



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**S & J INTERNATIONAL ENTERPRISES PUBLIC COMPANY LIMITED**

**Fiscal Year End 31 December 2025**



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : S & J INTERNATIONAL ENTERPRISES PUBLIC COMPANY LIMITED

Symbol : S&J

Address : 600/4 Moo 11 Sukaphiban 8 Road, Nongkharm, Sriracha,

Province : Chonburi

Postcode : 20230

Business : The Company has been producing fine quality beauty care products for independent and major brands around the world. Its expertise is in supplying competitive logistic support and enhancing brand value.

Registration Number : 0107537001366

Telephone : 0-2676-2727

Fax (if applicable) : -

Website : [www.snjinter.com](http://www.snjinter.com)

Email : [sumit\\_k@snjinter.com](mailto:sumit_k@snjinter.com)

#### Total Shares Sold (shares)

Common Stock : 149,930,828

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	6,830,084.00	6,182,087.00	6,887,247.00
Cosmetic (Thousand baht)	5,064,223.00	4,389,491.00	4,937,480.00
Packaging (Thousand baht)	983,233.00	1,004,147.00	1,151,692.00
Phamaceutical (Thousand baht)	0.00	0.00	274,516.00
Other Business (Thousand baht)	782,628.00	788,449.00	523,559.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Cosmetic (%)	74.15	71.01	71.69
Packaging (%)	14.40	16.24	16.72
Phamaceutical (%)	0.00	0.00	3.99
Other Business (%)	11.46	12.75	7.60

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	6,830,084.00	6,182,087.00	6,887,247.00
Domestic (Thousand baht)	4,450,476.00	4,282,233.00	4,490,536.00
International (Thousand baht)	2,379,608.00	1,899,854.00	2,396,711.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	65.16	69.27	65.20
International (%)	34.84	30.73	34.80

#### Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	134,884.00	167,789.00	149,146.00
Other income from operations (Thousand baht)	134,884.00	167,789.00	149,146.00
Dividend income (Thousand baht)	19,417.00	21,263.00	20,119.00
Exchange gains (Thousand baht)	22,909.00	922.00	0.00
Gain from measurement of derivatives (Thousand baht)	388.00	0.00	0.00
Gain from a bargain purchase (Thousand baht)	0.00	0.00	10,340.00
Other income (Thousand baht)	92,170.00	145,605.00	118,687.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

#### Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	102,325.00	42,730.00	49,257.00

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	144,000.00	142,000.00	157,000.00

# Risk Management

# Risk Management

## Risk Factors (2.2)

### Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Emerging Risk	
Risk Management Measures: Yes	
Related Risk Topics	
Strategic Risk	
• Policies or international agreements related to business operations	
Remark :	<p>Background and Rationale</p> <p>The United States' adjustment of a Baseline Tariff, which imposes a standard import tariff of 10% on goods from all countries, and Thailand is potentially facing a tariff rate of 19%. Given that approximately 10% of the company's total export value is exported to the United States, this matter is considered a risk to be assessed for its future impact.</p> <p>Risk Management Measures/Plans and Risk Indicators (KRI)</p> <p>The company has developed a strategy to diversify into high-potential markets by expanding its market into other regions. This year, the company has aggressively expanded its market presence in Asia, the Middle East, and Australia, all of which are considered new markets with strong future growth potential. Simultaneously, the company has expanded its range of household cleaning products. The market expansion through new customer acquisition and new product development has immediately generated sales this year, with export value exceeding Baht 100 million.</p> <p>Based on the assessment of emerging risks related to the recent adjustments to U.S. baseline tariffs, the company can manage to reduce its risk to an acceptable level. However, as this risk is highly volatile due to external factors, the company continues to implement quarterly monitoring measures to keep up with ongoing changes.</p>

Financial Risk	
Risk Management Measures: Yes	
Related Risk Topics	
Financial Risk	
• Fluctuation in exchange rates, interest rates, or the inflation rate	
Remark :	<p>Background and Rationale</p> <p>Since the beginning of 2025, fluctuations in exchange rates have led to an appreciation of the Thai Baht. This was due to factors from the United States, including the direction of FED interest rates and the impact of U.S. economic policies. Additionally, the slowdown of the Chinese economy and the slow recovery of the domestic economy are contributing factors. Meanwhile, the company's export sales and raw material imports are primarily conducted in international currencies such as the US dollar, British pound sterling, and euro, which could affect the sales value and profitability.</p> <p>Risk Management Measures/Plans and Risk Indicators (KRI)</p> <p>The company has established an Exchange Rate Management Committee that meets monthly to oversee exchange rate risk management. The committee determines strategies for managing receipts and payments in the currencies used in actual transactions, employs financial instruments in accordance with the company's policy, and appropriately monitors currency movements in line with the established strategies.</p> <p>This financial risk management also includes managing revenue from major customers to align with the company's financial management of working</p>



capital liquidity and investments for business expansion.

