



# **Annual Registration Statement / Annual Report**

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

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

**KCG CORPORATION 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 : KCG CORPORATION PUBLIC COMPANY LIMITED

Symbol : KCG

Address : 3059-3059/1-3 Sukhumvit Rd. Bang Chak, Phra Khanong

Province : Bangkok

Postcode : 10260

Business : Manufacturer and distributor of western foods with 3 main product categories: dairy products, food and bakery ingredients, and biscuits.

Registration Number : 0107565000735

Telephone : 0-2332-8040-7

Fax (if applicable) : 02-331-6891

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

Email : [info@kcgcorporation.com](mailto:info@kcgcorporation.com)

#### Total Shares Sold (shares)

Common Stock : 545,000,000

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) | 7,156,955.67 | 7,743,407.03 | 8,645,466.06 |
| Dairy Products (Thousand baht)                | 4,088,463.17 | 4,456,890.93 | 5,071,874.77 |
| Food and Bakery Ingredients (Thousand baht)   | 2,059,171.49 | 2,187,332.82 | 2,521,838.72 |
| Biscuits (Thousand baht)                      | 1,009,321.01 | 1,099,183.28 | 1,051,752.57 |

|                                   | 2023   | 2024   | 2025   |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Dairy Products (%)                | 57.13  | 57.56  | 58.67  |
| Food and Bakery Ingredients (%)   | 28.77  | 28.25  | 29.17  |
| Biscuits (%)                      | 14.10  | 14.20  | 12.17  |

By Geographical Area or Market

|                                               | 2023         | 2024         | 2025         |
|-----------------------------------------------|--------------|--------------|--------------|
| Total revenue from operations (Thousand baht) | 7,156,955.67 | 7,743,407.03 | 8,645,466.06 |
| Domestic (Thousand baht)                      | 6,831,289.73 | 7,415,229.25 | 8,310,252.42 |
| International (Thousand baht)                 | 325,665.94   | 328,177.78   | 335,213.64   |

|                                   | 2023   | 2024   | 2025   |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Domestic (%)                      | 95.45  | 95.76  | 96.12  |
| International (%)                 | 4.55   | 4.24   | 3.88   |

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

|                                                  | 2023      | 2024      | 2025      |
|--------------------------------------------------|-----------|-----------|-----------|
| Total other income (Thousand baht)               | 47,741.35 | 46,894.93 | 32,679.07 |
| Other income from operations (Thousand baht)     | 35,127.07 | 24,695.77 | 26,420.41 |
| Other income not from operations (Thousand baht) | 12,614.28 | 22,199.16 | 6,258.66  |
| Gain on exchange (Thousand baht)                 | 12,614.28 | 22,199.16 | 6,258.65  |

**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 | 39,557.73 | 47,738.67 | 48,645.17 |

# 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)

|                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| Competitive Risk                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Risk Management Measures: Yes                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Related Risk Topics                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Strategic Risk                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"><li>• Competition risk</li><li>• Economic risk</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Remark :                                                                                   | <p><b>Risk Impact</b></p> <p>In 2025, the food and beverage industry continues to face intense market competition amid a Thai economic slowdown. Business to Customer (B2C) and Business to Business (B2B) segments, seeking highly profitable products, may choose to purchase from competitors or produce and import products themselves. If the Company is unable to maintain its competitiveness in attracting key customers or end consumers, it may face a loss of market share and competitiveness, which could significantly impact its business and operating results. In 2025, the Company's sales volume increased by 12% compared to 2024.</p> <p><b>Mitigation Plan</b></p> <p>The Company has established risk management measures to maintain its market leadership in dairy products, biscuits, and food and bakery ingredients by appropriately and precisely meeting customer and consumer needs across all channels, as well as continuously sourcing and managing its product portfolio to align with market demands.</p> <p>Brand credibility strategies are implemented through customer and supplier engagement, elevating relationships to strategic partnerships. This involves joint business planning and goal setting, regular monitoring of performance, and consistently gathering feedback to proactively meet customer needs and manage product and service issues.</p> <p>Furthermore, the Company plans to diversify dependency risk from major customers by expanding its secondary customer base, penetrating new customer markets, and appropriately managing revenue proportion from major customers to create balance and reduce long-term revenue risk.</p> <p>For end consumers whose consumption behaviors and lifestyles are changing, the Company prioritizes product differentiation through innovative product development. This includes creating new product lines, improving formulas to reduce costs, or developing customized products. This is a key strength in building trusted partnerships and continuously enhancing competitiveness.</p> <p>To strengthen its leadership position in the Western food segment, the Company leverages its advantage in importing high-quality products from around the world. This has resulted in a portfolio of leading food brands, including Emborg, a Danish dairy brand, and Van Houten Professional, a world-class cocoa and chocolate brand for the food and beverage industry. This diversification caters to a wide range of products, meeting the demand of various customer segments and supporting consistent sales growth.</p> <p>In regard to cost and operational efficiency, the Company prioritizes rigorous cost management and production process optimization. This includes upgrading and expanding the butter production line to support long-term growth. The Company has expanded the use of automation systems from automatic bulk filling machines to robotic palletizers, which help reduce production costs, simplify inventory management, mitigate labor shortages, and contribute to improved profitability.</p> |

|                               |  |
|-------------------------------|--|
| New Product Launch Risk       |  |
| Risk Management Measures: Yes |  |
| Related Risk Topics           |  |

## Strategic Risk

- Behavior or needs of customers / consumers

### Remark : Risk Impact

The Company develops new products in all product categories on an annual basis. These new products play an important role in shaping consumer trends and increasing company sales. This contributed to a 12% increase in the Company's total sales in 2025, with approximately 32.6% of the growth driven by sales of new products launched during the year. However, the rapid changes in customer demands, operator policies, and consumer behavior are challenging factors to the success of new product launches. These factors may lead to products being less well received by customers and consumers or delays in market entry, which could affect sales, brand image, development, and distribution costs, and inventory levels in the future.

### Mitigation Plan

To ensure that new product development achieves sales targets and effectively meets customer and consumer needs, the Company established a New Product Review Committee to rigorously evaluate and approve new products, including both in-house manufactured and traded products. The Committee focuses on products with high potential to generate sales volume, strong market competitiveness, alignment with the Company's growth strategy, and the ability to effectively meet market demand. As a result, new product sales met the set targets, efficiency in inventory management improved, and gross profit margins increased.

The KCG Excellence Center and Research, Development, and Innovation (RDI) Department are responsible for researching and developing new, high-quality, and diverse products, using cutting-edge equipment and technology to constantly develop product formulas and create new menu items, effectively meeting the diverse needs of each customer segment.

Meanwhile, the Company pursues a cross-functional collaboration strategy with B2B customers by designing and developing customized products that meet specific needs in order to effectively support the business and marketing objectives of customers.

For the business-to-consumer (B2C) distribution channel, the Company focuses on developing innovative, unique products aligned with evolving consumer trends. This differentiates and adds value to new products in the dairy snack category, such as Dairygold Milkana Lolli and health-promoted products such as IMPERIAL Danish Cookies Less Sugar, which contain 35% less sugar. These strategies not only increase sales in each channel but also demonstrate the Company's strength in product innovation.

In 2025, the Company received the Superior Taste Award from International Taste Institute Brussel, Belgium. Products awarded 2 stars included Imperial Gold Selection Cookies and Bakers' Choice Almond Crackers, while Imperial Wafer Coconut Cream Flavored received a 3-star award. These recognitions reflect the Company's commitment to continuously enhancing product quality and maintaining consistently high taste standards.

