

# ESG Performance

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

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

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

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

S. Khonkaen Food Public Company Limited ("the Company") and its subsidiaries recognize the importance of environmental conservation, efficient utilization of natural resources, and social responsibility in all aspects of business operations. The Company is committed to reducing environmental impacts from food production processes and operations throughout the value chain, including promoting the participation of personnel and partners, to deliver sustainable value that exceeds the expectations of all stakeholders. To achieve sustainable development, the Company has established the following environmental policies and guidelines:

#### 1. Compliance with Environmental Laws and Standards

Conduct business strictly in accordance with relevant laws, regulations, and international environmental and energy standards, as well as related practices at both local and global levels, to elevate the Company's environmental management standards.

#### 2. Reducing Environmental Impact and Climate Change

The Company is committed to reducing environmental impacts from all processes, especially in the processed food industry, which includes efficient use of electricity, fuel, water, and raw materials; development of clean and energy-saving production technologies; prevention and reduction of pollution emissions such as air, odor, noise, wastewater, and waste; adaptation to climate change; and support for greenhouse gas emission reduction approaches, according to the following guidelines:

##### 2.1 Energy Management

Establish energy management goals and plans, focusing on reducing energy loss, utilizing energy-saving technologies, and promoting the use of renewable energy.

##### 2.2 Climate Change Management

Monitor and evaluate greenhouse gas emissions throughout the value chain, and establish measures to reduce carbon footprint

of products and support environmentally friendly business practices.

##### 2.3 Water Management

The Company recognizes the importance of water resources as a key factor in its food production business, including in manufacturing processes, cleaning, and steam generation. The Company is committed to managing water resources efficiently and sustainably to maximize utilization, reduce loss, and minimize environmental impact.

##### 2.4 Waste, Pollution, and Odor Management

Reduce waste generation at the source, promote waste segregation for reuse and recycling, apply the concept of Circular Economy in food production processes and packaging, and manage waste and pollution to meet standards that are safe for employees, communities, and the environment.

##### 2.5 Carbon Footprint Action Plan Development

The Company establishes a carbon footprint policy as a crucial guideline for driving the organization towards long-term sustainability, demonstrating its commitment to reducing environmental impact and continuously setting the direction for the Company's sustainable operations.

### 3. Environmental Management System

Continuously develop the environmental management system, establish Key Performance Indicators (KPIs), and regularly evaluate performance to elevate operations in line with international standards.

### 4. Personnel Responsibility

Assign environmental duties and responsibilities to employees at all levels and encourage everyone to be aware of and actively participate in adhering to this policy.

### 5. Transparency and Information Disclosure

Report environmental performance transparently, consistently, and in accordance with stakeholder expectations.

### 6. Building Awareness and Collaboration

Promote learning and instill environmental awareness among employees, partners, consumers, and local communities, as well as collaborate with government agencies and various organizations for environmental conservation and sustainable development.

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

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

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

## Information on compliance with environmental management principles and standards

### Compliance with environmental management principles and standards

Environmental management principles and standards : Other : Green Industry Level 2

### Compliance with energy management principles and standards

Energy management principles and standards : Other : As legally required

### Compliance with water management principles and standards

Water management principles and standards : Other : A water usage plan has been developed in accordance with the Tambon Administrative Organization's specified conditions for groundwater use.

### Compliance with waste management principles and standards

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

## Compliance with greenhouse gas or climate change management principles and standards

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

## Information on other environmental management

### Plans, performance, and outcomes related to other environmental management

Action Plan and Operational Results

Regarding electricity: The efficiency of electricity generation from the Solar Roof is regularly monitored to reduce costs and greenhouse gas emissions into the environment.

## Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

### Disclosure boundary in energy management in the past years

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

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

The Company has systematically and continuously developed and implemented an energy management plan to comply with relevant laws and regulations concerning energy conservation. The plan focuses on efficient energy utilization, promoting the use of alternative energy, and supporting approaches to reduce energy and environmental impacts from operations. This is part of the Company's sustainable business development, with the following key operational guidelines:

1. The Company continuously utilizes alternative energy from solar rooftop power generation systems at its Bangplee and Mahachai factories. Regular monitoring and inspection of electricity generation efficiency are also conducted to enhance electricity usage efficiency and reduce reliance on external energy sources.
2. The Company continuously generates electricity from a biogas system, maximizing the utilization of waste generated from production processes. This helps enhance resource efficiency, reduce reliance on primary energy sources, and supports the concept of valuable and sustainable resource utilization.

The Company plans to participate in the carbon credit certification project with the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO in 2026 and expects to receive certification within the same year. This is part of promoting concrete energy management and environmentally conscious business operations.

3. The Company regularly inspects, maintains, and cleans air conditioners in accordance with its energy management plan. This is to enhance equipment operational efficiency, reduce unnecessary electricity consumption, and support continuous improvement in the organization's energy efficiency.

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

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

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

## Energy Management and Reporting of Alternative Energy Consumption Data

The company prioritizes systematic energy management, focusing on efficient energy utilization alongside promoting the use of alternative energy, particularly solar power from the Solar Rooftop system. The collection and reporting of such energy production and consumption data reflect energy efficiency, which is a crucial factor for cost control and sustainable business operations.

Reporting alternative energy management data enables the company to continuously monitor, analyze, and evaluate energy consumption efficiency, as well as use such data as a basis for developing and improving energy utilization for maximum cost-effectiveness, reducing energy loss which is considered a cost in business operations. The company has an efficient energy management approach for lighting and air conditioning systems, and regularly maintains related electrical equipment and control systems to ensure full operational efficiency.

Furthermore, the company has installed a solar rooftop power generation system, which can produce 1,133,713.50 kilowatt-hours of electricity. In 2025, the company's total electricity consumption was 1,1812,591.06 kilowatt-hours, resulting in electricity cost savings of 9,475,696.75 Baht for the company.

## Information on electricity management

### Companys electricity consumption <sup>(\*)</sup>

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	10,501,353.36	10,971,260.30	11,812,591.06
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	10,501,353.36	9,800,067.00	10,678,877.56
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	1,171,193.30	1,133,713.50
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	8,809.86	7,448.24	7,869.81

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

### Electricity Consumption Intensity

	2023	2024	2025

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	0.00000000	0.00000000	0.00000000
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Metric ton of product)	912.97451799	814.66129864	834.19720020

### Electricity Expense <sup>(\*)</sup>

	2023	2024	2025
Total electricity expense (Baht)	49,243,465.35	40,018,479.61	42,237,717.40
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	1.63	1.24	1.25
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	1.57	1.18	1.19
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	41,311.63	27,168.01	28,139.72

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on fuel management

#### Companys fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	4,245.00	4,229.00	17,735.30
Gasoline (Litres)	0.00	0.00	69,583.50
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00

	2023	2024	2025
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	649,737.00	681,105.00	817,215.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

### Companys fuel expense <sup>(\*)</sup>

	2023	2024	2025
Total fuel expense (Baht)	0.00	0.00	0.00
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	0.00	0.00	0.00
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	0.00	0.00	0.00

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on total energy management (electricity + fuel)

#### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	18,865.17	19,738.52	23,128.68

#### Energy Consumption Intensity

	2023	2024	2025
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	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00602099	0.00584065	0.00651848
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	0.00000000	0.00000000	0.00000000
Intensity of total energy consumption within the organization (Megawatt-Hours / Metric ton of product)	1.64011437	1.64082637	1.63333176

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water management

### Disclosure boundary in water management over the past years

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

### Information on water management plan

#### Water management plan

The Company's water management plan : No

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : No

#### Details of setting goals for water management

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : No

### Information on water management

#### Water withdrawal by source

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

	2023	2024	2025
Water withdrawal by third-party water (cubic meters)	132,214.00	127,733.00	116,406.83
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	93,764.97	100,894.98	100,079.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	189.58	155.21	144.23
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.07	0.07	0.06

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
<b>Total wastewater discharge (cubic meters)</b>	180,783.18	182,902.38	173,188.66
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	180,783.18	182,902.38	173,188.66
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00

	2023	2024	2025
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	45,195.79	45,725.60	43,297.17

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.01442466	0.01353025	0.01220268
Intensity of total water consumption (Cubic meters / Metric ton of product)	19.64632882	19.00541773	15.28808306

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	3,850,900.57	3,913,683.35	3,710,591.37
Total water withdrawal expense from third-party water (Baht)	2,631,955.60	2,602,050.35	2,409,564.37

	2023	2024	2025
Total water withdrawal expense from other sources (Baht)	1,218,944.97	1,311,633.00	1,301,027.00
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.13	0.12	0.11
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.12	0.12	0.10
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	3,230.62	2,656.95	2,472.08

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste management

### Disclosure boundary in waste management over the past years

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

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

S. Khonkaen Public Company Limited prioritizes systematic waste management and segregation by developing a comprehensive waste segregation management plan covering all operational stages to comply with relevant environmental laws and regulations, while simultaneously reducing the impact of waste generated from production processes and internal activities, as part of responsible and sustainable business operations.

The Company has established guidelines for waste segregation at the source, by clearly categorizing waste, such as general waste, recyclable waste, organic waste, and hazardous waste, and providing appropriate receptacles, along with continuous communication and education for employees to foster understanding and promote correct waste segregation participation throughout the organization.

Furthermore, the Company manages waste appropriately according to its type. Recyclable waste is sorted and delivered to agencies or buyers for reuse. Organic waste and production waste are further utilized according to appropriate methods, while hazardous waste is collected, controlled, and disposed of by legally authorized service providers to prevent impacts on health, safety, and the environment.

The Company also regularly monitors, inspects, and evaluates waste management and segregation performance to analyze data and improve processes for greater efficiency, aiming to reduce the amount of waste requiring final disposal, increase the proportion of waste reused, and promote efficient resource utilization in accordance with the principles of Reduce, Reuse, Recycle.

Such operations reflect the Company's commitment to responsible waste management, reducing environmental impact, and supporting organizational development alongside long-term sustainability.

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : No

#### Details of setting goals for waste management

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

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

## Information on waste management

### Waste Generation<sup>(\*)</sup>

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	65,992.20	58,659.60	112,762.40
<b>Total non-hazardous waste (kilograms)</b>	65,453.20	58,418.00	112,664.20
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste Others (kilograms)	65,453.20	58,418.00	112,664.20
<b>Total hazardous waste (kilograms)</b>	539.00	241.60	98.20
Hazardous waste - Landfilling (Kilograms)	539.00	241.60	98.20
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.02	0.02	0.03
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.02	0.02	0.03
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.00

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

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	65,453.20	58,418.00	112,664.20
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	65,453.20	58,418.00	112,664.20
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	65,453.20	58,418.00	112,664.20
<b>Reused/Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
<b>Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	99.18	99.59	99.91
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	100.00	100.00	100.00
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	0.00	0.00

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

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

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

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : No

S. Khonkaen Public Company Limited places importance on good corporate governance, risk management, and sustainable business operations. The Board of Directors has resolved to establish **Risk Management, Corporate Governance, and Sustainability Committee** to oversee, set directions, and systematically monitor operations on these matters, in line with good corporate governance principles, as well as relevant regulations and guidelines.

The Risk Management, Corporate Governance, and Sustainability Committee has the crucial duty of considering and establishing policies, guidelines, and a risk management framework for the organization, covering strategic, operational, financial, and compliance risks, as well as environmental, social, and governance (ESG) risks. It also oversees that the company's operations are transparent, responsible, and consider all stakeholders.

In addition, this committee also plays a role in monitoring and reviewing the company's corporate governance and sustainability performance, as well as providing recommendations to management for improving and developing operational processes to align with the company's long-term sustainable growth objectives.

Meanwhile, the company is in the process of establishing **Sustainability Working Team** which will serve as a key mechanism for driving sustainability operations at the operational level. This working team will comprise representatives from relevant departments to concretely integrate environmental, social, and corporate governance operations into the organization's work processes.

The Sustainability Working Team will be responsible for supporting operations in accordance with the policies and directions set by the Risk Management, Corporate Governance, and Sustainability Committee, including data collection, performance monitoring, and sustainability data reporting, to enable the company to continuously and systematically develop and enhance its sustainability operations.

The establishment of this governance structure reflects S. Khonkaen Public Company Limited's commitment to strengthening good corporate governance, comprehensive risk management, and concretely driving business alongside long-term sustainability.

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : No  
goals

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : No

The Company recognizes the importance of managing and disclosing greenhouse gas emissions data, which is a critical environmental and sustainability issue. Currently, the Company is in the process of collecting, compiling, and systematizing data related to energy consumption and various activities within the organization, to serve as a database for future assessment and reporting of greenhouse gas emissions data.

The objective of these operations is to ensure that the Company's disclosure of greenhouse gas emissions data is accurate, complete, and consistent with relevant criteria, guidelines, and reporting frameworks.

The Company is currently in the initial phase of developing a data management system, focusing on systematically collecting data from relevant sources and building internal organizational process readiness.

Furthermore, the Company plans to utilize the collected and analyzed data as a basis for developing environmental management guidelines, enhancing energy efficiency, and considering the establishment of greenhouse gas management targets in the next phase. All operations will be conducted in accordance with the Company's suitability and readiness at each stage.

The aforementioned data collection reflects the Company's commitment to systematically enhance environmental management and prepare for transparent disclosure of sustainability information in line with good corporate governance practices in the future.

## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
<b>Total GHG emissions (Metrics tonne of carbon dioxide equivalents)</b>	0.00	0.00	0.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

#### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000000	0.000000	0.000000
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.00	0.00
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m <sup>2</sup> )	0.00000000	0.00000000	0.00000000

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

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

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

Verification of the company's greenhouse gas : No  
emissions

#### Information on reduction and absorption of greenhouse gas

##### Reduction of Greenhouse Gas

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

##### Absorption and removal of Greenhouse Gas

	2023	2024	2025
<b>Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)</b>	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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# ESG Performance

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

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

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## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

- Social and human rights policy and guidelines : No
- Social and human rights guidelines : Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination

Policy: In 2026, the Company is considering and in the process of formulating a policy on this matter.

The guidelines are as follows:

#### 1. Employee Rights

The Company is committed to caring for and protecting the rights of employees at all levels based on fairness and equality, adhering to clear human resource management guidelines and practices, free from discrimination in all forms. This covers recruitment, employment, compensation and welfare considerations, development, and career advancement, with an emphasis on roles, responsibilities, abilities, and performance.

The Company establishes appropriate, fair, and competitive compensation and welfare structures, which are regularly reviewed to align with the business environment and labor market, as well as to reduce the risks of inequality and unfairness in human resource management.

In terms of organizational development, the Company prioritizes the continuous development and enhancement of employee potential through systematic and comprehensive training processes and human resource development plans, to strengthen competitive capabilities and accommodate long-term changes.

Furthermore, the Company promotes employee engagement and involvement at all levels through two-way communication, feedback mechanisms, and fair and protected complaint channels. Human resource performance is continuously monitored, evaluated, and reported to senior management, under the framework of good corporate governance, to support the organization's stability and sustainable growth.

#### 2 Child Labor

The Company is committed to respecting and protecting human rights throughout the value chain, with clear practices to prevent child labor in its business operations. The Company will not employ child labor or individuals below the legal age and strictly adheres to labor laws and relevant international standards.

The Company systematically verifies the age and qualifications of employees during the recruitment and hiring process, and communicates and establishes. Additionally, the Company regularly monitors and assesses child labor risks, and defines mechanisms for complaints and reporting incidents that may involve human rights violations, to prevent, correct, and manage such issues in a timely manner.

In cases where child labor is detected or suspected, the Company will take appropriate corrective actions, prioritizing the best interests of the child. Control measures will be reviewed and improved to prevent repeated violations and to build confidence among stakeholders that the Company's business operations are responsible, transparent, and consistent with the principles of sustainable development.

#### 3 Consumer Rights

The Company places importance on protecting consumer rights and product responsibility by providing channels for receiving complaints and suggestions regarding product quality, safety, and standards that may affect consumers, to enable appropriate and timely monitoring, inspection, and corrective actions throughout the value chain.

The Company manages complaints under food safety and product responsibility guidelines, emphasizing root cause analysis, corrective actions, and prevention of recurrence to continuously enhance product quality and safety. The Company has appropriate measures to protect personal data and maintain the confidentiality of complainants, to build trust in information disclosure and stakeholder participation. The performance of complaint handling is monitored, evaluated, and reported to relevant executives under the framework of good corporate governance.

#### 4 Community and Environmental Engagement

The Company places importance on conducting business in conjunction with community development and environmental care, aiming to create value and enhance the quality of life for people in the communities and society where the Company operates, through appropriate and continuous participation, under the principles of responsibility, transparency, and sustainable coexistence.

The Company promotes listening to the opinions, needs, and concerns of communities through appropriate communication and participation channels, to effectively utilize feedback for improving operations and managing social and environmental impacts, while also supporting community participation in activities aligned with the context and needs of each area.

Furthermore, the Company conducts community and environmental development activities with long-term positive impacts in mind, such as promoting local employment, supporting activities that enhance quality of life, and responsible resource utilization, to foster good relationships with communities, reduce risks from social disputes, and support continuous and sustainable business operations under the framework of good corporate governance.

5 Occupational Safety and Health - The Company continuously operates in occupational safety, health, and working environment according to established plans, under appropriate supervision, to prevent and reduce work-related risks, promote good well-being, and create a safe working environment for employees at all levels.

6 Non-Discrimination - The Company adheres to the principle of non-discrimination in employment and human resource management, respecting diversity and equality, free from segregation or discrimination based on gender. It also provides opportunities for persons with disabilities to become employees of the organization appropriately and fairly, and operates in accordance with Section 35 of the Persons with Disabilities' Quality of Life Promotion and Development Act.

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

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

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

Changes in social and human rights policies, : Non-discrimination  
guidelines, and/or goals

An addition has been made to the section on non-discrimination, specifically regarding operations in accordance with Section 35 of the Persons with Disabilities Empowerment and Quality of Life Development Act. This is because the company recognizes the human dignity of persons with disabilities, aiming to promote equal opportunities for them, prevent discrimination, and enable access to employment and career development in areas where they possess expertise.

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

## Information on other social management

### Plans, performance, and outcomes related to other social management

#### 1. Employees

##### Plans and Operations

The company manages human resources based on the principles of fair treatment of labor, non-discrimination, and respect for human dignity. This covers recruitment, employment, compensation, welfare, development, and career advancement, while continuously promoting safety, occupational health, and well-being at work. Additionally, the company provides two-way communication mechanisms and fair complaint channels that protect complainants.

##### Performance and Outcomes

Such operations help strengthen employee engagement, reduce the risk of labor disputes, and support the retention of high-potential personnel, enabling employees to perform efficiently and contribute to driving the organization sustainably.

#### 2 Child Labor

##### Plan

The company has established guidelines for preventing child labor as part of its human rights management, integrating child labor issues into recruitment and hiring processes, human resource management, and partner selection. It also systematically implements age verification measures for job applicants. Furthermore, the company provides mechanisms for receiving complaints and reporting incidents related to human rights violations, to serve as tools for continuous monitoring and management of child labor risks.

