

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

S. KHONKAEN FOODS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

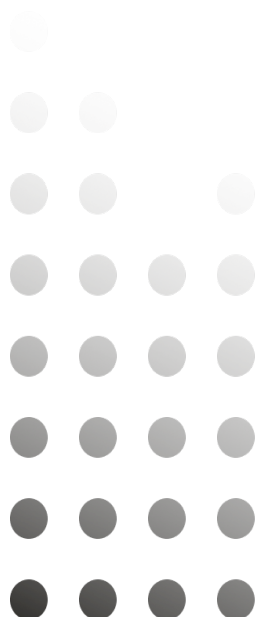


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : S. KHONKAEN FOODS PUBLIC COMPANY LIMITED

Symbol : SORKON

Address : 12/555 Sor Tower, 12th, 12Ath and 14th Floors, Moo 15, Bangna-
Trad Road, KM. 5.5, Bang Kaeo Subdistrict, Bang Phli District,
Samut Prakan 10540

Province : Samut Prakarn

Postcode : 10540

Business : The Company is a manufacturer and distributor of food with 5
business units: 1) Processed Food from Meat
2) Processed Seafood
3) Swine Farm
4) Quick Service Restaurant (QSR)
5) International Businesses

Registration Number : 0-1075-37001-81-1

Telephone : 0-2339-3999

Website : <http://www.sorkon.co.th>

Email : IR@SORKON.CO.TH

Total Shares Sold (shares)

Common Stock : 323,400,000

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)	3,133,000.00	3,380,000.00	3,548,000.00
Processed Foods (Thousand baht)	1,638,000.00	1,711,000.00	1,802,000.00
Processed Seafood (Thousand baht)	1,098,000.00	1,166,000.00	1,138,000.00
Quick Service Restaurant (Thousand baht)	67,000.00	78,000.00	88,000.00
Swine Farm (Thousand baht)	273,000.00	345,000.00	384,000.00
International Businesses (Thousand baht)	18,000.00	36,000.00	82,000.00
Other (Thousand baht)	39,000.00	44,000.00	54,000.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Processed Foods (%)	52.30	50.60	50.80
Processed Seafood (%)	35.05	34.50	32.10
Quick Service Restaurant (%)	2.10	2.30	2.50
Swine Farm (%)	8.71	10.21	10.82
International Businesses (%)	0.57	1.07	2.31
Other (%)	1.24	1.30	1.52

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	3,133,000.00	3,380,000.00	3,548,000.00
Domestic (Thousand baht)	3,115,000.00	3,344,000.00	3,466,000.00
International (Thousand baht)	18,000.00	36,000.00	82,000.00
Netherlands (Thousand baht)	18,000.00	31,000.00	48,000.00
United States of America (Thousand baht)	0.00	5,000.00	33,000.00
China (Thousand baht)	0.00	0.00	1,000.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	99.43	98.93	97.69
International (%)	0.57	1.07	2.31
Netherlands (%)	100.00	86.11	58.54
United States of America (%)	0.00	13.89	40.24
China (%)	0.00	0.00	1.22

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	31,000.00	27,000.00	18,000.00
Other income from operations (Thousand baht)	0.00	17,000.00	7,000.00
Other income not from operations (Thousand baht)	31,000.00	10,000.00	11,000.00

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

	2023	2024	2025
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Share of profit (Thousand baht)	-4,327.00	-17,575.00	-12,607.00
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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 : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	1,720,000.00	936,480.00	2,275,000.00

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)

Risk of declining brand awareness among younger generations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Risk of failing to achieve business development targets.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- New business risk

Risk of high product costs that cannot be competitive.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Risks of Human Resources Allocation and Development in Accordance with the Company's Strategy.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Risks of Relying on Modern Trade Distribution Channels

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

Rising Raw Material Prices for Processed Meat Products Business.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Cyber Security Risks.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Risk of being sued or claimed for damages from substandard products.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Data Leakage Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

- Legal risk

Risk to Securities Holder (2.2.2)

**Risk of the Main Shareholder Controlling the Resolution of the Shareholder MEETING AND Management Power Risk
Management Measures**

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

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://investor.sorkon.co.th/storage/corporate-governance/corporate-policies/20250901-sorkon-sustainable-development-policy-th.pdf>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://investor.sorkon.co.th/storage/corporate-governance/corporate-policies/20251209-sorkon-environmental-policy-th.pdf>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste 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)	4,245.00	4,229.00	17,735.30
Gasoline (Litres)	0.00	0.00	69,583.50
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)	649,737.00	681,105.00	817,215.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	10,501,353.36	10,971,260.30	11,812,591.06