Regarding marketing strategies, the Company intensified its marketing plan for new products by expanding distribution channels, implementing competitive promotional campaigns, and executing integrated marketing communications across both online and offline channels throughout the year while focusing on boosting sales in the fourth quarter, a festive season, which is the peak sales season of the year. New Product Development Dashboard has been developed to closely monitor, analyze, and evaluate the performance of new products after their launch. This enables relevant departments to adjust sales and marketing strategies promptly and in line with market conditions.

## Human Capital Development Risk

### Risk Management Measures: Yes

### Related Risk Topics

#### Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

### Remark : Risk Impact

The Company recognizes the importance of employee development as the most vital resource. The inability to develop employees and management with the necessary knowledge, skills, and capabilities that align with the Company's growth strategy, as well as the failure to retain key employees, may negatively impact management efficiency, business competitiveness, and the achievement of organizational goals in both the short and long term. In 2025, the Company organized employee training and development to improve skills in accordance with its strategy, with an average of 20.8 hours of training per person per year, exceeding the set target.

#### Mitigation Plan

Employee development has been elevated to a key strategy for ensuring sustainable business operations. Employee development goals are aligned with the 4 main strategic areas as follows:

1. Data and digital skills to support a data-driven culture in the organization.
2. Leadership and management skills for executives.
3. Competency-based enhancement to improve employee skills and competencies in their roles and responsibilities.
4. Culture and core values create understanding and cultivate employee behavior, contributing to the sustainable growth of the organization.

In 2025, The Company implemented employee development action plans as follows:

- The annual training plan was aligned with the organization's strategies, and the results of the training needs survey from each department were used to ensure that employee development plans align with the goals of each department.
- An Individual Development Plan (IDP) was utilized as a framework to identify individual development, starting from competency assessment and development methods to career advancement management.
- A business process improvement project was initiated to streamline internal work processes and develop skills in alignment with the agile culture and mindset.
- Employee performance evaluation was revised by incorporating employee development into the evaluation process to effectively identify employee development gaps.
- In terms of employee retention and engagement, the Company proactively collaborates with the Welfare Committee to develop new welfare benefits, such as flexible working hours, that are tailored to the lifestyle and needs of the new generation.
- The Company has improved its qualitative employee engagement assessment, enabling it to better understand employees and create more effective development plans. The human resource management system has been improved to track individual skill development and training plans while also managing employee data holistically.

### Price Fluctuation Risk in Raw Materials and Product Costs

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Operational Risk

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

#### Remark : Risk Impact

The Company's six main raw materials include milk fat, cheese, palm oil, flour, powdered milk, sugar, and wheat. These are commodity products with prices fluctuating primarily based on global supply and demand. These materials are also impacted by climate change, which may lead to raw material shortages or excessive quantities. The global oil prices also have a significant impact on transportation costs. If the prices of raw materials and transportation costs increase, production and management costs may rise and potentially impact the Company's operating results. In 2025, the Company sourced its main raw materials from both domestic and international distributors, particularly raw ingredients such as milk fat, cheese, whipping cream, and palm oil. The cost of raw materials used in the production amounted to 3,050.4 million baht, representing 51% of the cost of sales. The top 10 suppliers accounted for 72.9% of the total purchase value, respectively. The Company did not procure raw materials from any single supplier accounting for more than 30% of the Company's total cost of sales.

#### Mitigation Plan

The Strategic Commodity Procurement Committee (SCPC) was established to be responsible for managing the price fluctuation risk of key raw materials to an appropriate level and increasing competitive advantages in raw material costs. The SCPC closely monitors commodity price trends, commodity availability, and exchange rate movements. This includes formulating purchasing plans, determining purchase quantities, managing average price ranges, and setting procurement timelines for key raw materials. Additionally, the SCPC approves advance purchases of raw materials when market prices show an upward trend.

The Company has implemented measures to mitigate price fluctuation risks in raw materials and reduce product costs through the following strategies:

- Diversifying supplier risk by developing and maintaining relationships with multiple suppliers, particularly for key raw materials. Establishing alternative sourcing options with at least two suppliers for each main raw material located on different continents or countries.
- Developing techniques to enhance production efficiency and reduce production costs. Developing a reformulation that maintains similar characteristics while offering a more cost-effective solution, providing customers with more options.
- Closely monitoring exchange rate trends to analyze price trends of raw materials.
- Improving efficiency and reducing production losses by upgrading the butter production line and increasing butter production capacity to support long-term growth. Increasing the proportion of automated production, including automatic bulk filling machines and robotic palletizers.
- Reducing energy costs by expanding the solar roof installation for KCG Logistics Park, Bang Phli factory, and 3 distribution centers. Complementary projects, such as the Centralized Chiller System and hot water pipe insulation improvements in the fat and oil production line, were implemented to reduce

electricity and thermal energy consumption. The adoption of EV trucks also supports long-term reductions in energy costs and carbon emissions.

-Improving the management and planning of key raw materials through the Materials Requirements Planning (MRP) system to enhance accuracy, efficiency, and minimize losses while ensuring the procurement of raw materials in appropriate quantities.

## Inventory Management Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Operational Risk

- Product obsolescence
- Inventory risk

Remark : Risk Impact

The Company prioritizes inventory management across the supply chain to maintain adequate inventory levels to support business competitiveness and ensure customer service at an appropriate and competitive level. Since the Company's raw materials and products are food items with limited shelf life, improper inventory and raw material management could lead to lost sales opportunities due to stock shortages. An excess inventory may result in product deterioration before sale, increased inventory costs, and potential impacts on liquidity. In 2025, the Company recorded inventory turnover days of 79 days, reflecting a suitable liquidity level for managing both raw materials and finished goods inventories.

#### Mitigation Plan

To mitigate inventory management risks and improve supply chain efficiency, the Company implements stringent inventory management practices, beginning with demand and supply forecasting to improve ordering accuracy and inventory management. This connects processes ranging from demand and supply forecasting to planning the needs of key production materials, the entire purchasing system, and close performance monitoring via inventory data analysis. Furthermore, the Company has launched cross-functional collaboration projects with partners to integrate Vendor Managed Inventory (VMI) systems, starting with key partners with necessary capacities.

SKU Rationalization was utilized to reduce the number of product items and product groups with low profit margins or sales. This helps to mitigate inventory management issues with plans in place to continuously clear slow-moving stock. Strict inventory control measures have also been established, prioritizing high profit margin and high-demand product groups to ensure adequate stock availability and minimize backorder occurrences. A working group was established to urgently manage backorders and closely monitor performance to improve inventory efficiency and ensure timely customer deliveries. At the same time, the Company is actively managing low-profit margin or low-sales product groups to further alleviate the inventory management problem.

Furthermore, to mitigate risks associated with reliance on critical suppliers, the Company requires at least two suppliers per product group in the Approved Vendor List. A backup plan is in place for sole-source raw materials, along with a sourcing and procurement plan, ensuring strong supplier relationships to reduce dependency on a sole source. The procurement process also includes comparison, negotiation, and bidding procedures to ensure that the Company secures products at great prices with favorable terms and appropriate order quantities.

## Business Disruption Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters

- System disruption risk
- Pandemic risk
- Other

Remark : Impact

Natural disasters, emerging threats, and unforeseen events beyond the Company's control have become increasingly severe each year, particularly the earthquake, an unexpected natural disaster in Thailand. This includes unforeseen events beyond the Company's control. Such risks may lead to business disruption and damage to company assets. Such events could also impact the business operations of customers, suppliers, and the surrounding communities. Although no significant disruptions occurred in 2025, the Company maintained and reviewed a Business Continuity Plan (BCP) and conducted emergency drills annually.

(For climate change risk assessment, further details can be found in the Sustainability Report under the section "Climate Change Adaptation and Decarbonization.")

