Employees of the Company and its subsidiaries must not neglect or ignore any acts that constitute corruption involving the Company and its personnel. They must inform the responsible person and cooperate in verifying the facts.
- The Company and its subsidiaries will ensure fairness and protection for employees who refuse or report corruption related to the Company and its subsidiaries.
subsidiaries, by implementing measures to protect whistleblowers and those who cooperate in fact-finding for reporting corruption, as stipulated in the Whistleblowing Policy.
- Individuals who engage in corruption commit a breach of the Company's code of conduct and will be subject to disciplinary action as stipulated by the Company's regulations. Additionally, they may face legal penalties if their actions are unlawful.
- The Company and its subsidiaries recognize the importance of disseminating knowledge and fostering understanding among other individuals who perform duties related to the Company and its subsidiaries or who may affect the Company and its subsidiaries.
- The Company and its subsidiaries aim to create and maintain an organizational culture that upholds the principle that corruption is unacceptable, both in business dealings with government and private sectors.
- Supervisors at all levels must communicate and ensure that employees under their responsibility understand, acknowledge, and effectively oversee compliance with the policy.
- The implementation of the anti-corruption policy shall follow the guidelines stipulated in the Code of Conduct, the Good Corporate Governance Policy, relevant regulations and manuals, as well as any other operational guidelines that the Company and its subsidiaries may establish in the future.
- For clarity in addressing matters with a high risk of corruption, directors, executives, and employees at all levels must exercise caution in the following areas:
 - Gifts, hospitality, and expenses related to giving, offering, or receiving gifts and hospitality must comply with the provisions set forth in the Code of Business Ethics.

- Charitable donations or sponsorship funds, whether given or received, must be transparent and lawful. It must be ensured that such donations or sponsorships are not used as a pretext for bribery.
- Business relationships and procurement with government agencies: It is prohibited to give or receive bribes in any type of business operation. The Company's operations and interactions with government agencies must be transparent, honest, and conducted in accordance with relevant laws.

Furthermore, the Company and its subsidiaries attach importance to receiving tips or complaints and provide opportunities for all internal and external employees and stakeholders to contact or report practices that are conflicting or suspected of being illegal, unethical, rights violations, inaccurate financial reports, or deficient internal control systems to the Board of Directors. A Whistleblowing Policy has been established to define channels for receiving tips or complaints, operational procedures, and measures to protect whistleblowers and those who cooperate in fact-finding.

Whistleblowing and Protection of Whistleblowers

The Company prioritizes the prevention of misconduct and corruption that may arise from operations, such as conflicting practices or suspected illegal acts, ethical breaches, rights violations, inaccurate financial reports, or deficient internal control systems reported to the Board of Directors. The Company has established channels for receiving tips or complaints, operational procedures, and protection measures for whistleblowers or complainants and those cooperating in fact-finding under the Whistleblowing Policy.

Complaint channels

Channels for reporting information, tips on misconduct, or any corruption occurring within the Company or its subsidiaries. All employees and external parties can submit a written report, including name, address, telephone number, fax number, and email.

(If any) through the following channels

Via email to the Chairman of the Audit Committee

Email: whistleblowing@chaosua.com

By mail

Submit to the Chairman Audit Committee

Chao Sua Foods Industry Public Company Limited

No. 1168/89, Lumpini Tower, 30th Floor, Unit A, Rama IV Road, Thung Maha Mek Sub-district, Sathon District, Bangkok 10120

Company's internal complaint box

For the year ended As of December 31, 2025, the Company found no clues or complaints related to illegal acts, violations of company regulations, or breaches of ethics by directors, executives, and employees, including corruption.

Prevention of Misuse of Inside Information

The Company and its subsidiaries prioritize the oversight and management of inside information of the Company and its subsidiaries. The Company has a policy on inside information management to ensure that the inside information of the Company and its subsidiaries adheres to good corporate governance principles, by upholding.

Principles of good governance, integrity in business operations, and to ensure appropriate guidelines for managing inside information and preventing.

to prevent information leakage that could be misused and exploit others, which can be summarized as follows:

1. Guidelines for the Company's Inside Information Management.

- Directors, executives, employees of the Company and its subsidiaries, and external personnel performing duties who know or possess inside information must safeguard inside information with caution and security to prevent it from leaking externally and must not disclose inside information to other persons not involved in the work, to prevent inside information from being used for their own benefit or the benefit of others.
 - Directors, executives, employees of the Company and its subsidiaries, and external personnel performing duties who know or possess inside information must not buy or sell securities related to inside information, which would exploit others who trade securities without knowing such inside information.
 - Directors, executives, employees in departments involved with inside information, as well as related persons, must comply with the prohibition measures trade securities as specified, to prevent risks from improper use of inside information, unless it falls under an exception as per as specified, such as compliance with laws, court orders, or orders from legally authorized agencies; compliance with obligations under derivative contracts entered into before one became aware of, received, or possessed inside information related to the issuing company; or actions that do not exploit others or are in a manner prescribed by the SEC Office, etc.
 - Must establish a system for safeguarding and preventing the use of inside information to ensure that inside information does not leak and is not used for personal or third-party gain in buying or selling securities.
 - Directors, executives, and employees of the Company and its subsidiaries are obligated to comply with the policy on inside information management to manage inside information of the Company and its subsidiaries, ethical principles, and guidelines for using inside information under the law and strictly adhere to relevant rules and regulations.
2. Securities Trading Prohibition Measures Directors, executives, including persons holding management positions in accounting or finance at the level of department manager or equivalent of the Company, employees in departments involved with inside information, as well as spouses or cohabiting partners, and minor children of such persons who have access to inside information, must not trade the Company's securities during the period of 1 month prior to the disclosure of quarterly and annual financial statements, and within 24 hours after the disclosure of financial statements.
- Furthermore, In cases where directors, executives, including persons holding management positions in accounting or finance at the level of department manager or equivalent of the Company, employees in departments involved with inside information, as well as spouses or cohabiting partners, and minor children of such persons who are aware of undisclosed information that may affect the Company's securities prices, must not trade securities of the Company until 24 hours have passed since all such information has been publicly disclosed.
3. The Company will provide knowledge to the Board of Directors and executives, including persons holding management positions in accounting or finance at the level of department manager or equivalent of the Company regarding the duty to prepare, disclose, and submit reports on holdings and changes in holdings their own securities and derivatives, those of their spouses or cohabiting partners, minor children, and legal entities in which directors and executives, including spouses or cohabiting partners and minor children, collectively hold more than 30 percent of the total voting rights of such legal entity, and such collective shareholding constitutes the largest proportion in that legal entity to the SEC Office in accordance with the provisions of the Securities and Exchange Act, SEC Office notifications, and Capital Market Supervisory Board notifications relevant, including related legal penalties.
4. The Board of Directors and executives, including persons holding management positions in accounting or finance at the level of department manager or equivalent of the Company, are responsible for preparing, disclosing, and submitting reports on their holdings and changes in holdings of securities and derivatives spouses or cohabiting partners and minor children, including legal entities in which directors or executives and spouses or cohabiting partners and minor children of such persons collectively hold more than 30 percent of the total voting rights of that legal entity, and such collective shareholding constitutes the largest proportion in that legal entity, by reporting to the Company Secretary beforehand submitted to the SEC Office every time, prepared according to the form and submitted to the SEC Office in accordance with the following reporting deadlines:

Characteristics of Directors and Executives	Reporting Methods and Deadlines. (Choose one method)	
	(a) Submission of reports every time a transaction occurs. ⁽¹⁾	(b) Submission of reports upon completion of a period or total value.
1. In cases where directors and executives are not yet listed in the director and executive information system, but the Company has already submitted their names for entry into the system.	Within 7 business days from the transaction date.	Submit a report when conditions are met or one of the following conditions, whichever occurs first: <ol style="list-style-type: none"> 1. When the total value of transactions is 3 million baht or more. 2. Upon completion of a 6-month period from the date of the first transaction. This must be submitted within 3 business days. From the date the condition or term is met.
2. Other cases apart from 1.	Within 3 business days from the transaction date.	

Note:

(1) Transaction means the purchase, sale, transfer, or receipt of transfer of securities or derivatives.

(2) Director and Executive Information System refers to the director and executive information system as per the SEC Office's notification regarding the form and method for notifying or changing information of company directors and executives.

The date of purchase, sale, transfer, or receipt of transfer of securities or derivatives shall be the transaction date, except in the following cases:

(a) In the case of purchasing newly issued shares, the date on which the registered company completes the change of paid-up capital with the registrar in accordance with the Public Company Limited Act shall be deemed the transaction date.

(b) In the case of purchasing newly issued convertible securities, which is not conducted through the stock exchange trading system (direct listing), the date of issuance of the convertible securities shall be deemed the transaction date.

(c) Reporting in the event of a breach of agreement regarding the delivery of securities under a securities borrowing and lending contract, the date of the breach of agreement regarding the delivery of securities shall be deemed the transaction date. In cases where a director or executive has already submitted a report on changes in holdings of securities or derivatives in accordance with relevant criteria, it shall be deemed that the spouse or cohabiting partner who holds a position as a company director or executive, including persons holding management positions in accounting or finance at the level of department manager or equivalent of the Company, has prepared and submitted the aforementioned detailed report.

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 Board of Directors is responsible for overseeing, monitoring, and supporting the company's operations to ensure compliance with its business ethics policies and guidelines. It is stipulated as the duty and responsibility of all directors, executives, and employees to acknowledge and strictly adhere to the business ethics in conducting operations. Monitoring is conducted comprehensively for every incident that occurs. Furthermore, executives must oversee and be responsible for, and consider it important to promote knowledge, understanding, and adherence to the business ethics handbook among employees under their supervision. The company must not engage in any actions that are illegal or contrary to good corporate governance principles. Violations of business ethics will result in disciplinary action. If there is an act believed to be illegal and contrary to the company's established business ethics, complaints can be submitted to the audit unit through the whistleblowing channel. The Internal Audit Department will receive the complaints and proceed with the whistleblowing process accordingly. Penalties for employees violating ethics: If the company discovers or receives reports of ethical violations, the company will initiate the process of the Disciplinary Committee to consider penalties in accordance with the company's employment regulations. Once the Disciplinary Committee has considered and found that an employee has violated the said regulations or committed an ethical violation, the employee will be penalized according to the company's regulations concerning business ethics.

Participation in anti-corruption networks

Participation or declaration of intent to join anti- : No
corruption networks

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 : No
corporate governance policy and guidelines, or
board of directors charter

Material changes and developments in policy and : No
guidelines over the past year

Implementation of the CG Code for listed companies

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

The Company adheres to the principles of good corporate governance for listed companies in 2017, and the Board of Directors has a process for reviewing the application of the principles of good corporate governance for listed companies in 2017 (CG Code 2017) to suit the business context consistently. The Board of Directors has reviewed policies and key issues related to corporate governance, such as the Corporate Governance Handbook, Business Ethics Handbook, Risk Management Handbook, the election of directors whose terms have expired, performance evaluation, board structure, and the appointment of new directors. Furthermore, the Board also considered the corporate governance scores. (CG Rating) and approved the improvement of key practices to enhance efficiency and accommodate comprehensive changes in governance.

Other corporate governance performance and outcomes

With unwavering commitment and determination to operate on the principles of good corporate governance, (Good Corporate Governance) This has led to the company consistently receiving good governance ratings, reflecting strong operational standards and a commitment to enhancing governance alongside sustainable growth. In 2025, The company was rated at the level of Good (Excellent) or 3 symbols from the Corporate Governance Report of Thai Listed Companies project. (CGR Checklist) for the first time, reflecting the company's operational potential with high standards. and its readiness to maintain and develop good corporate governance alongside business operations for the organization's sustainable growth. Additionally, the company received a quality assessment result for its Annual General Meeting of Shareholders 2025 from the Thai Investors Association at the level of Excellent reinforcing transparency and prioritizing shareholders' rights. Furthermore, in the same year, the company was assessed SET ESG Rating 2025 at the level of A which marks a significant step for the company towards achieving the status of Sustainable Stock Reflects a genuine commitment to conducting business responsibly towards the environment, society, and governance.