Water management

• **Water consumption**

	2023	2024	2025
Total water withdrawal (Cubic meters)	225,978.97	228,627.98	216,485.83

Waste management

• **Waste from operations**

	2023	2024	2025
Non-hazardous waste (Kilograms)	65,453.20	58,418.00	112,664.20
Hazardous waste (Kilograms)	539.00	241.60	98.20
Total waste generated (Kilograms)	65,992.20	58,659.60	112,762.40

Greenhouse gas management

• **Greenhouse gas emissions**

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Scope 2 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : No

Company human right guideline : Employee Rights, 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)	398	672	707
Number of female employees (Persons)	794	801	794
Total number of employees (Persons)	1,192	1,473	1,501

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	34,129,665.00	611,647,942.94	653,252,991.15

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	12.00	52.00	41.10
Employee development and training expenses (baht)	1,367,133.00	2,922,453.00	1,454,047.47

• Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	11.33	20.43	19.59

• **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://investor.sorkon.co.th/en/corporate-governance/corporate-policies>

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	10	100.00
Number of male directors	8	80.00
Number of female directors	2	20.00
Number of executive directors	4	40.00
Number of non-executive directors	6	60.00
Number of independent directors	5	50.00

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. SIWAT CHAWAREEWONG Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Additional and newly-appointed directors	26 Nov 2024	Marketing, Digital Marketing, Business Administration, Engineering, Leadership

2.	Mrs. NIRAMON RUJIRASOPON Gender: Female Age: 74 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	4 May 2005	Economics, Food & Beverage, Marketing, Accounting, Procurement
3.	Mr. JARASPON RUJIRASOPON Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	14 Aug 2008	Media & Publishing, Information & Communication Technology, Marketing, Digital Marketing, Brand Management
4.	Mr. CHUSAK VIJAKKHANA Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	28 Feb 2010	Health Care Services, Law, Governance/ Compliance
5.	Mr. CHAROEN RUJIRASOPON Gender: Male Age: 78 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	12 Nov 2012	Economics, Agribusiness, Food & Beverage, Property Development, Law

6.	Mr. WORAPON LOPANSRI Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	24 Apr 2014	Insurance, Finance, Audit, Internal Control, Governance/ Compliance
7.	Mr. JARUNPOJ RUJIRASOPON Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	27 Apr 2015	Economics, Finance, Human Resource Management, Corporate Management, Strategic Management
8.	Mr. AKE PATTARATANAKUN Gender: Male Age: 42 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	29 Sep 2022	Economics, Information & Communication Technology, Marketing, Digital Marketing, Brand Management
9.	Mr. WANCHAI RATTANAWONG Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Manufacturing Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	11 May 2023	Business Administration, Economics, Human Resource Management, Transportation & Logistics, Governance/ Compliance

10.	Ms. CHACHANEE ANANTWATANAPONG Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	26 Feb 2025	Accounting, Marketing, Finance, Brand Management, Corporate Management
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List of directors who resigned/vacated their position during the year

General information		Position	Tenure	Replacement Director
1.	Mr. PRASARN MARUKPITAK Gender: Male Age: 78 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 25 May 1994 Date directorship ended: 1 Jan 2025	No replacement director
2.	Mr. THANAKRIT RUJIRASOPON Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 29 Apr 2013 Date directorship ended: 13 Feb 2025	No replacement director
3.	Ms. PANCHAMA VIPAMAS Gender: Female Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 20 Jul 2017 Date directorship ended: 1 Jan 2025	No replacement director

4.	Mrs. Pornsarun Rungcharoenkitkul Gender: Female Age: 73 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 29 Apr 2025 Date directorship ended: 9 Dec 2025	No replacement director
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Other Information pertaining to committees

The Chairman is an independent director : Yes

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. WORAPON LOPANSRI [1] Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	12 May 2014	Insurance, Finance, Audit, Internal Control, Governance/ Compliance
2. Mr. CHUSAK VIJAKKHANA Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	13 Nov 2004	Health Care Services, Law, Governance/ Compliance
3. Mr. WANCHAI RATTANAWONG Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Manufacturing Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Sep 2023	Business Administration, Economics, Human Resource Management, Transportation & Logistics, Governance/ Compliance