##### Performance

In the past year, the company thoroughly verified the age and qualifications of all employees during the hiring process and found no instances of child labor within the company's units. Additionally, the company has established complaint channels that protect complainant data and are accessible to employees and stakeholders, allowing them to safely report clues or concerns regarding rights violations.

##### Outcome

As a result of these operations, the company found no instances of child labor throughout its business processes, and no complaints or disputes related to child labor occurred. This has reduced human rights violation risks and strengthened the confidence of employees, partners, and stakeholders in the company's responsible business operations, consistent with its sustainable development principles.

#### 3. Customers & Consumers

##### Plans and Operations

The company conducts business with responsibility for its products and services, emphasizing quality, safety, and

relevant standards throughout the production and service delivery processes. It also provides channels for receiving complaints and suggestions from customers to enable appropriate and timely tracking, verification, and corrective actions, under the protection of complainants' personal data.

#### **Performance and Outcomes**

Systematic complaint management helps build customer confidence, reduce risks related to product quality and safety, and support continuous product development and improvement.

### 4 Communities & Society

#### **Plans and Operations**

The company prioritizes conducting business in a mutually beneficial manner with communities and society, by promoting local employment, community engagement, and activities that consider social impacts, as well as complying with relevant laws and regulations.

#### **Performance and Outcomes**

Such operations help strengthen good relationships with communities, reduce risks from social disputes, and support continuous long-term business operations.

### 5 Occupational Safety and Health

#### **Plan (Plan)**

The company prioritizes safety, occupational health, and the working environment, having established Vision Zero: Zero LTA, which involves continuous planning for occupational safety and health. This covers assessing and controlling work-related risks, activities to promote safety knowledge and awareness among employees, providing appropriate equipment and working conditions, and regularly monitoring and reviewing safety measures to prevent accidents and work-related illnesses.

#### **Performance (Performance)**

The company implements its defined plans through communication and employee engagement at all levels, such as safety training, campaigns to foster a safety culture in the workplace, regular inspections of the work environment and operations, and the establishment of mechanisms for reporting unsafe incidents and providing suggestions, to enable appropriate and timely corrective actions.

#### **Outcome (Outcome)**

Safety and occupational health operations help foster a safe working environment, reduce the risk of accidents and work-related illnesses, promote employee well-being, and support overall work efficiency. This also reflects the company's commitment to employee care and responsible, sustainable business operations.

### 6 Non-Discrimination and Equality in Employment

#### **Plan (Plan)**

The company prioritizes respect for human rights and equality in treating employees, adhering to the principle of non-discrimination in employment and human resource management. This covers recruitment, employment, compensation and welfare considerations, development, and career advancement, while respecting workforce diversity and promoting fair opportunities. Additionally, mechanisms are provided for receiving feedback and complaints to prevent and address potential discrimination issues.

#### **Performance (Performance)**

The company implements its plan through communication and raising awareness among employees regarding the principle of non-discrimination, promoting an organizational culture that respects diversity and equality, and managing

human resource processes in accordance with fair practices. Furthermore, the company provides opportunities for individuals from diverse groups, including persons with disabilities, to participate in work appropriately according to their potential, within the framework of relevant laws and guidelines.

**Outcome (Outcome)**

Non-discrimination operations help foster an open and respectful work environment, reduce risks from labor disputes and human rights violations, increase employee engagement and satisfaction, and support the full utilization of personnel potential, which are crucial factors for the organization's stability and sustainable growth.

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

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

	2023	2024	2025
<b>Total number of cases or incidents of significant legal or social and human rights violations (cases)</b>	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

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

### Information on employees and labor management plan

#### Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Child labor, Safety and occupational health at work

#### 1) Fair employee compensation

The Company manages compensation and benefits based on fairness, transparency, and competitiveness, primarily considering employees' roles, responsibilities, abilities, and performance. The compensation structure is regularly reviewed to align with economic conditions, labor market trends, and relevant laws, aiming to prevent inequality and foster sustainable work motivation.

#### 2) Employee training and development

The Company prioritizes the continuous development and enhancement of employee potential through systematic human resource training and development plans. These plans cover professional skills, safety skills, quality, and business ethics, aiming to strengthen the organization's competitiveness and prepare personnel for long-term changes.

#### 3) Promoting employee relations and engagement

The Company promotes good relationships and employee engagement at all levels through two-way communication, listening to feedback, and appropriate participation mechanisms. This includes providing fair complaint channels that protect complainants, aiming to create a respectful work environment, reduce conflicts, and strengthen cooperation in driving the organization forward.

#### 4) Prevention of child labor

The Company establishes guidelines for preventing child labor as part of its human rights management, strictly adhering to labor laws and relevant standards. Employee qualifications and age are systematically verified during the hiring process, and child labor requirements are communicated to partners and stakeholders in the value chain to prevent human rights violation risks throughout business operations.

#### 5) Occupational safety and health

The Company systematically manages occupational safety and health by developing appropriate plans and measures to prevent accidents and hazards at work. This includes continuous risk assessment, safety training, and monitoring to ensure employees can work safely, maintain good health, and reduce potential long-term impacts on business operations.

## Information on setting employee and labor management goals

### Setting employee and labor management goals

Does the company set employee : No  
and labor management goals?

## Information on performance and outcomes for employee and labor management

### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes  
management

-On **November 13, 2025** 2025, the company received an award **Thailand HR Innovation Award 2025** from the **Personnel Management Association of Thailand (PMAT)**, the **Institute for Human Resource Professionals Development (IHPD)** in collaboration with the **Thailand Productivity Institute (FTPI)**, and the **Faculty of Human Resource Development, National Institute of Development Administration (NIDA)**. A total of **69** projects from **43** organizations were submitted for the competition.

**and the SOR Coin Gamification project, which received Silver Awards** from the project **SOR Coin Gamification** which is a project that applies digital technology and gamification concepts to human resource management to support the implementation of the strategy **Digital Transformation and People Strategy** of the organization, aiming to modernize, enhance transparency, and systematically measure human resource management processes. The implementation of this project has contributed to strengthening work motivation, increasing employee engagement, and fostering a work culture focused on performance and continuous learning. This award reflects the effectiveness of Human Capital Development and the company's ability to leverage digital technology to create value for employees as key stakeholders, which aligns with sustainable business practices under the framework of **ESG, particularly in the Social and Governance dimensions**

- On May 30, 2025, the company received an award **Best Learning & Development Programme Silver Award** from the project **SPS People Capability Development Program (Train the Trainers) from EXATH Employee Experience Awards 2025** which is a project aimed at enhancing personnel capabilities through the development of internal trainers to strengthen knowledge transfer skills and systematically develop employee competencies. This project is part of **People Strategy** of the company, which emphasizes long-term human capital development, thereby helping to create **Internal Knowledge Repository (Knowledge Management)** to promote collaborative learning and enhance the continuous development of personnel capabilities at all levels. This award reflects the company's commitment to continuously investing in human resource development, which is a crucial factor in strengthening competitiveness and supporting sustainable business operations within the framework of **ESG, particularly in the Social dimension**

## Diagram of performance and outcomes for employee and labor management



## Information on employment

### Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	1,192	1,473	1,501
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
<b>Total employees (persons)</b>	1192	1473	1501
Male employees (persons)	398	672	707
Percentage of male employees (%)	33.39	45.62	47.10
Female employees (persons)	794	801	794
Percentage of female employees (%)	66.61	54.38	52.90
<b>Total of workers who are not employees (Person)</b>	0	0	0

	2023	2024	2025
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

#### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	223	399	434
Percentage of employees under 30 years old (%)	18.71	27.09	28.91
Total number of employees 30-50 years old (Persons)	827	913	910
Percentage of employees 30-50 years old (%)	69.38	61.98	60.63
Total number of employees over 50 years old (Persons)	142	161	157
Percentage of employees over 50 years old (%)	11.91	10.93	10.46

#### Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	88	171	189
Percentage of male employees under 30 years old (%)	22.11	25.45	26.73
Total number of male employees 30-50 years old (Persons)	255	427	437

	2023	2024	2025
Percentage of male employees 30-50 years old (%)	64.07	63.54	61.81
Total number of male employees over 50 years old (Persons)	55	74	81
Percentage of male employees over 50 years old (%)	13.82	11.01	11.46

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	135	228	245
Percentage of female employees under 30 years old (%)	17.00	28.46	30.86
Total number of female employees 30-50 years old (Persons)	572	486	473
Percentage of female employees 30-50 years old (%)	72.04	60.67	59.57
Total number of female employees over 50 years old (Persons)	87	87	76
Percentage of female employees over 50 years old (%)	10.96	10.86	9.57

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	916	1,169	1,188
Percentage of employees in operational level (%)	76.85	79.36	79.15

	2023	2024	2025
Total number of employees in management level (Persons)	207	229	233
Percentage of employees in management level (%)	17.37	15.55	15.52
Total number of employees in executive level (Persons)	69	75	80
Percentage of employees in executive level (%)	5.79	5.09	5.33

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	296	557	584
Percentage of male employees in operational level (%)	74.37	82.89	82.60
Total number of male employees in management level (Persons)	65	76	81
Percentage of male employees in management level (%)	16.33	11.31	11.46
Total number of male employees in executive level (Persons)	37	39	42
Percentage of male employees in executive level (%)	9.30	5.80	5.94

**Number of female employees categorized by position**

	2023	2024	2025
Total number of female employees in operational level (Persons)	620	612	604
Percentage of female employees in operational level (%)	78.09	76.40	76.07

	2023	2024	2025
Total number of female employees in management level (Persons)	142	153	152
Percentage of female employees in management level (%)	17.88	19.10	19.14
Total number of female employees in executive level (Persons)	32	36	38
Percentage of female employees in executive level (%)	4.03	4.49	4.79

### Significant changes in the number of employees

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

### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	672	707
Bangkok Metropolitan (Person)	N/A	610	645
Northern (Person)	N/A	0	0
Central (Person)	N/A	0	0
Northeastern (Person)	N/A	62	62
Southern (Person)	N/A	0	0
Eastern (Person)	N/A	0	0

### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	801	794
Bangkok Metropolitan (Person)	N/A	753	742
Northern (Person)	N/A	0	0
Central (Person)	N/A	0	0
Northeastern (Person)	N/A	48	52
Southern (Person)	N/A	0	0
Eastern (Person)	N/A	0	0

#### Number of employees working abroad

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

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities ( persons)</b>	0	4	10
Percentage of disabled workers to total employment (%)	0.00	0.27	0.67
<b>Total number of employees with disabilities (Persons)</b>	0	4	2
Total male employees with disabilities (persons)	0	1	0

	2023	2024	2025
Total female employees with disabilities (persons)	0	3	2
Percentage of disabled employees to total employees (%)	0.00	0.27	0.13
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	0	8
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
<b>Contributions to empowerment for persons with disabilities fund</b>	Yes	Yes	Yes

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	34,129,665.00	611,647,942.94	653,252,991.15
Total male employee remuneration (baht)	16,471,886.00	281,986,006.61	311,380,265.48
Percentage of remuneration for male employees (%)	48.26	46.10	47.67
Total female employee remuneration (baht)	17,657,779.00	329,661,936.33	341,872,725.67
Percentage of remuneration for female employees (%)	51.74	53.90	52.33
Average of remuneration of employees (Baht/persons)	28,632.27	415,239.61	435,211.85
Average of remuneration for male employees (Baht/persons)	41,386.65	419,622.03	440,424.70
Average of remuneration for female employees (Baht/persons)	22,239.02	411,562.97	430,570.18

	2023	2024	2025
Rate of average of remuneration between female employees and male employees	0.54	0.98	0.98

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

Provident Fund: The Company has a policy to support its Provident Fund Committee in selecting fund managers who adhere to the Investment Governance Code for Institutional Investors ("I Code") and who manage investments responsibly, considering Environmental, Social, and Governance ("ESG") factors. These fund managers must demonstrate strong adherence to investment governance principles and disclose their fund manager selection guidelines to members, which will lead to investment management that prioritizes the long-term best interests of the Company's provident fund members.

### Overview of methods for determining employee and employer contribution Rates

The company has established a provident fund to promote long-term savings for employees and create financial security after retirement. Employees who are members of the fund can voluntarily choose to contribute a percentage of their salary, ranging from 2% to 15%. As for the company, in its capacity as employer, it contributes 3% of the salary to the fund for employees who are members of the provident fund. Both employee contributions and company contributions are remitted to the fund monthly, in accordance with the rules and conditions stipulated in the provident fund regulations. This policy aims to promote financial discipline among employees, create long-term financial stability, and serve as a welfare benefit that enhances work motivation and retains high-potential personnel to continue working with the company.

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's  
Provident Fund Committee

## Participation in provident fund membership

### Details of provident fund participation

#### Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	0	947	1061
Number of employees joining in PVD (persons)	537	533	496
Number of PVD members / Total employees (%)	45.05	36.18	33.04
Number of PVD members / Total eligible employees (%)	0.00	56.28	46.75

#### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	812,123.00	8,216,709.00	8,094,574.00

#### Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
S. KHONKAEN FOODS PUBLIC COMPANY LIMITED	Yes	1,501	1,061	496	33.04	46.75

#### Information on employee development

##### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	12.00	52.00	41.10
Total amount spent on employee training and development (Baht)	1,367,133.00	2,922,453.00	1,454,047.47
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000453	0.000908	0.000430
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000436	0.000865	0.000410

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on safety, occupational health, and work environment

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	2,353,580.08	2,362,270.68	2,403,558.55
Total number of hours worked by employees (Hours)	2,353,580.08	2,362,270.68	2,403,558.55
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

### Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0

	2023	2024	2025
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.00	0.00	0.00

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

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

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	135	301	294
Total number of male employee turnover leaving the company voluntarily (persons)	55	114	116
Total number of female employee turnover leaving the company voluntarily (persons)	80	187	178
Proportion of voluntary resignations (%)	11.33	20.43	19.59
Percentage of male employee turnover leaving the Company voluntarily (%)	40.74	37.87	39.46
Percentage of female employee turnover leaving the Company voluntarily (%)	59.26	62.13	60.54

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

**Employee internal groups**

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines : No

#### Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines : No

Reference link for responsible sales and marketing policy and guidelines :

Page number of the reference link :

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

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

Policy and guidelines on communicating the impact of products and services to customers / consumers : Others : Product Quality Complaint Management and Product Recall

### Information on customer management plan

#### Customer management plan

Company's customer management plan : Yes

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

#### Customer Management Plan

The Company places great importance on building trust and maintaining strong relationships with customers. It is committed to conducting business responsibly, transparently, and with a strong focus on consumer safety, while continuously improving its products and services to enhance customer satisfaction and long-term relationships.

##### 1. Responsible Production and Services for Customers

The Company is committed to delivering products and services that are of high quality, safe, and compliant with international standards. The key practices include:

- Complying with internationally recognized quality and food safety standards such as ISO, GMP, and HACCP

- Implementing quality control and inspection throughout all stages of the process, from production and storage to product delivery
- Establishing product safety control measures to minimize potential health risks to consumers
- Collecting customer feedback and suggestions in order to continuously improve products and services

## 2. Communication of Product and Service Information to Customers and Consumers

The Company emphasizes transparent and accurate communication of product and service information to ensure that customers and consumers can make informed decisions. The practices include:

- Providing clear and accurate information regarding product ingredients, characteristics, and proper usage
- Preparing product labels and supporting documents that are easy to understand and compliant with relevant laws and regulations
- Communicating information through multiple channels such as the Companys website, social media platforms, and customer service channels

## 3. Customer Satisfaction Development and Relationship Building

The Company aims to enhance customer satisfaction and strengthen long-term relationships with customers through the following initiatives:

- Establishing a customer service function to receive complaints, suggestions, and inquiries regarding products and services
- Developing activities or programs to strengthen engagement and relationships with customers and consumers
- Conducting customer satisfaction surveys and assessments in order to improve product quality and service performance

## 4. Protection of Customers Personal Data

The Company recognizes the importance of protecting customers personal data and ensures that appropriate data protection measures are in place. Key practices include:

- Complying with the Personal Data Protection Act (PDPA) and other applicable regulations
- Implementing information security measures, including systems to prevent unauthorized access to data
- Establishing clear policies and guidelines for the collection, use, and disclosure of personal data in a transparent manner
- Allowing customers to exercise their rights to access, correct, or request deletion of their personal data in accordance with applicable laws

### Information on setting customer management goals

#### Setting customer management goals

Does the company set customer management goals : No

#### Details of setting customer management goals

### Information on performance and results of customer management

#### Performance and outcomes of customer management

Performance and outcomes of customer : No  
management

#### Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

#### Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from : Yes  
customers/consumers

Telephone : 023393900

Fax : -

Email : market@sorkon.co.th

Companys website : www.sorkon.co.th

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

**Responsibility to community/ society**

**Information on community development and engagement policies**

**Community development and engagement policies**

Community development and engagement policies : No

**Information on community and social management plan**

**Community and social management plan**

Company's community and social management plan : No

**Information on setting of community and social management goals**

**Setting of community and social management goals**

Does the company set community and social management goals : Yes

**Details of community and social management goal setting**

Target(s)	Indicators(s)	Base year(s)	Target year(s)
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Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>Disadvantaged and vulnerable groups</li> </ul>	Compliance Rate with Legal Requirements for Employment of Persons with Disabilities (%)	2026: The Company promotes employment opportunities and career development for persons with disabilities, who are considered a vulnerable group in society. The Company supports the employment of persons with disabilities in accordance with Section 35 of the Persons with Disabilities Empowerment Act B.E. 2550 (2007) through collaboration with relevant organizations and agencies. This initiative aims to enhance access to employment opportunities and enable persons with disabilities to earn appropriate and sustainable income.	2026: Targets for 2026  Support the employment of persons with disabilities in compliance with relevant legal requirements.  Promote income-generating opportunities for persons with disabilities through collaboration with external organizations.  Develop appropriate employment models that align with the capabilities and potential of persons with disabilities.  Expected Outcomes  Persons with disabilities gain improved access to employment opportunities and sustainable sources of income.  Reduction of social inequality and greater participation of persons with disabilities in the economic system.  Creation of shared value between the organization and society in a sustainable manner.

**Information on outcomes and results of community and social management**

## Performance and outcomes of community and social management

Performance and outcomes of community and social management : No

### Benefit from implementing social development project

#### Financial benefits

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

#### Non-financial benefits

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

### Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	0.00	N/A
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	0.000000	0.000000	N/A
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	0.000000	0.000000	N/A

Additional explanation : <sup>(\*)</sup> Total revenues and total expenses from total financial statement

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## ESG Performance

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

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

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### Corporate Governance Policy

#### Information on overview of the policy and guidelines

##### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

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

The Company's Board of Directors is committed to promoting S. Khonkaen Foods Public Company Limited as a company with good corporate governance and management. Therefore, it has established a written good corporate governance policy for all members of the Board of Directors, executives, and employees to adhere to as a guideline for their operations.