Corporate Governance Structure

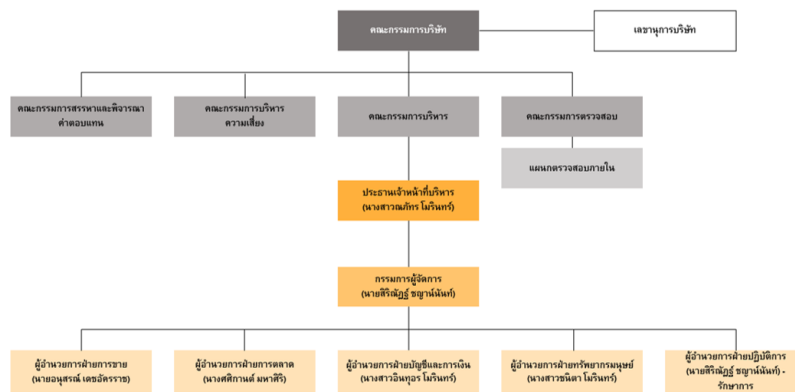
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	11		11		11	
	6	5	6	5	6	5
Executive directors	0		4		4	
	0	0	1	3	1	3
Non-executive directors	4		7		7	
	3	1	5	2	5	2
Independent directors	4		4		4	
	3	1	3	1	3	1
Non-executive directors who have no position in independent directors	0		3		3	
	0	0	2	1	2	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	54.55	45.45	54.55	45.45	54.55	45.45
Executive directors	0.00		36.36		36.36	
	0.00	0.00	9.09	27.27	9.09	27.27
Non-executive directors	36.36		63.64		63.64	
	27.27	9.09	45.45	18.18	45.45	18.18
Independent directors	36.36		36.36		36.36	
	27.27	9.09	27.27	9.09	27.27	9.09
Non-executive directors who have no position in independent directors	0.00		27.27		27.27	
	0.00	0.00	18.18	9.09	18.18	9.09

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	0		56		57	
	0	0	61	52	62	53

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. ALAN CHI YIM KAM Gender: Male Age : 69 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	<p>22 Mar 2023</p>	<p>Banking, Finance, Governance/ Compliance, Business Administration, Food & Beverage</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. THANAPHAT MORIN Gender: Male Age : 76 years Highest level of education : Honorary degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 8,701,970 Shares (2.900657 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 20,295,804 Shares (6.765268 %) 	<p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>7 Sep 2023</p>	<p>Food & Beverage, Marketing, Engineering, Leadership, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mrs. VORAPRANEE MORIN Gender: Female Age : 72 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : - Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 10,851,970 Shares (3.617323 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 4,295,804 Shares (1.431935 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>30 Apr 1996</p>	<p>Food & Beverage, Marketing, Procurement, Negotiation</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. NAPATR MORIN Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,626,765 Shares (1.875588 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 32,052,098 Shares (10.684033 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>1 May 2007</p>	<p>Law, Leadership, Governance/ Compliance, Business Administration, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Ms. CHANITA MORIN Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,326,765 Shares (1.775588 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 32,052,098 Shares (10.684033 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>1 May 2007</p>	<p>Economics, Human Resource Management, Food & Beverage, Business Administration, Corporate Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. INTU-ON MORIN Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,806,765 Shares (1.935588 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 32,052,098 Shares (10.684033 %) <p><u>Indirect shareholding details</u></p> <p>-</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>1 May 2007</p>	<p>Accounting, Finance, Data Analysis, Budgeting, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. SIRINAT CHAYANAN Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,847,500 Shares (0.615833 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	24 Dec 2019	Food & Beverage, Business Administration, Commerce, Marketing, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. PANAIKORN CHARTIKAVANIJ Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 500,000 Shares (0.166667 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Dec 2019	Data Analysis, Strategic Management, Business Administration, Finance, Engineering

List of directors	Position	First appointment date of director	Skills and expertise
9. Ms. PATTANANT PETCHCHEDCHOO Gender: Female Age : 54 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	14 Aug 2020	Information & Communication Technology, Accounting, Audit, Risk Management, Budgeting

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. SONGYOS RUENGSAKULRACH Gender: Male Age : 65 years Highest level of education : Doctoral degree Study field of the highest level of education : Agro-Industry Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,108,500 Shares (0.369500 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	22 Mar 2023	Economics, Agribusiness, Food & Beverage, Sustainability, Engineering

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. KWANCHAI ASSANEE Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 1,054,200 Shares (0.351400 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	11 May 2023	Food & Beverage, Economics, Strategic Management, Marketing, Business Administration

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 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 companys certificate of registration
1. Mr. ALAN CHI YIM KAM	Chairman of the board of directors		✓	✓		
2. Mr. THANAPHAT MORIN	Vice-chairman of the board of directors		✓		✓	
3. Mrs. VORAPRANEE MORIN	Director		✓		✓	
4. Ms. NAPATR MORIN	Director	✓				✓
5. Ms. CHANITA MORIN	Director	✓				
6. Ms. INTU-ON MORIN	Director	✓				✓
7. Mr. SIRINAT CHAYANAN	Director	✓				✓
8. Mr. PANAIKORN CHARTIKAVANIJ	Director		✓		✓	
9. Ms. PATTANANT PETCHCHEDCHOO	Director		✓	✓		
10. Mr. SONGYOS RUENGSAKULRACH	Director		✓	✓		
11. Mr. KWANCHAI ASSANEE	Director		✓	✓		
Total (persons)		4	7	4	3	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	27.27
2. Agribusiness	1	9.09
3. Food & Beverage	7	63.64
4. Banking	1	9.09
5. Commerce	1	9.09
6. Information & Communication Technology	1	9.09
7. Law	1	9.09
8. Marketing	5	45.45
9. Accounting	2	18.18
10. Finance	3	27.27
11. Human Resource Management	1	9.09
12. Sustainability	1	9.09
13. Procurement	1	9.09
14. Data Analysis	2	18.18
15. Negotiation	1	9.09
16. Corporate Management	1	9.09
17. Engineering	3	27.27
18. Leadership	2	18.18
19. Strategic Management	4	36.36
20. Risk Management	1	9.09
21. Audit	1	9.09
22. Budgeting	2	18.18

Skills and expertise	Number (persons)	Percent (%)
23. Governance/ Compliance	2	18.18
24. Business Administration	7	63.64

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	-	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	-	No	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

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

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

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors' Charter stipulates that the Board acts as a representative of shareholders in corporate governance, with a primary role in setting the company's direction, policies, and strategies, alongside monitoring and evaluating the performance of the management.

To ensure business operations are efficient, transparent, and adhere to good corporate governance principles, the board structure must be appropriate, include independent directors, and separate the roles of the

Chairman and the management to balance power. Directors must possess qualifications, knowledge, integrity, and no conflicts of interest. The Board of Directors has the authority to approve important matters, oversee risks, internal control systems, information disclosure, and the management of subsidiaries, as well as promote ethics and anti-corruption. Furthermore, it sets terms of office, regular meetings, and performance evaluations to enable the Board to perform its duties effectively and create maximum benefit for all shareholders and stakeholders.

Reference link for the board charter : <https://www.chaosua.com/storage/content/corporate-governance/charter-board-and-subcommittee/board-of-directors-charter-th.pdf>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

- (1) The Audit Committee should convene meetings to consider various matters as assigned, including: (a) Compliance with the Securities and Exchange Act, notifications, regulations, and/or related rules of the SEC, the Capital Market Supervisory Board, the SEC Office, and the Stock Exchange of Thailand, and/or other relevant laws. (b) Any other operations assigned by the Board of Directors.
- (2) Review the Company's compliance with the Securities and Exchange Act, notifications, regulations, and/or related rules of the SEC, the Capital Market Supervisory Board, the SEC Office, and the Stock Exchange of Thailand, and/or laws related to the business of the Company and its subsidiaries, including reviewing the compliance of subsidiaries and associated companies with the principles and policies for the supervision and management of subsidiaries and associated companies.
- (3) Consider seeking independent opinions from other professional advisors as necessary to effectively perform duties under the charter at the Company's expense, with the engagement process adhering to the Company's operational procedures.
- (4) Request information from various departments of the Company and its subsidiaries for further consideration of various matters, including inviting relevant parties such as directors, management, executives, the Company's legal department, external legal advisors, or Company employees, and/or other related persons to attend meetings for discussions and clarifications, as well as to provide relevant information, all within the scope of duties assigned by the Board of Directors.
- (5) Report on the activities of the Audit Committee or any other duties assigned by the Board of Directors, reporting to the Board of Directors and disclosing in the annual report. The Audit Committee's report is important to the Board of Directors, shareholders, and general investors, as it presents the independent and straightforward opinions of the Audit Committee and assures the Board of Directors that management has exercised due care in its

operations and considered the interests of all shareholders equally.

(6) Establish a complaint handling unit, clearly defining channels for receiving complaints, such as via postal mail or email, and this unit must report the results of complaint investigations to the Audit Committee.

(7) Review the accuracy of self-assessments regarding anti-corruption measures and review the Company's anti-corruption policy.

(8) Oversee the implementation of an appropriate and sufficient anti-corruption policy for business operations and review the effectiveness of the anti-corruption system in line with guidelines from various regulatory bodies, such as the Private Sector Collective Action Coalition Against Corruption (CAC), the Thai Institute of Directors Association (IOD), and the National Anti-Corruption Commission. This includes promoting awareness, risk assessment, internal controls, establishing preventive work systems, reporting misconduct, auditing, as well as providing advice and monitoring compliance with the anti-corruption policy, including reviewing self-assessment forms on anti-corruption measures as audited and evaluated by the audit office.

(9) Perform any other duties as required by law or as may be additionally prescribed in the future, or as assigned by the Board of Directors and approved by the Audit Committee.

(10) Review that the Company has appropriate and effective internal control and internal audit systems, as well as review and approve the assessment form for the adequacy of the internal control system.

(11) The Audit Committee should convene meetings to consider the internal control and internal audit systems by:

(a) Reviewing the Company's annual internal audit plan, the coordination procedures for various related audit plans, and the evaluation of audit results with internal auditors and external auditors. The Audit Committee should inquire about the scope of the planned audit to ensure that the audit plan will help detect fraud or deficiencies in the internal control system, with an emphasis on fraud committed by management. (b) Considering with internal auditors any problems or limitations encountered during the audit and reviewing the performance of internal auditors to enhance efficiency and effectiveness (if any). (c) Considering with external auditors any problems or limitations arising from the audit of financial statements or the external auditors' observations on the internal control system (if any). (d) Considering with internal auditors and external auditors whether plans have been made to review methods and controls for electronic data processing, and inquiring specifically about security projects to prevent fraud or misuse of computers by Company employees or third parties. (e) Considering the adequacy of the risk management system by discussing with the risk management unit.

(12) Consider the independence of the internal audit unit, as well as consider and approve the appointment, transfer, or dismissal of the head of the internal audit unit or any other unit responsible for internal auditing.

(13) Consider and approve the annual budget, staffing, and resources necessary for the operation of the internal audit department, approve the annual audit plan, including considering and approving significant revisions to the audit plan, and oversee the internal audit department's operations to ensure compliance with the approved annual audit plan and international standards for the internal audit profession, and regularly assess the quality of internal audit performance annually.

(14) Consider internal audit reports to provide comments before submitting the internal audit reports to the Board of Directors.

(15) The Audit Committee should convene meetings to consider financial statements and related financial reports, accounting principles and practices, compliance with accounting standards, going concern assumption, significant changes in accounting policies, including management's rationale for setting accounting policies, before presenting them to the Board of Directors for dissemination to shareholders and general investors.

(16) Review that the Company's financial reporting is accurate and adequate according to financial reporting standards, by coordinating with external auditors and executives responsible for preparing both quarterly and annual financial reports. The Audit Committee may recommend that external auditors review or audit any items deemed important and necessary during the Company's audit.

(17) Review significant non-ordinary transactions that occurred in the past year (if any), by considering the reasonableness of such transactions, their impact on financial position and operating results, and the accuracy and

completeness of information disclosure.

(18) Consider, select, and propose the appointment of independent individuals to serve as the Company's external auditors and propose their remuneration, as well as attend meetings with the external auditors at least once a year without management present, to be informed of the results of quarterly financial statement reviews, annual financial statement audits, and to discuss any problems or obstacles that may arise from the external auditors' work.

(19) Conduct an investigation and report preliminary findings to the SEC Office and the external auditors in cases where the Audit Committee receives a report from the external auditors regarding suspicious circumstances indicating that a director, manager, or person responsible for the Company's operations has committed an offense under the Securities and Exchange Act.

(20) Consider and provide opinions on related party transactions, connected transactions, or transactions that may involve conflicts of interest, including considering the terms and conditions and the termination of transactions that deviate from the termination provisions considered before entering into material transactions, and considering the acquisition or disposal of assets by the Company and its subsidiaries in compliance with the law, notifications, regulations, and/or related rules of the SEC, the Capital Market Supervisory Board, the SEC Office, and the Stock Exchange of Thailand. This is to ensure that such transactions are reasonable and beneficial to the Company. If the Audit Committee lacks expertise in considering and providing opinions on related party transactions, connected transactions, or potential conflicts of interest, or such other transactions, the Company will arrange for an independent expert or the Company's external auditor to provide opinions on such related party transactions or other transactions, to be used in the Audit Committee's consideration and/or decision-making.

Reference link for the charter

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Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

(1) Perform duties as assigned by the Board of Directors or in accordance with the policies set by the Board of Directors.

(2) Review and propose to the Board of Directors for consideration of amendments to the scope, authority, duties, and responsibilities of the Nomination and Remuneration Committee.

(3) Seek independent opinions from any other professional advisors as necessary to effectively perform duties under the charter, at the company's expense. The engagement process shall comply with the company's procedures.

(4) Report the results of performance to the Board of Directors at least once a year.

(5) Prepare a report for disclosure in the annual report with the following minimum information:

(a) Disclose individual director remuneration, as well as the number of meetings attended by the Board of Directors in the past year.

(b) Information about the Nomination and Remuneration Committee, such as names, number of directors, number of meetings attended, and a summary of this charter.

(6) Consider the structure, size, and composition of the Board of Directors, various sub-committees, and senior management to be appropriate for the organization and the business environment. This includes reviewing the qualifications of company directors, sub-committee members, the Chief Executive Officer, and senior executives in terms of knowledge, skills, experience, and specialized expertise that can be utilized for the benefit of the company's business type, integrity, as well as verifying qualifications according to laws and regulations of regulatory

bodies.

(7) Nominate and propose to the Board of Directors, with the approval of the shareholders' meeting, the appointment of company directors, without restriction on gender, race, religion, age, professional skills, or other specific qualifications, taking into account the diversity of the Board's structure and disclosing information regarding:

(a) Board Diversity Policy.

(b) Measurable goals or objectives.