The company has continuously overseen and managed financial risks throughout the year. This includes allowing for continuous adjustments until the risk is reduced to a moderate and acceptable level.

## Customer Risk

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Remark : Background and Rationale

The beauty industry is one with rapid, unpredictable changes. This includes the emergence of new competitors, both domestically and internationally, particularly those from China that have established manufacturing facilities in the country. Therefore, the company must conduct an analysis of market management, covering product trends, customer and product growth patterns, innovations that address consumer and the cosmetic market needs, as well as the capabilities of current competitors.

Risk Management Measures/Plans and Risk Indicators (KRI)

The company has established appropriate marketing strategies for individual customers, taking into consideration the growth of each product category and each customer's strategic growth. This is to create products that are appropriate for the market and consumers' needs, starting from the process of inventing innovative new extracts, adjusting the delivery process to shorten lead times, and offering competitive pricing. Additionally, the company has implemented strategies to reach new customers through social media platforms, helping to expand its customer base among Gen Z, and has participated in beauty exhibitions, both domestic and international, including Hong Kong, Indonesia, and France.

The company has achieved strong sales growth among new customer groups compared with 2024, but it still continues to experience declining sales from key customers due to competitors' market expansion. As a result, the customer risk level still remains high. The company must make an effort to strengthen its strategies to retain existing customers by offering innovative new products at reasonable prices.

## IT & Technology, and PDPA Risk

**Risk Management Measures:** Yes

### Related Risk Topics

Operational Risk

- Information security and cyber-attack
- System disruption risk

Remark : Background and Rationale

The company uses SAP as its core enterprise system across all departments and has transitioned to SAP HANA by migrating all data to the new platform and running full operations on the new system since 1 January 2025. The company has conducted a risk assessment of the system's ability to support operational requirements, focusing on the accuracy and completeness of the migrated data, and users across all departments can access and use the new system effectively.

Risk Management Measures/Plans and Risk Indicators (KRI)

The company has formed the SAP HANA Committee to work collaboratively among executives and operational staff to continuously monitor and take immediate corrective action whenever data inaccuracies or operational difficulties are encountered. Corrective actions are implemented either in specific areas or across the entire process to ensure consistency. The committee reports to senior management on the progress and issues of the new system on a monthly basis to ensure the system operates in line with established goals.

In managing technology and cybersecurity threats, the company has installed a Firewall and an Anti-virus program, a security system, and implemented measures restricting the use of devices connected to the company's network, whereby any such devices must only be approved by the ISD department. In addition, all software installed must be legally licensed and regulated under the supervision of the ISD department. The URL and email verification are always required before opening any email attachments. Critical data is stored securely and regularly backed up to a secure external location (private cloud). Furthermore, all computer users are required to update their operating systems (OS) and application software to the latest versions. The company also considers cyber insurance and compliance with the Personal Data Protection Act (PDPA). As a result of these measures, the information technology risk level is considered low

## Operational Risk

**Risk Management Measures:** Yes

### Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Human error in business operations

Remark : Background and Rationale

The demand for cosmetic products in the market nowadays is highly volatile, which shortens customer order processing time. Therefore, the production department must assess the readiness of machinery, production processes, personnel, and raw materials to ensure a timely response and on-time delivery to customers.

Risk Management Measures/Plans and Risk Indicators (KRI)

The production department and related departments have planned ahead the production schedule on a quarterly basis, along with assessments of machinery and personnel capacity within manufacturing operations. At the same time, contingency plans have been developed to allow for the switching of production lines, ensuring on-time delivery while controlling costs within the allocated budget.

## Supply chain Risk

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Other

Remark : Background and Rationale

The supply chain situation, which remains dependent on economic, political, geopolitical, and climate factors, continues to have an ongoing impact, causing uncertainty regarding the price and delivery of imported raw materials and packaging. This can lead to increased costs and failure to deliver goods to customers as required.