The Board of Directors has established this policy in accordance with the Principles of Good Corporate Governance for Listed Companies 2017, prepared by the Stock Exchange of Thailand. Furthermore, it complies with the CGR (Corporate Governance Report of Thai Listed Companies) criteria under the Thai Listed Companies Corporate Governance Survey Project by the Thai Institute of Directors Association (IOD), which has been updated to align with the ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard). The Company has diligently adhered to this policy, which helps build trust and confidence among shareholders, investors, stakeholders, and all relevant parties, leading to stability and progress, thereby enhancing value and promoting the Company's sustainable growth. The Company has published its good corporate governance policy and other related policies on its Intranet system and on the Company's website ([www.sorkon.co.th](http://www.sorkon.co.th)) under the topic of Good Corporate Governance.

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

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

##### Nomination of directors

- 1 Consider establishing and reviewing the structure, size, and composition of the Company's Board of Directors and the qualifications of directors to be recruited.
- 2 Consider establishing and reviewing the process for recruiting, appointing, and nominating individuals with expertise suitable to serve as a director of the Company for the Board of Directors' consideration.
- 3 Consider proposing guidelines for director knowledge development to the Company's Board of Directors.
- 4 Consider establishing guidelines for the performance evaluation of the Company's Board of Directors.

5 Consider providing opinions to the Board regarding the appointment of advisors to the Company's Board of Directors.

#### **Determination of director remuneration**

The Company has a policy to pay directors' remuneration at an appropriate level, taking into account the Company's performance and benchmarking against the same industry, as well as the suitability for the directors' duties and responsibilities. Such remuneration will be at an appropriate level, comparable to the market and the same industry, and sufficient to attract and retain qualified directors for the Company. Directors' remuneration is in the form of annual compensation and meeting allowances.

#### **Independence of the board of directors from the management**

The Board of Directors is responsible for defining and reviewing the Board's structure, including its size, composition, the appropriate proportion of independent directors, and what is necessary to guide the organization towards its stated objectives and key goals.

The Board of Directors selects a suitable person as the Chairman of the Board and ensures that the composition and operations of the Board of Directors facilitate independent judgment in decision-making.

The Board of Directors comprises executive directors, non-executive directors, and independent directors, where the number of independent directors is no less than one-third of the total board members, but must be at least 3 persons, and independent directors must meet at least the qualifications stipulated by the Securities and Exchange Commission and the Stock Exchange of Thailand. The Board of Directors has defined and disclosed the scope, roles, duties, and responsibilities.

responsibilities of the Chairman of the Board, the Chief Executive Officer, and the Company Secretary are separated.

Non-executive directors and independent directors meet among themselves as necessary, at least 1 times / year to discuss various management issues of concern without the presence of management and inform the Chief Executive Officer of the meeting's outcome.

#### **Director development**

The company recognizes the importance of establishing **Board Skill Matrix** by assessing the necessary skills for the board in various areas such as finance, risk management, corporate governance, and marketing skills, including evaluating the skills of each board member, and in the matter of recruiting board members with diverse expertise that can support the company's investment projects or strategies to achieve its goals. This also ensures that the board possesses appropriate skills and can manage operations effectively.

#### **Board performance evaluation**

It is stipulated that the Board of Directors and its sub-committees shall prepare annual performance assessment forms for each committee and individual member.

#### **Corporate governance of subsidiaries and associated companies**

The Company has established regulations for its subsidiaries to comply with regarding the following important matters:

1. Related party transactions, the acquisition or disposal of assets, or any other significant transactions of the said company, to be complete complete and accurate, and apply criteria related to information disclosure and the aforementioned transactions, using the same criteria as the Company.
2. Adopting the same accounting policies and standards as the Company, including data storage and accounting records of subsidiaries. enabling the Company to audit and consolidate them to prepare the consolidated financial statements on time.
3. Adopting the same human resource management policy as the Company to foster unity within the group of companies. The Company has a policy of assigning its directors to oversee and control the operations of its subsidiaries to ensure that management adheres to the Company's policies. Furthermore, the group companies hold monthly meetings to review operational performance, jointly plan, and set targets. When considering new joint ventures, the Company will assess the expertise of each company and assign the company with expertise in that particular business to participate in the investment, especially when expanding into new business lines.

4. Adopting the same corporate governance policies as the Company, including the good corporate governance policy and other policies.

business ethics, organizational risk management policy, and anti-corruption policy, among others. This is to ensure that the company has an efficient, transparent, and auditable management system, which helps build trust and confidence among shareholders, investors, stakeholders, and all relevant parties.

#### **Policy and guidelines related to shareholders and stakeholders**

Policy and guidelines related to shareholders and stakeholders : Yes

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

#### **Shareholder**

##### Treatment of Shareholders

Perform duties with honesty, integrity, transparency, and for the benefit of the company and its shareholders. Manage operations with caution and prudence to prevent damage to shareholders, and refrain from seeking personal gain or for related parties by utilizing any non-public information of the company. Furthermore, do not engage in any actions that may create a conflict of interest with the company, nor disclose confidential company information to external parties.

#### **Employee**

##### Treatment of Employees

The Company recognizes the importance of employees as valuable resources. Therefore, it treats all employees equally and fairly based on human rights principles. There is no discrimination based on race, ethnicity, gender, or religion, nor is there any use of child labor or illegal labor. The Company has a policy for managing wages and compensation based on fairness, appropriate to the nature of work, responsibilities, and individual employee capabilities, comparable to companies in the same industry. Furthermore, it has a policy for continuous development and promotion of knowledge and skills for employees to enhance their abilities and career advancement. In addition, the Company has established a policy to maintain a safe working environment for the lives and property of employees in compliance with laws and international standards. Continuous education and training on workplace safety and environment are provided to employees and relevant parties.

#### **Customer**

The Company is committed to continuously improving its products and services to ensure Accurate, sufficient, and up-to-date information about products and services is provided to customers, without exaggeration that could mislead customers regarding the quality, quantity, or any conditions of the goods or services. Product prices are set appropriately without exploiting consumers under consumer protection laws. The Company prioritizes quality control to ensure the delivery of quality products and services and adheres to contracts, agreements, or various conditions with customers transparently and equitably. Systems or communication channels are provided for customers to lodge complaints regarding the quality of products and services or dissatisfaction, to promptly respond to customer needs and maintain good and sustainable relationships. Furthermore, the Company is aware, concerned, attentive, and responsible towards customers in cases of health or safety impacts that may arise from the use of the Company's products/services.

#### **Business competitor**

The Company shall conduct itself within the framework of fair competition and shall not seek

confidential information of business competitors through dishonest or inappropriate means, such as paying bribes to competitors' employees, etc., and shall not damage the reputation of business competitors by making malicious accusations, including refraining from any actions that infringe intellectual property and copyrighted works of others or business competitors.

#### **Business partner**

The Company has established clear, transparent, and fair operational procedures for the recruitment, selection, and evaluation of business partners, taking into account the Company's best interests. Furthermore, the Company shall treat business partners and/or creditors equally and fairly, based on the principle of fair returns for both parties, and shall strictly adhere to the contracts or agreed-upon terms and conditions. In the event that any of the terms and conditions cannot be met, the business partner and/or creditor must be promptly notified in advance to jointly consider and find a solution.

#### **Creditor**

The Company has established clear, transparent, and fair operational procedures for the recruitment, selection, and evaluation of business partners, taking into account the Company's best interests. Furthermore, it shall treat business partners and/or creditors equally and fairly, based on the principle of fair returns for both parties, and shall strictly adhere to the contracts or agreed-upon terms and conditions. In the event that any condition cannot be met, business partners and/or creditors must be promptly notified in advance to jointly consider and find solutions.

#### **Government agencies**

The Company strictly adheres to and complies with all applicable laws, regulations, stipulations, and rules. It maintains a positive attitude and trust towards government agencies, actively cooperates as a responsible corporate citizen, and ensures the accurate and timely payment of taxes.

#### **Community and society**

The Company conducts its business with consideration for its duties and responsibilities towards society, communities, and the environment. The Company will support activities beneficial to society, communities, and the general environment. It strictly adheres to relevant laws and regulations, is mindful of and responsible for potential impacts arising from its products/services or operations, and is aware of, concerned about, and attentive to the safety and quality of life of communities and society. It responds promptly and effectively to incidents affecting communities, society, and the environment due to the Company's operations, fully cooperating with government agencies and relevant organizations. It participates in social responsibility initiatives concerning public welfare, environmental preservation, positive interactions, and community development. It does not support any activities detrimental to society, communities, the environment, or good morals. It supports and promotes activities that uphold good customs, traditions, and culture, as well as campaigning to instill awareness and volunteerism among employees regarding social, community, environmental responsibility, conservation, and efficient use of various resources and energy. It refrains from any actions that would harm natural resources and the environment, in order to create a society where people coexist happily, develop virtues and ethics, and preserve good culture. Regarding the working environment and atmosphere in both factories and offices, the Company provides clean, orderly, and hygienic conditions in accordance with international standards. Various environmental standard values are regularly monitored as scheduled. It promotes and fosters habits among employees through various activities to ensure they are aware and participate in maintaining, improving, and preserving the environment in an appropriate condition at all times. The Company will disclose its policy implementation as appropriate by preparing a Corporate Social Responsibility report in its annual report and/or on the Company's website.

### **Information on business code of conduct**

#### **Business code of conduct**

Business code of conduct : Yes

### **Code of Business Conduct**

The Company's Board of Directors is committed to promoting the Company as an organization that operates efficiently, with good corporate governance, excellent management, and conducts business responsibly, fairly, ethically, transparently, and accountably. The aim is to create maximum benefit for shareholders and stakeholders, fostering trust and sustainable growth together.

The Company has established a written Code of Business Conduct to serve as a guideline for directors, executives, employees, and relevant parties to adhere to, and has set forth guidelines for control and monitoring processes to ensure compliance with the Code of Business Conduct. The Company has published the Code of Business Conduct on its Intranet system and on the Company's website ([www.sorkon.co.th](http://www.sorkon.co.th)) under the topic of Good Corporate Governance.

### **Policy and guidelines related to business code of conduct**

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Other guidelines related to business code of conduct

### **Prevention of Conflicts of Interest**

The conflict of interest prevention policy will emphasize that employees at all levels perform their duties with honesty, integrity, and transparency, and prioritize the company's interests, as well as avoid any actions that may lead to conflicts of interest or be detrimental to the company.

- 1) Employees at all levels of the company must make decisions regarding the company's business operations for the company's utmost benefit.
- 2) Employees at all levels of the company who are required to carry out and make decisions on activities or transactions involving conflicts of interest must act without regard for personal gain, and ensure fair and appropriate pricing, as if transacting with external parties.
- 3) Employees at all levels of the company must comply with the company's rules and regulations and perform their duties for the company to the best of their ability. They must not use company time for other businesses unrelated to the company's interests.
- 4) Employees at all levels of the company must avoid financial involvement or relationships with external parties that could result in the company suffering losses or creating conflicts of interest.
- 5) The performance of duties and positions by all directors, executives, and employees of the company must not conflict with the company's core interests.

### **Anti-corruption**

The Company has a clear anti-corruption policy and establishes measures to ensure compliance by all relevant parties, including continuous policy updates to suit the business environment.

### **Code of Conduct on Anti-Corruption Guidelines**

1. Directors, executives, and employees of the Company (including subsidiaries, associated companies, other companies over which the Company has control, business partners, and individuals acting as intermediaries or representatives of the Company) are prohibited from soliciting, engaging in, accepting, or supporting corruption for the benefit of themselves, their families, friends, and acquaintances, in any form, whether direct or indirect.
2. Conduct corruption risk assessments in various business activities, identifying high-risk tasks and potential impacts, and establish oversight to implement effective preventive or risk-reduction measures, including monitoring and evaluation. This is considered an integral part of business operations, and directors, executives, and employees at all levels must participate in promoting and supporting compliance, control, monitoring, and reporting to develop anti-corruption measures in line with the established policy.
3. Establish written anti-corruption guidelines or measures that align with the results of corruption risk assessments in various business activities and comply with anti-corruption laws.
4. Establish effective and appropriate internal control systems for activities that may pose a risk of corruption. Directors, executives, and employees at all levels of the Company must adhere to and exercise caution in the following matters:
  - 4.1 Political assistance must be transparent, lawful, without intent to induce improper actions or corruption, and in accordance with the Company's operational authority.
  - 4.2 Charitable donations, intended for social, economic, cultural development, and educational activities, must be transparent, lawful, not used as an excuse for corruption, and in accordance with the Company's disbursement regulations.
  - 4.3 Financial support for the purpose of promoting the business, brand, or reputation of the Company must be consistent with the Company's plans, policies, and objectives. Clear start and end dates must be specified. It must be transparent, lawful, ensured not to be used as an excuse for bribery, and in accordance with the Company's disbursement regulations.
  - 4.4 The hiring of government employees must comply with the Company's established policies and procedures, without intent to induce improper actions or corruption, and in accordance with the Company's operational authority.
  - 4.5 Directors, executives, and employees of the Company must not solicit, demand, or offer any items or other benefits to individuals involved with the Company, except for gifts or benefits given or received according to local customs or trade practices, provided their value does not exceed the Company's specified limit, and in accordance with the regulations on giving and receiving gifts and hospitality.
  - 4.6 Bribery, in any form, is prohibited in the Company's business operations, whether directly by the Company or through third parties, including subsidiaries, associated companies, other companies over which the Company has control, business partners, and individuals who may be considered intermediaries or representatives of the Company. Furthermore, interactions with government agencies must be transparent, honest, and lawful.
  - 4.7 Procurement must be transparent, honest, compliant with laws, government regulations, and the Company's procurement procedures.
  - 4.8 Remuneration arising from sales promotion or trade discounts, whether in monetary form or valuable assets, should adhere to normal business practices, without improper objectives, and must not constitute bribery to secure business agreements. It must also not be received for the benefit of any individual, except in cases of company-to-company giving and receiving that does not conflict with the anti-corruption policy, and for which clear evidence or documentation of receipt must be available for inspection.
5. Provide continuous communication and training on anti-corruption to directors, executives, and employees of the Company, including subsidiaries, associated companies, other companies over which the Company has control, agents or business intermediaries of the Company, and all business-related individuals. This is to foster an organizational culture free from corruption, promoting honesty, integrity, and accountability in performing duties and responsibilities, with clear explanations of operational procedures and penalties for non-compliance with anti-corruption measures.
6. Establish human resource management processes, including selection, orientation, training, performance evaluation, remuneration, and disciplinary actions, that reflect the Company's commitment to anti-corruption.

7. The Company has a policy to protect individuals at all levels within the organization who refuse to engage in corruption, and will not impose any penalties or negative consequences, even if such refusal results in the Company losing business opportunities.
8. Establish multiple secure communication channels accessible to employees and stakeholders to seek advice on anti-corruption measures, report information or wrongdoing, or file complaints confidently without risk to the whistleblower, and ensure appropriate investigation and action processes.
9. The Company establishes procedures for document retention to be ready for inspection, and financial transactions are recorded with sufficient evidence, ensuring no unrecorded, unexplainable, or false entries. There is a mechanism for transparent and accurate financial status reporting, as well as procedures for reviewing internal control processes to ensure the effectiveness of accounting and data retention processes.
10. Directors, executives, and employees at all levels of the Company who commit acts of corruption will be considered in violation of the Company's code of conduct and will be subject to disciplinary action in accordance with the Company's employment regulations, or may face legal penalties if the act is unlawful.
11. The Company has delegated authority and responsibility to management to establish operational guidelines, and to supervise, monitor, and verify compliance with anti-corruption measures, as well as to organize the organizational structure and resources appropriately for the implementation of anti-corruption measures.
12. The Company has a policy to disclose and exchange internal policies, experiences, best practices, and successful approaches to support ethical, correct, and transparent business operations in Thailand. This includes a policy to collaborate with companies in the same industry, business partners, and other stakeholders by forming joint initiatives and participating in anti-corruption activities.
13. The Company has established channels for complaints and whistleblowing. If any individual observes or has information regarding potentially illegal acts, ethical misconduct, behavior indicative of corruption or malfeasance, unfair treatment from employee performance, or discovers deficiencies in the Company's internal control systems, they can report such information to the Company through the following channels:

Send email [whistleblower@sorkon.co.th](mailto:whistleblower@sorkon.co.th)

Send postal mail to Chairman of the Audit Committee

S. Khonkaen Foods Public Company Limited

No. 12/555 S. Tower Building, Moo 15, Bangna-Trad Road      Bang Kaeo Subdistrict, Bang Phli District, Samut Prakan Province 10540

### **Whistleblowing and Protection of Whistleblowers**

The Company provides an opportunity for employees, stakeholders, or external parties who have information regarding illegal acts, ethical misconduct, or behavior that may indicate corruption or malfeasance, or who have experienced unfair treatment from employees' operations, or who have identified deficiencies in the Company's internal control system, to report such information to the Company. The Company has processes and procedures for considering and addressing such complaints, as well as measures to protect whistleblowers and appropriately remedy those affected.

**Whistleblowing and Whistleblower Protection:** If anyone has information regarding illegal acts, ethical misconduct, or behavior that may indicate corruption or malfeasance, or has experienced unfair treatment from employees' operations, or has identified deficiencies in the Company's internal control system, they can report such information to the Company as follows:

Send email to [whistleblower@sorkon.co.th](mailto:whistleblower@sorkon.co.th)

Send postal mail to the Chairman of the Audit and Corporate Governance Committee

S. Khonkaen Foods Public Company Limited

No. 12/555 S. Tower Building, Moo 15, Bangna Road-  
Trad, Bang Kaeo Subdistrict, Bang Phli District, Province of  
Samut Prakan 10540

: Whistleblower Protection Measures

- 1) The Company will keep the information of the complainant and the accused confidential and will disclose

information only as necessary, taking into account the safety and potential harm to the complainant.

2) The complainant may request the Company to implement appropriate protective measures, or the Company may implement protective measures for the complainant without a request if it is deemed that there is a risk of the complainant experiencing insecurity or harm.

3) The Company will not take any unfair actions against the complainant, such as changing job position, job nature, workplace, threatening, interfering with work performance, termination of employment, etc.

### **Prevention of Misuse of Inside Information**

The Company has policies and guidelines for maintaining financial credibility and information disclosure to prevent the use of inside information for personal gain. This includes the equal provision and disclosure of information to shareholders, financial institutions, securities companies, investors, as well as those who require financial information, and the general public.

The Company oversees that it communicates with investors, analysts, investment-related parties, and shareholders through its authorized representatives, and also ensures that significant information not yet disclosed to the public is not revealed to unauthorized employees, groups of individuals, or any other persons (including investors, media, and analysts) until such information has been publicly disclosed.

It has a policy to avoid providing information regarding operational results that could affect stock prices or benefit any specific party. It provides appropriate communication channels for each group of shareholders. Additionally, it oversees the prohibition of securities trading at least 1 month before the announcement of financial statements and at least 3 days after the announcement of financial statements.

Prevention of Insider Trading for Personal Gain:

1) Employees at all levels of the Company must exercise caution in safeguarding internal information and documents that cannot be disclosed to external parties, and must not use such information and documents for personal gain.

2) The Company stipulates that information and agreements related to contractual parties are confidential, and will not disclose them to other persons unless authorized by the Company and the contractual parties.