#### Mitigation Plan

In 2025, the Company implemented various risk management measures to safeguard business continuity, as follows:

- Developing additional earthquake emergency response plans and conducting evacuation drills to ensure production continuity.
- Monitoring severe flooding in the northern and southern regions disrupted product deliveries to customers near the distribution centers in Chiang Mai, Khon Kaen, Surat Thani, and the provinces that were affected by the floods. Therefore, the Company established a Customer Service & Distribution Team (CS&D), and Regional Teams to coordinate and adjust delivery plans. This team collaborates with regional sales departments to support customers, monitor and report on the flood situation, and represent the Company in providing aid and donations for flood victims. Additionally, the Company has prepared a Business Continuity Management Plan to mitigate risks in the event of flooding at its factories and warehouses. However, not all Company factories and distribution centers were affected by this flood disaster, with no significant impact on assets or personnel.
- The Company has established a Crisis Management and Response for Business Continuity. This includes risk assessments, contingency plans, and recovery guidelines covering all events that may impact operations. Additionally, the Company conducts emergency drills to ensure preparedness for emergencies, threats, natural disasters, and high-risk events such as chemical leaks and fires, for which preventive measures are in place. Regular emergency plan drills are conducted, along with continuous improvements to the factory's Fire Protection System. The Company also evaluates the installation of necessary equipment to mitigate risks across all factories and distribution centers and conducts regular workplace inspections to ensure safety, reducing the likelihood of accidents and emergencies affecting employees and operations.
- The Company conducts emergency drills for events that may impact food safety and consumer rights, such as food crime and product recall drills in cases of quality issues.
- The Company implements an annual IT Disaster Recovery Plan (IT DRP).
- Monitor, supervise, and prevent the spread of emerging infectious diseases in humans and animals, particularly those associated with the Company's raw materials or hygiene situations that may impact the Company's operations.

### Risk from changes in laws and government policies

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

Remark : Risk Impact

Various events in the capital market of listed companies, as well as the change of government in 2025, have resulted in changes in government policies, laws, and increasingly stringent regulations for listed companies, all of which could have a significant impact on the Company's operations. Failure to comply with internal and external laws and regulations may harm its image and credibility, hinder product launches, decrease revenue, result in customer

and market share losses, and incur costs for legal action or fines resulting from non-compliance. However, in 2024, the Company did not encounter any legislative risk or government policy-related risks that had a significant impact on its operations.

#### Mitigation Plan

The Company ensures full compliance with laws, rules, and regulatory requirements with accuracy and completeness. The Company has maintained a Regulatory Compliance Guide, providing a structured framework for ensuring compliance with regulations applicable to listed companies and supporting proper business operations, which has been reviewed and updated.

The Company has established a Regulatory Affairs Department and a Legal & Compliance Department to monitor regulatory compliance, observe new regulations and notifications, and ensure adherence to food and drug import and export laws. This includes keeping up with emerging trends, measures, and regulations related to the transition to a low-carbon society, such as the Thailand Taxonomy, a classification system for environmentally sustainable economic activities, and the draft Climate Change Act. To enhance awareness, understanding, and practical application of new rules and regulations, the Company conducts regular communication and training sessions for its board members, executives, and employees.

### Exchange rate volatility risk

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Financial Risk

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

#### Remark : Risk Impact

The Company sources key raw materials from overseas for the production of primary product groups, such as milk fat, cheese, and palm oil, and also imports a significant amount of trading goods. In 2025, a significant portion of the Company's purchases was denominated in foreign currencies. Raw materials and goods accounted for approximately 64% of the total purchase value, of which approximately 53% was denominated in US dollars. As a result, high exchange rate volatility may lead to higher raw material and production costs, significantly affecting gross profit and revenue.

#### Mitigation Plan

In 2025, the Thai baht rate remained highly volatile throughout the year. The Company closely monitored and analyzed exchange rate trends, global economic conditions, and financial markets. This includes regularly consulting with analysts and experts from the financial institution to support risk management decisions. To mitigate currency risks, the Company implemented hedging strategies and managed revenue and expense risks in US dollars through natural hedging by utilizing Foreign Currency Deposits (FCD). All foreign currency-related operations were strictly conducted in accordance with the Company's currency risk management policy.

### International Business Expansion Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Strategic Risk

- Economic risk
- Other

#### Remark : Risk Impacts

Expanding into overseas markets is one of the Company's key growth strategies, aimed at broadening the customer base, accessing a wider market, and diversifying risks associated with domestic competition. However, international business expansion comes with several challenges, including price competition with local products, the need for product development tailored to customer preferences and local tastes in each country. This includes geopolitical risks or compliance risks in a particular country, which may affect the Company's export capability. These factors affect business expansion in international markets and impact the Company's revenue. Due to effective risk management, these risks remain within risk appetite. In 2025, the Company's sales from international business amounted to 335.2 million baht, or 4% of the Company's total sales.

#### Mitigation Plan

The Company adjusted its strategies in international business expansion by focusing on expanding its customer base with high potential while penetrating the B2B market, a segment in which the Company has strong expertise. Emphasis is placed on developing new products through proactive cross-functional collaboration. The Research & Development and Innovation (RDI) Department and the sales team conduct market research and meet with customers to better understand the needs and develop products that meet customer demands.

To expand the B2C customer base through business partners who have expertise in the sales channels, the Company penetrates the market by distributing raw materials to industrial factories, distributors, and the Quick Service Restaurant Chain (QSR Chain). This includes collaborating with the Department of International Trade Promotion (DITP) and specialists in client acquisition.

To expand international markets while creating competitive products, the Company reviews its costs and pricing structures, selects competitive product categories that meet the needs of each country, considers sales channels, and executes marketing and advertising strategies tailored to specific customer groups to reach B2B customers and consumers. Furthermore, the Company compiles a comprehensive list of relevant laws, regulations, and requirements of the destination countries to mitigate export risk in the newly entered markets. Furthermore, in 2025, the Company received HALAL BPJPH (Halal Indonesia) certification, a required food safety standard in Indonesia, and is in the process of obtaining HALAL certification from Malaysia. This reflects the Company's commitment to upholding food safety standards while respecting cultural and religious diversity, supporting its expansion into target countries in line with its established strategies.

## Cybersecurity Risk

**Risk Management Measures:** Yes

### Related Risk Topics

Operational Risk

- Information security and cyber-attack

Remark : Risk Impact

The severity of cyber threats poses risks to the security of the Company's core operating systems, information security, and personal data. Such threats could lead to reputational damage, loss of credibility, financial impact, and business disruptions. In 2025, the Company did not have any incidents from cyber threats that caused business disruption.

Mitigation Plan

In 2025, the Company enhanced its information security management by adopting the ISO/IEC 27001:2022 standard for information technology infrastructure. A business continuity & disaster recovery plan has been prepared and reviewed to manage unforeseen events and mitigate the business disruption risk.

In terms of information security, the Company migrated its data center to a cloud-based platform, which provides enhanced stability, scalability, and security compared to the previous infrastructure. This transition helps mitigate risks related to power outages and cybersecurity risks. In addition, the Company continuously monitors and regularly maintains its cybersecurity controls and reviews its security measures to address evolving threats.

The Company is strengthening cybersecurity and data protection awareness by organizing PDPA and cybersecurity training for high-risk and critical IT personnel, with plans to expand such training to all employees by 2027. In addition, regular phishing simulation exercises are conducted to enhance employees' capabilities against cyber threats and cultivate a strong data security culture across the organization.