Risk Management Measures/Plans and Risk Indicators (KRI)

The company has tasked the procurement and purchasing department with finding new sources of high-quality raw materials that meet standards, both domestically and within the Asian region. The company has formed partnerships with business partners, especially the key raw material groups, to collaboratively manage and control pricing and delivery. Since the beginning of the year, the company has faced rising prices of palm-based raw materials. Although the company had forecasted and secured purchases six months in advance, these price increases have continued to affect costs since the third quarter. As a result, the risk remains moderate, and the company will continue to monitor and further improve its raw material pricing management.

## Environmental, Social, and Governance Risk

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- ESG risk

Remark : Background and Rationale

Risks related to Environmental, Social, and Governance (ESG) aspects are considered risks associated with organizational sustainability. Therefore, these risks should be managed comprehensively in all aspects, including climate change, human rights, business transparency, occupational health and safety, and environmental laws.

Risk Management Measures/Plans and Risk Indicators (KRI)

The company has assigned the Environmental Department to establish operating procedures, including monitoring processes from purchasing through product delivery to customers, to ensure compliance with the law and mitigate environmental impacts, and has scheduled this as a monthly follow-up agenda item. In addition, the company emphasizes this throughout the supply chain by communicating with and encouraging business partners to conduct business with transparency and respect for human rights, thereby creating an organization aligned with the principles of good corporate governance. The company conducts follow-up audits with its business partners at least once a year. It was found that all business partners are fully compliant with the criteria for environmental, social, and governance (ESG) management.

## Enterprise Risk

**Risk Management Measures:** Yes

### Related Risk Topics

Operational Risk

- Other

Remark : Background and Rationale

Enterprise risk reflects the organization's management policies, business strategies for both the short and long term, the management of human resources, and the development and enhancement of employees' capabilities to align with the company's business direction. It also includes establishing a strong organizational culture with a clear vision. These elements ensure that employees at all levels can perform effectively in a changing business environment.

Risk Management Measures/Plans and Risk Indicators (KRI)

The company conducts regular annual reviews and adjustments of its strategies to ensure implementation across all departments. The company emphasizes its strategy of generating growth from both its existing customer base and new customer acquisitions. It has established product strategies to develop innovative products that differentiate them from competitors and to introduce new product categories to attract a broader range of customer groups. Furthermore, the company has implemented a cost strategy designed to optimize work processes across the organization, thereby increasing efficiency in production, the supply chain, human resource management, finance, and information systems.

Each department undergoes a review and internal restructuring at least once a year. This process includes enhancing skills and knowledge, gaining practical experience through actual work, and learning from business partners or external organizations to broaden capabilities within their areas of responsibility. Additionally, executives in each department collaborate closely with human resources to recruit suitable candidates to fill vacant positions, ensuring departmental operations remain functional throughout the year.

# Sustainable Development

# Sustainable Development

## Sustainability Management Policy and Targets (3.1)

### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : [https://snjinter.com/th/wp-content/uploads/sites/3/2026/03/TH-%E0%B8%A3%E0%B8%B2%E0%B8%A2%E0%B8%87%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99-2568\\_final\\_compressed.pdf](https://snjinter.com/th/wp-content/uploads/sites/3/2026/03/TH-%E0%B8%A3%E0%B8%B2%E0%B8%A2%E0%B8%87%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99-2568_final_compressed.pdf)  
(if applicable)

## Environmental Aspect (3.3)

### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

### Results with Respect to the Environmental Aspect (3.3.2)

#### Energy management

##### • Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	35,908.00	42,801.47	53,522.83
Gasoline (Litres)	16,007.00	17,961.12	17,470.90
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	1,378.25

LPG (Kilograms)	195,897.00	181,770.00	200,470.00
Steam (Metric tonnes)	6,482.00	7,408.00	7,525.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	17,927,308.00	18,058,452.00	18,664,013.00

**Water management**

• **Water consumption**

	2023	2024	2025
Total water withdrawal (Cubic meters)	280,648.00	307,024.00	309,882.00

**Waste management**

• **Waste from operations**

	2023	2024	2025
Non-hazardous waste (Kilograms)	648,113.00	635,938.00	900,477.00
Hazardous waste (Kilograms)	0.00	0.00	0.00
<b>Total waste generated (Kilograms)</b>	<b>648,113.00</b>	<b>635,938.00</b>	<b>900,477.00</b>

**Greenhouse gas management**

• **Greenhouse gas emissions**

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	1,068.00	1,080.00	1,302.00
Scope 2 (Tons of carbon dioxide equivalents)	10,100.00	11,914.00	11,658.00

Scope 3 (Tons of carbon dioxide equivalents)	20,845.00	36,445.00	63,912.00
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>32,013.00</b>	<b>49,439.00</b>	<b>76,872.00</b>

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : V Green KU Co., Ltd.