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

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

General information	Position	Tenure	Replacement Director
1. Mr. PRASARN MARUKPITAK Gender: Male Age: 78 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 27 Dec 1999 Date directorship ended: 1 Jan 2025	No replacement director

[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. CHAROEN RUJIRASOPON Gender: Male Age: 78 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	12 Nov 2012
2. Mrs. NIRAMON RUJIRASOPON Gender: Female Age: 74 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	18 Apr 2022

3.	Mr. JARASPON RUJIRASOPON Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Apr 2022
4.	Mr. JARUNPOJ RUJIRASOPON Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	27 Apr 2015
5.	Ms. CHACHANEE ANANTWATANAPONG Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 Feb 2025

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

General information	Position	Tenure	Replacement Director
1. Mr. THANAKRIT RUJIRASOPON Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 25 Feb 2025 Date directorship ended: 13 Feb 2025	Ms. CHACHANEE ANANTWATANAPONG Date position was assumed: 26 Feb 2025

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management, Corporate Governance and Sustainability Committee	Mr. JARASPON RUJIRASOPON	Member
	Mr. AKE PATTARATANAKUN	Chairman
	Ms. CHACHANEE ANANTWATANAPONG	Member
Recruitment and Compensation on Remuneration Committee	Mr. WANCHAI RATTANAWONG	Chairman
	Mr. CHUSAK VIJAKKHANA	Member
	Mr. CHAROEN RUJIRASOPON	Member
	Mr. JARUNPOJ RUJIRASOPON	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: None
Sub-committees responsible for nomination	: Recruitment and Compensation on Remuneration Committee
Sub-committees responsible for remuneration	: Recruitment and Compensation on Remuneration Committee
Sub-committees responsible for corporate governance	: Risk Management, Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Risk Management, Corporate Governance and 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. Mr. CHAROEN RUJIRASOPON Gender: Male Age: 78 years old Highest level of education: Honorary degree Major: Business Administration	Chairman of Executive Committee and Group CEO	1 Jan 2025	Economics, Agribusiness, Food & Beverage, Property Development, Law
2. Mr. JARASPON RUJIRASOPON Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer of International Business	1 Apr 2022	Media & Publishing, Information & Communication Technology, Marketing, Digital Marketing, Brand Management
3. Mr. JARUNPOJ RUJIRASOPON Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Business Administration	Chief Executive Officer, Domestic Business and Support	1 Jan 2025	Economics, Finance, Human Resource Management, Corporate Management, Strategic Management
4. Mrs. NIRAMON RUJIRASOPON Gender: Female Age: 74 years old Highest level of education: Bachelor's degree Major: Economics	Senior Vice Chairman of Executive Committee	1 Jan 2025	Economics, Food & Beverage, Marketing, Accounting, Procurement

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	N/A	29,315,499.00	36,400,640.00

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) : 707

Number of female employees (persons) : 794

Total number of employees (persons) : 1,501

Employee Remuneration

Total employee remuneration : 653,252,991.15

Provident fund

Total number of employees (persons) : 1,501

Number of employees contributing to the PVD (persons) : 496

Percentage of employees who are members (%) : 33.04

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. Kusoom Sakda-apinun	kusoom_sa@sorkon.co.th	0841115680

- Company secretary

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

- Head of internal audit

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

- Head of compliance unit

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

- Head of investor relations

General information	Email	Telephone
1. Ms. Uttama Rojanasathit	uttama_ro@sorkon.co.th	023393999

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1.	EY OFFICE LIMITED	1. Mrs. ROSAPORN DECHARKOM Email: rosaporn.decharkom@th. ey.com Telephone: 02 264 9090	1,770,000.00	-
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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. Mrs. NIRAMON RUJIRASOPON Gender: Female Age: 74 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 4 May 2005	Economics, Food & Beverage, Marketing, Accounting, Procurement
2. Mr. JARASPON RUJIRASOPON Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 14 Aug 2008	Media & Publishing, Information & Communication Technology, Marketing, Digital Marketing, Brand Management
3. Mr. AKE PATTARATANAKUN Gender: Male Age: 42 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 29 Sep 2022	Economics, Information & Communication Technology, Marketing, Digital Marketing, Brand Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Ms. CHACHANEE ANANTWATANAPONG Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Feb 2025	Accounting, Marketing, Finance, Brand Management, Corporate Management

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SIWAT CHAWAREEWONG Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Additional and newly-appointed directors	Date position was assumed: 26 Nov 2024	Marketing, Digital Marketing, Business Administration, Engineering, Leadership