3) The Company implements measures and control systems for safeguarding internal information within each department.

rigorously, to prevent important Company information from being disclosed externally before official publication.

4) The use of internal information by employees at all levels of the Company must be strictly within the scope of their assigned duties and responsibilities.

5) Employees at all levels of the Company shall not disclose confidential Company information.

### **Gift giving or receiving, entertainment, or business hospitality**

#### **Giving or receiving gifts, entertainment, or business hospitality:**

1) Employees at all levels of the company should not solicit and/or accept gifts, assets, or any other benefits from business partners or parties involved with the company's business under any circumstances whatsoever.

2) If the item is given by a business partner or a party involved with the company's business in accordance with tradition or commercial custom, such gift or asset must not exceed 3,000 Baht per instance per department and must not be cash. In the case of cash equivalents, they must be made payable only to the company. The department shall instruct the business partner or involved party to deliver it directly to the supervisor, and the supervisor shall hand over the item to the Human Resources and Administration Department, along with a gift receipt report, for appropriate action. In cases where the received items are food/beverages/snacks/fruits that are fresh and ready-to-eat, the department is not required to submit them to the Human Resources and Administration Department.

3) In cases where souvenirs are presented to the company during significant events, the company may assign or permit employees at all levels to receive them on behalf of the company.

- 4) Employees at all levels of the company should not give gifts to their supervisors, even with the supervisor's consent, except for customary practices where gifts are exchanged, and the value of the item must not exceed 3,000 Baht per instance.
- 5) Employees at all levels of the company should not give, receive, or promise to give or receive any benefits or valuable items to induce performance or non-performance, including any actions falling under such categories, except for customary local traditions or commercial practices where the value of the item must not exceed 3,000 Baht per instance or per department.

### **Compliance with laws, regulations, and rules**

#### **Compliance with Laws, Regulations, and Various Rules:**

- 1) Employees at all levels of the Company must understand the laws directly related to their duties and responsibilities and strictly adhere to them. If there are any questions, they should consult the Company's legal advisor for guidance on correct and appropriate practice.
- 2) The Company has compiled laws and regulations from government agencies into categories for employees to study and use as guidelines for their work.
- 3) The Company must strictly adhere to international human rights principles, provide employees with knowledge and understanding of international human rights principles to integrate into their operations, and not support actions or activities that violate international human rights principles.
- 4) Employees who need to work abroad should study the laws, customs, traditions, and culture of the destination country before traveling to ensure correct conduct, compliance with laws, and respect for the customs, traditions, and culture of the destination country.

### **Information and assets usage and protection**

Use and Preservation of Information and Assets: 1) Employees at all levels of the Company must exercise caution in preserving internal information and documents that cannot be disclosed to external parties and must not use such information and documents for personal gain.

- 2) The Company stipulates that information and agreements related to contractual parties are confidential and shall not be disclosed to other persons, unless authorized by the Company and the contractual parties only.
- 3) The Company has established measures and systems for controlling and maintaining internal information within each department rigorously, to prevent important Company information from being disclosed externally before its official release.
- 4) The use of internal information by employees at all levels of the Company must be strictly within the scope of duties and responsibilities assigned to them.
- 5) Employees at all levels of the Company shall not disclose confidential information of the Company.

### **Anti-unfair competitiveness**

Anti-Unfair Competition :

- 1) To conduct business within the framework of fair competition rules.
- 2) Not to seek confidential information of business competitors through dishonest or inappropriate means.
- 3) Not to damage the reputation of business competitors through malicious accusations.

### **Information and IT system security**

#### **Information and Information System Security:**

- 1) All employees of the company must perform their duties using legally licensed computer programs. The installation or use of illegally licensed computer programs within the company is strictly prohibited.
- 2) All employees of the company must keep their passwords confidential and must not use the internet or access

websites that pose a risk of harm to the company's computer systems.

- 3) All employees of the company must not use computers in an illegal or infringing manner and must collectively participate in the responsibility for implementing measures or policies for information technology system security that comply with international standards.
- 4) All employees of the company must not use computers to modify or view other people's data without authorization.
- 5) All employees of the company must use the email and internet provided for company business carefully to prevent damage to the company's reputation and must not use the company's name or logo in public electronic media without the company's authorization.

## **Environmental management**

### **Environmental Management:**

- 1) Be responsible and committed to the care and preservation of the community, society, and environment. Do not engage in any actions that cause harm to the community, society, and environment.
- 2) Prioritize and support activities that are for public benefit or aim to develop the community, society, and environment. Do not support any activities that are harmful to society or good morals.
- 3) Instill a sense of responsibility among employees towards the community, society, and environment.
- 4) Cooperate and ensure strict adherence to policies, regulations, or laws related to the community, society, and environment.
- 5) Respond promptly and effectively to incidents affecting the community, society, and environment resulting from the company's operations, by fully cooperating with government agencies and relevant organizations.

## **Human rights**

### **Human Rights :**

- 1) Employees at all levels of the company must understand the laws directly related to their duties and responsibilities and strictly adhere to them. Should there be any doubts, they must consult the company's legal advisor for guidance on correct and appropriate practices.
- 2) The company has compiled laws and regulations from government agencies into categories for employees to study and use as guidelines for their work.
- 3) The company must strictly adhere to international human rights principles, provide knowledge and understanding of international human rights principles to employees to integrate into their operations, and not support actions or activities that violate international human rights principles.
- 4) Employees who are required to work abroad should study the laws, customs, traditions, and culture of the destination country before traveling, in order to act correctly, not violate laws, and not contradict the customs, traditions, and culture of the destination country.

## **Other practices related to business ethics**

### **Code of Conduct on Culture, Customs, and Political Neutrality**

- 1) The Company emphasizes political neutrality and does not participate in or favor any political party or political authority.
- 2) The Company adheres to democratic principles and encourages employees to exercise their constitutional rights.
  - Code of Conduct on Trading Company Securities and Reporting Directors' Interests
- 1) Directors and executives are required to report changes in securities holdings to the Company Secretary within 3 business days from the date they reported such changes to the Securities and Exchange Commission, as stipulated by the announcement of the Securities and Exchange Commission.
- 2) Directors and executives are required to report their interests to the Company Secretary annually or without delay

when such interests arise.

3) Directors, executives, or departments with access to inside information are prohibited from using such information for personal gain, whether directly or indirectly, and should avoid trading the company's securities within one month prior to the public release of financial statements (except in cases of necessity).

-Code of Conduct on Related Party Transactions

1) The Board of Directors must oversee operations to comply with securities and exchange laws, regulations, announcements, orders, or requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission, including compliance with requirements for disclosing related party transactions according to accounting standards prescribed by the Federation of Accounting Professions.

2) Related party transactions under the announcements of the Stock Exchange of Thailand must strictly adhere to the criteria, methods, and disclosure requirements for related party transactions.

3) In cases where a transaction involves oneself, the Company's interests must be prioritized, and the transaction should be conducted as if it were with an external party. Directors, executives, and employees of the Company involved in such transactions must not participate in the approval process.

-Code of Conduct on Marketing Communications

1) The Company must avoid providing inaccurate, distorted, or incomplete information.

2) The Company must avoid false or misleading advertising.

3) The Company must avoid advertising or providing information to the media that distorts facts or violates good culture and morals, whether directly or indirectly.

-Code of Conduct on Intellectual Property

1) The Company must conduct its business in compliance with laws, regulations, and contractual obligations related to valid intellectual property rights, including patents, copyrights, trade secrets, and other proprietary information.

2) The Company will not infringe upon or misuse valid intellectual property rights.

3) Employees at all levels of the Company who are responsible for maintaining trade secrets, confidential formulas, product manufacturing processes, or confidential business methods must ensure the utmost security of such secrets and prevent any leakage of such information.

4) Employees at all levels of the Company must respect the intellectual property rights of others and must not use the work of others, even in part, for personal gain or for the Company's business without authorization.

### Promotion of compliance with the business code of conduct

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

The Company has established a code of conduct for operations to serve as a guideline for good business practices for directors, executives, and employees to adhere to. This code emphasizes key principles of corporate governance, the importance of treating stakeholders equally, fairly, and transparently, as well as considering and respecting the rights of all stakeholder groups.

### Participation in anti-corruption networks

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

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

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

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

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

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

The Board of Directors is committed to promoting the Company's good corporate governance and management, ethical business operations, transparency, and accountability. Therefore, the Board of Directors has established a good corporate governance policy in accordance with the Principles of Good Corporate Governance for Listed Companies 2012, which was developed from the OECD Principles of Corporate Governance, an internationally recognized principle used as a framework for developing corporate governance principles in various countries. The said policy has been continuously reviewed and revised annually to align with the Principles of Good Corporate Governance for Listed Companies 2017, prepared by the Stock Exchange of Thailand, as well as the CGR (Corporate Governance Report of Thai Listed Companies) criteria under the Thai Listed Companies Corporate Governance Survey Project by the Thai Institute of Directors (IOD), which has been updated to align with the ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard). In 2025, the Board of Directors reviewed and revised the Good Corporate Governance Policy, the Anti-Corruption Policy and its operational guidelines, the Business Ethics Policy, and the Board of Directors' Charter to ensure more comprehensive and clearer content, as well as to be consistent and appropriate with current circumstances, to serve as a guideline for relevant parties. Furthermore, a Subsidiary Governance Policy was developed to guide the Board of Directors in overseeing subsidiaries in accordance with the best practices of the Thai Institute of Directors (IOD).

### **Implementation of the CG Code for listed companies**

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

S. Khonkaen Food Public Company Limited recognizes the importance and benefits of good corporate governance, as it demonstrates an efficient, transparent, and auditable management system, which helps build trust and confidence among shareholders, investors, stakeholders, and all relevant parties, leading to stability and prosperity. Therefore, good corporate governance can be said to be a tool to enhance value and promote the sustainable growth of the

company. The company has thus established a good corporate governance policy that aligns with the Principles of Good Corporate Governance for Listed Companies 2017, prepared by the Stock Exchange of Thailand. The Board of Directors, management, and all employees strictly adhere to this policy, which helps build trust and confidence among shareholders, investors, stakeholders, and all relevant parties, leading to stability and prosperity, to enhance value, and promote the sustainable growth of the company. The content of the policy covers the following principles and practices:

1. Recognize the role and responsibilities of the Board of Directors as organizational leaders who create sustainable value for the business.
2. Define the main objectives and goals of the business for sustainability.
3. Strengthen an effective Board of Directors.
4. Recruit and develop senior executives and manage human resources.
5. Promote innovation and responsible business operations.
6. Ensure appropriate risk management and internal control systems are in place.
7. Maintain financial credibility and information disclosure.
8. Support engagement and communication with shareholders.

## Other corporate governance performance and outcomes

### Performance and Outcomes in Good Corporate Governance

The company prioritizes conducting business in accordance with the principles of Good Corporate Governance, adhering to transparency, accountability, and consideration for all stakeholders. This commitment is reflected in the evaluation results and recognition received from external organizations, as follows:

#### 1. **1. Corporate Governance Report of Thai Listed Companies (CGR) Assessment**

The company received an assessment of the quality of its Annual General Meeting of Shareholders and Corporate Governance Report of Thai Listed Companies (CGR) at the level of **3 Stars (Good)** which was conducted by the Thai Institute of Directors (IOD) in collaboration with the Stock Exchange of Thailand, reflecting the company's standardized governance operations, appropriate and transparent oversight systems, and continuous consideration for the rights of shareholders and stakeholders.

#### 2. **2. Renewal of membership in Thailand's Private Sector Collective Action Against Corruption (CAC)**

The company received <8TzLj3JZuVLo> continuously, which reflects the company's commitment to conducting business with transparency, possessing effective anti-corruption systems, and fostering an organizational culture that adheres to ethics and integrity in business operations.

The aforementioned recognition from external organizations serves as an affirmation of the company's continuous commitment to elevating corporate governance standards, thereby building confidence among shareholders, investors, and all stakeholders, as well as supporting sustainable business growth in the long term.

## Corporate Governance Structure

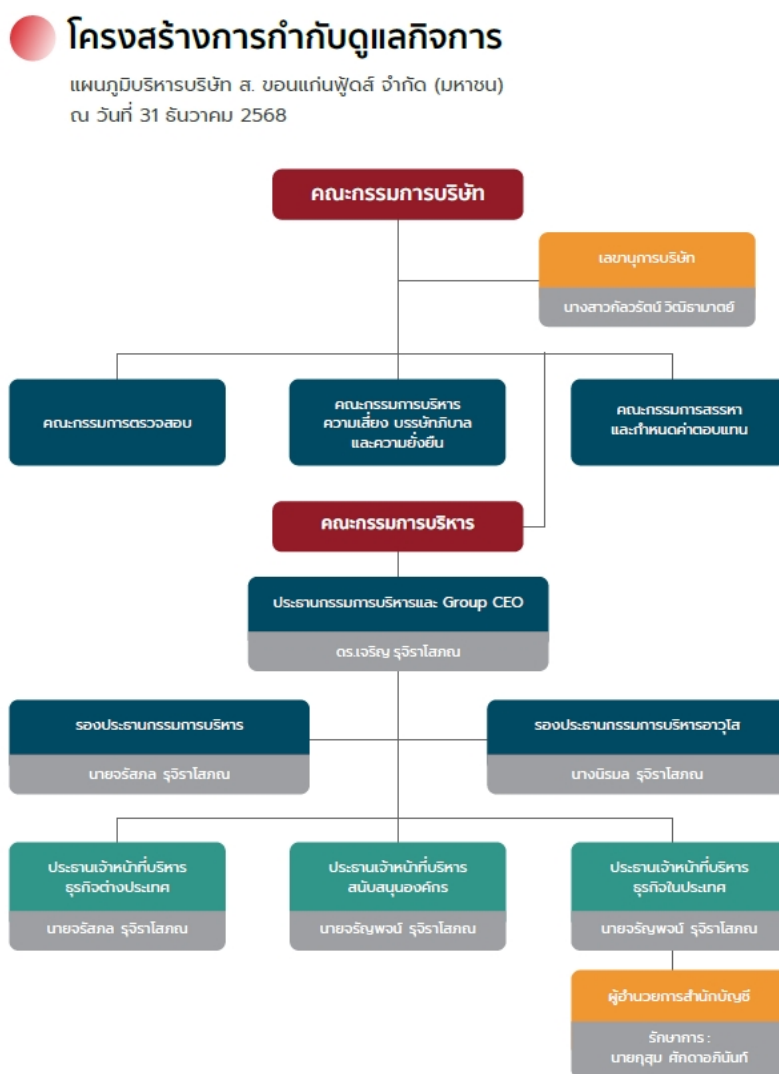
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	12		12		10	
	10	2	10	2	8	2
Executive directors	5		5		4	
	4	1	4	1	3	1
Non-executive directors	7		7		6	
	6	1	6	1	5	1
Independent directors	7		7		5	
	6	1	6	1	5	0
Non-executive directors who have no position in independent directors	0		0		1	
	0	0	0	0	0	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	83.33	16.67	83.33	16.67	80.00	20.00
Executive directors	41.67		41.67		40.00	
	33.33	8.33	33.33	8.33	30.00	10.00
Non-executive directors	58.33		58.33		60.00	
	50.00	8.33	50.00	8.33	50.00	10.00
Independent directors	58.33		58.33		50.00	
	50.00	8.33	50.00	8.33	50.00	0.00
Non-executive directors who have no position in independent directors	0.00		0.00		10.00	
	0.00	0.00	0.00	0.00	0.00	10.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	62		60		59	
	60	72	58	73	56	70

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. SIWAT CHAWAREEWONG  Gender: Male  Age : 50 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 27,500 Shares (0.008503 %)</li> </ul>	<p>Chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	<p>26 Nov 2024</p>	<p>Marketing, Digital Marketing, Business Administration, Engineering, Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mrs. NIRAMON RUJIRASOPON Gender: Female Age : 74 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 45,707,550 Shares (14.133442 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	4 May 2005	Economics, Food & Beverage, Marketing, Accounting, Procurement

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. JARASPON RUJIRASOPON Gender: Male Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years<sup>(*)</sup> : Doesn't Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 14,330,650 Shares (4.431246 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	14 Aug 2008	<p>Media &amp; Publishing, Information &amp; Communication Technology, Marketing, Digital Marketing, Brand Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. CHUSAK VIJAKKHANA  Gender: Male  Age : 75 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Law  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>28 Feb 2010</p>	<p>Health Care Services, Law, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. CHAROEN RUJIRASOPON  Gender: Male  Age : 78 years  Highest level of education : Honorary degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 99,301,860 Shares (30.705584 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 Nov 2012	Economics, Agribusiness, Food & Beverage, Property Development, Law

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. WORAPON LOPANSRI  Gender: Male  Age : 61 years  Highest level of education : Master's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 80,000 Shares (0.024737 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Apr 2014	Insurance, Finance, Audit, Internal Control, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. JARUNPOJ RUJIRASOPON Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years<sup>(*)</sup> : Doesn't Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 14,640,650 Shares (4.527103 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	27 Apr 2015	<p>Economics, Finance, Human Resource Management, Corporate Management, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. AKE PATTARATANAKUN Gender: Male Age : 42 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	29 Sep 2022	<p>Economics, Information &amp; Communication Technology, Marketing, Digital Marketing, Brand Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. WANCHAI RATTANAWONG  Gender: Male  Age : 62 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Manufacturing Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	11 May 2023	Business Administration, Economics, Human Resource Management, Transportation & Logistics, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Ms. CHACHANEE ANANTWATANAPONG Gender: Female Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	26 Feb 2025	Accounting, Marketing, Finance, Brand Management, Corporate Management

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. PRASARN MARUKPITAK  Gender: Male  Age : 78 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Political Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	1 Jan 2025	-

List of directors	Position	Date of resignation / termination	Replacement director
<p>2. Mr. THANAKRIT RUJIRASOPON  Gender: Male  Age : 60 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p>	13 Feb 2025	-

List of directors	Position	Date of resignation / termination	Replacement director
<p>3. Ms. PANCHAMA VIPAMAS  Gender: Female  Age : 74 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 113,750 Shares (0.035173 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	1 Jan 2025	-

List of directors	Position	Date of resignation / termination	Replacement director
<p>4. Mrs. Pornsarun Rungcharoenkitkul  Gender: Female  Age : 73 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	9 Dec 2025	-

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

#### List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. SIWAT CHAWAREEWONG	Chairman of the board of directors		✓	✓		
2. Mrs. NIRAMON RUJIRASOPON	Director	✓				✓
3. Mr. JARASPON RUJIRASOPON	Director	✓				✓
4. Mr. CHUSAK VIJAKKHANA	Director		✓	✓		
5. Mr. CHAROEN RUJIRASOPON	Director	✓				✓
6. Mr. WORAPON LOPANSRI	Director		✓	✓		
7. Mr. JARUNPOJ RUJIRASOPON	Director	✓				✓
8. Mr. AKE PATTARATANAKUN	Director		✓	✓		
9. Mr. WANCHAI RATTANAWONG	Director		✓	✓		
10. Ms. CHACHANEE ANANTWATANAPONG	Director		✓		✓	
<b>Total (persons)</b>		<b>4</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>4</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	5	50.00
2. Agribusiness	1	10.00
3. Food & Beverage	2	20.00
4. Insurance	1	10.00
5. Property Development	1	10.00
6. Health Care Services	1	10.00
7. Media & Publishing	1	10.00
8. Transportation & Logistics	1	10.00
9. Information & Communication Technology	2	20.00
10. Law	2	20.00
11. Marketing	5	50.00
12. Accounting	2	20.00
13. Finance	3	30.00
14. Human Resource Management	2	20.00
15. Procurement	1	10.00
16. Digital Marketing	3	30.00
17. Brand Management	3	30.00
18. Corporate Management	2	20.00
19. Engineering	1	10.00
20. Leadership	1	10.00
21. Strategic Management	1	10.00
22. Audit	1	10.00

Skills and expertise	Number (persons)	Percent (%)
23. Internal Control	1	10.00
24. Governance/ Compliance	3	30.00
25. Business Administration	2	20.00

#### Information about the other directors <sup>(\*)(\*\*)</sup>

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Others : To establish an appropriate management and governance structure to ensure a proper balance of power and responsibilities between the Board of Directors and the management.