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2023	2024	2025
Number of male employees (Persons)	503	528	568
Number of female employees (Persons)	1,315	1,268	1,462
<b>Total number of employees (Persons)</b>	<b>1,818</b>	<b>1,796</b>	<b>2,030</b>

##### • Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	885,697,339.00	948,778,396.92	913,992,882.08

##### • Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	30.00	42.00	39.00
Employee development and training expenses (baht)	4,000,000.00	4,000,000.00	4,000,000.00

##### • Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	7	9	9



• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	11.39	18.26	17.24

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://snjinter.com/th/wp-content/uploads/sites/3/2025/03/หลักการกำกับดูแลกิจการที่ดี-ฉบับปรับปรุง-3-Sign.pdf>

#### Policy and Guideline Related to the Board of Directors (6.1.1)

##### Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

##### Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure  
and Significant Information Regarding  
the Board of Directors, Subcommittees,  
Management,  
Employee and Other Information

## Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	15	100.00
Number of male directors	8	53.33
Number of female directors	7	46.67
Number of executive directors	6	40.00
Number of non-executive directors	9	60.00
Number of independent directors	5	33.33

#### Information on the board of directors and persons with authority to control the company (7.2.2)

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BOONKIET CHOKWATANA Gender: Male Age: 78 years old Highest level of education: Honorary degree Major: Faculty of Management and Information Sciences Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	22 Apr 1980	Personal Products & Pharmaceuticals, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management

2.	<p>Mrs. TIPAPORN CHOKWATANA</p> <p>Gender: Female</p> <p>Age: 79 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Re-elected as director</p>	24 Apr 1995	<p>Personal Products &amp; Pharmaceuticals, Strategic Management, Governance/ Compliance, Business Administration, Law</p>
3.	<p>Mr. THIRASAK VIKITSET</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	30 Apr 1985	<p>Personal Products &amp; Pharmaceuticals, Engineering, Strategic Management, Risk Management, Governance/ Compliance</p>
4.	<p>Mrs. KAEWTA ONGSARANAKOM</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	1 Jan 1993	<p>Personal Products &amp; Pharmaceuticals, Governance/ Compliance, Strategic Management, Corporate Management, Human Resource Management</p>
5.	<p>Prof.Dr. MALYN UNGSURUNGSIE</p> <p>Gender: Female</p> <p>Age: 75 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	26 Apr 2004	<p>Personal Products &amp; Pharmaceuticals, Sustainability, Corporate Management, Strategic Management, Risk Management</p>

6.	<p>Mrs. CHITRAPORN VIKITSET</p> <p>Gender: Female</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Early Childhood Education</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	23 Apr 2007	<p>Personal Products &amp; Pharmaceuticals, Procurement, Strategic Management, Governance/ Compliance, Business Administration</p>
7.	<p>Mrs. TEERADA AMBHANWONG</p> <p>Gender: Female</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	22 Apr 2008	<p>Personal Products &amp; Pharmaceuticals, Marketing, Brand Management, Governance/ Compliance, Strategic Management</p>
8.	<p>Mr. SUTHEP DANSIRIVIROJ</p> <p>Gender: Male</p> <p>Age: 77 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	22 Apr 2014	<p>Personal Products &amp; Pharmaceuticals, Finance, Risk Management, Audit, Governance/ Compliance</p>
9.	<p>POL. GEN. SOMCHAI PRABHASABHAKDI</p> <p>Gender: Male</p> <p>Age: 83 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	28 Apr 2015	<p>Personal Products &amp; Pharmaceuticals, Law, Governance/ Compliance, Internal Control</p>

10.	Mr. AMORN ASVANUNT Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	24 Apr 2017	Personal Products & Pharmaceuticals, Accounting, Finance, Risk Management, Audit
11.	Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	23 Apr 2018	Personal Products & Pharmaceuticals, Engineering, Audit, Risk Management, Sustainability
12.	Mr. ANANTACHAI YOONPRATHOM Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Mass Communication Research Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	1 Mar 2024	Sustainability, Change Management, Strategic Management, Risk Management, Governance/ Compliance
13.	Mrs. Thongsuk Upathambhakul Gender: Female Age: 66 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	22 Apr 2024	Personal Products & Pharmaceuticals, Marketing, Sustainability, Strategic Management, Risk Management