## Product Quality and Safety Risk

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- ESG risk

Remark : Risk Impact

As KCG Company operates in the manufacturing and distribution of food, snacks, and beverages, consumer safety is a critical priority. Failure to maintain an efficient quality control system at every stage of production could result in poor-quality products that are unsafe for consumption. This may damage the Company's reputation, image, and credibility, resulting in significant business impacts. Strict risk management measures have been established, including a system for regular inspections and reviews. In 2025, the Company did not encounter any food safety risks that had a significant impact on its operations.

#### Mitigation Plan

The Company recognizes that product quality and consumer safety are the highest priorities. In 2025, the Company obtained FSSC22000 certification for food safety standards. KCG Logistics Park is committed to the ongoing improvement to exceed the quality control standards for which it has already been certified. This includes obtaining HALAL BPJPH, Halal Indonesia certification, to broaden its export capabilities. Additionally, the Company continually strengthens its food safety policy, ensuring that all employees recognize its significance and implement it as corporate culture.

In 2025, the Company enhanced customer satisfaction evaluation criteria to better reflect customer perspectives on product and service quality, integrating the complaint management process across all sales channels to analyze root causes and systematically resolve issues. Additionally, the Company has developed product withdrawal and recall plans to ensure a timely and effective response in case of emergencies.

### Reputation Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Remark : Risk Impact

Corporate reputation and image play a crucial role in consumers' purchasing decisions, particularly in the food and beverage industry, where the Company's operations directly impact relevant stakeholders. Misunderstandings regarding the Company's products and services, along with incidents arising from business operations that impact the environment, employees, or surrounding communities, can present significant risks. Failure to manage these concerns in line with stakeholder expectations or to respond appropriately and in a timely manner may negatively impact the Company's reputation and overall credibility.

#### Mitigation Plan

The Company recognizes the importance of sustainable business operations, good corporate governance, and responsibility to stakeholders, analyzing stakeholders in the value chain and identifying expectations to develop operational guidelines and communications with stakeholders. The Company established a compliant management department to handle complaints through all channels.

Furthermore, the Company continues to enhance its complaint management, including the product and service resolution processes, by analyzing root causes and responding to customers and consumers within specified service timeframes. Complaint reports are submitted to the executives and relevant departments monthly, such as the Quality Assurance Department, Marketing Department, Research & Development and Innovation Department, etc., to monitor outcomes and action plans.

. The Company monitors social media for comments that may impact its corporate and brand image.

The Company focuses on building brand awareness for KCG Corporation among stakeholders through continuous online and offline media, reinforcing credibility and customer confidence in the organization.

### Climate Change Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Climate change and disasters

Remark : Risk Impact

Climate change is a significant global issue that impacts the Company's business operations through physical risks such as raw material shortages, particularly agricultural products, and production disruptions caused by natural disasters. The transition to a low-carbon society presents legislative risks both domestically and internationally, with an increasing focus on reducing greenhouse gas emissions and a growing demand for disclosure of GHG emissions management. This requires companies to establish clear targets and relevant mitigation plans.

(For more information on climate change risk assessment, please refer to the Sustainability Report under the topic: Climate Change Adaptation and Decarbonization)

#### Mitigation Plan

The Company is committed to climate change and greenhouse gas emissions management and has been collecting greenhouse gas emissions data since

2021. This assessment covers the three key scopes of emissions and criteria set by the Thailand Greenhouse Gas Management Organization (TGO) to identify critical greenhouse gas emission sources that pose climate change risks to the Company. In 2025, the Company reduced Scope 1 and Scope 2 greenhouse gas emissions by up to 7.4% compared to the baseline year of 2024 and implemented the following risk mitigation plan:

- Assess climate change risks annually and disclose information about the risks and impacts of climate change to investors and stakeholders.
- Develop action plans related to climate change.
  - Increase the proportion of renewable energy consumption, such as a solar roof installation project, a solar power generation system, on the roofs of factories and distribution centers.
  - Implement projects to improve the efficiency of electricity, energy, and fuel consumption.
  - Establish a water management plan and conduct annual water risk assessments, along with measures to mitigate flooding and other water risks.
  - Have a business continuity plan in place for disasters or natural disasters.
- Sourcing alternative raw materials and implementing a phased transition toward eco-friendly materials that comply with applicable laws and regulatory requirements.
- Closely monitor and review relevant domestic laws and regulations, including the Climate Change Act and Thailand Taxonomy framework. Study regulatory requirements of foreign countries to support planned business expansion in new markets.

## Corruption Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Operational Risk

- Corruption

Remark : Risk Impact

The Company recognizes the importance of preventing and combating fraud and corruption that can result from the actions of directors, executives, and employees at all levels. Fraudulent activity, whether direct or indirect, can have a significant impact on a Company's reputation, credibility, financial position, and business operations, as well as result in improper costs, asset loss, and inefficient use of company resources.

In 2025, the Company announced its intention to join the Thai Private Sector Collective Action Against Corruption (CAC), with the goal of achieving certification by 2026 to enhance its anti-corruption governance standards in line with international best practices. During the reporting year, no significant incidents of fraud or corruption affecting the Company have been identified.

#### Mitigation Plan

The Company regularly conducts corruption risk assessments, reviewing and revising the anti-corruption policy to ensure alignment with the principles and guidelines of the Thai Private Sector Collective Action Against Corruption (CAC). Internal controls and risk mitigation measures have been established for high-risk operational processes, with continuous monitoring and reporting mechanisms in place.

The Company organized annual internal audits to assess the effectiveness of its anti-corruption systems and control mechanisms. Information technology (IT) systems are increasingly integrated into operations to reduce reliance on manual processes, enhance transparency, and strengthen traceability and accountability.

Furthermore, the Company has established complaint and whistleblowing channels for stakeholders through both online and offline platforms. A structured process is in place for receiving, investigating, and resolving complaints, supported by measures to protect complainants and whistleblowers and ensure confidence in the transparent and good-faith reporting of concerns. Disciplinary actions for employees involved in corruption are clearly stipulated in the employee handbook.

The Company places strong emphasis on communication and awareness-building among directors, executives, and employees at all levels through regular internal training and communication activities. This promotes a corporate culture grounded in integrity, transparency, and zero tolerance for all forms of corruption. Anti-corruption measures are also incorporated into the orientation program for new employees. As a result, no incidents of fraud or corruption were identified during the reporting year.

## Opportunity and Risk from Free Trade Agreement (FTA)

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations

Remark : Risk Impact

Under the Free Trade Agreement (FTA), import taxes on milk and dairy products from Australia and New Zealand will be reduced to 0% in 2025. This includes whole milk powder, butter, and cheese under the FTA with Australia, as well as milk, cream, skimmed milk powder, raw milk, and UHT milk/milk beverages under the FTA with New Zealand. The reduction in tariffs decreases the Company's cost advantage in importing raw materials, as other businesses are able to import goods at similar tariff rates. The Free Trade Agreement (FTA) continues to be a strategic opportunity for the Company to access key raw materials at competitive costs, enhance supply chain flexibility, and strengthen price competitiveness and product innovation capabilities.

Measures and Guidelines

The Company has prepared to take advantage of the FTA and manage the related risks as follows

- Policy Monitoring and Analysis The Company continuously monitors the status and developments of free trade agreements (FTA) with key countries, including Australia (TAFTA) and New Zealand (TNZCEP), as well as major suppliers of imported raw materials. The Company evaluates the benefits of effective FTAs in relevant countries and closely monitors agreements under negotiation or in future phases to anticipate potential opportunities and risks.
- Diversifying Sourcing The Company plans to diversify its raw material sourcing to countries that may benefit from tariff advantages under future FTAs (e.g., the Thailand-EU framework when it comes into effect). This includes identifying and negotiating with suppliers to secure exclusive import and/or distribution arrangements in advance, as well as mitigating supply risks and strengthening bargaining power.
- Product and Regulatory Readiness The Company is developing new products utilizing alternative raw material sources and registering for regulatory approvals in advance, which can be a time-intensive process. This approach ensures that products are ready for immediate launch once tariff benefits become effective.