The Company places great importance on good corporate governance and has established an appropriate management and governance structure to ensure **checks and balances between the Board of Directors and management**. This structure promotes transparency, efficiency, and accountability in the Company's operations. Key practices are as follows:

##### 1. Clear Definition of Roles and Responsibilities

The Company clearly defines the scope of authority and responsibilities of the Board of Directors and management. The Board of Directors is responsible for setting policies, vision, strategies, and overseeing the overall operations of the Company, including the supervision of the risk management system, internal control system, and information disclosure. Management is responsible for managing the Company's day-to-day operations in accordance with the policies and business plans approved by the Board of Directors and regularly reporting operational results to the Board.

## 2. Separation of the Roles of Chairman of the Board and Chief Executive Officer

The Company separates the roles of the **Chairman of the Board** and the **Chief Executive Officer (CEO)**. The Chairman is responsible for overseeing the effectiveness of the Board and ensuring that Board meetings are conducted efficiently, while the CEO is responsible for managing the Company's operations in accordance with the policies and strategies approved by the Board. This separation helps prevent the concentration of decision-making power.

## 3. Presence of Independent Directors to Enhance Transparency

The Company appoints independent directors in an appropriate proportion in accordance with the regulations of the Stock Exchange of Thailand. Independent directors play an important role in providing impartial opinions, monitoring the performance of management, and protecting the interests of shareholders, particularly minority shareholders.

## 4. Establishment of Board Subcommittees

The Company has established several subcommittees to assist the Board in reviewing and overseeing key matters, such as the **Audit Committee, the Nomination and Remuneration Committee, and the Risk Management, Corporate Governance, and Sustainability Committee**. These subcommittees review, monitor, and provide recommendations to the Board before decisions are made on significant matters.

## 5. Transparent Meeting and Reporting System

The Board of Directors holds meetings regularly. Meeting materials are provided in advance to allow directors sufficient time to review relevant information. Minutes of meetings are properly recorded, and directors who have a conflict of interest in any agenda item are required to abstain from voting and refrain from participating in the consideration of such matters.

## 6. Performance Evaluation

The Company conducts **annual performance evaluations** of the Board of Directors, its subcommittees, and individual directors. The results of these evaluations are used to continuously improve the effectiveness of the Company's corporate governance practices.

Through these practices, the Company has established an effective governance mechanism that ensures transparency and appropriate checks and balances between the Board of Directors and management, thereby supporting the Company's sustainable and stable growth.

## Information on the roles and duties of the board of directors

Board charter : Have

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

## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

#### Roles of subcommittees

##### Board of Directors

###### Role

- Others
- The Board of Directors is entrusted by the shareholders to oversee the company's operations in accordance with the company's objectives, within the scope defined in the company's regulations and the resolutions of the shareholders' meeting, with integrity, fairness, and neutrality, ensuring compliance with applicable laws and regulations. The Board may delegate authority to one or more directors or other individuals to act on its behalf, provided that such delegation is within the Board's scope

###### Scope of authorities, role, and duties

1 To determine the Company's strategic direction, objectives, and business policies.

2 To perform duties in compliance with applicable laws, the Company's objectives and Articles of Association, resolutions of the Board of Directors, and resolutions of the shareholders meeting, with honesty, integrity, and due care in safeguarding the Company's interests. Matters requiring prior approval from the shareholders meeting shall be submitted accordingly, including those required by law, connected transactions, and acquisitions or disposals of significant assets in accordance with the regulations of the Stock Exchange of Thailand.

3 To consider and approve the Company's vision and mission, and ensure that they are reviewed annually.

4 To review and approve policies, business plans, budgets, management structure, corporate governance policies, and other matters as required by law or the regulations of the Stock Exchange of Thailand.

5 To consider and approve matters beyond the authority delegated to the Chief Executive Officer, including matters that are required by law, the Company's Articles of Association, or internal regulations to be approved by the Board of Directors or the shareholders meeting.

6 To ensure that the Company has an effective internal control system covering operational, financial reporting, and compliance aspects, and to ensure that the internal audit function is responsible for reviewing compliance with such systems and reporting to the Audit and Corporate Governance Committee.

7 To appoint the Chief Executive Officer (CEO) and oversee the CEO's performance in accordance with the Company's corporate governance policy and the scope of authority delegated by the Board of Directors, and to evaluate the CEO's performance annually for the purpose of determining remuneration.

8 To appoint directors to serve on the boards of subsidiary companies in order to supervise the operations of subsidiaries and ensure that they achieve the objectives of the Company's investments.

9 To appoint subcommittees, such as the Audit and Corporate Governance Committee, the Executive Committee, the Risk Management Committee, and the Nomination and Remuneration Committee, to assist the Board in overseeing the Companys operations and governance. Most members of such subcommittees shall be independent directors, and the chairperson of each subcommittee shall be an independent director.

10 To supervise management to ensure that the Companys operations are conducted in accordance with approved policies, plans, and budgets.

11 To ensure that the Company maintains reliable accounting, financial reporting, and auditing systems, as well as effective internal control and internal audit systems.

12 To oversee that the Company has a comprehensive risk management system, including effective risk management processes, reporting, and monitoring mechanisms.

13 To report the Board of Directors responsibility for financial reporting, which shall be disclosed in the Annual Report together with the auditors report.

14 To ensure fair treatment of shareholders and stakeholders, avoid conflicts of interest, promote transparency in operations, and ensure accurate and adequate disclosure of information.

15 To consider the remuneration of directors and submit relevant matters for approval by the shareholders meeting.

16 To appoint the Company Secretary to support the activities of the Board of Directors and the Company, including organizing Board and shareholders meetings and providing advice to directors and the Company on compliance with relevant laws and regulations.

#### **Reference link for the charter**

<https://investor.sorkon.co.th/storage/corporate-governance/corporate-policies/20221206-sorkon-board-charter.pdf>.pdf

### **Audit Committee**

#### **Role**

- Audit of financial statements and internal controls
- Risk management
- Others
- Consider the independence of the internal audit department, and approve the consideration of appointments, transfers, dismissals, and performance evaluations of the head of the internal audit department or other departments responsible for internal audits.
- Review the internal audit departments charter, audit plans, budget, training programs, and staffing levels.
- Review the companys compliance with securities and stock exchange laws, regulations of the stock exchange, and laws related to the companys business operations.
- Consider, select, and propose the appointment of an independent individual to serve as the companys auditor, and recommend the remuneration for this individual. Additionally, participate in meetings with the auditor at least once a year without management present.
- Review related party transactions or transactions that may present conflicts of interest to ensure compliance with applicable laws and stock exchange regulations, ensuring that such transactions are reasonable and in the best interest of the company.

- Prepare a report of the Audit and Corporate Governance Committee, which is to be disclosed in the company's annual report. The report must be signed by the Chairman of the Audit and Corporate Governance Committee and include at least the following information: a. Opinion on the accuracy, completeness, and reliability of the company's financial statements. b. Opinion on the adequacy of the company's internal control system. c. Opinion on compliance with the Securities and Exchange Act, regulat
- Appoint a task force to support corporate governance functions as necessary
- Perform any other tasks assigned by the company's Board of Directors with the approval of the Audit and Corporate Governance Committee.
- In the performance of its duties, if the Audit and Corporate Governance Committee identifies or suspects any items or actions that may significantly impact the company's financial position or operational results, the Committee shall report to the Board of Directors for corrective action within the time deemed appropriate by the Audit and Corporate Governance Committee. If the Board of Directors or management fails to take corrective action within the prescribed time, any member of the Audit

### **Scope of authorities, role, and duties**

1 To review the Company's financial reporting to ensure that it is accurate, complete, and prepared in accordance with applicable financial reporting standards and legal requirements.

2 To review the adequacy and effectiveness of the Company's corporate governance system, risk management system, internal control system, internal audit system, and anti-corruption measures.

3 To consider the independence of the internal audit function, and approve the appointment, transfer, dismissal, and performance evaluation of the Head of Internal Audit or other units responsible for internal audit activities.

4 To review the internal audit charter, including the internal audit plan, budget, training plan, and staffing of the internal audit function.

5 To review the Company's compliance with the Securities and Exchange laws, the regulations of the Stock Exchange, and other laws relevant to the Company's business.

6 To consider, select, and propose the appointment of an independent external auditor, including proposing the auditor's remuneration, and to meet with the external auditor at least once a year without the presence of management.

7 To review connected transactions or transactions that may involve conflicts of interest, ensuring compliance with applicable laws and Stock Exchange regulations, and confirming that such transactions are reasonable and in the best interests of the Company.

8 To prepare the Audit Committee Report for disclosure in the Company's Annual Report, which shall be signed by the Chairman of the Audit Committee and include at least the following information:

Opinion on the accuracy, completeness, and reliability of the Company's financial reports

Opinion on the adequacy of the Company's internal control system

Opinion on the Company's compliance with Securities and Exchange laws, Stock Exchange regulations, and other relevant laws

Opinion on the suitability of the external auditor

Opinion on transactions that may involve conflicts of interest

The number of Audit Committee meetings and the attendance of each committee member

Overall observations and comments from the Audit Committee in performing its duties under the charter

Other matters that shareholders and investors should be informed of within the scope of the Committees responsibilities

9 To perform other duties as assigned by the Board of Directors, with the consent of the Audit Committee.

10 In the performance of its duties, if the Audit Committee identifies or suspects any transaction or action that may have a material impact on the Companys financial position or operating results, the Committee shall report such matters to the Board of Directors for corrective action within an appropriate timeframe. If the Board of Directors or management fails to take corrective action within the specified timeframe, any member of the Audit Committee may report such matters to the Securities and Exchange Commission or the Stock Exchange of Thailand.

#### **Reference link for the charter**

<https://investor.sorkon.co.th/storage/corporate-governance/corporate-policies/20240311-sorkon-audit-corporate-governance-committee-charter.pdf>

### **Executive Committee**

#### **Role**

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

#### **Scope of authorities, role, and duties**

1 To determine the Companys strategic direction, management structure, business plans, and annual budget, and propose them to the Board of Directors for approval.

2 To manage the Companys business operations to ensure that they achieve the objectives and targets set by the

Company.

3 To supervise and monitor the Company's operational performance and financial position, and report the operating results and financial status to the Board of Directors.

4 To explore and evaluate potential investment opportunities in new businesses that support the Company's growth and long-term value.

5 To consider and provide recommendations to the Board of Directors regarding the Company's dividend policy.

6 To review and approve matters relating to investments, human resource management, finance, general administration, and other business-related matters, within the scope of authority delegated by the Board of Directors.

7 To consider and provide opinions on matters requiring approval from the Board of Directors, except for matters that the Board has already delegated to other subcommittees.

8 To review and oversee the Company's risk management and internal control systems.

9 To appoint advisors or independent experts to provide opinions or recommendations when necessary.

10 To perform any other duties as assigned by the Board of Directors from time to time.

#### Reference link for the charter

-

### Risk Management, Corporate Governance and Sustainability Committee

#### Role

- Corporate governance
- Sustainability development
- Others
- Risk Management

#### Scope of authorities, role, and duties

Roles and Responsibilities

##### 1. Risk Management

To establish the risk management policy, including providing recommendations on the development and improvement of the enterprise risk management process and corruption risk management to ensure appropriateness and effectiveness. The policy shall be regularly reviewed and updated to align with international standards, applicable laws, regulations, and the Company's business operations.

To ensure that appropriate processes are in place for identifying, analyzing, assessing, managing, and reporting enterprise risks and corruption risks across all business activities on a continuous and organization-wide basis.

To oversee the implementation of effective risk mitigation measures, including monitoring and evaluating enterprise risk management and corruption risk management processes to ensure alignment with the Company's strategies,

business objectives, and changing circumstances.

To review reports on enterprise risk management and corruption risk management submitted by relevant working groups or responsible units, and provide recommendations on risk issues, control measures, and improvements to the risk management process.

To support the operations of relevant working groups or responsible units in achieving their objectives relating to risk management.

To report the results of enterprise risk management and corruption risk management to the Board of Directors. In the event of significant factors or incidents that may materially affect the Company, the Committee shall promptly report to the Board of Directors for consideration.

To report the performance of risk management and the annual risk management assessment to the Board of Directors and disclose such information in the Annual Report.

To request information from relevant units and invite relevant persons to attend meetings to provide necessary information as appropriate.

To appoint working groups as necessary to support risk management activities, including establishing procedures and guidelines, implementing actions, monitoring, evaluating performance, and reporting progress and results.

To perform other duties as assigned by the Board of Directors.

## 2. Corporate Governance

To establish policies on good corporate governance, the Code of Conduct, anti-corruption policy, and other related policies that are appropriate for the organization, in compliance with applicable laws, rules, and regulations of relevant regulatory authorities such as the Stock Exchange of Thailand and the Securities and Exchange Commission, and in accordance with international best practices, for submission to the Board of Directors for approval.

To supervise and provide guidance to directors and management in performing their duties in accordance with the Company's corporate governance policy, Code of Conduct, anti-corruption policy, and other related policies to ensure effective and continuous implementation.

To review and update corporate governance policies regularly to ensure alignment with international standards, applicable laws, regulations, and the Company's business operations.

To monitor and report the implementation of corporate governance policies, including compliance with the Corporate Governance Report of Thai Listed Companies (CGR) and the Private Sector Collective Action against Corruption (CAC), and report to the Board of Directors, shareholders, and investors.

To propose guidelines on ethical standards and business conduct, including the expected conduct of directors, executives, and employees.

To report corporate governance performance to the Board of Directors. In the event of significant factors or

incidents that may materially affect the Company, the Committee shall promptly report to the Board for consideration.

To report the annual corporate governance performance and assessment results to the Board of Directors and disclose such information in the Annual Report.

To request information from relevant units and invite relevant persons to attend meetings to provide necessary information as appropriate.

To appoint working groups as necessary to support corporate governance activities, including establishing procedures, implementing actions, monitoring progress, evaluating performance, and reporting results.

To perform other duties as assigned by the Board of Directors.

### 3. Sustainability

To establish the sustainability development policy and regularly review and update the policy to ensure alignment with international standards, applicable laws, regulations, and the Company's business operations.

To provide recommendations and determine goals, policies, and strategies relating to sustainability development, including material sustainability issues, as well as sustainability action plans covering economic, social, environmental, and governance dimensions in alignment with stakeholder expectations and the Company's business strategies.

To appoint independent advisors with relevant expertise to provide guidance on sustainability development when appropriate.

To promote awareness and understanding of sustainability among directors, executives, and employees, and encourage compliance with the Company's sustainability policy.

To promote the integration of sustainability principles into the Company's business operations, policies, strategies, and action plans, including providing recommendations for improvement in sustainability development and governance in accordance with recognized frameworks such as the Dow Jones Sustainability Indices (DJSI) or FTSE Russell ESG Scores.

To provide guidance on sustainability practices and expected conduct for directors, executives, and employees.

To review and approve the Company's sustainability report or other related public disclosures.

To report sustainability performance to the Board of Directors. In the event of significant factors or incidents that may materially affect the Company, the Committee shall promptly report to the Board for consideration.

To report the annual sustainability performance and assessment results to the Board of Directors and disclose such information in the Annual Report.

To request information from relevant units and invite relevant persons to attend meetings to provide necessary information as appropriate.

To appoint working groups as necessary to support sustainability activities, including establishing procedures and guidelines, implementation, monitoring, evaluation, and reporting progress and performance.

To perform other duties as assigned by the Board of Directors.

### **Reference link for the charter**

<https://investor.sorkon.co.th/storage/corporate-governance/corporate-policies/20251209-sorkon-risk-management-committee-charter-th.pdf>

## **Recruitment and Compensation on Remuneration Committee**

### **Role**

- Director and executive nomination
- Remuneration
- Others
- To review and recommend the appropriate structure, size, and composition of the Board of Directors, including the qualifications and competencies required for director candidates, to ensure alignment with the Company's business strategy and good corporate governance principles.
- To review and establish the nomination and appointment process for directors, and to nominate qualified and suitable candidates for directorship for consideration by the Board of Directors.
- To consider and propose guidelines for the development of knowledge, skills, and competencies of directors to the Board of Directors in order to enhance the effectiveness of the Board.
- To consider and establish the guidelines and criteria for the performance evaluation of the Board of Directors to ensure effective oversight and continuous improvement in the Board's performance.
- To determine and recommend the remuneration policy and criteria for directors, members of sub-committees, and advisors to the Board of Directors, including the consideration of both monetary and non-monetary benefits, to ensure that such remuneration is appropriate, transparent, and aligned with the Company's performance and long-term interests.
- To consider and provide recommendations to the Board of Directors regarding the appointment of advisors to the Board of Directors, as deemed appropriate.

### **Scope of authorities, role, and duties**

To review and recommend the appropriate structure, size, and composition of the Board of Directors, including the qualifications and competencies required for director candidates.

To review and establish the nomination and appointment process for directors, and to nominate qualified and suitable candidates for directorship for consideration by the Board of Directors.

To consider and propose guidelines for the development of knowledge, skills, and competencies of directors to the Board of Directors in order to enhance the effectiveness of the Board.

To consider and establish the guidelines and criteria for the performance evaluation of the Board of Directors to ensure effective oversight and continuous improvement in the Board's performance.

To determine and recommend the remuneration policy and criteria for directors, members of sub-committees, and advisors to the Board of Directors, including the consideration of both monetary and non-monetary benefits,

ensuring that such remuneration is appropriate, transparent, and aligned with the Company's performance and long-term interests.

To consider and provide recommendations to the Board of Directors regarding the appointment of advisors to the Board of Directors, as deemed appropriate.