(8) Consider and establish criteria and processes for the nomination of company directors, sub-committee members, the Chief Executive Officer, and senior executives. Nominate and screen individuals with appropriate qualifications in terms of knowledge, experience, and expertise for submission to the Board of Directors for further consideration and appointment.

(9) Review the criteria and methods for nominating company directors and sub-committee members to propose to the Board of Directors before the nomination of individuals whose terms are expiring. In cases where the Nomination and Remuneration Committee proposes the re-appointment of an existing director, the performance of such director should be taken into account.

(10) Consider the independence and qualifications of each independent director to ensure that the company's independent directors meet all relevant criteria and/or legal requirements.

(11) Consider the succession plan for the Chief Executive Officer and senior executives, including overseeing the development and review of the succession plan for the Chief Executive Officer and senior executives, to ensure the continuous operation of the company's management.

Reference link for the charter

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Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

(1) Review, consider, and propose risk management policies and framework to the Board of Directors for approval.

(2) Review and evaluate the results of risk management and monitor the outcomes of risk management as proposed by the risk management unit on various matters, including the following:(a) Identification of the company's significant risks and risk appetite. The identification of risks must consider both external and internal factors that may affect the company, including key risks such as Strategic risk, Operational risk, Financial risk, Compliance risk, Information Technology risk, and ESG risk, among others.(b) Establishment of enterprise-wide risk management policies to ensure alignment with the company's objectives, key goals, strategies, and risk appetite, serving as a framework for risk management processes for everyone in the organization, ensuring a consistent direction. The Risk Management Committee shall regularly review the policies at least once a year and propose them to the Board of Directors for approval.(c) Assessment of the impact and likelihood of identified risks to manage risks and define operational procedures, as well as appropriate risk management measures, which may include risk management methods such as Risk Avoidance, Risk Control, Risk Sharing/Transfer, and Risk Acceptance.(d) Review of significant risk reports and risk management measures.(e) Review of risk assessment reports and performance in risk reduction.(3) Monitor and evaluate the effectiveness of risk management and report to the Board of Directors on significant risks and risk management on a regular basis.(4) Provide advice and consultation to the risk management unit and/or working groups involved in risk management, as well as consider appropriate approaches for rectifying various information related to the development of the risk management system.(5) Ensure that an internal individual or unit is responsible for developing and reviewing the effectiveness of the risk management system to support the work of the Risk Management Committee and prepare reports related to risk

management for reporting to the Board of Directors or for disclosure in the annual report (as the case may be).(6) Procure consultants or independent individuals to provide opinions or advice as necessary.(7) Perform any other duties related to risk management as assigned by the Board of Directors or as stipulated by the Board of Directors' policies.

Reference link for the charter

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Executive Committee

Role

- Others
- Review of Risk Management and Internal Control Systems
- Oversee and manage the company's investments.
- Report significant operational performance to the Board of Directors.

Scope of authorities, role, and duties

(1) Operate and manage the business of the Company and its subsidiaries in accordance with the objectives, articles of association, policies, regulations, requirements, orders, and resolutions of the Board of Directors' meeting.(2)

Screen, present, and recommend on goals, policies, business plans, including strategic business directions, financial targets and annual budgets, business expansion, management structure, annual operational plans, human resource management policies, financial plans, public relations, and budgets of the Company and its subsidiaries, considering appropriate business factors, for the Board of Directors' consideration and approval, as well as consider and screen proposals from management for submission to the Board of Directors for further consideration and approval.(3)

Supervise, inspect, and control the business operations of the Company and its subsidiaries, and monitor the operating results and financial status of the Company and its subsidiaries to ensure compliance with established goals, policies, and business plans, including overseeing expenditures according to the budget approved by the Board of Directors, and report operating results and financial status to the Board of Directors for acknowledgment.

(4) Study the feasibility and seek and evaluate investment opportunities in new projects or businesses, by conducting appropriate and complete technical and financial studies to support decision-making or the consideration of investment cancellation, for submission to the Board of Directors.(5) Monitor the performance and progress of investment projects for each business, and report the results, including any problems or obstacles encountered and proposed solutions, to the Board of Directors.(6) Appoint, supervise, coordinate, and define the powers and duties of special working groups or management committees, as well as consider and approve various proposals submitted by the management committees or special working groups. This includes the authority to appoint a chief advisor, advisors, or advisory committees to the Executive Board as deemed appropriate, and the authority to determine remuneration, allowances, welfare benefits, facilities, and other expenses for such chief advisor, advisors, or advisory committees as deemed appropriate.(7) Establish procedures and methods for transactions between the Company or its subsidiaries and major shareholders, directors, executives of the Company, and persons related to such individuals, as appropriate, to prevent the transfer of benefits, and submit them to the Board of Directors for approval in principle, including ensuring compliance with the principles and requirements approved by the Board of Directors.(8) Consider and approve normal business operations, various contracts, investments, or sales of assets of the Company and its subsidiaries, human resource management, finance and treasury, general administration, as well as operations that are normal business support items of the Company with general commercial terms, within the budget approved by the Board of Directors or as approved in principle by the Board of Directors. This is subject to the regulations of the Securities and Exchange Commission, the Capital Market Supervisory Board, the Office of the Securities and Exchange Commission, and/or the Stock Exchange of Thailand regarding connected transactions and the acquisition or disposal of assets, including the

Delegation of Authority table set by the Board of Directors.(9) Consider and provide opinions to the Board of Directors regarding the dividend payment policy of the Company and its subsidiaries, and consider the proposal for annual dividend payments of the Company and its subsidiaries for submission to the Board of Directors for approval before presenting to the shareholders' meeting, as well as consider the profits and losses of the Company and its subsidiaries and the proposal for interim dividend payments for submission to the Board of Directors for approval.(10) Supervise and manage the Company's investments, including providing guidance on important matters of the Company and its subsidiaries before such matters are considered by the Executive Board of each relevant company.(11) Procure various important information of the Company for adequate presentation to the Board of Directors and shareholders to aid in decision-making, including preparing reliable financial reports that comply with good and transparent standards.(12) Consider and approve financial transactions with financial institutions for opening accounts, borrowing, withdrawing funds from all accounts of the Company, and utilizing credit, as well as pledging various securities of the Company as collateral for such debts, whether registered or unregistered, for the benefit of the Company's operations, including entering into legal acts, submitting applications, proposals, contacting, and performing legal acts with government agencies to acquire various rights of the Company and/or any related actions until completion within the specified limits and/or according to the Delegation of Authority table set by the Board of Directors and/or relevant laws and regulations and/or the Company's articles of association.(13) Oversee the establishment of procedures requiring personnel to promptly report unusual events, improper actions, or legal violations to the Executive Board. In cases where such events have a material impact, the Executive Board must inform the Board of Directors for consideration and resolution within a reasonable timeframe.(14) Consider and provide opinions on matters requiring approval from the Board of Directors, except for any activities that the Board of Directors has already assigned to other sub-committees.(15) Consider and review the Company's risk management and internal control systems.(16) Consider assigning to one or more executives or individuals the authority to perform one or more tasks as deemed appropriate by the Executive Board, or delegate authority to such individuals as deemed appropriate by the Executive Board and within the timeframe deemed appropriate by the Executive Board. The Executive Board may revoke, withdraw, change, or amend the authorized person or the delegation of authority as deemed appropriate. The approval of transactions by the Executive Board and such assignments or delegations of authority must be within the scope of the Executive Board's authority and must not constitute approval of connected transactions or transactions that may involve conflicts of interest, or transactions in which the Executive Board has an interest as defined in the Company's articles of association and the announcements of the Capital Market Supervisory Board. Furthermore, the delegation of duties and responsibilities of the Executive Board must not be in the nature of delegating authority or sub-delegating authority that allows the delegate from the Executive Board to approve transactions in which they or persons who may have a conflict, an interest, or any other conflict of interest with the Company. Such matters must be submitted to the Board of Directors' meeting and/or the shareholders' meeting (as the case may be) for further approval, unless such transactions are normal business transactions of the Company and are subject to the same principles as transactions with third parties (Arm's Length). Additionally, the approval of any transactions must comply with the policies and procedures stipulated by the Board of Directors and regulatory agencies.(17) Engage consultants or independent individuals to provide opinions or advice as necessary at the Company's expense, with the engagement process adhering to the Company's operational procedures.(18) Invite executives, employees, and relevant individuals to attend Executive Board meetings, or provide information or opinions related to matters discussed at Executive Board meetings, including the authority to request information from various departments of the Company and its subsidiaries for further consideration on various matters.(19) Regularly report significant operational results to the Board of Directors for acknowledgment, and report any other necessary matters, including important issues that the Board of Directors should be aware of, and report any significant resolutions or actions within the scope of the Executive Board's duties to the Board of Directors for acknowledgment at the next Board of Directors' meeting.(20) Consider and approve operational manuals and the scope of management's responsibilities to ensure that various operations proceed systematically.(21) Evaluate its own performance annually to use the

results of such evaluation to consider and improve its future performance.(22) Review, reconsider, and assess the adequacy of this charter and propose it to the Board of Directors for consideration and approval of amendments. (23) Ensure that the Executive Board charter is reviewed at least once a year for submission to the Board of Directors for consideration and approval.(24) Perform any other duties as assigned by the Board of Directors.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Ms. PATTANANT PETCHCHEDCHOO^(*) Gender: Female Age : 54 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	25 Feb 2021	<p>Information & Communication Technology, Accounting, Audit, Risk Management, Budgeting</p>
<p>2. Mr. SONGYOS RUENGSAKULRACH Gender: Male Age : 65 years Highest level of education : Doctoral degree Study field of the highest level of education : Agro-Industry Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	3 Mar 2023	<p>Economics, Agribusiness, Food & Beverage, Sustainability, Engineering</p>

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. KWANCHAI ASSANEE Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	11 May 2023	Food & Beverage, Economics, Strategic Management, Marketing, Business Administration

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. THANAPHAT MORIN Gender: Male Age : 76 years Highest level of education : Honorary degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	30 Apr 1996
2. Ms. NAPATR MORIN Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 May 2007

List of committee members	Position	Appointment date of executive committee member
<p>3. Ms. CHANITA MORIN Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 May 2007</p>
<p>4. Mrs. VORAPRANEE MORIN Gender: Female Age : 72 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : - Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>30 Mar 1996</p>
<p>5. Ms. INTU-ON MORIN Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 May 2007</p>
<p>6. Mr. SIRINAT CHAYANAN Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>24 Dec 2019</p>

List of committee members	Position	Appointment date of executive committee member
7. Mr. PANAIKORN CHARTIKAVANIJ Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	24 Dec 2019

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. ALAN CHI YIM KAM	The chairman of the subcommittee (Independent director)
	Ms. PATTANANT PETCHCHEDCHOO	Member of the subcommittee (Independent director)
	Mr. PANAIKORN CHARTIKAVANIJ	Member of the subcommittee
Risk Management Committee	Mr. SONGYOS RUENGSAKULRACH	The chairman of the subcommittee (Independent director)
	Ms. NAPATR MORIN	Member of the subcommittee
	Ms. CHANITA MORIN	Member of the subcommittee
	Mr. SIRINAT CHAYANAN	Member of the subcommittee
	Ms. INTU-ON MORIN	Member of the subcommittee
Executive Committee	Mr. THANAPHAT MORIN	The chairman of the subcommittee
	Mrs. VORAPRANEE MORIN	Vice-chairman of the subcommittee
	Ms. NAPATR MORIN	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. SIRINAT CHAYANAN	Member of the subcommittee
	Ms. CHANITA MORIN	Member of the subcommittee
	Ms. INTU-ON MORIN	Member of the subcommittee
	Mr. PANAIKORN CHARTIKAVANIJ	Member of the subcommittee

List of subcommittees who resigned / vacated their position during the year

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. Ms. NAPATR MORIN Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	24 Dec 2019	Law, Leadership, Governance/ Compliance, Business Administration, Marketing

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mr. SIRINAT CHAYANAN</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 : Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Managing Director /</p> <p>Operating Director (Acting)</p>	<p>24 Dec 2019</p>	<p>Food & Beverage,</p> <p>Business Administration,</p> <p>Commerce, Marketing,</p> <p>Strategic Management</p>
<p>3. Ms. CHANITA MORIN</p> <p>Gender: Female</p> <p>Age : 45 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Human Resource Director</p>	<p>24 Dec 2019</p>	<p>Economics, Human Resource Management,</p> <p>Food & Beverage,</p> <p>Business Administration,</p> <p>Corporate Management</p>
<p>4. Ms. INTU-ON MORIN^(*)</p> <p>Gender: Female</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	<p>Accounting and Financial Director (CFO)</p>	<p>24 Dec 2019</p>	<p>Accounting, Finance, Data Analysis, Budgeting,</p> <p>Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Anusorn Dechakraj Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Sales Director	4 Nov 2019	Food & Beverage, Data Management, Business Administration, Home & Office Products, Negotiation
6. Mrs. Sasikarn Mahasiri Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Marketing Director	1 Apr 2020	Marketing, Digital Marketing, Brand Management

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

*(**) Accounting supervisor*

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

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

(1) Monetary compensation

For the fiscal year ended December 31, 2025, the Company paid compensation to its executives with the following details:

	For the fiscal year ended December 31, 2023	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Number of executives (persons)	6	6	6
Salaries and bonuses (million Baht)	33,957,828.00	32,137,380.00	31,985,693.00

(2) Other compensation

For the fiscal year ended December 31, 2025, the Company also has other monetary and non-monetary compensation, such as accommodation expenses, telephone expenses, car rental for position, social security fund, and provident fund, etc.