14.	Admiral APIWAT SRIVARDHANA Gender: Male Age: 73 years old Highest level of education: Honorary degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	1 Mar 2025	Sustainability, Procurement, Corporate Management, Risk Management, Governance/ Compliance
15.	Mrs. Daranee Ajjaneeyakul Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Newly appointed director to replace ex-director	1 Mar 2025	Personal Products & Pharmaceuticals, Sustainability, Strategic Management, Risk Management, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mrs. PISMAI CHANDRUBEKSA Gender: Female Age: 77 years old Highest level of education: Bachelor's degree Major: Hotel & Restaurant Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 28 Apr 2009 Date directorship ended: 1 Mar 2025	Mrs. Daranee Ajjaneeyakul Date position was assumed: 1 Mar 2025
2. ADM. APICHART PENGSRITONG Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 12 Nov 2009 Date directorship ended: 1 Mar 2025	Admiral APIWAT SRIVARDHANA Date position was assumed: 1 Mar 2025

## Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of  
the Board of Directors' meetings : Yes

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. AMORN ASVANUNT [1] Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	12 May 2017	Personal Products & Pharmaceuticals, Accounting, Finance, Risk Management, Audit
2. POL. GEN. SOMCHAI PRABHASABHAKDI Gender: Male Age: 83 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	28 Apr 2015	Personal Products & Pharmaceuticals, Law, Governance/ Compliance, Internal Control
3. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Re-elected as director	23 Apr 2019	Personal Products & Pharmaceuticals, Engineering, Audit, Risk Management, Sustainability

[1] A director with the accounting expertise needed to review financial statements

## Executive Committee

### List of executive committee members

General information	Position	Date position was assumed
1. Mr. THIRASAK VIKITSET Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	30 Apr 1985
2. Mrs. KAEWTA ONGSARANAKOM Gender: Female Age: 69 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Jun 1987
3. Prof.Dr. MALYN UNGSURUNGSIE Gender: Female Age: 75 years old Highest level of education: Doctoral degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	26 Apr 2004
4. Mrs. CHITRAPORN VIKITSET Gender: Female Age: 74 years old Highest level of education: Master's degree Major: Early Childhood Education Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	23 Apr 2007

5.	<p>Mrs. Thongsuk Upathambhakul</p> <p>Gender: Female</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	13 May 2010
6.	<p>Mr. Praj Srichandra</p> <p>Gender: Male</p> <p>Age: 47 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	13 May 2021
7.	<p>Mrs. Patchara Pongwichan</p> <p>Gender: Female</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Fine and Applied Arts</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	13 May 2010
8.	<p>Ms. Kritsanarath Rassameesuriyan</p> <p>Gender: Female</p> <p>Age: 58 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	12 May 2017
9.	<p>Mr. Sumit Khopaiboon</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	12 May 2017

10.	Ms. Yarin Arayatanitkul Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 May 2019
11.	Mrs. Daranee Ajjaneeeyakul Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 May 2010
12.	Ms. Waraluck Punpairoj Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Fine and Applied Arts Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	3 May 2023

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
The Nominating Committee	Mr. BOONKIET CHOKWATANA	Chairman
	Mr. THIRASAK VIKITSET	Member
	Mrs. KAEWTA ONGSARANAKOM	Member
	Mrs. CHITRAPORN VIKITSET	Member
The Remuneration Committee	Mr. BOONKIET CHOKWATANA	Chairman
	Mr. THIRASAK VIKITSET	Member
	Mrs. KAEWTA ONGSARANAKOM	Member

The Risk Management Committee	Assist.Prof.Dr. PONGCHAI	Chairman
	ATHIKOMRATTANAKUL	Member
	Mrs. Porntip Putipat	Member
	Mrs. Thongsuk Upathambhakul	Member
	Mr. Praj Srichandra	Member
	Mrs. Daranee Ajjaneeeyakul	Member
	Ms. Waraluck Punpairoj	Member
	Mrs. Jariya Thamvachiraporn	Member
	Mr. Chadchon Tantivejkul	
The Sustainability Committee	Prof.Dr. MALYN UNGSURUNGSIE	Chairman
	Mrs. Rujapa Srisurang	Member
	Mrs. Pranee Petcharayutpun	Member
	Ms. Natpitchaya Kitthamrongworakul	Member
	Ms. Pornpanawan Boonrom	Member
	Ms. Usa Kingsubmanee	Member
	Mr. ANANTACHAI YOONPRATHOM	Member
	Dr. Arucha Budsakornbhinanda	Member
The Corporate Governance Committee	POL. GEN. SOMCHAI PRABHASABHAKDI	Chairman
	Mrs. KAEWTA ONGSARANAKOM	Member
	Mrs. Patchara Pongwichan	Member
	Mr. Sumit Khopai boon	Member
	Mr. SUTHEP DANSIRIVIROJ	Member
	Ms. Kannika Donkampang	Member