Through this approach, the Company is able to transform the impacts of the FTA into business opportunities while effectively mitigating cost risks and ensuring supply chain.

## Geopolitical Risk

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Other

Remark : Risk Impact

In 2025, geopolitical tensions are expected to become more volatile and intensified, driven by trade barriers and increased import tariffs imposed by the United States government, tensions between neighboring countries, and ongoing political and economic conflicts among nations. Additionally, potential natural disasters from climate change risks and emerging infectious diseases in humans and animals may impact the economic stability of Thailand and the country of international suppliers. These factors could create uncertainty in supply chains, increase production costs, and disrupt the continuity of the Company's operations.

Mitigation Plan

To prepare for both direct and indirect impacts from geopolitical risks, the Company established the key risk management processes as follows:

- The Company closely monitors, analyzes, and assesses international economic, trade, and political situations that may affect its business and stakeholders, using information to inform strategic decision-making and proactive planning.
- In terms of sourcing key raw materials from overseas, the Company has a policy of diversifying its purchasing sources by maintaining at least two backup suppliers for key raw materials from overseas or different regions. This aims to reduce the risk of reliance on a single country's supply chain, as well as mitigate the impact of supply chain disruptions and climate change risks.
- The Company monitors, observes, and prepares measures to prevent the spread of emerging infectious diseases in both humans and animals, especially

diseases that may be related to raw materials, production processes, and hygiene in the workplace, in order to maintain business continuity and the safety of employees and stakeholders.

As a result, the Company is able to reduce its vulnerability to geopolitical risks and strengthen its capacity to appropriately cope with future uncertainties.

## Technology Disruption risk

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Changes in technologies

Remark : Risk Impact

With rapid advancements in digital technology and artificial intelligence (AI) affecting every industry, companies that fail to adapt their production, sales, and operational processes to keep up with these changes may result in losing competitiveness, fail to effectively meet customer and stakeholder needs, and be unable to support long-term business expansion plans.

Mitigation Plan

By 2025, the Company applied digital technologies and automation systems in its operations to increase efficiency, reduce costs, and enhance competitiveness. Key measures include the following:

-Production: The Company upgraded and expanded the capacity of its butter production line to support long-term growth. It also increased the adoption of automation technologies, ranging from automatic bulk filling machines to robotic palletizers, to enhance production efficiency, reduce operational errors, and mitigate labor shortage risks.

-Digital & Data Management: The Company developed and integrated product and sales databases to assess and monitor product development, sales, and delivery processes to support informed decision-making, production planning, inventory optimization, and close monitoring of sales performance.

-Sales and marketing: Digital technologies are utilized to manage online and offline sales channels and marketing communications to expand customer reach, enhance customer experience, and respond to evolving market demands with speed and accuracy.

-Digital Upskilling: The Company continuously enhances employees' digital technology skills to improve work processes and foster awareness of AI and cybersecurity across all levels of employees. This ensures the effective and secure use of technologies while equipping employees to adapt to evolving work models.

-Technology governance: The Company established an Information Technology Committee and an Information Technology & Digital Transformation Department to keep up with technology and AI trends and assess their suitability for business operations. This governance structure ensures that technology investments align with long-term growth strategies and deliver sustainable value creation.

## Risk from Impacts on Communities and The Environment

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Impact on the environment
- Impact on human rights

Remark : Risk Impact

The Company's business operations may impact communities, the environment, workplace safety, occupational health, and employee working conditions. There is also a potential risk of human rights and labor rights violations within the supply chain if applicable laws, regulations, and standards are not

complied with, or if stakeholder rights are compromised. Such incidents could adversely affect the Company's reputation, credibility, and stakeholder trust. In 2025, there were no human rights violations, community rights violations, or significant environmental impacts resulting from its operations or business partners.

#### Mitigation Plan

In 2025, the Company conducted a human rights due diligence, considering its operational activities, stakeholders, and business context. This led to the development of a human rights policy and practices, including preventive measures, a mitigation plan, and a grievance and remediation mechanism. The Company continuously communicates and provides training on human rights to employees and relevant departments to ensure that stakeholders are treated fairly, their rights are respected, and operations are conducted in compliance with applicable laws, standards, and international principles. For business partners, the Company conducts sustainability risk assessments across the supply chain and requires suppliers to sign and comply with the Supplier Code of Conduct, which covers environmental, social, and governance (ESG) principles, including respect for human rights and labor rights, as well as anti-corruption practices. In addition, the Company communicates its anti-corruption policy and other relevant policies to business partners to promote awareness and ensure compliance. These measures reinforce transparency, responsibility, and align with the Company's standards throughout the supply chain.

In terms of environmental dimension, the Company conducts annual environmental risk assessments that may affect the community and the environment. These assessments cover fire, chemical spills, air, water, and noise pollution. The Company regularly monitors and measures environmental quality at the workplace and prepares preventative measures and emergency response plans for unforeseen events. As a result, there were no environmental complaints or disputes from communities surrounding its factories, warehouses, and offices in 2025.

## Risk to Securities Holder (2.2.2)

### Risk from Majority Shareholders

**Risk Management Measures:** Yes

#### Related Risk Topics

- Return from investment of securities holder

**Remark :** As of December 31, 2025, the major shareholders of the Company are Kim Chua Group Company Limited, the Vipawatanakul family, and the Dhiranusornkit family, collectively holding 390 million shares, representing 71.56% of the total issued shares. This shareholding proportion grants them control over shareholder meeting resolutions, including matters requiring three-fourths approval as mandated by law or Company regulations. As a result, other shareholders may face a risk of limited influence, as they may not be able to gather sufficient votes to counterbalance proposals put forth by the major shareholders.

#### Mitigation Plan

To ensure transparency, good corporate governance, and a clear balance of power in the Company's management, the Company has established a management structure with clearly defined authority and responsibilities for subcommittees. These include the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance and Sustainable Development Committee, the Information Technology Committee, and the Executive Committee. The Board of Directors consists of 12 members, including five independent directors, who serve as Chairman of the Board, Chairman of the Audit Committee, and Chairman of the Corporate Governance and Sustainable Development Committee. These independent directors play a critical role in supervision, maintaining checks and balances, and reviewing the approval of key matters before presenting them to the Shareholders Meeting. In addition, the Company has an internal audit department to conduct audits of the Company's internal control systems to evaluate the sufficiency and effectiveness of the internal control system. Reports are submitted directly to the Audit Committee, providing shareholders with assurance regarding the transparency, and balance of power in the Company's management.