	For the fiscal year ended December 31, 2023	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Number of executives (persons) ⁽¹⁾	6	6	6
Other compensation	1,169,717.40	1,399,741.60	1,525,858.00

Furthermore, the Extraordinary General Meeting of Shareholders No. 2/2566 held on September 7, 2023, resolved to approve the issuance and offering of warrants to purchase the Company's shares. to the executives and employees of the Company under the program for issuing and offering warrants to purchase the Company's shares. to the executives and employees of the Company (ESOP Warrant Program) resulting in the allocation of ESOP Warrants to the Company's executives and employees.

Not exceeding 4,000,000 units at an offering price of 0.0 Baht per unit, with an exercise price lower than the ordinary share offering price.

to the public for the first time (IPO Price) at 15.0%. The Extraordinary General Meeting of Shareholders No. 2/2566 held on September 7, 2023, resolved to approve the increase of the registered capital from the original 253,055,900 Baht to a new registered capital of 304,000,000 Baht by issuing 50,944,100 new ordinary shares with a par value of 1.0 Baht per share for offering to the general public.

for the first time (IPO) and to support the exercise of warrants to purchase the Company's shares by its executives and employees.

under the ESOP Warrant Program, with allocation details for each director as follows:

	Name	Number of ESOP Warrants (units)
1.	Mr. Sirinut Chayanant	Not exceeding 1,800,000
2.	Mr. Anusorn Det-akkarach	Not exceeding 1,500,000
3.	Ms. Sasikarn Mahasiri	Not exceeding 700,000
	Number of ESOP Warrants Total allocated	Not exceeding 4,000,000
	Total number of newly issued ordinary shares under the ESOP Warrant Program	Not exceeding 4,000,000 shares

The Company will progressively recognize expenses and capital surplus from share-based payments in each accounting period, starting from the date the Company signed the terms and conditions regarding the rights

and duties of the issuer and holders of the Company's warrants issued and offered to its executives and employees, until the end of the exercise period, in accordance with Financial Reporting Standard No. 2 on Share-based Payment

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

The Nomination and Remuneration Committee is responsible for considering and determining the guidelines for compensation payment, as well as recommending methods for evaluating the performance of the Chief Executive Officer, for submission to the Board of Directors for approval. For the determination of senior executive compensation, the Human Resources Department is responsible for proposing and detailing the compensation structure, knowledge development, and performance evaluation. The Nomination and Remuneration Committee considers and establishes the framework for compensation policy, including recommending methods for evaluating the performance of senior executives to be appropriate for their responsibilities and comparable to industry practices, as well as the expected benefits to the company. In 2025, the company uses Balanced Scorecard, considering the four organizational-level indicators as follows:

- Financial Dimension
- Customer Dimension
- Internal Process Dimension(Internal Process)
- Learning and Growth Dimension(Learning

The compensation for the Chief Executive Officer and senior executives comprises monetary compensation. Salaries are determined based on job responsibilities, experience, and individual specialized skills, and are reviewed annually based on performance evaluations and market salary increase rates. Bonuses are determined based on performance evaluations, including other benefits such as social security funds and provident funds, both short-term and long-term, which align with labor market practices and legal requirements, to ensure employee security. The company will consider

Compensation for the Chief Executive Officer and senior executives is benchmarked against listed companies in the same business and of similar size, to attract and retain highly capable senior executives within the company in the long term. This information is referenced from the summary report of the survey data on directors and executives of listed companies by the Stock Exchange of Thailand.

Furthermore, to ensure that the compensation structure is reasonable and competitive within the same business group, the company has established guidelines for annual compensation adjustments, based on data from employment rate surveys and economic conditions in the industry (Salary Survey), which sets the average compensation adjustment rate at approximately 3-5% based on performance and increased responsibilities, to promote the retention of quality executives (Talent Retention) and create incentives for driving the organization to achieve sustainable goals. The company will exercise caution in considering compensation payments to ensure they are at an appropriate level and reflect the capability to manage budgets efficiently.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	35,957,828.00	34,537,380.00	34,385,693.00
Total remuneration of executive directors (baht)	2,000,000.00	2,400,000.00	2,400,000.00
Total remuneration of executives (baht)	33,957,828.00	32,137,380.00	31,985,693.00

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	311,115.70	557,081.40	750,979.95
Employee Stock Ownership Plan (ESOP)	Yes	Yes	Yes
Employee Joint Investment Program (EJIP)	No	No	No

As per the Extraordinary General Meeting of Shareholders of the Company No. 2/2566 held on September 7, 2566, a resolution was passed to approve the issuance and offering of

Warrant to purchase shares of the Company (Warrant) to the executives and employees of the Company under the issuance and offering program

Warrant to purchase shares of the Company (Warrant) to the executives and employees of the Company (ESOP Warrant Program), resulting in

The executives and employees of the Company have been allocated warrants to purchase newly issued ordinary shares (ESOP Warrants) of the Company, totaling not exceeding 4,000,000 units, at an offering price of 0.0 Baht per unit, with an exercise price 15.0 percent lower than the initial public offering (IPO) price of ordinary shares. The Extraordinary General Meeting of Shareholders of the Company No. 2/2566, held on September 7, 2566, resolved to approve the increase of the registered capital from the original 253,055,900 Baht to a new registered capital of 304,000,000 Baht, through the issuance of 50,944,100 newly issued ordinary shares with a par value of 1.0 Baht per share, for the initial public offering (IPO) and to support the exercise of warrants to purchase shares of the Company by executives and employees under the ESOP Warrant program.

The details of the allocation to each director are as follows:

	List of Names	Number of ESOP Warrants (units)
1.	Mr. Sirinat Chayanant	Not exceeding 1,800,000
2.	Mr. Anusorn Dechakkarach	Not exceeding 1,500,000
3.	Mrs. Sasikarn Mahasiri	Not exceeding 700,000
	Number of ESOP Warrants Total allocated	Not exceeding 4,000,000
	Total number of newly issued ordinary shares under the ESOP Warrant program	Not exceeding 4,000,000 shares

The Company will progressively recognize expenses and capital surplus from share-based payments in each accounting period from the date the Company signed in the terms and conditions regarding the rights and duties of the issuer of warrants and the holders of warrants of the Company, which are issued and offered to the executives and employees of the Company until the end of the exercise period, in accordance with Financial Reporting Standard No. 2, Share-based Payment.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 33,511,551.00

Estimated remuneration of executive directors and executives in the current year : 38,229,307.36

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mrs. Ratchadawan Ratchadawan Tunyateeranan	ratchadawan.j@chaosua.com	044240999

List of the company secretary

General information	Email	Telephone number
1. Ms. Auchareeya Matrakul	comsec@chaosua.com	044-240999 ต่อ 510

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Amornwan Dechkamhang	amornwan.de@plgroup.co.th	02 526 6100

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Auchareeya Matrakul	comsec@chaosua.com	044-240999 ต่อ 510

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Wattana Phrempulsup	ir@chaosua.com	044-240996

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 No. 1875 One Bangkok Tower 3, Level 34 - 37, Rama 4 Road, Lumpini Pathum Wan Bangkok 10330 Telephone number -	2,070,000.00	-	1. Ms. KRONGKAEW LIMKITTIKUL Email: Krongkaew. Limkittikul@th.ey.com License number: 5874 2. Ms. KESSIRIN PINPUVADOL Email: Kessirin. Pinpuvadol@th.ey.com License number: 7325 3. Mr. VATCHARIN PASARAPONGUN Email: Vatcharin. Pasarapongkul@th.ey.com License number: 6660

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The Board of Directors establishes corporate governance policies, business conduct guidelines and ethics, as well as key policies and strategies to drive the organization towards becoming a listed company on the stock exchange. Therefore, the Board of Directors is committed to setting policies that enhance the capabilities of the Group, covering management structure, internal control systems, and efficient and effective accounting systems, which will enable close monitoring of the Group's operational performance and financial status. This allows management to operate and resolve issues quickly, and to increase the Group's competitiveness. The Board of Directors and the Audit Committee have adopted the principles of good corporate governance for listed companies in 2017, issued by the Securities and Exchange Commission, as the foundation for the Company's corporate governance policy and consistently adhere to them. This includes overseeing the adequacy of internal control systems, enterprise risk management, and the preparation of financial reports. The Board of Directors and the Audit Committee emphasize accuracy, completeness, and compliance with relevant financial reporting standards to ensure that shareholders receive accurate and complete information and derive maximum benefit. This will be a crucial step for the Company's development and its progression towards becoming a listed company on the Stock Exchange of Thailand.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Ms. NAPATR MORIN	Director	1 May 2007	Law, Leadership, Governance/ Compliance, Business Administration, Marketing
Ms. CHANITA MORIN	Director	1 May 2007	Economics, Human Resource Management, Food & Beverage, Business Administration, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SIRINAT CHAYANAN	Director	24 Dec 2019	Food & Beverage, Business Administration, Commerce, Marketing, Strategic Management
Mr. SONGYOS RUENGSAKULRACH	Director	22 Mar 2023	Economics, Agribusiness, Food & Beverage, Sustainability, Engineering

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Selection and Appointment of Independent Directors

In the selection and appointment of independent directors, the Nomination and Remuneration Committee will consider the independence

and qualifications of independent directors, by considering their qualifications and absence of prohibited characteristics as per the Public Limited Company Act B.E. 2535 (and its amendments), the Securities and Exchange Act B.E. 2535 (and its amendments), notifications of the Capital Market Supervisory Board, including relevant announcements, regulations, and/or rules. The Board of Directors will consider select independent directors based on qualifications, knowledge, expertise, work experience, and other relevant suitability factors.

Subsequently, it will be presented to the shareholders' meeting for consideration and appointment of the independent director as a director of the Company.

The Board of Directors' Charter stipulates that the Board of Directors shall comprise at least one-third independent directors.

of the total number of directors and must be no less than 3 persons. As of December 31, 2025, the Board of Directors comprises 4 independent directors.

out of a total of 11 directors, which is not less than one-third of the total number of directors. The qualifications of independent directors of

The Company can be summarized as follows:

1. holding not more than one percent of the total voting shares of the Company, its parent company, subsidiaries, associated companies, major shareholders

major shareholders or controlling persons of the Company. This includes the shareholding of related persons of that independent director.

2. is not or has not been a director involved in management, an employee, staff, a consultant receiving a regular salary, or a controlling person of the Company, its parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the Company, unless such status has ceased for at least 2 years prior to appointment. However, the aforementioned prohibited characteristics do not include cases where the independent director was a government official or an advisor to a government agency which is a major shareholder or controlling person of the Company.
3. is not a person with a blood relationship or legally registered as a father, mother, spouse, sibling, or child, including the spouse of a child of other directors, executives, major shareholders, controlling persons, or persons who will be proposed to be a director, executive, or controlling person of the Company or its subsidiaries.
4. has no or has not had any business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons. of the Company in a manner that may impede their independent judgment, and is not or has not been a significant shareholder or a controlling person of any entity having a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or the Company's controlling persons, unless such status has ceased for at least 2 years prior to appointment. Such business relationships include normal commercial transactions for business operations, the lease or rental of real estate, transactions related to assets or services, or the provision or receipt of financial assistance through borrowing or lending, guarantees, or providing assets as collateral for debts, including any other similar circumstances, which result in the Company or the counterparty having a debt obligation to the other party of at least 3 percent of the Company's net tangible assets or 20 million Baht or more. whichever is lower. The calculation of such debt burden shall be in accordance with the method for calculating the value of connected transactions. in accordance with the Capital Market Supervisory Board's notification on criteria for connected transactions by analogy. For the consideration of such debt burden, it shall include debt obligations incurred within one year prior to the date of the business relationship with the same person.
5. is not or has not been an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, and is not a significant shareholder, controlling person, or partner of an audit firm which employs the Company's auditor, or the auditor of its parent company, subsidiaries, associated companies, major shareholders, or controlling persons, unless such status has ceased such status has ceased for at least 2 years prior to appointment.
6. is not or has not been any professional service provider, including legal or financial advisors, who received service fees exceeding 2 million Baht per year from the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons. of the Company, and is not a significant shareholder, controlling person, or partner of that professional service provider, unless such status has ceased such status has ceased for at least 2 years prior to appointment.
7. is not a director appointed as a representative of the Company's directors, major shareholders, or shareholders related to major shareholders.
8. is not a person engaged in a business of the same nature and significantly competing with the business of the Company or its subsidiaries, or become a significant partner in a partnership, or a director involved in the management, an employee, staff, or consultant receiving a regular salary, or holding more than one percent of the total voting shares of another

company which operates a business of the same nature and significantly competes with the business of the Company or its subsidiaries.

9. has no other characteristics that would prevent them from providing independent opinions regarding the Company's operations.

After being appointed as an independent director with the aforementioned qualifications, the independent director may be assigned by the Board of Directors to make decisions regarding the operations of the Company, its parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the Company, through collective decision-making.