#### **Roles of Sub-committees**

Sub-committees responsible for risk management : The Risk Management Committee

Sub-committees responsible for nomination : The Nominating Committee

Sub-committees responsible for remuneration : The Remuneration Committee

Sub-committees responsible for corporate governance : The Corporate Governance Committee

Sub-committees responsible for corporate sustainability development : The Sustainability Committee

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. KAEWTA ONGSARANAKOM Gender: Female Age: 69 years old Highest level of education: Bachelor's degree Major: Political Science	Director / Director which is Executive	22 Jun 1987	Personal Products & Pharmaceuticals, Governance/ Compliance, Strategic Management, Corporate Management, Human Resource Management
2. Mr. THIRASAK VIKITSET Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration	Managing Director	30 Apr 1985	Personal Products & Pharmaceuticals, Engineering, Strategic Management, Risk Management, Governance/ Compliance
3. Mr. Varith Tritrapun [1] Gender: Male Age: 81 years old Highest level of education: Master's degree Major: Economics	Finance & Accounting Division Assistant Manager	2 Jan 1997	Business Administration, Economics, Personal Products & Pharmaceuticals, Finance, Accounting
4. Prof.Dr. MALYN UNGSURUNGSIE Gender: Female Age: 75 years old Highest level of education: Doctoral degree Major: Science	Deputy Managing Director	26 Apr 2004	Personal Products & Pharmaceuticals, Sustainability, Corporate Management, Strategic Management, Risk Management
5. Mrs. CHITRAPORN VIKITSET Gender: Female Age: 74 years old Highest level of education: Master's degree Major: Early Childhood Education	Director / Director which is Executive	23 Apr 2007	Personal Products & Pharmaceuticals, Procurement, Strategic Management, Governance/ Compliance, Business Administration



6.	Mrs. Thongsuk Upathambhakul Gender: Female Age: 66 years old Highest level of education: Bachelor's degree Major: Economics	Director / Director which is Executive / Business Division Manager	2 Jan 2008	Personal Products & Pharmaceuticals, Marketing, Sustainability, Strategic Management, Risk Management
7.	Mrs. Patchara Pongwichan Gender: Female Age: 66 years old Highest level of education: Bachelor's degree Major: Fine and Applied Arts	Human Resource Division Assistant Manager	2 Jan 2008	Personal Products & Pharmaceuticals, Procurement, Human Resource Management, Corporate Management, Governance/ Compliance
8.	Mrs. Daranee Ajjaneeeyakul Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Science	Director / Director which is Executive / Technical Division Manager	2 Jan 2019	Personal Products & Pharmaceuticals, Sustainability, Strategic Management, Risk Management, Governance/ Compliance
9.	Mr. Bo Nystrup Nielsen Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Strategy and Corporate Development Division Manager	2 Jan 2019	Business Administration, Personal Products & Pharmaceuticals, Marketing
10.	Dr. Arucha Budsakornbhinanda Gender: Male Age: 47 years old Highest level of education: Doctoral degree Major: Engineering	Global Intelligence Center Division Assistant Manager	2 Jan 2019	Engineering, Industrial Materials & Machinery, Personal Products & Pharmaceuticals, Information & Communication Technology
11.	Mr. Praj Srichandra Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Economics	Factory Division Manager	2 Jan 2020	Personal Products & Pharmaceuticals, Sustainability, Corporate Management, Change Management, Risk Management
12.	Mr. Chadchon Tantivejkul Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Management	Information Systems Division Assistant Manager	2 Jan 2024	Personal Products & Pharmaceuticals, IT Management

13.	Mr. Ajjapoj Puttitanun Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Information Technology	Quality Assurance Division Manager	2 Jan 2024	Personal Products & Pharmaceuticals, Data Analysis
14.	Ms. PIMPHAKA WANASAWAS Gender: Female Age: 50 years old Highest level of education: Doctoral degree Major: Pharmaceutics	Technical Division Assistant Manager	26 Dec 2025	Personal Products & Pharmaceuticals
15.	Ms. Pornpanawan Boonrom Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Technical Division Assistant Manager	26 Dec 2025	Personal Products & Pharmaceuticals
16.	Ms. Yarin Arayatanitkul Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration	Domestic Business Division Assistant Manager	26 Dec 2025	Personal Products & Pharmaceuticals, Marketing