#### Reference link for the charter

<https://investor.sorkon.co.th/storage/corporate-governance/corporate-policies/sorkon-nomination-charter-th.pdf>

#### Information on each subcommittee

##### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. WORAPON LOPANSRI (*)</p> <p>Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	12 May 2014	Insurance, Finance, Audit, Internal Control, Governance/ Compliance
<p>2. Mr. CHUSAK VIJAKKHANA</p> <p>Gender: Male Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	13 Nov 2004	Health Care Services, Law, Governance/ Compliance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. WANCHAI RATTANAWONG Gender: Male Age : 62 years Highest level of education : Doctoral degree Study field of the highest level of education : Manufacturing Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	28 Sep 2023	Business Administration, Economics, Human Resource Management, Transportation & Logistics, Governance/ Compliance

Additional explanation :

(\*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. PRASARN MARUKPITAK Gender: Male Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	1 Jan 2025	-

Additional explanation :

(\*) Directors with expertise in accounting information review

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. CHAROEN RUJIRASOPON  Gender: Male  Age : 78 years  Highest level of education :  Honorary degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>12 Nov 2012</p>
<p>2. Mrs. NIRAMON RUJIRASOPON  Gender: Female  Age : 74 years  Highest level of education :  Bachelor's degree  Study field of the highest level of education : Economics  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>18 Apr 2022</p>
<p>3. Mr. JARASPON RUJIRASOPON  Gender: Male  Age : 43 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>1 Apr 2022</p>
<p>4. Mr. JARUNPOJ RUJIRASOPON  Gender: Male  Age : 39 years  Highest level of education :  Bachelor's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>27 Apr 2015</p>

List of committee members	Position	Appointment date of executive committee member
5. Ms. CHACHANEE ANANTWATANAPONG Gender: Female Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	26 Feb 2025

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. THANAKRIT RUJIRASOPON Gender: Male Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	13 Feb 2025	Ms. CHACHANEE ANANTWATANAPONG  Appointment date of replacement committee member : 26 Feb 2025

**Other Subcommittees**

Subcommittee name	Name list	Position
Risk Management, Corporate Governance and Sustainability Committee	Mr. JARASPON RUJIRASOPON	Member of the subcommittee
	Mrs. Pornsarun Rungcharoenkitkul	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. AKE PATTARATANAKUN	The chairman of the subcommittee (Independent director)
	Ms. CHACHANEE ANANTWATANAPONG	Member of the subcommittee
Recruitment and Compensation on Remuneration Committee	Mr. WANCHAI RATTANAWONG	The chairman of the subcommittee (Independent director)
	Mr. CHUSAK VIJAKKHANA	Member of the subcommittee (Independent director)
	Mr. CHAROEN RUJIRASOPON	Member of the subcommittee
	Mr. JARUNPOJ RUJIRASOPON	Member of the subcommittee

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

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Risk Management, Corporate Governance and Sustainability Committee	Mrs. Pornsarun Rungcharoenkitkul	The chairman of the subcommittee (Independent director)	1 Oct 2025	Mr. AKE PATTARATANAKUN  Appointment date of replacement committee member : 1 Oct 2025

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. CHAROEN RUJIRASOPON  Gender: Male  Age : 78 years  Highest level of education : Honorary degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Chairman of Executive Committee and Group CEO  (The highest-ranking executive)</p>	1 Jan 2025	Economics, Agribusiness, Food & Beverage, Property Development, Law
<p>2. Mr. JARASPON RUJIRASOPON  Gender: Male  Age : 43 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Chief Executive Officer of International Business	1 Apr 2022	Media & Publishing, Information & Communication Technology, Marketing, Digital Marketing, Brand Management

List of executives	Position	First appointment date	Skills and expertise
3. Mr. JARUNPOJ RUJIRASOPON Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer, Domestic Business and Support	1 Jan 2025	Economics, Finance, Human Resource Management, Corporate Management, Strategic Management
4. Mrs. NIRAMON RUJIRASOPON Gender: Female Age : 74 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Vice Chairman of Executive Committee (The highest-ranking executive)	1 Jan 2025	Economics, Food & Beverage, Marketing, Accounting, Procurement

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

(\*\*) Accounting supervisor

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

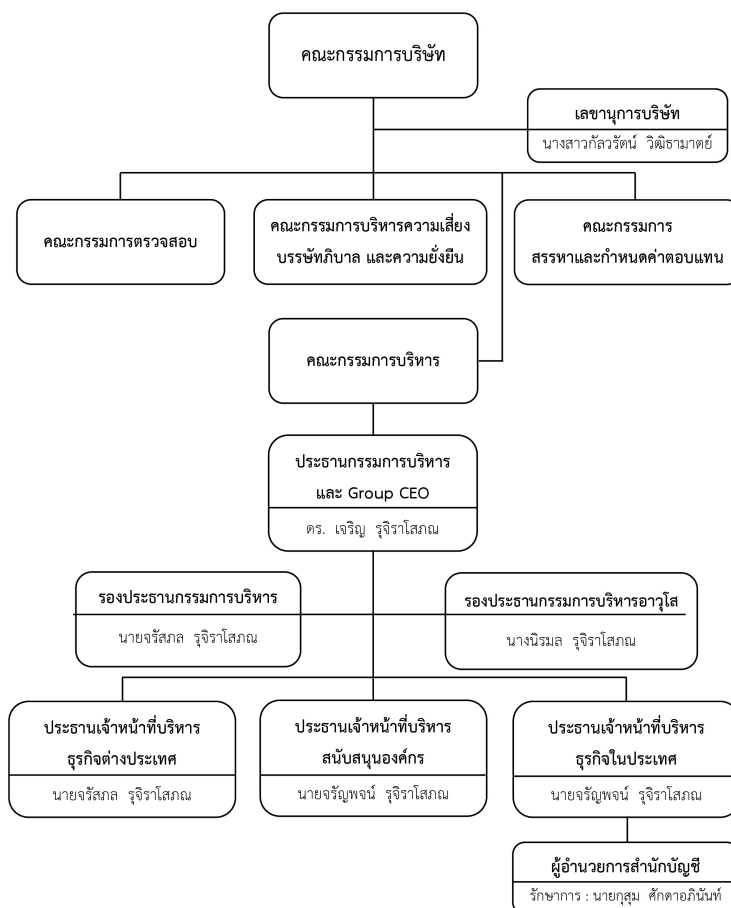
#### Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the next four executives as of date : 1 Jan 2025

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

แผนภูมิบริหารบริษัท ส. ขอนแก่นฟู้ดส์ จำกัด (มหาชน)

ณ วันที่ 31 ธันวาคม 2568



organization chart

### Remuneration policy for executive directors and executives

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

1. Performance-based Remuneration Management
  - The remuneration of senior executives will be directly linked to the achievement of the company's strategic goals.
  - Performance evaluation will be based on key performance indicators, including both financial and non-financial metrics.
2. Remuneration Management Aligned with Shareholder Expectations
  - Selecting appropriate performance measurement systems that align with the company's short-term and long-term operational plans, ensuring consistency with the company's strategy and continuous value creation for shareholders.
  - Ensuring that the established success metrics are appropriate for the company's operational capabilities, corporate goals, and higher levels of performance.
  - Establishing stable and systematic fundraising to ensure confidence in the company's investment capabilities.

### 3. Competitive Remuneration Management

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

Reference link for remuneration policy for executive directors and executives : <https://investor.sorkon.co.th/storage/corporate-governance/corporate-policies/sorkon-nomination-charter-th.pdf>

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

#### The Board of Directors Opinion on the Appropriateness of Executive Remuneration

The Nomination and Remuneration Committee has considered and established the policy, criteria, and structure of remuneration for the Company's directors, members of subcommittees, advisors to the Board of Directors, and senior executives. In determining such remuneration, the Committee takes into account the roles and responsibilities, scope of duties, the Company's operating performance, and the individual performance of each executive, as well as benchmarking against remuneration practices of companies within the same industry. This is to ensure that the remuneration level is appropriate, competitive, and capable of motivating executives to achieve the Company's business objectives and create long-term value for shareholders.

The remuneration structure covers both **monetary compensation**, such as salary, bonus, and fixed remuneration, as well as **other benefits**, both monetary and non-monetary. Such remuneration is determined at an appropriate level, aligned with the Company's performance, and in accordance with the Company's clearly defined remuneration policy. The Board of Directors is of the opinion that the Company's executive remuneration is reasonable, appropriate, and consistent with the established policies and criteria. The remuneration process is transparent, verifiable, and in line with good corporate governance principles. It also supports the Company's ability to retain and motivate capable personnel to drive the organization toward sustainable growth.

#### Remuneration of executive directors and executives

##### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	58,734,000.00	55,117,232.00	61,888,640.00

	2023	2024	2025
Total remuneration of executive directors (baht)	N/A	25,801,733.00	25,488,000.00
Total remuneration of executives (baht)	N/A	29,315,499.00	36,400,640.00

#### Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	0.00	1,177,166.00	1,091,662.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

#### Outstanding remuneration or benefits of executive directors and executives

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

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

#### Other significant information

Other significant information

#### Assigned person

#### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Kusoom Sakda-apinun	kusoom_sa@sorkon.co.th	0841115680

#### List of the company secretary

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

#### List of the head of internal audit or outsourced internal auditor

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

#### List of the head of the compliance unit

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

#### Head of investor relations

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

#### List of the head of investor relations

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

#### Company's auditor

##### Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	1,770,000.00	-	1. Ms. ROSAPORN DECHARKOM Email: rosaporn. decharkom@th.ey.com Telephone number: 02 264 9090 License number: 5659

##### Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees		
2,085,000.00	-		

**Assigned personnel in case of a foreign company**

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

**List of designated individuals as representatives in Thailand**

## Performance Report on Corporate Governance

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

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

Summary of the Board of Directors' Performance in the Past Year The Board of Directors plays a crucial role in formulating the company's policies, working with the Executive Committee and management to define the company's vision, mission, strategies, risk management policies, governance policies, financial policies, operational plans, and annual budget. Furthermore, the Board oversees to ensure that the annual strategies and action plans align with the company's main objectives and goals. In formulating annual strategies and action plans, an analysis of the environment, challenges, and opportunities affecting business operations is conducted, along with oversight of the adequacy of internal control systems, to produce key strategies for the Chief Executive Officer and the executive team to implement. In 2025, the Board of Directors held 9 meetings, and there was 1 additional meeting among non-executive directors, to consider, approve, acknowledge, provide opinions, and drive various important matters as follows: Matters Related to Domestic and International Business Operations 1. Acknowledged progress regarding the company's operations and the progress of various investment projects from the Executive Committee and management. 2. Approved financial assistance to S. Khonkaen Foods Co., Ltd. 3. Approved the payment of registered capital in S. Khonkaen Meat Food Products (Henan) Co., Ltd. 4. Approved the payment of registered capital in S. Khonkaen Food Industry (Guangzhou) Co., Ltd. 5. Approved the appointment of directors and legal representatives for subsidiaries in China. 6. Approved strategies and business plans for 2026. Matters Related to Financial Management 1. Approved the share repurchase program for financial management. 2. Approved the allocation of profits for annual cash dividend payments, to be presented to the shareholders' meeting. 3. Approved the adjustment of credit lines to manage financial costs. Matters Related to Risk Management, Corporate Governance, and Sustainable Development 1. Reviewed and approved the revised Board of Directors Charter. 2. Restructured sub-committees by appointing a Risk Management, Corporate Governance, and Sustainability Committee to replace the former Risk Management Committee, and arranged for additional meetings at least once per quarter, including expanding roles and responsibilities in corporate governance and sustainability. 3. Approved the enterprise risk register. 4. Approved the environmental policy. 5. Approved the revised Good Corporate Governance Policy. Matters Related to Anti-Corruption 1. Approved the corruption risk register and the revised anti-corruption policy. 2. Approved the revised Business Code of Conduct. Matters Related to Oversight and Audit 1. Acknowledged the Audit Committee's opinions on the company's internal control system. 2. Approved the policy for overseeing subsidiaries. 3. Approved the operational authority of subsidiaries related to investments, requiring submission through the Investment Committee. 4. Approved the adjustment of the Audit Committee's roles and responsibilities to focus on audit functions, while transferring governance and corporate governance tasks to the Risk Management, Corporate Governance, and Sustainability Committee. Matters Related to Director Recruitment and Development 1. Approved the Board Skill Matrix. 2. Elected directors to replace those who resigned, selecting directors with knowledge and experience in managing consumer goods, food businesses, and directors with knowledge and experience that complement the desired qualifications of the Board according to the Skill Matrix. 3. Acknowledged the results of the Board Skill Matrix Self-Assessment and Succession Plan. 4. Approved criteria for appointing independent directors who have served for more than 9 years.

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

##### Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. NIRAMON RUJIRASOPON	Director	4 May 2005	Economics, Food & Beverage, Marketing, Accounting, Procurement
Mr. JARASPON RUJIRASOPON	Director	14 Aug 2008	Media & Publishing, Information & Communication Technology, Marketing, Digital Marketing, Brand Management
Mr. AKE PATTARATANAKUN	Director	29 Sep 2022	Economics, Information & Communication Technology, Marketing, Digital Marketing, Brand Management

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Ms. CHACHANEE ANANTWATANAPONG	Director	26 Feb 2025	Accounting, Marketing, Finance, Brand Management, Corporate Management

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

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

## Selection of independent directors

### Criteria for selecting independent directors

Independent directors must possess the following qualifications:

- Does not hold shares in the Company or its subsidiaries exceeding 1% of the total voting shares. This includes shares held by related parties.
- Must be a director who does not participate in the management of the Company, its subsidiaries, associates, or companies related to shareholders of the Company, and must not be an employee, staff member, or consultant receiving a regular salary from the Company, its subsidiaries, associates, related companies, or major shareholders of the Company.
- Must be a director who has no direct or indirect benefits or interests, whether financial or in the management of the Company, its subsidiaries, associates, or major shareholders of the Company. And must be a director who has not had any benefits or interests as described above for a period of 2 years prior to being appointed as an independent director, unless the Board of Directors has carefully considered and determined that such prior benefits or interests will not affect the performance of duties and the provision of independent opinions.
- Must not be a director who is a related person or close relative of the executives or major shareholders of the Company.
- Must not be a director appointed as a representative to safeguard the interests of the Company's directors, major shareholders, or shareholders who are related to the Company's major shareholders.
- Must be able to perform duties, express opinions, or report on the performance of duties assigned by the Board of Directors without being under the control of the executives or major shareholders of the Company, including related persons or close relatives of such individuals.

In the event that an independent director position becomes vacant for reasons other than retirement by rotation and there is a remaining term of no less than two months, the Board of Directors shall select a person who possesses the qualifications and is not subject to any legal prohibitions to be a director to replace at the next board meeting, whereby the resolution must comprise no less than three-fourths of the votes of the remaining directors, and the newly appointed director shall hold office only for the remaining term of the director whom they replace.

### Business or professional relationships of independent directors over the past year

Business or professional relationships of : No

independent directors over the past year

### Selection of directors and the highest-ranking executive

#### Method for selecting directors and the highest-ranking executive

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

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

#### Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 4

#### Rights of minority shareholders on director appointment

The Company grants retail investors the right to nominate qualified individuals as company directors in advance for the Board of Directors to consider electing them as company directors, in accordance with the criteria stipulated by the Company. However, it appeared that no shareholder nominated any individual for election as a director within the specified period.

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

#### Setting qualifications for the selection of directors

#### Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
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Qualifications, knowledge, or experience	Skill and expertise
Individuals nominated to serve as company directors must possess knowledge, ability, and experience beneficial to the company's business operations, be honest and ethical in business conduct, and not possess prohibited characteristics under the Public Limited Company Act, the Securities and Exchange Act, and the regulations of the Stock Exchange of Thailand and relevant regulatory bodies.	Food & Beverage, Transportation & Logistics, Law, Marketing, Accounting

## Information on the development of directors

### Development of directors over the past year

#### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. SIWAT CHAWAREEWONG (Chairman of the board of directors, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2025: Role of the Chairman Program (RCP)
2. Mrs. NIRAMON RUJIRASOPON (Director)	Non-participating	-
3. Mr. JARASPON RUJIRASOPON (Director)	Non-participating	-
4. Mr. CHUSAK VIJAKKHANA (Director, Independent director)	Non-participating	-
5. Mr. CHAROEN RUJIRASOPON (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
6. Mr. WORAPON LOPANSRI (Director, Independent director)	Non-participating	-
7. Mr. JARUNPOJ RUJIRASOPON (Director)	Non-participating	-
8. Mr. AKE PATTARATANAKUN (Director, Independent director)	Non-participating	-
9. Mr. WANCHAI RATTANAWONG (Director, Independent director)	Non-participating	-
10. Ms. CHACHANEE ANANTWATANAPONG (Director)	Participating	Thai Institute of Directors (IOD)  • 2025: Subsidiary Governance Program (SGP)

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

#### Performance Evaluation of the Company's Board of Directors

The Company's Board of Directors mandates annual individual and collective self-assessments of performance. This serves as a framework for reviewing the Board's performance to ascertain adherence to good practices, to improve the Board's operations in line with established policies, and to review problems and obstacles encountered during the past year.

#### 1. Self-Assessment Form for the Company's Board of Directors:

##### 1.1 Collective Self-Assessment of the Company's Board of Directors

Divided into 6 topics, namely:

- 1.1 Structure and Qualifications of the Board
- 1.2 Roles, Duties, and Responsibilities of the Board
- 1.3 Board Meetings
- 1.4 Dynamics in the Performance of Directors' Duties
- 1.5 Relationship with Management
- 1.6 Director Development

#### 2 Individual Self-Assessment of the Company's Board of Directors

Divided into 5 topics, namely:

- 2.1 Personal Qualifications

- 2.2 Readiness to Perform Duties
- 2.3 Participation in Meetings
- 2.4 Roles, Duties, and Responsibilities
- 2.5 Relationship with the Board and Management

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

The Company conducts an annual performance evaluation of the Board of Directors to promote effective good corporate governance. In 2025, the Company conducted a performance evaluation of the Board of Directors on a committee-by-committee basis, and the evaluation results showed an average score of **98.91 percent** Reflects the effective performance of the Board of Directors and its adherence to duties in accordance with good corporate governance principles.

### Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	98.91	100
	Self-assessment	84.66	100
	Cross-assessment (assessment of another director)	None	None
Risk Management, Corporate Governance and Sustainability Committee	Group assessment	77.00	100
	Self-assessment	82.40	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	97.08	100
	Self-assessment	98.48	100
	Cross-assessment (assessment of another director)	None	None
Recruitment and Compensation on Remuneration Committee	Group assessment	93.49	100

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Self-assessment	94.70	1'00
	Cross-assessment (assessment of another director)	None	None

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

### Performance Evaluation of the Chief Executive Officer (CEO)

The Board of Directors prioritizes effective governance and management, and has mandated an annual performance evaluation of the Chief Executive Officer (CEO) to align with strategic objectives, long-term value creation, and sustainable business operations.

### Evaluation Process

The performance evaluation of the Chief Executive Officer is conducted under the supervision of the Board of Directors, which may delegate the Nomination and Remuneration Committee to conduct the review in accordance with the company's governance structure, based on relevant data, performance results, and reports. The key steps include:

1. Setting annual goals and performance indicators.  
by stipulating a Corporate Top Management level meeting.
2. Mid-year performance monitoring through the company's EXCOM meetings.
3. Year-end performance evaluation through performance appraisal forms and evaluated by the Board of Directors.  
as well as reporting the results to the Board of Directors.