Business or professional relationships of independent directors over the past year

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

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 through the nomination committee : Yes

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 0

Rights of minority shareholders on director appointment

The Company recognizes the importance of shareholders' rights and the equitable treatment of shareholders, which are fundamental components of good corporate governance principles. Therefore, the Company provides an opportunity for shareholders to nominate qualified individuals for consideration and election as company directors in advance each year. The Company has published the criteria for nominating individuals for consideration and election as company directors for the year 2025 on its website.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

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. ALAN CHI YIM KAM (Chairman of the board of directors, Independent director)	Non-participating	-
2. Mr. THANAPHAT MORIN (Vice-chairman of the board of directors)	Non-participating	-
3. Mrs. VORAPRANEE MORIN (Director)	Non-participating	-
4. Ms. NAPATR MORIN (Director)	Non-participating	-
5. Ms. CHANITA MORIN (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Director Certification Program (DCP)
6. Ms. INTU-ON MORIN (Director)	Non-participating	-
7. Mr. SIRINAT CHAYANAN (Director)	Non-participating	-
8. Mr. PANAIKORN CHARTIKAVANIJ (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
9. Ms. PATTANANT PETCHCHEDCHOO (Director, Independent director)	Non-participating	-
10. Mr. SONGYOS RUENGSAKULRACH (Director, Independent director)	Non-participating	-
11. Mr. KWANCHAI ASSANEE (Director, Independent director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company arranged for the performance evaluation of the Board of Directors, sub-committees, Chief Executive Officer

and senior management at least once a year, to serve as a framework for reviewing whether, during the past year, the Board of Directors performed its duties completely and appropriately within its scope of authority and in accordance with good corporate governance principles, as well as to reflect and link performance results with the Company's operational results. The evaluation results are also used for development in the following year.

In 2025, the Board of Directors arranged for the evaluation of the performance of the Board of Directors and sub-committees. Chief Executive Officer and senior management with the following criteria and details:

Criteria

1. Self-assessment of the Board of Directors

The performance evaluation is conducted both as a collective assessment and a self-assessment. For the collective assessment,

divided into 6 main topics: 1) Structure and qualifications of the Board of Directors 2) Roles, duties, and responsibilities of

Board of Directors 3) Board meetings 4) Dynamics of directors' performance

5) Relationship with management 6) Director development, and performance evaluation is a self-assessment. The evaluation topics are divided into 5 main categories: 1) Personal qualifications 2)

Readiness to perform duties

3) Participation in meetings 4) Roles, duties, and responsibilities 5) Relationship with the Board of Directors and management

2. The self-assessment of all sub-committees is divided into 5 main topics.
namely 1) Personal qualifications 2) Readiness to perform duties 3) Participation in meetings 4) Roles, duties, and responsibilities 5) Relationship with the Board of Directors and management
3. The evaluation of executives and senior management is divided into 10 main topics.
namely 1) Leadership 2) Strategy formulation 3) Strategy implementation 4) Planning and performance financial 5) Relationship with the Board of Directors 6) External relationships 7) Management and personnel relationships 8) Succession planning 9) Product and service knowledge 10) Personal attributes

The Company has established evaluation criteria for the development of the performance of the Board of Directors, sub-committees, Chief Executive Officer, and senior management, as well as to further enhance the Company's operational efficiency. Therefore, there are criteria

The evaluation results are calculated as a percentage of the full score, as follows:

More than 90% = Excellent

More than/equal to 80% = Very good

More than/equal to 70% = Good

More than/equal to 60% = Fairly good

More than/equal to 50% = Satisfactory

Less than 50% = Needs improvement

Evaluation Steps and Process

The Company conducts an annual performance evaluation of the Board of Directors to assess the performance of the past year.

The Company Secretary will send the said evaluation form to each director for assessment, both in collective and individual formats, and compile them for submission to the Nomination and Remuneration Committee to evaluate performance and discuss the results at the Board of Directors' meeting. Furthermore, any suggestions received from the Board's performance evaluation will be used by the Company to improve the effectiveness of the Board's work to achieve maximum benefit in good corporate governance. The evaluation process is as follows:

1. The Nomination and Remuneration Committee is responsible for reviewing the self-assessment form of the Board of Directors to ensure its accuracy, completeness, and compliance with corporate governance principles.
2. The Company Secretary sends the self-assessment form to the directors for performance evaluation.
3. The Company Secretary summarizes and reports the evaluation results to the Nomination and Remuneration Committee.
4. The Nomination and Remuneration Committee reports the evaluation results to the Board of Directors for acknowledgment and to implement improvements for greater operational efficiency.

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

Evaluation	Average percentage score	Evaluation result is at the level of
1. Entire Board of Directors	97	Excellent
2. Individual Directors	98	Excellent
3. Audit Committee	93	Excellent
4. Nomination Committee	94	Excellent
5. Risk Management Committee	97	Excellent
6. Chief Executive Officer	92	Excellent
7. Managing Director	91	Excellent

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Company arranges for the performance evaluation of the Board of Directors, sub-committees, Chief Executive Officer

and senior management at least once a year to serve as a framework for reviewing whether, during the past year, the Board has performed its duties completely and appropriately within its scope of authority and in accordance with good corporate governance principles. It also reflects and links the performance results with the Company's operational results, and the evaluation results are used for development in the following year.

In 2025, the Board of Directors arranged for the performance evaluation of the Board of Directors, sub-committees, Chief Executive Officer, and senior management, with criteria and details as follows:

Criteria

- The Board's self-assessment, with performance evaluation conducted as both a collective assessment and a self-assessment. For the collective performance evaluation, Divided into 6 main topics, namely: 1) Board Structure and Qualifications 2) Roles, Duties, and Responsibilities of the Board of Directors 3) Board Meetings 4) Dynamics in Directors' Performance of Duties 5) Relationship with Management 6) Director Development, and the performance evaluation is a self-assessment. The evaluation topics are divided into 5 main areas: 1) Personal Qualifications 2) Readiness to Perform Duties 3) Participation in Meetings 4) Roles, Duties, and Responsibilities 5) Relationship with the Board and Management
- The self-assessment of the entire sub-committee is divided into 5 main evaluation topics. namely: 1) Personal Qualifications 2) Readiness to Perform Duties 3) Participation in Meetings 4) Roles, Duties, and Responsibilities 5) Relationship with the Board and Management
- The evaluation of executive officers and senior management is divided into 10 main evaluation topics. namely: 1) Leadership 2) Strategy Formulation 3) Strategy Implementation 4) Planning and Performance Financial 5) Relationship with the Board 6) External Relationships 7) Management and Personnel Relationships 8) Succession Planning 9) Knowledge of Products and Services 10) Personal Attributes

The Company has established evaluation criteria for the development of the performance of the Board of Directors, sub-committees, Chief Executive Officer, and senior management, as well as to enhance the Company's operational efficiency. Thus, the criteria are:

The evaluation results are calculated as a percentage of the full score, as follows:

Greater than 90% = Excellent

Greater than/equal to 80% = Very Good

Greater than/equal to 70% = Good

Greater than/equal to 60% = Quite Good

Greater than/equal to 50% = Fair

Below 50% = Needs Improvement

Evaluation Steps and Process

The Company conducts an annual performance evaluation of the Board of Directors to assess the performance of the past year.

The Company Secretary will send the aforementioned assessment forms to each director to conduct evaluations in both collective and individual formats and compile them for submission to the Nomination and Remuneration Committee to evaluate performance and present the evaluation results for discussion at the Board of Directors' meeting. Furthermore, any suggestions received from the Board's performance evaluation, the Company will utilize to improve the effectiveness of the Board's work to achieve maximum benefit in good corporate governance. The evaluation process is as follows:

1. The Nomination and Remuneration Committee is responsible for reviewing the self-assessment forms of the Board of Directors to ensure accuracy, completeness, and compliance with good corporate governance principles.
2. The Company Secretary sends the self-assessment forms to directors for performance evaluation.
3. The Company Secretary summarizes and reports evaluation results to the Nomination and Remuneration Committee.
4. The Nomination and Remuneration Committee reports the evaluation results to the Board of Directors for acknowledgment and to implement improvements for greater operational efficiency.

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 : 5
past year (times)
Date of AGM meeting : 29 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	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. ALAN CHI YIM KAM (Chairman of the board of directors, Independent director)	4	/	5	1	/	1		/	
2. Mr. THANAPHAT MORIN (Vice-chairman of the board of directors)	5	/	5	1	/	1		/	
3. Mrs. VORAPRANEE MORIN (Director)	5	/	5	1	/	1		/	
4. Ms. NAPATR MORIN (Director)	5	/	5	1	/	1		/	
5. Ms. CHANITA MORIN (Director)	5	/	5	1	/	1		/	
6. Ms. INTU-ON MORIN (Director)	5	/	5	1	/	1		/	
7. Mr. SIRINAT CHAYANAN (Director)	5	/	5	1	/	1		/	
8. Mr. PANAIKORN CHARTIKAVANIJ (Director)	4	/	5	1	/	1		/	

Names of Board members	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)
9. Ms. PATTANANT PETCHCHEDCHOO (Director, Independent director)	5	/	5	1	/	1		/	
10. Mr. SONGYOS RUENGSAKULRACH (Director, Independent director)	5	/	5	1	/	1		/	
11. Mr. KWANCHAI ASSANEE (Director, Independent director)	5	/	5	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. ALAN CHI YIM KAM (Chairman of the board of directors)	4/5 (80.00%)	1/1 (100.00%)	N/A
2. Mr. THANAPHAT MORIN (Vice-chairman of the board of directors)	5/5 (100.00%)	1/1 (100.00%)	N/A
3. Mrs. VORAPRANEE MORIN (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
4. Ms. NAPATR MORIN (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
5. Ms. CHANITA MORIN (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
6. Ms. INTU-ON MORIN (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
7. Mr. SIRINAT CHAYANAN (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
8. Mr. PANAIKORN CHARTIKAVANIJ (Director)	4/5 (80.00%)	1/1 (100.00%)	N/A
9. Ms. PATTANANT PETCHCHEDCHOO (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
10. Mr. SONGYOS RUENGSAKULRACH (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
11. Mr. KWANCHAI ASSANEE (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	96.36%	100.00%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Remuneration of the board of directors

Types of remuneration of the board of directors

The Board of Directors has assigned the Nomination and Remuneration Committee to consider the appropriateness of remuneration for directors each year, both monetary and non-monetary, covering both short-term (salary, welfare, bonus) and long-term the Company's directors and sub-committees, including regularly reviewing such criteria, by presenting them to the Board of Directors for approval and further presenting them to the Shareholders' Meeting for approval, to be set as an agenda item at the Annual General Meeting of Shareholders each year.

The Nomination and Remuneration Committee reviews directors' remuneration using data from conducted director remuneration surveys to provide appropriate and comparable remuneration recommendations.

(a) Monetary remuneration

The Annual General Meeting of Shareholders for 2025, held on April 29, 2025, resolved to approve the remuneration for the Board of Directors and sub-committees for 2025, with details as follows:

Board of Directors ⁽¹⁾	Annual remuneration	Meeting allowance per attendance
	(Baht/year)	(Baht/meeting attended)
Board of Directors		
● Chairman	360,000	40,000
● Vice Chairman	30,000	20,000
● Directors and Independent Directors	30,000	20,000
Audit Committee		
● Chairman	30,000	20,000
● Director	10,000	15,000
Nomination and Remuneration Committee		
● Chairman	-	20,000
● Director	-	15,000
Risk Management Committee		
● Chairman	-	20,000
● Director	-	15,000
Executive Board		
● Chairman of the Executive Board	1,200,000	-
● Vice Chairman of the Executive Board	1,200,000	-

Note : ⁽¹⁾ Directors who are employees of the Company will not receive remuneration for their positions on the Board of Directors and sub-committees, as they already receive salaries and bonuses.

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. ALAN CHI YIM KAM (Chairman of the board of directors, Independent director)			560,000.00		N/A
Board of Directors (Chairman of the board of directors)	160,000.00	360,000.00	520,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	No	
2. Mr. THANAPHAT MORIN (Vice-chairman of the board of directors)			130,000.00		N/A
Board of Directors (Vice-chairman of the board of directors)	100,000.00	30,000.00	130,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
3. Mrs. VORAPRANEE MORIN (Director)			130,000.00		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 (Director)	100,000.00	30,000.00	130,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
Executive Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
4. Ms. NAPATR MORIN (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Executive Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
5. Ms. CHANITA MORIN (Director)			0.00		N/A
Board of Directors (Director)	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	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Executive Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
6. Ms. INTU-ON MORIN (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Executive Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
7. Mr. SIRINAT CHAYANAN (Director)			0.00		N/A
Board of Directors (Director)	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	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Executive Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
8. Mr. PANAIKORN CHARTIKAVANIJ (Director)			125,000.00		N/A
Board of Directors (Director)	80,000.00	30,000.00	110,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
Executive Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
9. Ms. PATTANANT PETCHCHEDCHOO (Director, Independent director)			270,000.00		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 (Director)	100,000.00	30,000.00	130,000.00	No	
Audit Committee (Chairman of the audit committee)	80,000.00	30,000.00	110,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
10. Mr. SONGYOS RUENGSAKULRACH (Director, Independent director)			220,000.00		N/A
Board of Directors (Director)	100,000.00	30,000.00	130,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	10,000.00	70,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	20,000.00	0.00	20,000.00	No	
11. Mr. KWANCHAI ASSANEE (Director, Independent director)			200,000.00		N/A
Board of Directors (Director)	100,000.00	30,000.00	130,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	60,000.00	10,000.00	70,000.00	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	740,000.00	540,000.00	1,280,000.00
2. Audit Committee	200,000.00	50,000.00	250,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	85,000.00	0.00	85,000.00
5. Risk Management Committee	20,000.00	0.00	20,000.00
6. Executive Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	0.00	1,720,000.00	1,045,000.00
Other monetary remuneration (Baht)	0.00	0.00	590,000.00
Total (Baht)	0.00	1,720,000.00	1,635,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of 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, Other significant transactions, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Company has established a policy for investment and oversight of the operations of its subsidiaries and associated companies, as approved by the Board of Directors' Meeting No. 1/2566 (after conversion to a public limited company) on September 22, 2566.

with the objective of establishing direct and indirect measures and mechanisms to enable the Company to effectively oversee the management of its subsidiaries and associated companies, and to ensure compliance with the Public Limited Company Act, the Civil and Commercial Code, securities laws, and other related laws, as well as relevant notifications, regulations, and criteria.

of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand, to protect the Company's investment interests in such subsidiaries and associated companies, which will help enhance confidence for the Company's shareholders, with details as follows:

1. Management of Subsidiaries and Associated Companies

- The Company will appoint representatives to serve as directors or executives in its subsidiaries and associated companies. The number of representatives serving as directors of such subsidiaries and associated companies should reflect the Company's shareholding proportion in those subsidiaries or associated companies, in order to manage their operations efficiently and effectively in accordance with the Company's policies, as well as its goals, vision, business plans, and strategic plans, and in compliance with relevant laws and regulations, including the rules and regulations of the Capital Market Supervisory Board and the Stock Exchange of Thailand.
- The Company will regularly supervise and monitor the operations of its invested subsidiaries and associated companies. This includes overseeing the creation, storage of data, accounting records of subsidiaries and associated companies, and the disclosure of financial status and operating results, ensuring that transactions between subsidiaries and related parties, the acquisition or disposal of assets, or any other significant transactions are accurate and complete, by applying disclosure and transaction criteria similar to those for the Company's own disclosures and transactions, which must comply with the rules and procedures under the securities and exchange laws, regulations, announcements, orders, or requirements of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand, and disclose such information to the Company.
- The Company will ensure that subsidiaries have appropriate and sufficiently robust internal control and risk management systems, and that all transactions are conducted correctly in accordance with relevant laws and regulations.