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons)	: 568
Number of female employees (persons)	: 1,462
<b>Total number of employees (persons)</b>	<b>: 2,030</b>

#### Employee Remuneration

Total employee remuneration	: 913,992,882.08
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#### Provident fund

Total number of employees (persons)	: 2,030
Number of employees contributing to the PVD (persons)	: 913
Percentage of employees who are members (%)	: 44.98

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Sumit Khopai boon	sumit_k@snjinter.com	026762727 ต่อ 2812

- Company secretary

General information	Email	Telephone
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1.	Mr. Sumit Khopaiboon	sumit_k@snjinter.com	026762727 ต่อ 3317
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• Head of internal audit

General information	Email	Telephone
1. Ms. Khanittha Saengchay	khanittha_s@snjinter.com	026762727 ต่อ 3339

• Head of investor relations

General information	Email	Telephone
1. Mr. Sumit Khopaiboon	sumit_k@snjinter.com	026762727 ต่อ 3317

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mrs. SIRIRAT SRICHAROENSUP Email: Sirirat.Sricharoensup@th.ey.com Telephone: -</p> <p>2. Mr. TERMPHONG OPANAPHAN Email: Termphong.opanaphan@th.ey.com Telephone: -</p> <p>3. Mrs. SINEENART JIRACHAIKHUANKHAN Email: sineenart.jirachaikhuan@th.ey.com Telephone: -</p>	3,275,000.00	<p>Details: Observation on destruction of goods fee : 75,000 Baht</p> <p>The fee for preparing Transfer Pricing Document fee : 810,000 Baht</p> <p>Total service fee (baht): 2,375,000.00</p>

# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

### Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

#### List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BOONKIET CHOKWATANA Gender: Male Age: 78 years old Highest level of education: Honorary degree Major: Faculty of Management and Information Sciences Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	Date position was assumed: 22 Apr 1980	Personal Products & Pharmaceuticals, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management
2. Mrs. TIPAPORN CHOKWATANA Gender: Female Age: 79 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive)  Director type: Re-elected as director	Date position was assumed: 24 Apr 1995	Personal Products & Pharmaceuticals, Strategic Management, Governance/ Compliance, Business Administration, Law
3. Prof.Dr. MALYN UNGSURUNGSIE Gender: Female Age: 75 years old Highest level of education: Doctoral degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 26 Apr 2004	Personal Products & Pharmaceuticals, Sustainability, Corporate Management, Strategic Management, Risk Management

4.	<p>Mrs. CHITRAPORN VIKITSET</p> <p>Gender: Female</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Early Childhood Education</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 23 Apr 2007</p>	<p>Personal Products &amp; Pharmaceuticals, Procurement, Strategic Management, Governance/ Compliance, Business Administration</p>
5.	<p>Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 23 Apr 2018</p>	<p>Personal Products &amp; Pharmaceuticals, Engineering, Audit, Risk Management, Sustainability</p>

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Admiral APIWAT SRIVARDHANA	Director (Non-executive, Independent director)	Date position was assumed: 1 Mar 2025	Sustainability, Procurement, Corporate Management, Risk Management, Governance/ Compliance
<p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Director type: Newly appointed director to replace ex-director		
2. Mrs. Daranee Ajjaneeeyakul	Director (Executive)	Date position was assumed: 1 Mar 2025	Personal Products & Pharmaceuticals, Sustainability, Strategic Management, Risk Management, Governance/ Compliance
<p>Gender: Female</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Director type: Newly appointed director to replace ex-director		

## Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. BOONKIET CHOKWATANA	Chairman of the board	Participating
Mrs. TIPAPORN CHOKWATANA	Vice Chairman	Non-participating
Mr. THIRASAK VIKITSET	Director	Participating
Mrs. KAEWTA ONGSARANAKOM	Director	Participating
Prof.Dr. MALYN UNGSURUNGSIE	Director	Participating
Mrs. CHITRAPORN VIKITSET	Director	Participating
Mrs. TEERADA AMBHANWONG	Director	Participating
Mr. SUTHEP DANSIRIVIROJ	Director	Non-participating
POL. GEN. SOMCHAI PRABHASABHAKDI	Director	Participating
Mr. AMORN ASVANUNT	Director	Non-participating
Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL	Director	Participating
Mr. ANANTACHAI YOONPRATHOM	Director	Participating
Mrs. Thongsuk Upathambhakul	Director	Participating
Admiral APIWAT SRIVARDHANA	Director	Non-participating
Mrs. Daranee Ajjaneeyakul	Director	Participating

## Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

## Meeting attendance and remuneration to each Board member (8.1.2)



## Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 28 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. BOONKIET CHOKWATANA (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2. Mrs. TIPAPORN CHOKWATANA (Vice Chairman)	-	6/6	Participating	Did not hold the meeting
3. Mr. THIRASAK VIKITSET (Director)	-	6/6	Participating	Did not hold the meeting
4. Mrs. KAEWTA ONGSARANAKOM (Director)	-	6/6	Participating	Did not hold the meeting
5. Prof.Dr. MALYN UNGSURUNGSIE (Director)	-	6/6	Participating	Did not hold the meeting
6. Mrs. CHITRAPORN VIKITSET (Director)	-	6/6	Participating	Did not hold the meeting
7. Mrs. TEERADA AMBHANWONG (Director)	-	6/6	Participating	Did not hold the meeting
8. Mr. SUTHEP DANSIRIVIROJ (Director)	-	6/6	Participating	Did not hold the meeting
9. POL. GEN. SOMCHAI PRABHASABHAKDI (Director)	-	6/6	Participating	Did not hold the meeting
10. Mr. AMORN ASVANUNT (Director)	-	6/6	Participating	Did not hold the meeting
11. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Director)	-	6/6	Participating	Did not hold the meeting
12. Mr. ANANTACHAI YOONPRATHOM (Director)	-	6/6	Participating	Did not hold the meeting

13.	Mrs. Thongsuk Upathambhakul (Director)	-	6/6	Participating	Did not hold the meeting
14.	Admiral APIWAT SRIVARDHANA (Director)	-	4/5	Participating	Did not hold the meeting
15.	Mrs. Daranee Ajjaneeeyakul (Director)	-	5/5	Participating	Did not hold the meeting
16.	Mrs. PISMAI CHANDRUBEKSA (Director)	1 Mar 2025	0/1	Non-participating	Did not hold the meeting
17.	ADM. APICHART PENGSRITONG (Director)	1 Mar 2025	0/1	Non-participating	Did not hold the meeting

### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. BOONKIET CHOKWATANA (Chairman of the board)	-	72,000.00	1,550,000.00	No
2.	Mrs. TIPAPORN CHOKWATANA (Vice Chairman)	-	60,000.00	1,200,000.00	No
3.	Mr. THIRASAK VIKITSET (Director)	-	60,000.00	3,600,000.00	No
4.	Mrs. KAEWTA ONGSARANAKOM (Director)	-	60,000.00	1,300,000.00	No
5.	Prof.Dr. MALYN UNGSURUNGSIE (Director)	-	60,000.00	1,300,000.00	No
6.	Mrs. CHITRAPORN VIKITSET (Director)	-	60,000.00	1,300,000.00	No
7.	Mrs. TEERADA AMBHANWONG (Director)	-	60,000.00	350,000.00	No
8.	Mr. SUTHEP DANSIRIVIROJ (Director)	-	60,000.00	550,000.00	No
9.	POL. GEN. SOMCHAI PRABHASABHAKDI (Director)	-	60,000.00	550,000.00	No
10.	Mr. AMORN ASVANUNT (Director)	-	60,000.00	750,000.00	No
11.	Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Director)	-	60,000.00	750,000.00	No
12.	Mr. ANANTACHAI YOONPRATHOM (Director)	-	60,000.00	400,000.00	No
13.	Mrs. Thongsuk Upathambhakul (Director)	-	60,000.00	500,000.00	No

14.	Admiral APIWAT SRIVARDHANA (Director)	-	40,000.00	0.00	No
15.	Mrs. Daranee Ajjaneeyakul (Director)	-	50,000.00	0.00	No
16.	Mrs. PISMAI CHANDRUBEKSA (Director)	1 Mar 2025	0.00	400,000.00	No
17.	ADM. APICHART PENGSRITONG (Director)	1 Mar 2025	0.00	400,000.00	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 8

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. AMORN ASVANUNT (Chairman of the audit committee)	-	8/8
2.	POL. GEN. SOMCHAI PRABHASABHAKDI (Audit committee)	-	8/8
3.	Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Audit committee)	-	8/8