# 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://www.kcgcorporation.com/storage/documents/corporate-policy/kcg-corporate-sustainability-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://www.kcgcorporation.com/storage/downloads/sustainability-report/sustainability-report-year-2025-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)                   | 726,037.33   | 548,323.35   | 418,443.82   |
| Gasoline (Litres)                 | 89,445.93    | 96,312.86    | 120,283.55   |
| Fuel oil (Litres)                 | 0.00         | 0.00         | 0.00         |
| Crude oil (Barrels)               | 0.00         | 0.00         | 0.00         |
| Natural gas (Standard cubic feet) | 34,185.05    | 10,905.92    | 0.00         |
| LPG (Kilograms)                   | 1,221,969.00 | 1,297,888.00 | 1,369,127.00 |

|                       |      |      |      |
|-----------------------|------|------|------|
| 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) | 23,427,908.65 | 25,724,192.11 | 24,808,406.25 |

Water management

• Water consumption

|                                       | 2023       | 2024       | 2025       |
|---------------------------------------|------------|------------|------------|
| Total water withdrawal (Cubic meters) | 276,543.30 | 228,015.00 | 209,107.00 |

Waste management

• Waste from operations

|                                          | 2023                | 2024                | 2025                |
|------------------------------------------|---------------------|---------------------|---------------------|
| Non-hazardous waste (Kilograms)          | 3,112,986.30        | 3,187,199.29        | 2,909,330.07        |
| Hazardous waste (Kilograms)              | 7,728.57            | 6,307.90            | 3,466.90            |
| <b>Total waste generated (Kilograms)</b> | <b>3,120,714.87</b> | <b>3,193,507.19</b> | <b>2,912,796.97</b> |

Greenhouse gas management

• Greenhouse gas emissions

|                                              | 2023      | 2024      | 2025       |
|----------------------------------------------|-----------|-----------|------------|
| Scope 1 (Tons of carbon dioxide equivalents) | 6,324.00  | 9,329.00  | 10,151.00  |
| Scope 2 (Tons of carbon dioxide equivalents) | 10,368.00 | 11,765.00 | 9,537.00   |
| Scope 3 (Tons of carbon dioxide equivalents) | 79,353.00 | 85,741.00 | 113,918.00 |

|                                                                         |                  |                   |                   |
|-------------------------------------------------------------------------|------------------|-------------------|-------------------|
| <b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b> | <b>96,045.00</b> | <b>106,835.00</b> | <b>133,606.00</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

URL of human rights policy : <https://www.kcgcorporation.com/storage/downloads/sustainability-report/sustainability-report-year-2025-th.pdf>

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)         | 665          | 687          | 636          |
| Number of female employees (Persons)       | 1,301        | 1,131        | 1,073        |
| <b>Total number of employees (Persons)</b> | <b>1,966</b> | <b>1,818</b> | <b>1,709</b> |

##### • Employee remuneration

|                              | 2023           | 2024           | 2025           |
|------------------------------|----------------|----------------|----------------|
| Employee remuneration (baht) | 896,862,846.40 | 916,756,604.12 | 951,446,186.27 |

##### • Employee development and training

|                                                         | 2023         | 2024         | 2025         |
|---------------------------------------------------------|--------------|--------------|--------------|
| Average employee training hours (Hours / Person / Year) | 9.90         | 16.10        | 20.80        |
| Employee development and training expenses (baht)       | 4,070,928.20 | 3,249,976.74 | 3,980,867.57 |

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

|  | 2023 | 2024 | 2025 |
|--|------|------|------|
|--|------|------|------|

|                                                                    |    |    |    |
|--------------------------------------------------------------------|----|----|----|
| Total number of lost time injury incidents by employees<br>(Cases) | 26 | 23 | 13 |
|--------------------------------------------------------------------|----|----|----|

• **Employee retention**

|                                                      | 2023  | 2024  | 2025  |
|------------------------------------------------------|-------|-------|-------|
| Percentage of employees who voluntarily resigned (%) | 33.06 | 25.41 | 13.81 |

• **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 : [www.kcgcorporation.com/storage/documents/cg-policy/kcg-cg-sustain-policy-th.pdf](http://www.kcgcorporation.com/storage/documents/cg-policy/kcg-cg-sustain-policy-th.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         | 12                | 100.00         |
| Number of male directors          | 10                | 83.33          |
| Number of female directors        | 2                 | 16.67          |
| Number of executive directors     | 2                 | 16.67          |
| Number of non-executive directors | 10                | 83.33          |
| Number of independent directors   | 5                 | 41.67          |

#### 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. CHAIYAWAT WIBULSWASDI<br>Gender: Male<br>Age: 79 years old<br>Highest level of education:<br>Doctoral degree<br>Major: Economics<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Chairman of the board<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director | 7 Dec 2022                | Business Administration, Economics, Banking, Finance & Securities, Governance/ Compliance |

|    |                                                                                                                                                                                                                                                |                                                                                  |            |                                                                                                                                         |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| 2. | <p>Mr. TONG DHIRANUSORNKIT</p> <p>Gender: Male</p> <p>Age: 82 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Arts</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>                                | <p>Vice Chairman<br/>(Non-executive)</p> <p>Director type: Original director</p> | 7 Dec 2022 | <p>Business Administration,<br/>Food &amp; Beverage, Commerce,<br/>Marketing, Risk Management</p>                                       |
| 3. | <p>Mr. CHAIYANANDH<br/>LAPITANANUVAT</p> <p>Gender: Male</p> <p>Age: 70 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>Vice Chairman<br/>(Non-executive)</p> <p>Director type: Original director</p> | 7 Dec 2022 | <p>Business Administration,<br/>Economics, Banking, Human<br/>Resource Management, Finance</p>                                          |
| 4. | <p>Mr. DAMRONG VIPAWATANAKUL</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director<br/>(Non-executive)</p> <p>Director type: Original director</p>      | 7 Dec 2022 | <p>Business Administration,<br/>Food &amp; Beverage, Packaging,<br/>Risk Management, Commerce</p>                                       |
| 5. | <p>Mr. THAWACH DHIRANUSORNKIT</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>                        | <p>Director<br/>(Executive)</p> <p>Director type: Original director</p>          | 7 Dec 2022 | <p>Business Administration,<br/>Food &amp; Beverage, Marketing,<br/>Risk Management, Information<br/>&amp; Communication Technology</p> |

|    |                                                                                                                                                                                                        |                                                                                           |            |                                                                                                                           |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------|
| 6. | Mr. VICHAN AMORNROJANAVONG<br>Gender: Male<br>Age: 74 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive)<br><br>Director type: Original director                       | 7 Dec 2022 | Business Administration, Governance/ Compliance, Accounting, Sustainability, Risk Management                              |
| 7. | Mrs. SUWANNA MAHAKANJANA<br>Gender: Female<br>Age: 64 years old<br>Highest level of education: Below a bachelor's degree<br>Major: Management<br>Thai nationality: Yes<br>Residing in Thailand: Yes    | Director<br>(Non-executive)<br><br>Director type: Original director                       | 7 Dec 2022 | Business Administration, Sustainability, Human Resource Management, Accounting, Food & Beverage                           |
| 8. | Mr. SONGTHAM PHIANPATTANAWIT<br>Gender: Male<br>Age: 67 years old<br>Highest level of education: Bachelor's degree<br>Major: Computer Science<br>Thai nationality: Yes<br>Residing in Thailand: Yes    | Director<br>(Non-executive, Independent director)<br><br>Director type: Original director | 7 Dec 2022 | Business Administration, Information & Communication Technology, Human Resource Management, IT Management, Sustainability |
| 9. | Mr. POONSAWAT PHOAPRAPAT<br>Gender: Male<br>Age: 71 years old<br>Highest level of education: Master's degree<br>Major: Engineering<br>Thai nationality: Yes<br>Residing in Thailand: Yes               | Director<br>(Non-executive, Independent director)<br><br>Director type: Original director | 7 Dec 2022 | Business Administration, Sustainability, Engineering, Risk Management, Audit                                              |

|     |                                                                                                                                                                                                         |                                                                                                     |            |                                                                                                                                             |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| 10. | Mr. CHAKRIT TACHANAPARAK<br>Gender: Male<br>Age: 63 years old<br>Highest level of education:<br>Bachelor's degree<br>Major: Faculty of Education.<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director     | 7 Dec 2022 | Business Administration,<br>Brand Management, Digital<br>Marketing, Information &<br>Communication Technology,<br>Human Resource Management |
| 11. | Ms. NANGNOI<br>CHAROENTHAVEESUB<br>Gender: Female<br>Age: 74 years old<br>Highest level of education:<br>Master's degree<br>Major: Accounting<br>Thai nationality: Yes<br>Residing in Thailand: Yes     | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director     | 7 Dec 2022 | Business Administration,<br>Accounting, Risk Management,<br>Audit, Governance/<br>Compliance                                                |
| 12. | Mr. DAMRONGCHAI<br>VIPAWATANAKUL<br>Gender: Male<br>Age: 62 years old<br>Highest level of education:<br>Bachelor's degree<br>Major: Economics<br>Thai nationality: Yes<br>Residing in Thailand: Yes     | Director<br>(Executive)<br><br>Director type: Newly<br>appointed director to<br>replace ex-director | 1 Jan 2024 | Economics, Food & Beverage,<br>Business Administration,<br>Marketing, Information &<br>Communication Technology                             |