- Directors and executives who are representatives of the Company in its subsidiaries must ensure that no person with an interest in any matter or a conflict of interest with the subsidiary, whether direct or indirect, participates in the approval of that matter.
- The Company will regularly review performance reports from its subsidiaries and associated companies to plan future operations and set goals.

2. **The Company's oversight mechanism for the disclosure of information by subsidiaries.**

- Any transaction or operation by a subsidiary that is significant or affects the Company's financial position and operating results, or falls under the category of acquisition or disposal of assets, or connected transactions under the securities and exchange laws, including the regulations, announcements, and orders of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand concerning the acquisition or disposal of assets and connected transactions, which would require the Company to seek approval from the Board of Directors' Meeting and/or the Company's Shareholders' Meeting and/or relevant legal authorities before entering into such a transaction, a subsidiary may enter into such a transaction or operation only after receiving approval from the Board of Directors' Meeting and/or the Company's Shareholders' Meeting and/or relevant authorities (as the case may be). Furthermore, if a subsidiary's transaction or certain event requires the Company to disclose information to the Stock Exchange of Thailand in accordance with the criteria specified in relevant announcements, the director or executive representing such subsidiary must immediately notify the Company's management upon learning that the subsidiary plans to enter into such a transaction.
- The Company will establish necessary measures and procedures to ensure that subsidiaries disclose and submit accurate and complete information regarding their operating results and financial status by the Company.
will take necessary actions to ensure that such information is disclosed completely and accurately.

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

The Company is committed to conducting business by considering the interests of the Company and all stakeholders. It is the duty of all directors, executives, and employees, as well as related parties, to avoid involvement in any actions or transactions that may lead to conflicts of interest, which could result in the Company's loss of benefits or reduced operational efficiency. Furthermore, if it is necessary to conduct a transaction involving a conflict of interest, the directors, executives, or responsible departments must oversee such transactions to ensure transparency and clarity for the utmost benefit of the Company. Any transaction

classified as a connected transaction under the SEC's regulations must be strictly compliant with the rules and procedures stipulated in the announcements of the SEC and the Stock Exchange.

The Company monitors to ensure compliance with the guidelines on related party transactions and conflicts of interest.

The Company has developed learning materials and tests regarding guidelines on related party transactions and conflicts of interest through the system. the Company's Intranet, to allow directors, executives, and employees to review their understanding of important practices that must be adhered to.

The training content explains and presents examples of situations, actions, or relationships that constitute related party transactions or may lead to conflicts of interest between the personal interests of directors, executives, and employees and the interests of the Group, including

Guidelines to be followed when a conflict of interest or personal involvement of oneself and related parties arises, to be reported to the Company Secretary or the Internal Audit Department, in accordance with the Company's guidelines. 100% of the Company's directors, executives, and employees acknowledge and review the policy and guidelines on conflicts of interest and related party transactions through the aforementioned channels.

In 2025, the Company investigated cases that might lead to conflicts of interest and found no items with conflicts of interest.

Number of cases or issues related to conflict of interest

	2023	2024	2025
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 : Yes
inside information to seek benefits over the past year

The Company manages confidentiality, data retention, and the use of inside information by stipulating it in writing in its Business Code of Conduct, summarizing the policies and best practices as follows:

1. The Company must maintain and keep customer information and trade secrets confidential from the Company's personnel and external personnel.
irrelevant, unless legally mandated for disclosure, or for litigation purposes, or approved for disclosure by the Company's Board of Directors.
2. Inside information is information related to business operations and is confidential to the Company that has not yet been disclosed to the public. If disclosed, it would impact the Company and its subsidiaries, especially potentially affecting the value of shares traded on the stock exchange. Therefore, the Company has policies and oversight methods to prevent directors, executives, and employees from using material inside information of the Company's information for personal gain, including for trading the Company's securities, as follows:

- Directors, executives, and employees of the Company are prohibited from disclosing or using the Company's material inside information for personal gain.
- Directors, executives, and employees of the Company should avoid using inside information for their own benefit in trading the Company's shares, or providing inside information for their own benefit in buying or selling the Company's shares, or providing inside information to others for the benefit of buying or selling the Company's shares.
- Directors, executives, and relevant employees of the Company should wait at least 24-48 hours after information has been disclosed to the public before buying or selling the Company's shares.
- Directors and executives as defined by the SEC have a duty to report changes in their holdings of the Company's securities.

to the SEC within 3 business days, in accordance with SEC regulations. Additionally, the Company has established a policy requiring directors and executives to notify the Company Secretary of any trading in the Company's shares at least 1 business day in advance of such trading, so that the Company Secretary can report to the Board of Directors and disclose the information in the annual information statement.

- Directors, executives, and relevant employees of the Company should refrain from using inside information in accordance with relevant laws and regulations, as well as adhering to general practices.
- The Company has provided knowledge and understanding to its directors and executives regarding their duty to report their holdings of the Company's securities, as well as the related penalties under the Public Limited Company Act.

B.E. 2535 (as amended) ("Securities Act"), the duty to report interests of directors and executives, and the prohibition on using the Company's material inside information for share trading, as well as related penalties under the Securities Act, through the Company's Intranet system. 100% of the Company's directors, executives, and employees have reviewed the policies and practices regarding the use and confidentiality of inside information through this channel.

3. Information disclosure must be carried out by authorized personnel of the Company. General personnel are not obligated to disclose information when asked to disclose information they are not authorized to disclose, to ensure that information provided is accurate and consistent.

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

	2023	2024	2025
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 : Yes
the past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company places importance on and is committed to conducting business with honesty, transparency, and fairness, operating under the law, and recognizing the significance of anti-corruption efforts that impact business operations, the growth of the Company and its subsidiaries, and pose a threat to the nation's economy, society, and security. Therefore, the Company has established an Anti-Corruption Policy to prevent corruption in all business activities.

In addition, the Company assesses risks related to corruption within the Company, including preparedness. In its self-assessment regarding anti-corruption measures, the Company believes that factors leading to fraud and corruption can be controlled by a robust internal control system, well-managed work processes, clear and uncomplicated segregation of duties and organizational structure to prevent operational gaps, and the promotion and support of ethical and moral standards.

Personnel are developed to possess knowledge, abilities, and the courage to refuse corruption. Whistleblowing channels are supported and publicized, along with measures to protect and maintain the confidentiality of complainants. There are processes for inspection, monitoring, and control.

To seriously monitor corruption, there are transparent, credible, and fair investigation processes. Clear and strict penalties are defined for directors, executives, and employees at all levels who commit acts of corruption. The Company will continuously adhere to its Anti-Corruption Policy.

The Company has declared its intention to join the Private Sector Collective Action Coalition Against Corruption. (Private Sector Collective Action Against Corruption: CAC). The directors, executives, and working committees of the Company have emphasized anti-corruption efforts and supported the Collective Action Coalition Against Corruption project. In December 2025, the Company submitted its certification application, which is currently under consideration.

In 2025, the Company received no reports of corruption, either internal or external. Furthermore, no significant issues or deficiencies were found regarding legal proceedings related to anti-competition, defamation, trade monopolies, discriminatory incidents, or corruption. There were also no penalties incurred due to non-compliance with relevant laws or regulations, or violations of business ethics. Further details can be found at "Anti-Bribery and Corruption Policy" on the Company's website (<https://www.chaosua.com/th/corporate-governance/anti-bribery-and-corruption>)

Number of cases or issues related to corruption

	2023	2024	2025
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 : Yes
procedures over the past year

The Company has prioritized the prevention of misconduct and corruption that may arise from operations, such as conflicting practices or suspected illegal acts, ethical breaches, rights violations, inaccurate financial reports, or internal control systems.

that are deficient to the Board of Directors. The Company has established channels for receiving tips or complaints, operational procedures, and measures to protect whistleblowers or complainants and those cooperating in fact-finding under the Whistleblowing Policy.

Complaint channels

Channels for reporting information, tips on misconduct, or any corruption occurring within the Company or its subsidiaries. All employees and external parties can submit a written document specifying their name, address, telephone number, fax number, and email.

(If any) through the following channels

Via email to the Chairman of the Audit Committee

Email: whistleblowing@chaosua.com

By mail

Submit to the Chairman Audit Committee/Audit Committee

Chao Sua Foods Industry Public Company Limited

No. 1168/89 Lumpini Tower, 30th Floor, Unit A, Rama IV Road, Thung Maha Mek Subdistrict, Sathon District, Bangkok 10120

Company's internal complaint box

For the year ended

Number of cases or issues related to whistleblowing

	2023	2024	2025
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

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. PATTANANT PETCHCHEDCHOO (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. SONGYOS RUENGSAKULRACH (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. KWANCHAI ASSANEE (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

The Audit Committee has performed its duties as stipulated in the Audit Committee Charter, exercising its knowledge and abilities with due care and prudence, and has maintained independence in performing its duties, having received excellent information and cooperation from the Company's management. The Audit Committee is of the opinion that

1. The Company has accurate financial reports in accordance with generally accepted accounting standards and has fully and sufficiently disclosed material information.
2. The Company has appropriate, robust, and effective internal control and internal audit systems, without any errors.
which are material and may affect the company's financial statements and business operations.
3. The Company has appropriately complied with relevant laws, regulations, and rules.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 10

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THANAPHAT MORIN (The chairman of the executive committee)	10	/	10	10/10 (100.00%)
2 Ms. NAPATR MORIN (Member of the executive committee)	10	/	10	10/10 (100.00%)
3 Ms. CHANITA MORIN (Member of the executive committee)	10	/	10	10/10 (100.00%)
4 Mrs. VORAPRANEE MORIN (Vice-chairman of the executive committee)	10	/	10	10/10 (100.00%)
5 Ms. INTU-ON MORIN (Member of the executive committee)	10	/	10	10/10 (100.00%)
6 Mr. SIRINAT CHAYANAN (Member of the executive committee)	10	/	10	10/10 (100.00%)
7 Mr. PANAIKORN CHARTIKAVANIJ (Member of the executive committee)	10	/	10	10/10 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

The Executive Committee has performed its duties within the scope of responsibilities as defined in the Executive Committee Charter. The Executive Committee meetings have considered the following important matters:

- Consider and define the company's operational plan and business strategic plan.
- Regularly review the company's operational performance and investment performance to ensure compliance with the plan.
- Consider significant new investment plans and various investment budgets as assigned by the Board of Directors.

Review the Executive Committee Charter and related policies.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ALAN CHI YIM KAM (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Ms. PATTANANT PETCHCHEDCHOO (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. PANAIKORN CHARTIKAVANIJ (Member of the subcommittee)	1	/	2	1/2 (50.00%)
Average meeting attendance rate				(83.33%)

The results of duty performance of Nomination and Remuneration Committee

The Nomination and Remuneration Committee has performed its duties within the scope of responsibilities as stipulated in the Charter of the Nomination and Remuneration Committee, and the meeting of the Nomination and Remuneration Committee has considered the following important matters:

- Review and nominate qualified individuals in accordance with the law and regulations related to holding the position of company director, to replace directors whose terms have expired.
- Consider the remuneration of the Board of Directors and sub-committees
- Consider appointing directors to replace those whose terms have expired, by utilizing diverse information for consideration.
- Select individuals with diverse professional backgrounds who possess suitable qualifications in accordance with
- Consider and determine the remuneration for the Board of Directors and sub-committees for the year 2025
- Consider the remuneration of the Chairman of the Executive Committee, the Chief Executive Officer, and senior executives, to be considered based on suitability with the assigned duties, responsibilities, and the company's performance.
- Review the Charter of the Nomination and Remuneration Committee and related policies
- Monitor and ensure that the company has an appropriate succession plan and management continuity for positions
Senior executives and key positions

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SONGYOS RUENGSAKULRACH (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Ms. NAPATR MORIN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Ms. CHANITA MORIN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
4 Mr. SIRINAT CHAYANAN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Ms. INTU-ON MORIN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

The Risk Management Committee has performed its duties and responsibilities in accordance with the scope defined in the Risk Management Committee Charter. The Risk Management Committee meeting considered the following important matters:

- Considered a summary of significant risks that are crucial to the organization's sustainability and next steps for action.
to prioritize, define risk management plans, and appropriately establish guidelines for controlling such risks, in order to manage risks to an acceptable level for the Company or reduce the likelihood of future risks.
- Reviewed the Risk Management Committee Charter and reviewed the appropriateness and adequacy of the Company's risk management policies, strategies, and practices.
- Considered, screened, and provided comments on risk factors, risk management, and enterprise risk management measures.
for the year 2025, to align with economic conditions, industry trends, and various short-term and long-term uncertainties.