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SIWAT CHAWAREEWONG	Chairman of the board	Participating
Mrs. NIRAMON RUJIRASOPON	Director	Non-participating
Mr. JARASPON RUJIRASOPON	Director	Non-participating
Mr. CHUSAK VIJAKKHANA	Director	Non-participating
Mr. CHAROEN RUJIRASOPON	Director	Non-participating
Mr. WORAPON LOPANSRI	Director	Non-participating

Mr. JARUNPOJ RUJIRASOPON	Director	Non-participating
Mr. AKE PATTARATANAKUN	Director	Non-participating
Mr. WANCHAI RATTANAWONG	Director	Non-participating
Ms. CHACHANEE ANANTWATANAPONG	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) : 9

Date of AGM meeting : 29 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SIWAT CHAWAREEWONG (Chairman of the board)	-	9/9	Participating	Did not hold the meeting
2. Mrs. NIRAMON RUJIRASOPON (Director)	-	9/9	Participating	Did not hold the meeting
3. Mr. JARASPON RUJIRASOPON (Director)	-	9/9	Participating	Did not hold the meeting
4. Mr. CHUSAK VIJAKKHANA (Director)	-	7/9	Participating	Did not hold the meeting
5. Mr. CHAROEN RUJIRASOPON (Director)	-	9/9	Participating	Did not hold the meeting
6. Mr. WORAPON LOPANSRI (Director)	-	8/9	Participating	Did not hold the meeting

7.	Mr. JARUNPOJ RUJIRASOPON (Director)	-	9/9	Participating	Did not hold the meeting
8.	Mr. AKE PATTARATANAKUN (Director)	-	9/9	Participating	Did not hold the meeting
9.	Mr. WANCHAI RATTANAWONG (Director)	-	9/9	Participating	Did not hold the meeting
10.	Ms. CHACHANEE ANANTWATANAPONG (Director)	-	8/8	Participating	Did not hold the meeting
11.	Mr. PRASARN MARUKPITAK (Director)	1 Jan 2025	0/9	Non-participating	Did not hold the meeting
12.	Mr. THANAKRIT RUJIRASOPON (Director)	13 Feb 2025	0/9	Non-participating	Did not hold the meeting
13.	Ms. PANCHAMA VIPAMAS (Director)	1 Jan 2025	0/9	Non-participating	Did not hold the meeting
14.	Mrs. Pornsarun Rungcharoenkitkul (Director)	9 Dec 2025	5/6	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. SIWAT CHAWAREEWONG (Chairman of the board)	-	300,000.00	10,307.00	No
2.	Mrs. NIRAMON RUJIRASOPON (Director)	-	0.00	78,665.00	No
3.	Mr. JARASPON RUJIRASOPON (Director)	-	0.00	68,200.00	No
4.	Mr. CHUSAK VIJAKKHANA (Director)	-	120,000.00	104,500.00	No
5.	Mr. CHAROEN RUJIRASOPON (Director)	-	0.00	78,665.00	No
6.	Mr. WORAPON LOPANSRI (Director)	-	120,000.00	115,500.00	No
7.	Mr. JARUNPOJ RUJIRASOPON (Director)	-	0.00	68,200.00	No
8.	Mr. AKE PATTARATANAKUN (Director)	-	150,000.00	104,500.00	N/A
9.	Mr. WANCHAI RATTANAWONG (Director)	-	150,000.00	104,500.00	No

10.	Ms. CHACHANEE ANANTWATANAPONG (Director)	-	0.00	0.00	No
11.	Mr. PRASARN MARUKPITAK (Director)	1 Jan 2025	0.00	104,500.00	No
12.	Mr. THANAKRIT RUJIRASOPON (Director)	13 Feb 2025	0.00	68,200.00	No
13.	Ms. PANCHAMA VIPAMAS (Director)	1 Jan 2025	0.00	104,500.00	No
14.	Mrs. Pornsarun Rungcharoenkitkul (Director)	9 Dec 2025	75,000.00	0.00	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) : 6

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. WORAPON LOPANSRI (Chairman of the audit committee)	-	6/6
2.	Mr. CHUSAK VIJAKKHANA (Audit committee)	-	6/6
3.	Mr. WANCHAI RATTANAWONG (Audit committee)	-	6/6
4.	Mr. PRASARN MARUKPITAK (Audit committee)	1 Jan 2025	0/0