### Information on meeting attendance and remuneration payment to each board member

#### Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

Number of the board of directors meeting over the : 9  
past year (times)  
Date of AGM meeting : 29 Apr 2025  
EGM meeting : No

#### Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. SIWAT CHAWAREEWONG (Chairman of the board of directors, Independent director)	9	/	9	1	/	1		/	
2. Mrs. NIRAMON RUJIRASOPON (Director)	9	/	9	1	/	1		/	
3. Mr. JARASPON RUJIRASOPON (Director)	9	/	9	1	/	1		/	
4. Mr. CHUSAK VIJAKKHANA (Director, Independent director)	7	/	9	1	/	1		/	
5. Mr. CHAROEN RUJIRASOPON (Director)	9	/	9	1	/	1		/	
6. Mr. WORAPON LOPANSRI (Director, Independent director)	8	/	9	1	/	1		/	
7. Mr. JARUNPOJ RUJIRASOPON (Director)	9	/	9	1	/	1		/	
8. Mr. AKE PATTARATANAKUN (Director, Independent director)	9	/	9	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
9. Mr. WANCHAI RATTANAWONG (Director, Independent director)	9	/	9	1	/	1		/	
10. Ms. CHACHANEE ANANTWATANAPONG (Director)	8	/	8	1	/	1		/	
11. Mr. PRASARN MARUKPITAK (Director, Independent director)	0	/	9	0	/	1		/	
12. Mr. THANAKRIT RUJIRASOPON (Director)	0	/	9	0	/	1		/	
13. Ms. PANCHAMA VIPAMAS (Director, Independent director)	0	/	9	0	/	1		/	
14. Mrs. Pornsarun Rungcharoenkitkul (Director, Independent director)	5	/	6	0	/	0		/	

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. SIWAT CHAWAREEWONG (Chairman of the board of directors)	9/9 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
2. Mrs. NIRAMON RUJIRASOPON (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
3. Mr. JARASPON RUJIRASOPON (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
4. Mr. CHUSAK VIJAKKHANA (Director)	7/9 (77.78%)	1/1 (100.00%)	N/A
5. Mr. CHAROEN RUJIRASOPON (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
6. Mr. WORAPON LOPANSRI (Director)	8/9 (88.89%)	1/1 (100.00%)	N/A
7. Mr. JARUNPOJ RUJIRASOPON (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
8. Mr. AKE PATTARATANAKUN (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
9. Mr. WANCHAI RATTANAWONG (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
10. Ms. CHACHANEE ANANTWATANAPONG (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
11. Mr. PRASARN MARUKPITAK (Director)	0/9 (0.00%)	0/1 (0.00%)	N/A
12. Mr. THANAKRIT RUJIRASOPON (Director)	0/9 (0.00%)	0/1 (0.00%)	N/A
13. Ms. PANCHAMA VIPAMAS (Director)	0/9 (0.00%)	0/1 (0.00%)	N/A
14. Mrs. Pornsarun Rungcharoenkitkul (Director)	5/6 (83.33%)	N/A	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
Average meeting attendance rate	75.00%	76.92%	N/A

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

No details were provided regarding the reasons for the company directors' inability to attend the board meeting. The board meeting minutes only indicated their absence.

## Remuneration of the board of directors

#### Types of remuneration of the board of directors

The Company has a policy to provide appropriate remuneration to its directors, taking into account the Company's performance and benchmarking against the same industry. This also considers the suitability with the directors' duties and responsibilities. Such remuneration will be at an appropriate level, comparable to the market and the same industry, and sufficient to attract and retain qualified directors for the Company. The directors' remuneration comprises annual compensation and meeting allowances.

## Remuneration of the board of directors

### Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mr. SIWAT CHAWAREEWONG</b> (Chairman of the board of directors, Independent director)			<b>310,307.00</b>		<b>N/A</b>
Board of Directors (Chairman of the board of directors)	300,000.00	10,307.00	310,307.00	No	
<b>2. Mrs. NIRAMON RUJIRASOPON</b> (Director)			<b>78,665.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	78,665.00	78,665.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
<b>3. Mr. JARASPON RUJIRASOPON</b> (Director)			<b>68,200.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	68,200.00	68,200.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management, Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>4. Mr. CHUSAK VJAKKHANA (Director, Independent director)</b>			<b>374,500.00</b>		<b>N/A</b>
Board of Directors (Director)	120,000.00	104,500.00	224,500.00	No	
Audit Committee (Member of the audit committee)	90,000.00	0.00	90,000.00	No	
Recruitment and Compensation on Remuneration Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	
<b>5. Mr. CHAROEN RUJIRASOPON (Director)</b>			<b>78,665.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	78,665.00	78,665.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Recruitment and Compensation on Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>6. Mr. WORAPON LOPANSRI (Director, Independent director)</b>			<b>355,500.00</b>		<b>N/A</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	120,000.00	115,500.00	235,500.00	No	
Audit Committee (Chairman of the audit committee)	120,000.00	0.00	120,000.00	No	
<b>7. Mr. JARUNPOJ RUJIRASOPON (Director)</b>			<b>68,200.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	68,200.00	68,200.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Recruitment and Compensation on Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>8. Mr. AKE PATTARATANAKUN (Director, Independent director)</b>			<b>304,500.00</b>		<b>N/A</b>
Board of Directors (Director)	150,000.00	104,500.00	254,500.00	-	
Risk Management, Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	50,000.00	0.00	50,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>9. Mr. WANCHAI RATTANAWONG (Director, Independent director)</b>			<b>424,500.00</b>		<b>N/A</b>
Board of Directors (Director)	150,000.00	104,500.00	254,500.00	No	
Audit Committee (Member of the audit committee)	90,000.00	0.00	90,000.00	No	
Recruitment and Compensation on Remuneration Committee (The chairman of the subcommittee)	80,000.00	0.00	80,000.00	No	
<b>10. Ms. CHACHANEE ANANTWATANAPONG (Director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management, Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>11. Mr. PRASARN MARUKPITAK (Director, Independent director)</b>			<b>104,500.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	104,500.00	104,500.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
<b>12. Mr. THANAKRIT RUJIRASOPON (Director)</b>			<b>68,200.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	68,200.00	68,200.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	-	
<b>13. Ms. PANCHAMA VIPAMAS (Director, Independent director)</b>			<b>104,500.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	104,500.00	104,500.00	No	
<b>14. Mrs. Pornsarun Rungcharoenkitkul (Director, Independent director)</b>			<b>115,000.00</b>		<b>N/A</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	75,000.00	0.00	75,000.00	No	
Risk Management, Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	No	

#### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	915,000.00	1,010,237.00	1,925,237.00
2. Audit Committee	300,000.00	0.00	300,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management, Corporate Governance and Sustainability Committee	90,000.00	0.00	90,000.00
5. Recruitment and Compensation on Remuneration Committee	140,000.00	0.00	140,000.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,540,000.00	1,190,000.00	1,445,000.00

	2023	2024	2025
Other monetary remuneration (Baht)	1,147,469.00	966,841.00	1,010,237.00
Total (Baht)	2,687,469.00	2,156,841.00	2,455,237.00

### Remunerations or benefits pending payment to the board of directors

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

### Information on corporate governance of subsidiaries and associated companies

#### Corporate governance of subsidiaries and associated companies

#### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

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

#### Mechanisms for Supervising Subsidiaries and Associated Companies

The Board of Directors has established mechanisms for supervising subsidiaries and associated companies to ensure that operations are efficient, transparent, and capable of appropriately safeguarding the Company's investment interests. The Company considers appointing individuals as its representatives to serve as directors, executives, or controlling persons in subsidiaries or associated companies, commensurate with its shareholding proportion. Such appointments must be approved by the Board of Directors.

The Company has defined the scope of authority and responsibilities for directors and executives who serve as its representatives to enable them to supervise and participate in setting key policies for subsidiaries or associated companies in alignment with the Company's policies and business direction.

Furthermore, the Company has stipulated that its subsidiaries and associated companies must disclose information regarding financial position, operating results, connected transactions, acquisition or disposal of assets, and other significant items completely, accurately, and in accordance with the Company's criteria and relevant regulatory bodies.

The Company has stipulated that its core business subsidiaries must have appropriate and sufficient internal control systems, as well as requiring that significant actions, such as capital increases, capital reductions, or business cessation, must be considered and approved according to the procedures established by the Company, in order to ensure that the supervision of subsidiaries and associated companies is efficient and consistent with good corporate governance principles. [20250409-sorkon-cg-principle-policy-for-subsidiaries-th-v02](#)

**Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)**

Not applicable Disclosure of agreements between the company and shareholders regarding the management of subsidiaries and associates (Shareholders agreement)

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

The monitoring of compliance with corporate governance policy and guidelines

**Prevention of conflicts of interest**

**Operations for conflict of interest prevention over the past year**

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

**Prevention of Conflicts of Interest**

The Company is committed to conducting business with integrity, ethics, transparency, and accountability for its actions. Therefore, to prevent the abuse of authority or inappropriate behavior that could lead to personal gain and conflicts of interest that might damage the Company's reputation, **the Company therefore requires all employees to avoid any actions that constitute a conflict of interest.** Furthermore, the Company has established a policy regarding connected transactions to ensure that transactions between the Company and other individuals or related organizations are conducted transparently, fairly, and under normal commercial terms. The consideration and approval processes, as well as the disclosure of information, comply with established criteria.

For the Board of Directors' meeting, **if any director has an interest in a matter under consideration, they must not participate in the voting on that matter.**

**Number of cases or issues related to conflict of interest**

	2023	2024	2025

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

## Prevention of the use of inside information to seek benefits

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

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

### Management of Internal Information Usage

All shareholders of the Company must be treated equally and fairly according to their fundamental rights. Therefore, the Company has policies and guidelines for supervising the use of the Company's internal information to prevent undue personal or third-party gain, which could cause damage to shareholders as a whole, and to support equal treatment for all shareholders, as follows:

1. Establishment of **Policy on the Management and Disclosure of Inside Information** To ensure that material information affecting the price or value of securities is disclosed to the public accurately and in compliance with relevant laws and regulations, directors, executives, and employees of the Company and its subsidiaries are prohibited from disclosing the Company's internal information.

and its subsidiaries to external parties or other individuals who are not responsible for preventing the misuse of inside information. All directors, executives, and employees adhere to the same guidelines, and this policy covers methods for managing inside information, the nature of inside information that must be disclosed, and the methods used for disclosing inside information.

2. Establishment of **Regulations on Securities Trading** which requires directors and executives to prepare and submit reports on their holdings and trading of the Company's securities within specified criteria and timelines. The Company has also established blackout periods for trading its securities, namely:

- (1) At least 1 month before the Company discloses its quarterly and annual financial statements.
- (2) At least 3 days after the Company has disclosed its quarterly and annual financial statements.

In 2025, the Company found no violations or breaches of regulations or policies regarding the supervision of subsidiaries and associates, the prevention of conflicts of interest, and the management of internal information usage. This is a result of the Company having comprehensive, clear, and stringent policies, measures, and operational procedures, as well as continuous communication and oversight, ensuring transparent and auditable operations that strictly adhere to good corporate governance principles.

The Company has published its Good Corporate Governance Policy and Group Company Governance Policy on its Intranet system and on the Company's website ([www.sorkon.co.th](http://www.sorkon.co.th)) under the heading of Good Corporate Governance.

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

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

## Anti-corruption action

### Operations in anti-corruption in the past year

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

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

#### 1 Review of anti-corruption policy

The company reviewed the suitability of its anti-corruption policies and measures on **November 25, 2025** to comply with relevant laws and practices. The review found that the company's policies and practices remain appropriate and support transparent and good corporate governance in business operations. [20251209-sorkon-anti-corruption-policy-th.pdf](#)

#### 2 Participation in projects related to anti-corruption

The company prioritizes conducting business transparently and combating all forms of corruption. It has joined the Private Sector Collective Action against Corruption (CAC) project and has been certified as a member, reflecting the company's commitment to operating under good corporate governance principles. Furthermore, the company has established relevant policies, measures, and practices to continuously prevent and combat corruption.

#### 3 Corruption risk assessment and identification

The company has systematically conducted corruption risk assessments, covering core processes, supporting processes, and activities with a risk of corruption, especially processes and departments that interact with government officials. Objectives, risk factors, risk levels, appropriate control measures to mitigate risks, and responsible parties are fully identified. This risk assessment was reviewed at the meeting of the Risk Management, Corporate Governance, and Sustainability Committee and formally presented to the Board of Directors for approval, including monitoring the implementation of risk management measures according to the specified timeframe.

#### 4 Communication and training for employees on anti-corruption policies and practices

The company has continuously communicated and provided training on anti-corruption policies and measures through various channels to ensure that directors, executives, employees, and stakeholders are clearly informed, understand their roles and responsibilities, and can correctly follow the guidelines.

## 5 Monitoring and evaluation of compliance with anti-corruption policies

The company has assigned the Internal Audit (IA) department to continuously monitor and evaluate compliance with the company's anti-corruption policies and measures. This involves reviewing related internal control processes and assessing the adequacy and effectiveness of anti-corruption prevention measures.

The monitoring results from the past year indicate that the operations of the relevant departments comply with the policies and practices established by the company. The company will continue to monitor and develop related measures to foster an organizational culture committed to transparency and ethical business conduct.

### Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

### Operations related to whistleblowing over the past year

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

The Company provides secure and accessible channels to allow employees, stakeholders, or external parties who have information regarding violations of laws, ethics, or behaviors that may indicate corruption or misconduct, or who have experienced unfair treatment from employees' performance, or who have identified deficiencies in the Company's internal control system, to report such information to the Company. Whistleblowers can be confident that they will receive appropriate protection, and a designated person will be assigned to investigate and follow up on all reported matters through the following channels:

- **Send email** [whistleblower@sorkon.co.th](mailto:whistleblower@sorkon.co.th)
- **Regular mail** Chairman of the Audit Committee  
S. Khonkaen Foods Public Company Limited  
12/555 S. Tower Building, Moo 15, Bangna-Trad Road  
Bang Kaeo Subdistrict, Bang Phli District, Samut Prakan Province 10540

The Company has reviewed the establishment of anti-corruption measures, including the channels for receiving tips or complaints, to ensure their sufficiency and appropriateness. These measures are designed to effectively prevent, control, or resolve issues arising from misconduct and corruption. Following the implementation of the Company's stringent and comprehensive anti-corruption policies and measures across all critical business processes, coupled with continuous and widespread communication of expectations regarding integrity and anti-corruption to directors,

executives, employees at all levels, and external business partners, no tips or complaints related to corrupt practices were found in 2025. This reflects the effectiveness of the internal control system, good corporate governance, and the Company's strong organizational culture of integrity.

#### Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

#### The monitoring of compliance with other corporate governance policy and guidelines

##### Monitoring compliance with good corporate governance principles

The company prioritizes conducting business in accordance with good corporate governance principles, having established policies and guidelines in **The company's corporate governance policy and business ethics** And continuously encourage directors, executives, and employees to adhere to these practices to build confidence among all stakeholders.

Over the past year, the company has monitored compliance with corporate governance principles on key issues, as follows:

- **Employee care and non-discrimination** Promote fair treatment of employees, respect human rights, and non-discrimination.
- **Combating unfair competition** Conduct business transparently, fairly, and in compliance with trade competition laws.
- **Environmental care, hygiene, and occupational safety** Promote operations that consider the environment and employee safety in the workplace.
- **Maintaining information security** Establish appropriate measures for the care and control of the company's information data.

The monitoring results indicate that the company has fully implemented the guidelines and measures established for each issue.

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

##### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 6

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WORAPON LOPANSRI (Chairman of the audit committee)	6	/	6	6/6 (100.00%)
2 Mr. CHUSAK VIJAKKHANA (Member of the audit committee)	6	/	6	6/6 (100.00%)
3 Mr. WANCHAI RATTANAWONG (Member of the audit committee)	6	/	6	6/6 (100.00%)
4 Mr. PRASARN MARUKPITAK (Member of the audit committee)	0	/	0	N/A
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

## The results of duty performance of the audit committee

### Summary of the Audit Committee's Performance

The Audit Committee of S. Khonkaen Food Public Company Limited comprises 3 independent directors: Mr. Worapol Lopansri, Chairman of the Audit Committee, who possesses knowledge and experience in accounting and finance; Mr. Chusak Wijakkhana; and Dr. Wanchai Rattanawong, who serve as Audit Committee members. All directors meet the qualifications stipulated by the Stock Exchange of Thailand.

In 2025, the Audit Committee held 6 meetings, with all members attending every meeting. Joint meetings were conducted with management, external auditors, and internal audit units, as well as meetings with external auditors without the presence of management. The committee regularly reported on its performance to the Board of Directors every quarter.

The Audit Committee performed its duties as assigned by reviewing financial statements, internal control systems, risk management systems, compliance with relevant laws and regulations, including good corporate governance, the consideration of external auditor appointments, the review of related party transactions, and the monitoring of the company's anti-corruption measures.

In summary, the Audit Committee is of the opinion that the company possesses adequate and appropriate internal control systems, risk management systems, and good corporate governance, and fully complies with relevant laws and regulatory requirements.

The Audit and Corporate Governance Committee conducted self-assessments of its performance, both as a committee and individually, to ensure adherence to the best practices outlined by the Stock Exchange of Thailand.

## Information on summary of the results of duty performance of subcommittees

### Meeting attendance and the results of duty performance of subcommittees

## Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 9

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHAROEN RUJIRASOPON (The chairman of the executive committee)	9	/	9	9/9 (100.00%)
2 Mrs. NIRAMON RUJIRASOPON (Vice-chairman of the executive committee)	9	/	9	9/9 (100.00%)
3 Mr. JARASPON RUJIRASOPON (Vice-chairman of the executive committee)	9	/	9	9/9 (100.00%)
4 Mr. JARUNPOJ RUJIRASOPON (Member of the executive committee)	9	/	9	9/9 (100.00%)
5 Ms. CHACHANEE ANANTWATANAPONG (Member of the executive committee)	8	/	9	8/9 (88.89%)
6 Mr. THANAKRIT RUJIRASOPON (Member of the executive committee)	0	/	0	N/A
<b>Average meeting attendance rate</b>				<b>(97.78%)</b>

## The results of duty performance of Executive Committee

In 2025, the Executive Committee performed its duties to supervise and monitor the management's operations to ensure compliance with policies, strategies, and principles of good corporate governance established by the Board of Directors. It reviewed and approved business plans, annual budgets, and management structures, and consistently monitored both financial and operational performance. This included reviewing and scrutinizing investment plans and business expansion.

Furthermore, the Executive Committee also monitored risk management, studied the feasibility of key projects, and provided management recommendations to the management to support the company's operations to be efficient and aligned with the organization's business direction.