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 10

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THANAPHAT MORIN (The chairman of the subcommittee)	10	/	10	10/10 (100.00%)
2 Mrs. VORAPRANEE MORIN (Vice-chairman of the subcommittee)	10	/	10	10/10 (100.00%)
3 Ms. NAPATR MORIN (Member of the subcommittee)	10	/	10	10/10 (100.00%)
4 Mr. SIRINAT CHAYANAN (Member of the subcommittee)	10	/	10	10/10 (100.00%)
5 Ms. CHANITA MORIN (Member of the subcommittee)	10	/	10	10/10 (100.00%)
6 Ms. INTU-ON MORIN (Member of the subcommittee)	10	/	10	10/10 (100.00%)
7 Mr. PANAIKORN CHARTIKAVANIJ (Member of the subcommittee)	10	/	10	10/10 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

The Executive Committee has performed its duties within the scope of its roles and responsibilities as defined in the Executive Committee Charter. The Executive Committee meetings have considered the following important matters:

- Consider and establish the company's operational plans and business strategic plans.
- Regularly review the company's operational performance and investment performance to ensure compliance with the plan.
- Consider significant new investment plans and various investment budgets to align with the assignments from the Board of Directors.

Review the Executive Committee Charter and related policies.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Chao Sua Foods Industry Public Company Limited and its subsidiaries are committed to conducting business in accordance with sustainable development principles, recognizing the importance of all stakeholders across the value chain, as well as social and environmental impacts. Consequently, the Company and its subsidiaries drive sustainable development by integrating sustainability management into their business strategies and operations. This approach aims to meet stakeholder expectations and address key sustainability issues across economic, social, and environmental dimensions, while supporting the United Nations Sustainable Development Goals (SDGs)

Sustainability management goals

Does the company set sustainability management goals : Yes

Short-term Sustainability Goal: The Company aims to reduce greenhouse gas emissions by 30% by 2030, compared to the base year (2023)

Long-term Sustainability Goal: The Company targets achieving Net Zero emissions by 2050

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, 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 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions

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

Supply chain management is at the heart of the organizations operations to drive sustainable business growth. The Company adheres to a Business Code of Conduct that considers all stakeholders including shareholders, employees, customers, business partners, society and communities, competitors, creditors, and government agencies. Operating under the principles of human rights and ethics helps promote a positive corporate image, enhances organizational competitiveness, and fosters a sustainable balance across economic, social, and environmental dimensions.

The Company's value chain encompasses everything from procurement and production to product delivery. This includes ongoing development, as well as rigorous product inspection and screening to ensure quality meets established standards. Furthermore, the Company focuses on ensuring employees possess deep product knowledge, enabling them to provide accurate and comprehensive information and advice. This commitment aims to build customer satisfaction and confidence in both our products and services.

Business value chain diagram



Support Activities

Infrastructure	Procurement	Research and Development	Human Resource Management
<ul style="list-style-type: none"> ● Financial Management ● Office and Facility Management ● Utilities Management ● Internal Information System Management 	<ul style="list-style-type: none"> ● Supplier / Contractor Sourcing ● Procurement of Quality and Cost-Effective Equipment 	<ul style="list-style-type: none"> ● Innovation Development for Production and Operational Efficiency ● New Product Research and Development 	<ul style="list-style-type: none"> ● Manpower Planning ● Recruitment ● Employee Training and Development

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Fair compensation, benefits, and welfare. - Equal treatment of all employees. - Career stability and advancement. - Continuous Skill Development - Safety Workplace - Employee engagement and organizational participation. 	<ul style="list-style-type: none"> - Provide fair and competitive compensation that aligns with employee performance and the companys business results. - Maintain a safe and conducive working environment to ensure the security of lives and assets while fostering productivity. - Promote an inclusive culture by actively listening to feedback and suggestions from employees at all levels without discrimination. - Support professional growth through regular training programs and relevant skill 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		development initiatives. - Ensure transparent communication of key corporate information, including business performance and strategic direction, to all employees.	
<u>External stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Shareholders 	<ul style="list-style-type: none"> - Achieve sustainable business growth and consistent profitability. - Conduct business operations in accordance with good corporate governance principles. - Ensure transparent and comprehensive disclosure of all material corporate information. - Implement appropriate and effective risk management systems. - Maintain a consistent and regular dividend payment policy. 	<ul style="list-style-type: none"> - Continuously develop business strategies to align with the company's vision and objectives. - Respect shareholder rights by ensuring accurate information disclosure in accordance with the disclosure guidelines for listed companies. - Implement effective risk management practices for both short-term and long-term operations. - Provide opportunities for shareholders to submit comments and complaints directly to the company. 	<ul style="list-style-type: none"> • Annual General Meeting (AGM) • Complaint Reception • Others <ul style="list-style-type: none"> • One report • Website

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> - Deliver high-quality products that meet industry standards. - Provide excellent front-end service and ensure equitable treatment for all customers. - Ensure prompt and efficient resolution of issues related to the companys products and services. 	<ul style="list-style-type: none"> - Distribute high-quality products that strictly adhere to industry standards. - Provide comprehensive product information and refrain from exaggerated advertising to build and maintain customer trust. - Prevent unfair consumer exploitation by ensuring equitable and impartial treatment for all customers. - Establish dedicated channels for product and service grievances, ensuring prompt and efficient resolution of all issues. 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception • Others <ul style="list-style-type: none"> • Business Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> - Implement transparent and accountable procurement processes. - Uphold fair trade practices by honoring contractual agreements and ensuring timely payments. - Promote fair and transparent competition among all business partners. 	<ul style="list-style-type: none"> - Develop and maintain long-term relationships with business partners to foster mutual trust. - Ensure that all procurement and contracting processes are conducted with transparency and fairness. - Ensure accurate and timely payments in strict accordance with the agreed-upon terms and conditions. - Safeguard the personal data and confidential information of all business partners. - Treat all partners with equity while prioritizing 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception • Others <ul style="list-style-type: none"> • Business Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		mutual benefits and interests.	
<ul style="list-style-type: none"> • Community • Society 	<ul style="list-style-type: none"> - Operate the business with minimal impact on the community, society, and the environment. - Generate employment opportunities and support local livelihoods within neighboring communities. - Enhance the well-being and overall quality of life for community members. 	<ul style="list-style-type: none"> - Implement policies to monitor and prevent any business operations from causing adverse impacts or damages to the society and surrounding communities. - Organize activities to promote and foster social awareness and responsibility among community members. - Promote and support job creation and vocational opportunities for individuals in neighboring communities. 	<ul style="list-style-type: none"> • Online Communication

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Financial institution 	<ul style="list-style-type: none"> Ensure timely debt repayment and strictly adhere to all agreed-upon terms and conditions. 	<ul style="list-style-type: none"> Ensure timely debt settlement in accordance with the specified terms and conditions. 	<ul style="list-style-type: none"> Internal Meeting
<ul style="list-style-type: none"> Government agencies and Regulators 	<ul style="list-style-type: none"> Conduct business operations in full compliance with all relevant laws and regulations. 	<ul style="list-style-type: none"> Comply with all business-related laws and regulations, while maintaining full cooperation with government agencies. Conduct regular legal risk assessments to ensure continuous compliance. 	<ul style="list-style-type: none"> Online Communication Others <ul style="list-style-type: none"> Preparation of reports and disclosure of information in compliance with regulatory requirements.

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

Over the past year, the company has reviewed its : Yes
sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Quality Products and Services	• Customer / Consumer Responsibility
Innovation and Technology	• Innovation Development
Human Resource Development	• Fair Labor Practices
Safety and Occupational Health	• Fair Labor Practices
Community and Social Involvement	• Community / Social Responsibility
Greenhouse Gas Management	• Greenhouse Gas Management
Clean Energy / Renewable Energy	• Energy Management
Water Management	• Water Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognizes that risk management is an integral part of good corporate governance and a crucial foundation for enabling the Company to operate more effectively towards achieving its objectives. Identifying and managing risks helps support the Company and its subsidiaries in being prepared to plan for risk prevention and management when risks emerge, effectively and efficiently, to enable the Company and its subsidiaries to adapt and grow sustainably.

The global food and snack industry is undergoing rapid changes due to economic factors, technology, and consumer behavior. This necessitates continuous adaptation of business strategies by industry operators to maintain long-term competitiveness. Key factors contributing to industry risks currently include changing consumer behavior with an increased focus on health and nutrition, the growth of digital sales channels, as well as global economic volatility and rising raw material costs.

Furthermore, competition in the snack market has intensified from both existing and new operators, including the development of new product formats that meet consumer trends, such as healthy snack products, high-protein products, or plant-based products. These factors necessitate continuous investment in innovation and product development by operators. Simultaneously, food industry operators also face risks from changing food safety regulations in various countries, as well as increasingly stringent environmental and sustainability requirements, which may lead to higher operating costs.

increase. Given these factors, the Company places importance on monitoring industry trends and the business environment.

closely, to enable appropriate adjustments to strategies and business approaches.

The Board of Directors has therefore established a Risk Management Committee to perform duties and support the Board of Directors in formulating policies to govern and promote overall risk management for the entire organization. The Board of Directors has approved the risk management policy, the key points of which can be summarized as follows:

1. The Risk Management Committee reviews and proposes the risk management policy and framework for the Board of Directors' consideration and approval. It also oversees, reviews, evaluates risk management performance, monitors risk management outcomes, and regularly reports to the Board of Directors on significant risks and their management.
2. The Company mandates the Risk Management Department to lead the communication of the risk management policy and framework within the Company.
provide consultation on the preparation and review of risk management plans, summarize and report risk management results to the Board of Directors through the Risk Management Committee at least once a year.
3. The Risk Management Committee regularly reviews the policy, at least once a year, to improve the policy. managing risks to suit the business operating conditions or changing situations, or when it is found that the risk management policy is not appropriate for the business operating conditions or changing situations, the Risk Management Committee will propose appropriate revisions to the risk management policy.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk from changes in consumer behavior and the management of diverse distribution channels

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers

ESG risk factors : Yes

Risk characteristics

The Company faces significant challenges stemming from the rapid shift in consumer behavior from offline channels to online channels and social commerce. This transition process directly impacts the revenue structure, potentially leading to channel cannibalization among the Company's own distribution channels. Furthermore, the expansion of distribution channels, encompassing both direct-to-consumer (D2C) sales and sales through distributors/Modern Trade, introduces the risk of price conflict, especially when retail price control and promotional activities across various platforms lack consistency. Concurrently, the intensifying competitive landscape in the snack and processed food industry is accelerating the continuous increase in selling, general, and administrative expenses (SG&A), particularly in marketplace fees, digital advertising and public relations costs, and logistics costs, which fluctuate with economic conditions.

Risk-related consequences

Such risks may result in sales in some traditional channels, such as local retail stores or department store outlets,

experiencing a decline in growth rate or failing to meet targets, and may also affect the relationships and benefits of partners.

commercial, and may erode the brand's long-term value if an overly aggressive price war occurs. Furthermore, it also exerts pressure

to the company's net profit margin and profitability due to the increase in selling, general, and administrative expenses (SG&A).

Risk management measures

To effectively manage such risks, the Company has established a proactive risk management approach through the application of an Omni-channel strategy that focuses on seamlessly integrating the purchasing experience and customer data management (Data Analytics) between online and offline channels to enhance synergy and reduce target audience overlap. Furthermore, a Standardized Pricing Structure has been developed along with close collaboration with partners on sales promotion activities to prevent price conflicts. In addition, the Company emphasizes improving the efficiency of marketing budget utilization (Marketing ROI) through precise Performance Marketing and the integration of logistics systems to control operational costs at an appropriate level in order to maintain competitiveness and generate sustainable returns for shareholders.

Risk 2 Export risks, reliance on major OEM customers, and volatility of international markets

Related risk factors : Strategic Risk

- Volatility in the industry in which the company

operates

- Reliance on large customers or few customers

ESG risk factors : Yes

Risk characteristics

The Company conducts business in international markets, both through selling products under the "Jao Sua" brand and through contract manufacturing for international business partners (OEM). At times, there may be a reliance on major customers or certain importers who place large volume orders. Risks arise if major customers change their purchasing policies, restructure distribution channels, or abruptly cancel product orders.

Furthermore, operating in international markets also faces the volatility of global economic and trade conditions (Global Market Fluctuation), which includes fluctuations in foreign exchange rates, changes in international trade policies, trade barriers, import duties, and increasingly stringent food safety regulations in many countries.

Risk-related consequences

Such risks may affect the company's production planning, capacity management, and the procurement of raw materials in the supply chain to align with anticipated order volumes. Furthermore, changes in economic factors and

Regulations in foreign markets may affect operational costs, price competitiveness, and risks related to inventory management if the demand for products in the export market does not meet the company's expectations.