## 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.                  | <p>Ms. NANGNOI CHAROENTHAVEESUB [1]</p> <p>Gender: Female</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>    | <p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p> | 7 Dec 2022                | Business Administration, Accounting, Risk Management, Audit, Governance/ Compliance                                             |
| 2.                  | <p>Mr. POONSAWAT PHOAPRAPAT</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>             | <p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>                 | 7 Dec 2022                | Business Administration, Sustainability, Engineering, Risk Management, Audit                                                    |
| 3.                  | <p>Mr. CHAKRIT TACHANAPARAK</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Faculty of Education.</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>                 | 7 Dec 2022                | Business Administration, Brand Management, Digital Marketing, Information & Communication Technology, Human Resource Management |

[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. TONG DHIRANUSORNKIT<br>Gender: Male<br>Age: 82 years old<br>Highest level of education: Honorary degree<br>Major: Arts<br>Thai nationality: Yes<br>Residing in Thailand: Yes                          | Chairman of the executive committee      | 7 Dec 2022                |
| 2. Mr. CHAIYANANDH LAPITANANUVAT<br>Gender: Male<br>Age: 70 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Vice-chairman of the executive committee | 7 Dec 2022                |
| 3. Mr. VICHAN AMORNROJANAVONG<br>Gender: Male<br>Age: 74 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes    | Member of the executive committee        | 7 Dec 2022                |
| 4. Mr. THAWACH DHIRANUSORNKIT<br>Gender: Male<br>Age: 57 years old<br>Highest level of education: Bachelor's degree<br>Major: Science<br>Thai nationality: Yes<br>Residing in Thailand: Yes                  | Member of the executive committee        | 7 Dec 2022                |

|    |                                                                                                                                                                                                                 |                                   |            |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------|
| 5. | Mr. DAMRONG VIPAWATANAKUL<br>Gender: Male<br>Age: 65 years old<br>Highest level of education: Below a bachelor's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Member of the executive committee | 7 Dec 2022 |
| 6. | Mr. DAMRONGCHAI VIPAWATANAKUL<br>Gender: Male<br>Age: 62 years old<br>Highest level of education: Bachelor's degree<br>Major: Economics<br>Thai nationality: Yes<br>Residing in Thailand: Yes                   | Member of the executive committee | 1 Jan 2024 |

## Other sub-committees

### Sub-committees information

| Name of sub-committees                            | List of directors             | Position |
|---------------------------------------------------|-------------------------------|----------|
| Nomination & Remuneration Committee               | Ms. NANGNOI CHAROENTHAVEESUB  | Member   |
|                                                   | Mr. CHAKRIT TACHANAPARAK      | Chairman |
|                                                   | Mr. CHAIYANANDH LAPITANANUVAT | Member   |
|                                                   | Mr. SONGTHAM PHIANPATTANAWIT  | Member   |
| Corporate Governance and Sustainability Committee | Mr. POONSAWAT PHOAPRAPAT      | Chairman |
|                                                   | Mr. VICHAN AMORNROJANAVONG    | Chairman |
|                                                   | Mrs. SUWANNA MAHAKANJANA      | Member   |
|                                                   | Ms. NANGNOI CHAROENTHAVEESUB  | Member   |
|                                                   | Mr. SONGTHAM PHIANPATTANAWIT  | Member   |
| Information Technology Committee                  | Mr. SONGTHAM PHIANPATTANAWIT  | Chairman |
|                                                   | Mr. POONSAWAT PHOAPRAPAT      | Member   |
|                                                   | Mr. CHAKRIT TACHANAPARAK      | Member   |
|                                                   | Mr. DAMRONGCHAI VIPAWATANAKUL | Member   |

|                           |                               |          |
|---------------------------|-------------------------------|----------|
| Risk Management Committee | Mr. CHAIYANANDH LAPITANANUVAT | Member   |
|                           | Mr. TONG DHIRANUSORNKIT       | Chairman |
|                           | Ms. NANGNOI CHAROENTHAVEESUB  | Chairman |
|                           | Mr. DAMRONG VIPAWATANAKUL     | Member   |
|                           | Mr. CHAKRIT TACHANAPARAK      | Member   |
|                           | Mr. DAMRONGCHAI VIPAWATANAKUL | Member   |
|                           | Mr. THAWACH DHIRANUSORNKIT    | Member   |
|                           | Mr. POONSAWAT PHOAPRAPAT      | Member   |
|                           | Mr. VICHAN AMORNROJANAVONG    | Member   |

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

|                                                                     |                                                     |
|---------------------------------------------------------------------|-----------------------------------------------------|
| Sub-committees responsible for risk management                      | : Risk Management Committee                         |
| Sub-committees responsible for nomination                           | : Nomination & Remuneration Committee               |
| Sub-committees responsible for remuneration                         | : Nomination & Remuneration Committee               |
| Sub-committees responsible for corporate governance                 | : Corporate Governance and Sustainability Committee |
| Sub-committees responsible for corporate sustainability development | : 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. THAWACH DHIRANUSORNKIT<br>Gender: Male<br>Age: 57 years old<br>Highest level of education: Bachelor's degree<br>Major: Science                     | Senior Deputy<br>Managing Director           | 1 Nov 2021                | Business Administration,<br>Food & Beverage, Marketing,<br>Risk Management, Information<br>& Communication Technology |
| 2. Mrs. Kanokwannarat Sri Maneesiri [1]<br>[2]<br>Gender: Female<br>Age: 59 years old<br>Highest level of education: Master's degree<br>Major: Accounting | Chief Finance Officer                        | 1 Mar 2023                | Business Administration,<br>Finance, Accounting                                                                       |
| 3. Mr. DAMRONGCHAI VIPAWATANAKUL<br>Gender: Male<br>Age: 62 years old<br>Highest level of education: Bachelor's degree<br>Major: Economics                | Chief Executive<br>Officer                   | 1 Jan 2024                | Economics, Food & Beverage,<br>Business Administration,<br>Marketing, Information &<br>Communication Technology       |
| 4. Mr. Damrongkich Vipawatanakul<br>Gender: Male<br>Age: 61 years old<br>Highest level of education: Below a bachelor's degree<br>Major: Management       | Chief Technical<br>Officer                   | 1 Jan 2024                | Engineering, Food & Beverage                                                                                          |
| 5. Mr. Monsarn Dhiranusornkit<br>Gender: Male<br>Age: 55 years old<br>Highest level of education: Below a bachelor's degree<br>Major: Management          | Chief Corporate<br>Sustainability<br>Officer | 1 Jan 2026                | Food & Beverage, Business<br>Administration,<br>Transportation & Logistics,<br>Procurement                            |

|    |                                                                                                                                                |                                  |             |                                                                                                       |
|----|------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------|-------------------------------------------------------------------------------------------------------|
| 6. | Mr. Pumin Dhiranusornkit<br>Gender: Male<br>Age: 50 years old<br>Highest level of education: Master's degree<br>Major: Business Administration | Chief Supply Chain Officer       | 1 Jan 2026  | Business Administration, Food & Beverage, Marketing, Governance/ Compliance                           |
| 7. | Mr. Nuttachai Veerakul<br>Gender: Male<br>Age: 60 years old<br>Highest level of education: Master's degree<br>Major: Business Administration   | Chief Corporate Strategy Officer | 27 Feb 2025 | Data Analysis, Corporate Management, Change Management, Strategic Management, Business Administration |