Risk management measures

The Company has established systematic risk management guidelines as follows:

- Diversify the customer base in international markets (Customer Diversification) to reduce reliance on any specific customer too much
- Expand the distribution of products under the "Jaosua" brand in international markets to strengthen the brand and enhance competitiveness.
- Manage foreign exchange rate risks through the use of appropriate financial instruments (Hedging).
- Closely monitor changes in trade regulations and food standards in partner countries to adapt production processes and product quality standards to comply with the requirements of each country.
- Establish cooperation with importers and business partners in each country who possess an understanding of consumer behavior and market conditions.

Local, to support market trend analysis and adjust product distribution strategies in line with constantly changing business situations.

Risk 3 Risks from new product market entry

Related risk factors : Strategic Risk

- Other : Risks from new product market entry

ESG risk factors : No

Risk characteristics

The Company operates in the snack and processed food product industry, which is highly competitive from both large and small operators domestically and internationally. Furthermore, consumer behavior and preferences change rapidly, resulting in a tendency for product life cycles to shorten. The Company may face the risk that newly developed products cannot promptly meet consumer demands in line with market trends, especially when compared to competitors who continuously develop new products. Key risks include:

- Risk from developing innovative products that may not be able to respond promptly to changes in market trends and consumer behavior.

- Risk from investing in the development of new products that are significant projects (Innovation Projects), which require resources in terms of budget, marketing, and production.
- Risk from delays in the product development process and internal operations, which may cause the introduction of new products to the market (Time-to-Market) to miss commercial opportunities.

Risk-related consequences

Such risks may affect the company's long-term competitiveness and could also impact returns on investment if market demand forecasts do not align with estimates. Furthermore, delays in bringing products to market may cause the company to lose market opportunities or market share to more agile competitors.

Risk management measures

The Company has established the following risk management measures:

- Continuously develop the product research and development (R&D) process.
- Study consumer insights (Consumer Insight) and test products with target consumer groups before actual market launch (Market Testing).
- Improve internal operational processes (Operational Process) to be agile and efficient, thereby reducing product development time and bringing products to market more quickly.
- Develop products in a balanced manner, balancing the extension of existing products (Line Extension) with the development of new innovative products.
To diversify business risks.
- Continuously monitor consumer behavior trends and market movements to adjust product and marketing strategies in line with industry changes.

Risk 4 Risk of Intellectual Property Infringement

Related risk factors : Strategic Risk

- Other : Risk of Intellectual Property Infringement

ESG risk factors : No

Risk characteristics

The Company recognizes that intellectual property is a strategic asset and creates a sustainable competitive advantage. However, the Company faces risks from product imitation, infringement of the "Jao Sua" trademark, or the unauthorized use of trade secrets and production processes. This risk includes the emergence of counterfeit goods

of substandard quality, especially as the Company continuously expands its markets both domestically and internationally. Furthermore,

if legal protection processes in some countries are inefficient or if there are delays in patent and trademark registration, this could allow competitors to improperly utilize the Company's innovations or unique identity.

Risk-related consequences

Such risks may directly impact consumer confidence, brand image, and market share, as well as potentially affecting business opportunities and the company's long-term economic value, should intellectual property infringement occur without appropriate preventive measures.

Risk management measures

The Company has established risk management measures as follows:

- Register trademarks and patents covering all key target markets.
- Establish a system for storing production formulas and technical processes as trade secrets (Trade Secret Management) by limiting access to relevant personnel only.

- Maintain legal teams and partners abroad to monitor and investigate copyright infringement in both online and offline.
- Implement strict legal measures against infringers.
- Emphasize continuous product development and innovation to differentiate products and strengthen the "Jaosua" brand in both domestic and international markets.

Risk 5 Risks from disasters and unforeseen events that may impact business operations.

Related risk factors :

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

The Company acknowledges the risks arising from unforeseen events beyond the organization's control, such as natural disasters, floods, storms, or severe accidents, particularly fire hazards, within its main facilities or production plants. Such incidents could directly impact the Company's critical assets, including factories, premises, machinery, production lines, raw materials, and the safety of its personnel. Moreover, these unforeseen events may lead to disruptions in production processes and supply chain operations (Business Interruption).

Risk-related consequences

Such risks could result in the company being unable to carry out production or deliver products to partners and consumers as scheduled, affecting revenue, customer confidence, and the long-term continuity of business relationships with partners for the processed food business.

The continuity of production processes and raw material storage systems is a crucial factor in maintaining product quality and safety. Furthermore, if incidents occur that affect basic utility systems such as electricity, cooling systems, or transportation systems,

this could impact production processes, storage, and the distribution of goods to both domestic and international markets.

Risk management measures

The Company has established risk management measures as follows:

- Develop a Business Continuity Plan (BCP) covering Business Impact Analysis and defining emergency operating procedures.
- Define the roles and responsibilities of relevant departments and regularly conduct drills for emergency response and fire evacuation.
- Inspect and maintain fire protection systems, such as smoke detection systems, alarm systems, and automatic fire suppression systems.
- Procure insurance policies covering assets and business operations (All Risk Insurance) and Business Interruption Insurance.
- Plan supply chain management, such as raw material reserves, warehouse management, and considering the distribution of storage locations in safe areas.
- Establish safety measures for operations within factories and establishments, along with providing training on safety and emergency response to employees regularly.
- Continuously review and improve the BCP to monitor and evaluate the effectiveness of risk control measures.

Risk 6 Risks from international conflicts, warfare, and trade protectionism measures

Related risk factors :

Operational Risk

- Other : Risks from international conflicts, warfare, and trade protectionism measures

ESG risk factors : No

Risk characteristics

The Company recognizes the risks arising from international conflicts, states of war, and trade protectionism measures, which may affect the Company's competitiveness. These risks include protective tariffs, transportation restrictions, and currency fluctuations that impact the stability of export revenues.

Risk-related consequences

Such risks could lead to increased costs for raw materials, energy, and packaging, thereby affecting competitiveness and revenue stability. Furthermore, they might diminish shareholder confidence if the company fails to maintain business continuity.

Risk management measures

The Company has established the following measures:

- Diversify the export market base to reduce reliance on any single market.
- Restructure the supply chain by sourcing raw materials from diverse sources (Multi-sourcing).
- Utilize financial instruments to hedge against foreign exchange rate risks.
- Increase production efficiency and strictly comply with international trade regulations.
- Aim to build confidence among shareholders that the company can maintain business continuity and achieve sustainable growth.
- Focus on comprehensive and flexible risk management to maintain competitiveness and growth amidst global challenges.

Risk 7 Risk of trademark and brand rights infringement

Related risk factors :

Compliance Risk

- Other : Risk of trademark and brand rights infringement

ESG risk factors : No

Risk characteristics

The Company faces risks from the infringement of trademarks and brand rights, such as the "Jao Sua" trademark and other related trade marks, including trademarks of subsidiaries. Risks may arise in various forms, such as

- The production and distribution of counterfeit goods using similar or imitative trademarks (Counterfeit & Passing Off)
- Brand impersonation on e-commerce channels (E-commerce Impersonation)
- The unauthorized registration of trade names abroad to seek undue advantage (Trademark Squatting)

Risk-related consequences

These risks may lead to the company losing revenue from product sales, impacting brand image and trust, particularly if counterfeit products fail to meet the safety or quality standards stipulated by the company. Furthermore, legal proceedings to protect and revoke infringed rights can be costly and protracted, especially in foreign jurisdictions with diverse regulatory frameworks.

Risk management measures

The company has established the following measures:

- Proceed with trademark registration covering all product categories and all countries where products are sold or where future market expansion is planned.
- Establish a Trademark Monitoring System to review trademark registration applications that may overlap or cause confusion to consumers both domestically and internationally.
- Coordinate closely with government agencies, such as the Department of Intellectual Property and customs officials, to intercept counterfeit goods.
- Implement strict legal measures against manufacturers and distributors of products infringing the company's trademarks.
- Aim to protect brand value and maintain stakeholder confidence in the long term.

Risk 8 Risk from foreign exchange rate fluctuations

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

The Company faces risks from foreign exchange rate fluctuations, as the business conducts transactions involving foreign currencies, such as revenue from selling products to international markets and certain expenses from importing raw materials, packaging, machinery, or equipment used in the production process. Fluctuations in the Thai Baht against major currencies, particularly the US Dollar (USD), may arise from external factors such as changes in monetary policies of central banks in major economies, the global economic situation, or geopolitical factors, all of which are beyond the Company's control.

Risk-related consequences

If the Thai Baht appreciates, it may lead to a decrease in export revenues when converted back into Thai Baht, and consequently affect the price competitiveness of products in international markets. Conversely, if the Thai Baht depreciates, it may result in higher costs for importing certain raw materials or capital goods, thereby impacting the company's cost structure and profit margins.

Risk management measures

The Company has established the following guidelines for managing exchange rate risk:

- Utilize financial instruments, such as Forward Contracts, as appropriate for the situation and the level of risk the company can accept.
- Manage foreign currency revenues and expenses to a certain balance (Natural Hedge) to mitigate the impact of exchange rate fluctuations.
- Continuously monitor economic and exchange rate trends from financial institutions and reliable sources to inform the formulation of appropriate pricing strategies, cost management, and financial planning.
- Aims to reduce the impact of exchange rate fluctuations and support the company in conducting business and expanding into international markets stably in the long term.

Risk 9 Risk of cyber threats and data breaches

Related risk factors :

Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

Risk characteristics

The Company faces risks from its reliance on information technology and digital systems in several areas, such as internal management systems, production systems, supply chain management systems, and customer and partner data management systems. This could expose the Company to cyber threats (Cyber Threat), including network attacks, malware propagation, ransomware attacks, electronic fraud (Phishing), as well as the risk of information leakage or personal data of customers, partners, and employees.

Risk-related consequences

Should an attack occur or the system become unavailable, it could lead to disruptions in data management systems, communication, or operational support for production and distribution. The leakage of personal data may impact stakeholder confidence and could result in legal liability under the Personal Data Protection Act B. E. 2562 (2019) (PDPA), thereby affecting the company's overall operational efficiency.

Risk management measures

The company has implemented the following measures to prevent and control information system security:

- Install network intrusion prevention systems and utilize cybersecurity prevention and detection software.
- Define data access rights according to user roles (Access Control)
- Regularly back up critical organizational data.
- Establish personal data protection policies and measures in compliance with laws, and assign responsible personnel for supervision.
and provide appropriate training to employees on data security and system usage.
- Continuously monitor and assess cybersecurity risks, and prepare incident response plans to limit impacts and appropriately restore operations.

Risk 10 Environmental, Social, and Governance Risks, including Climate Change (ESG)

Related risk factors : Strategic Risk
• ESG risk

ESG risk factors : Yes

Risk characteristics

The company recognizes environmental, social, and governance (ESG) risks, as well as risks from climate change that may affect the sourcing of raw materials such as pork, rice, and others, due to weather fluctuations, droughts, floods, or erratic weather conditions. Additionally, There are also risks from increasingly stringent environmental regulations, both domestically and internationally, as well as social risks such as non-compliance with food safety standards, labor rights, and ethical principles in the supply chain.

Risk-related consequences

Climate fluctuations may affect the quantity and quality of raw materials, leading to volatility in raw material prices and impacting the company's production cost structure and operating results. Environmental regulations and various measures may increase operational costs and affect competitiveness in international markets. Incidents related to product quality or safety may impact consumer confidence, as well as the brand's image and reputation. Violations of labor or ethical standards by business partners may affect the organization's image and stakeholder confidence.

Risk management measures

- Conduct business with consideration for environmental and social impacts, such as efficient resource utilization, improving production processes to reduce energy consumption, waste management, and selecting environmentally friendly packaging.
- Establish partnerships with raw material suppliers who meet quality and sustainability standards, while diversifying raw material sources to mitigate risks associated with reliance on a single source of production.
- Operate the business under principles of good corporate governance, with transparency and business ethics, and establish anti-corruption and anti-bribery policies.

- Adhere to internationally recognized food quality and safety standards to ensure that the company's products are of high quality, safe for consumers, and build confidence among all stakeholders.
- Committed to supporting sustainable business growth in the long term.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

0

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 : No
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : No
plan

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

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 : Yes
acknowledge compliance with the supplier code of
conduct?

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	0.00	0.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.91	1.73	0.99

Additional explanation for research and development (R&D) expenses over the past 3 years

The Group has its own research and development department, which consists of 11 food scientists who possess knowledge, expertise, and over 10 years of experience in the industry. The Group incurs an average annual research and development expense of approximately 5.1 million Baht during the period of 2022-2025. The research and development of new products by the Group is driven by the marketing department, which conducts studies and analyzes consumer needs using both internal and external data. Furthermore, due to the Group's strong relationships with raw material suppliers, there is an exchange of information regarding new innovations in food trends and raw materials. This enables the Group to understand current trends and develop products that better meet consumer demands. Additionally, the Group collaborates in considering the feasibility of sourcing raw materials with flavors aligned with the trends of products the Group intends to develop, in order to create new and unique formulas and tastes that differentiate them from products already available in the market. The Group launches approximately 15-20 new SKUs per year.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

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

Currently, the company has a new product development process for R&D Product and process as follows:

- Receive assignment / initiate projects for new product and new production process development to meet market demands and prepare for production process improvements.
- Conduct studies on products and production processes to assess feasibility, including consumer acceptance, actual production processes, and investment budget.
- Present to management and relevant parties for approval consideration.
- Implement the development plan in collaboration with relevant stakeholders.

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 : Yes
from innovation development?

	2023	2024	2025
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	291,829,310.00	241,022,437.38

Non-financial benefits

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

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