[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) | 59,797,879.76 | 66,645,167.58 | 69,440,815.92 |

### 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) : 636

Number of female employees (persons) : 1,073

**Total number of employees (persons)** : 1,709

## **Employee Remuneration**

Total employee remuneration : 951,446,186.27

## **Provident fund**

Total number of employees (persons) : 1,709

Number of employees contributing to the PVD (persons) : 1,469

Percentage of employees who are members (%) : 85.96

# 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 newly appointed director to replace the ex-director

| General information                                                                                                                                                                                    | Position                                                                                            | Date position was assumed                   | Experience and expertise                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| 1. Mr. DAMRONGCHAI<br>VIPAWATANAKUL<br>Gender: Male<br>Age: 62 years old<br>Highest level of education:<br>Bachelor's degree<br>Major: Economics<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Executive)<br><br>Director type: Newly<br>appointed director to<br>replace ex-director | Date position was<br>assumed:<br>1 Jan 2024 | Economics, Food & Beverage,<br>Business Administration,<br>Marketing, Information &<br>Communication Technology |

#### Development of directors over the past year

| List of directors             | Position              | Participated in director development program |
|-------------------------------|-----------------------|----------------------------------------------|
| Mr. CHAIYAWAT WIBULSWASDI     | Chairman of the board | Participating                                |
| Mr. TONG DHIRANUSORNKIT       | Vice Chairman         | Participating                                |
| Mr. CHAIYANANDH LAPITANANUVAT | Vice Chairman         | Participating                                |
| Mr. DAMRONG VIPAWATANAKUL     | Director              | Participating                                |
| Mr. THAWACH DHIRANUSORNKIT    | Director              | Participating                                |
| Mr. VICHAN AMORNROJANAVONG    | Director              | Participating                                |
| Mrs. SUWANNA MAHAKANJANA      | Director              | Participating                                |

|                               |          |               |
|-------------------------------|----------|---------------|
| Mr. SONGTHAM PHIANPATTANAWIT  | Director | Participating |
| Mr. POONSAWAT PHOAPRAPAT      | Director | Participating |
| Mr. CHAKRIT TACHANAPARAK      | Director | Participating |
| Ms. NANGNOI CHAROENTHAVEESUB  | Director | Participating |
| Mr. DAMRONGCHAI VIPAWATANAKUL | Director | Participating |

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

### Meeting attendance of the board of directors

Number of board meetings (times) : 10

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. CHAIYAWAT WIBULSWASDI<br>(Chairman of the board) | -                | 10/10                   | Participating | Did not hold the meeting |
| 2. | Mr. TONG DHIRANUSORNKIT<br>(Vice Chairman)           | -                | 10/10                   | Participating | Did not hold the meeting |
| 3. | Mr. CHAIYANANDH LAPITANANUVAT<br>(Vice Chairman)     | -                | 10/10                   | Participating | Did not hold the meeting |
| 4. | Mr. DAMRONG VIPAWATANAKUL<br>(Director)              | -                | 10/10                   | Participating | Did not hold the meeting |
| 5. | Mr. THAWACH DHIRANUSORNKIT<br>(Director)             | -                | 10/10                   | Participating | Did not hold the meeting |
| 6. | Mr. VICHAN AMORNROJANAVONG<br>(Director)             | -                | 10/10                   | Participating | Did not hold the meeting |
| 7. | Mrs. SUWANNA MAHAKANJANA<br>(Director)               | -                | 10/10                   | Participating | Did not hold the meeting |

|     |                                             |   |       |               |                          |
|-----|---------------------------------------------|---|-------|---------------|--------------------------|
| 8.  | Mr. SONGTHAM PHIANPATTANAWIT<br>(Director)  | - | 10/10 | Participating | Did not hold the meeting |
| 9.  | Mr. POONSAWAT PHOAPRAPAT<br>(Director)      | - | 10/10 | Participating | Did not hold the meeting |
| 10. | Mr. CHAKRIT TACHANAPARAK<br>(Director)      | - | 10/10 | Participating | Did not hold the meeting |
| 11. | Ms. NANGNOI CHAROENTHAVEESUB<br>(Director)  | - | 10/10 | Participating | Did not hold the meeting |
| 12. | Mr. DAMRONGCHAI VIPAWATANAKUL<br>(Director) | - | 10/10 | Participating | Did not hold the meeting |

### Remuneration for company directors

|     | List of directors                                    | Termination date | Meeting allowance<br>(baht) | Other monetary<br>remuneration<br>(baht) | Other non-<br>monetary |
|-----|------------------------------------------------------|------------------|-----------------------------|------------------------------------------|------------------------|
| 1.  | Mr. CHAIYAWAT WIBULSWASDI<br>(Chairman of the board) | -                | 600,000.00                  | 1,200,000.00                             | N/A                    |
| 2.  | Mr. TONG DHIRANUSORNKIT<br>(Vice Chairman)           | -                | 400,000.00                  | 720,000.00                               | N/A                    |
| 3.  | Mr. CHAIYANANDH LAPITANANUVAT<br>(Vice Chairman)     | -                | 400,000.00                  | 720,000.00                               | N/A                    |
| 4.  | Mr. DAMRONG VIPAWATANAKUL<br>(Director)              | -                | 300,000.00                  | 480,000.00                               | N/A                    |
| 5.  | Mr. THAWACH DHIRANUSORNKIT<br>(Director)             | -                | 0.00                        | 0.00                                     | N/A                    |
| 6.  | Mr. VICHAN AMORNROJANAVONG<br>(Director)             | -                | 300,000.00                  | 480,000.00                               | N/A                    |
| 7.  | Mrs. SUWANNA MAHAKANJANA<br>(Director)               | -                | 300,000.00                  | 480,000.00                               | N/A                    |
| 8.  | Mr. SONGTHAM PHIANPATTANAWIT<br>(Director)           | -                | 300,000.00                  | 480,000.00                               | N/A                    |
| 9.  | Mr. POONSAWAT PHOAPRAPAT<br>(Director)               | -                | 300,000.00                  | 480,000.00                               | N/A                    |
| 10. | Mr. CHAKRIT TACHANAPARAK<br>(Director)               | -                | 300,000.00                  | 480,000.00                               | N/A                    |
| 11. | Ms. NANGNOI CHAROENTHAVEESUB<br>(Director)           | -                | 300,000.00                  | 480,000.00                               | N/A                    |
| 12. | Mr. DAMRONGCHAI VIPAWATANAKUL<br>(Director)          | -                | 0.00                        | 0.00                                     | N/A                    |

## 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.                | Ms. NANGNOI CHAROENTHAVEESUB<br>(Chairman of the audit committee) | -                | 8/8                                   |
| 2.                | Mr. POONSAWAT PHOAPRAPAT<br>(Audit committee)                     | -                | 8/8                                   |
| 3.                | Mr. CHAKRIT TACHANAPARAK<br>(Audit committee)                     | -                | 8/8                                   |