## Meeting attendance of Risk Management, Corporate Governance and Sustainability Committee

Meeting Risk Management, Corporate Governance and Sustainability Committee (times) : 3

List of Directors	Meeting attendance of Risk Management, Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. JARASPON RUJIRASOPON (Member of the subcommittee)	3	/	3	3/3 (100.00%)
2 Mrs. Pornsaran Rungcharoenkitkul (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. AKE PATTARATANAKUN (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
4 Ms. CHACHANEE ANANTWATANAPONG (Member of the subcommittee)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Risk Management, Corporate Governance and Sustainability Committee

Referring to the Board of Directors' Meeting No. 4/2025 on May 14, 2025, the Company considered and approved the establishment of the Risk Management, Corporate Governance, and Sustainability Committee to oversee strategic risk management and promote the appropriate integration of business sustainability development into the company's operations, covering environmental, social, and governance issues. The meeting resolved to appoint directors to serve on the said committee as follows:

1. **Chairman of the Risk Management, Corporate Governance, and Sustainability Committee**
  - 1.1 Ms. Pornsaran Rungcharoenkijkul
2. **Director of the Risk Management, Corporate Governance, and Sustainability Committee**
  - 2.1 Asst. Prof. Dr. Ekkaphatthanakul
  - 2.2 Mr. Jaraspong Rujirasopon

Subsequently, on October 1, 2025, Ms. Pornsaran Rungcharoenkijkul expressed her intention to resign from the position of Chairman of the Risk Management, Corporate Governance, and Sustainability Committee. The Board of Directors' meeting resolved to approve her resignation as requested and also resolved to appoint

**Asst. Prof. Dr. Ekkaphatthanakul appointed as Chairman of the Risk Management, Corporate Governance, and Sustainability Committee in place of, and appointed Ms. Chatchanee**

**Anantawatpong appointed as the new Director of the Risk Management, Corporate Governance, and Sustainability Committee**

In 2025, the Risk Management, Corporate Governance, and Sustainability Committee held 3 meetings, with a total of 4 directors serving before and after the changes. The attendance records are as follows:

List of Directors	Position	Meeting Attendance (times/total)
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1. Ms. Pornsaran Rungcharoenkijkul, Chairman of the Risk Management, Corporate Governance, and Sustainability Committee		2/2
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(Served until October 1, 2025)

1. Asst. Prof. Dr. Ekkaphatthanakul, Chairman of the Risk Management, Corporate Governance, and Sustainability Committee		3/3
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2. Mr. Jaraspong Rujirasopon, Director of the Risk Management, Corporate Governance, and Sustainability Committee		3/3
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3. Ms. Chatchanee Anantawatpong, Director of the Risk Management, Corporate Governance, and Sustainability Committee		1/1
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S. Khonkaen Food Public Company Limited operates under the vision of being a leader in quality Thai food business with stable growth, emphasizing risk management, good corporate governance, and sustainable development to create a balance between business success and shared benefits with all stakeholders. In 2025, the Risk Management, Corporate Governance, and Sustainability Committee held 3 meetings. The key operational highlights are summarized as follows:

### Risk Management Aspect

The Risk Management, Corporate Governance, and Sustainability Committee recognizes that proactive risk management and good corporate governance are crucial foundations for long-term trust and sustainability. Therefore, it has reviewed and developed policy frameworks, processes, and guidelines to cover all levels of the organization, aiming to foster a culture of transparency, ethics, and accountability to stakeholders.

The Committee has established and reviewed the enterprise risk management policy, including corruption risks, to comply with laws, international standards, and best organizational practices. It has also set up an operational framework and systematically monitors the risk management process throughout the organization, from identification, analysis, assessment, management, and continuous reporting, to ensure that prevention and mitigation measures align with business strategies and objectives. Under the rapidly changing global economic conditions in 2025, the company has adapted to risks arising from business factors, technology, and consumer behavior by undertaking the preparation of **Corporate Risk Assessment 2025** to proactively assess and manage risks, coupled with reviewing corporate governance policies to align with good governance principles and responsible business operation standards. The company's risk assessment process covers all dimensions, including strategic, operational, financial, legal, and technological aspects (including AI and online data risks).

Furthermore, the Committee has considered and provided recommendations on risk management reports to the Risk Management, Corporate Governance, and Sustainability Working Group, as well as regularly reported operational results to the Board of Directors to ensure efficient risk management aligned with the organization's direction. The company also discloses information on risk management and good corporate governance operations in its annual report to reflect transparency and accountability to stakeholders, while supporting the work of the Risk Management, Corporate Governance, and Sustainability Working Group. Additionally, the company has clearly defined an anti-corruption policy and established internal control mechanisms, audits, and a safe, transparent, and fair whistleblower channel to promote an organizational culture committed to integrity and business ethics.

### Corporate Governance Aspect

The Risk Management, Corporate Governance, and Sustainability Committee places great importance on good corporate governance as the foundation for transparent, fair, and auditable business operations. It has established

policies on good corporate governance, business ethics, and anti-corruption to align with international standards. governance and regulatory requirements, such as those of the Stock Exchange of Thailand and the Securities and Exchange Commission.

The Committee has overseen and provided guidance to the company's directors and executives on the continuous practical implementation of these policies, ensuring that the principles of good corporate governance and business ethics are effectively applied.

at all levels of the organization. It also monitors and reports on the implementation of good corporate governance policies, including evaluation results from the Corporate Governance Report (CGR) project and the Collective Action Coalition Against Corruption (CAC) project, to the Board of Directors to reflect its commitment to transparent and ethical business operations. Furthermore, it has reviewed the company's operations to ensure that its corporate governance system is efficient, sufficient, and appropriate, and has approved the review and revision of good corporate governance policies to align with governance principles.

good corporate governance for listed companies in 2017 of the Securities and Exchange Commission (SEC), which the Company has complied with diligently.

Furthermore, the Company has participated in the Collective Action Coalition Against Corruption (CAC) by declaring its intention in May 2014. The Company received certification from the CAC Committee as a member of the Collective Action Coalition in 2017, demonstrating its commitment and dedication to combating all forms of corruption. In 2025, the Company considered the third recertification from the Thai Institute of Directors (IOD), which reflects the Company's continuous commitment to combating corruption. The Risk Management, Corporate Governance, and Sustainability Committee has assigned the internal audit unit to review compliance with anti-corruption measures.

Additionally, the Risk Management, Corporate Governance, and Sustainability Committee has proposed ethical guidelines and codes of conduct for directors, executives, and employees to foster an organizational culture committed to integrity and social responsibility. It also reports annual good corporate governance performance and evaluations to the Board of Directors for acknowledgment and transparent disclosure in the annual report.

### **Sustainability Aspect**

The Risk Management, Corporate Governance, and Sustainability Committee has established a sustainable business development policy in line with international standards, laws, and the company's strategies. It has set guidelines for sustainability operations that cover the entire organization, aiming to concretely create a culture and operational process of In Process Sustainability in all departments of the company, including its subsidiaries. This is to ensure that sustainability is an integral part of work processes and business decisions at all levels, thereby fostering stable growth alongside sustainable social and environmental responsibility.

Furthermore, the Company has used this policy framework to conduct business responsibly towards economic, social, environmental, and governance aspects. It has considered and defined significant sustainability goals, strategies, and issues, and has conducted a Materiality Assessment (assessment of the fundamental significance of sustainability risks), covering all dimensions, including economic, social, environmental, and governance aspects, taking into account stakeholder expectations and the organization's continuous sustainable development approach.

The Committee has also promoted the integration of sustainability principles into business operations to support alignment with international standard frameworks, such as the SET ESG Ratings for sustainability assessment, thereby elevating the company's operations to international standards. Furthermore, the Committee provides recommendations

on organizational sustainability development, as well as promotes and supports the creation of sustainability awareness among directors, executives, and employees, so that all parties recognize the role and importance of sustainable business operations.

The Company has disclosed information on sustainable development and related operational performance in its annual report (56-1 One Report) to reflect transparency, accountability to stakeholders, and a continuous commitment to driving the organization towards sustainability. Furthermore, the sustainable performance results are regularly reported to the Board of Directors for their acknowledgment.

The implementation of this policy helps enhance transparency and trust from stakeholders, as well as concretely supports the achievement of the United Nations' Sustainable Development Goals (SDGs) for the organization.

From the aforementioned operations, the Risk Management, Corporate Governance, and Sustainability Committee is confident that the company's risk management, good corporate governance, and sustainable development are efficient, with adequate, appropriate internal control systems, and in line with good corporate governance guidelines.

#### Meeting attendance of Recruitment and Compensation on Remuneration Committee

Meeting Recruitment and Compensation on : 4  
Remuneration Committee (times)

List of Directors	Meeting attendance of Recruitment and Compensation on Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WANCHAI RATTANAWONG (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. CHUSAK VIJAKKHANA (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mr. CHAROEN RUJIRASOPON (Member of the subcommittee)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of Recruitment and Compensation on Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Mr. JARUNPOJ RUJIRASOPON (Member of the subcommittee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

The Board of Directors of S. Khonkaen Food Public Company Limited has appointed the Nomination and Remuneration Committee, comprising:

Dr. Wanchai Rattanawong is the Chairman of the Nomination and Remuneration Committee. Mr. Chusak Wijakkhana, Dr. Charoen Rujirasopon, and

Mr. Charanpoj Rujirasopon serves as a member of the Nomination and Remuneration Committee, responsible for nominating and considering the remuneration of directors and the Managing Director / Chief Executive Officer in a transparent and fair manner.

In 2025, the Nomination and Remuneration Committee held 4 meetings. As of December 31, 2025, there were 4 committee members, and their meeting attendance was as follows:

#### **Name Surname Position Number of Meetings Attended**

1. Dr. Wanchai Rattanawong, Chairman of the Nomination and Remuneration Committee 4/4
2. Mr. Chusak Wijakkhana, Member of the Nomination and Remuneration Committee 4/4
3. Dr. Charoen Rujirasopon, Member of the Nomination and Remuneration Committee 4/4
4. Mr. Charanpoj Rujirasopon, Member of the Nomination and Remuneration Committee 4/4

In order to consider various matters, the key duties performed are summarized as follows:

1. **Consider selecting suitable individuals to serve as company directors in accordance with the company's nomination criteria and process.**

The Nomination and Remuneration Committee proposed the appointment of individuals as directors to replace those whose terms had expired at the Annual General Meeting of Shareholders. The Nomination and Remuneration Committee considered the qualifications and performance roles of the directors. In the past year, the Nomination and Remuneration Committee considered directors whose terms had expired and proposed them to the 2025 Annual General Meeting of Shareholders for re-appointment for another term. Additionally, individuals were selected.

who possess knowledge, competence, and are beneficial to the company, to be proposed for appointment as directors in place of those who have resigned.

2. **Consider establishing criteria for determining the remuneration of the Managing Director / Chief Executive Officer.**

The Nomination and Remuneration Committee reviewed the criteria for determining the remuneration of the Managing Director /

Chief Executive Officer, which is consistent with the company's criteria for appropriateness and fairness, as well as aligning with the company's goals and the remuneration of the Managing Director / Chief Executive Officer.

3. **Consider determining the annual remuneration for directors, meeting allowances for directors and sub-committees of the company, and propose them to the Annual General Meeting of Shareholders for approval.**

The Nomination and Remuneration Committee considered and determined the annual remuneration for directors,

meeting allowances for directors, and sub-committees of the company for 2025. The criteria for director remuneration were reviewed to ensure they are appropriate and consistent with the scope of directors' duties and responsibilities, as well as with director remuneration in the same industry. Furthermore, the remuneration must be able to attract and retain knowledgeable, competent, and high-quality directors to serve the company. Therefore, the components of the remuneration are clear, transparent, and easy to understand, and will be presented to the Annual General Meeting of Shareholders for approval.

**4. Consider the development plan for the Board of Directors and senior executives.**

In the past year, the company conducted a Board Skill Matrix assessment and reviewed the development plan for the Board of Directors and senior executives to enhance their potential and ability to lead the organization towards its defined goals. A comprehensive development plan covering short-term, medium-term, and long-term objectives was prepared. The committee conducted a Gap Analysis of the company and found that the company should be suited for directors with expertise focused on expanding business internationally and enhancing the ability to adopt appropriate technology to improve the organization's long-term competitiveness.

**5. Consider criteria for CEO performance evaluation.** The Nomination and Remuneration Committee reviewed the criteria and guidelines for CEO performance evaluation to align with good corporate governance practices regarding the evaluation of top executives, and to be consistent with changes in the management structure. The performance evaluation criteria cover both quantitative and qualitative aspects of performance, including business and financial performance, strategic drive, good corporate governance, risk management, leadership and human resource management, as well as social, environmental, and stakeholder responsibilities, to support sustainable growth.

In summary, the Nomination and Remuneration Committee has performed its duties as stipulated in the Nomination and Remuneration Committee Charter, approved by the Company's Board of Directors, by exercising sufficient knowledge, competence, diligence, and independence in providing opinions and recommendations for the overall benefit of the company.

**6. Review the Board Skill Matrix.**

In the past year, the company reviewed its Board Skill Matrix to assess the skills and expertise of the Board of Directors in various areas such as finance, business administration, and strategy. This review aims to ensure effective oversight and decision-making aligned with the company's direction, identify skill gaps, and develop the Board to meet future challenges and respond efficiently to industry changes.

**7. Review of the Nomination and Remuneration Committee Charter.**

The Nomination and Remuneration Committee reviewed its Charter to ensure it supports the Board of Directors' operations in terms of nomination, remuneration, performance evaluation, development, consideration of employment contracts, and the preparation of succession plans for directors and senior executives more appropriately and efficiently.

In summary, the Nomination and Remuneration Committee has performed its duties as stipulated in the Nomination and Remuneration Committee Charter, approved by the Company's Board of Directors, by exercising sufficient knowledge, competence, diligence, and independence in providing opinions and recommendations for the overall benefit of the company.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

S. Khonkaen Food Public Company Limited recognizes the importance of conducting business in conjunction with sustainable development, adhering to its vision of becoming a leader in the international processed Thai food business. The Company operates under the principles of balanced Sustainable Development, encompassing economic, social, environmental, and governance dimensions.

The Company aims to create Shared Value and enhance the quality of life for all stakeholders in the long term, within an ethical, transparent, auditable, and good corporate governance framework. This is achieved by integrating economic, social, environmental, and governance principles as part of the organizational strategy to support stable and sustainable growth, while simultaneously creating shared value for stakeholders throughout the value chain.

Reference link for sustainability policy : <https://investor.sorkon.co.th/storage/corporate-governance/corporate-policies/20250901-sorkon-sustainable-development-policy-th.pdf>

#### Sustainability management goals

Does the company set sustainability management goals : No

S. Khonkaen Food Public Company Limited recognizes the importance of sustainable business operations and aims to further develop its sustainability management to be more systematic and aligned with international best practices. The Company is currently developing and defining long-term strategic sustainability goals to concretely measure results and track progress.

In the next phase, the Company plans to set sustainability operational targets covering economic, social, environmental, and governance (ESG) dimensions. This will focus on enhancing business efficiency, coupled with reducing environmental impact, caring for stakeholders, and conducting business under good corporate governance principles, to support the organization's stable and sustainable long-term growth.

Furthermore, the Company plans to develop key sustainability targets in the future, such as:

- Establishing environmental indicators such as energy consumption, water usage, and waste management from production processes.
- Developing social indicators such as personnel potential development, workplace safety, and community engagement.
- Promoting responsible business operations throughout the supply chain.
- Developing a system for disclosing information and reporting sustainability performance to be transparent and compliant with international standards.

The Company anticipates being able to define clear sustainability targets and indicators in the next phase, to serve as a framework for driving the organization's sustainability operations and creating long-term value for all stakeholder groups.

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 11 Sustainable Cities

and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions

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

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

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

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

### Review of Sustainability Policies and Goals

In 2025, the Company reviewed and established its sustainable business development policy to serve as a framework for the organization's sustainability operations, covering economic, social, environmental, and governance (ESG) dimensions. This includes setting goals to reduce environmental impact, create shared value with stakeholders, and conduct business under good corporate governance principles. The Company has continuously applied these guidelines to supervise, monitor, and develop its sustainability operations to support the long-term sustainable growth of the business.

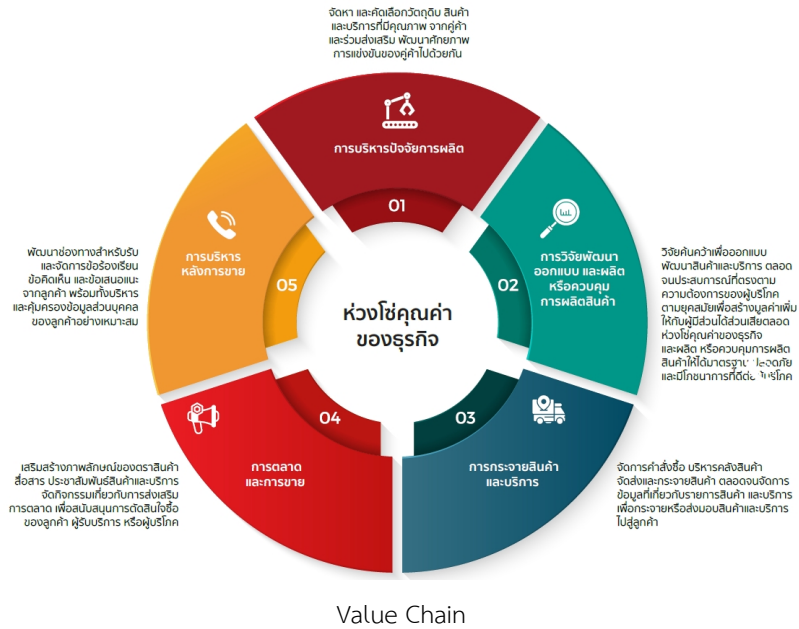
## Information on impacts on stakeholder management in business value chain

### Business value chain

S. Khonkaen Foods Public Company Limited places importance on managing its business value chain from upstream to downstream to deliver high-quality, safe food products that meet consumer needs, while conducting business responsibly towards society and the environment.

Key activities in the company's value chain begin with sourcing and selecting quality raw materials from standardized partners, product research and development, as well as production and production control to meet quality and safety standards. Subsequently, the company manages its warehouse and logistics systems to efficiently distribute products to customers, while also conducting marketing and sales activities to enhance brand image and support consumer decision-making. Furthermore, it develops a system for receiving customer complaints and suggestions to continuously improve products and services.

### Business value chain diagram



**Analysis of stakeholders in the business value chain**

**Details of stakeholder analysis in the business value chain**

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>Internal stakeholders</b>			
<ul style="list-style-type: none"> <li>Employees</li> </ul>	<ul style="list-style-type: none"> <li>- Job security</li> <li>- Fair compensation and benefits</li> <li>- Safety, occupational health, and development opportunities</li> </ul>	Ensure occupational safety and health. Promote employee skill and potential development. Foster employee engagement and a suitable working environment.	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Employee Engagement Survey</li> </ul>
<b>External stakeholders</b>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate and sustainable returns- Long-term business growth- Good, transparent, and verifiable corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Disclose financial and sustainability information completely and consistently</li> <li>Manage business risks, raw material risks, and related regulatory risks</li> <li>Conduct business under good corporate governance principles</li> </ul>	<ul style="list-style-type: none"> <li>Online Communication</li> <li>Annual General Meeting (AGM)</li> <li>Others <ul style="list-style-type: none"> <li>Form 56-1 One Report</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Customers</li> </ul>	<ul style="list-style-type: none"> <li>Quality and safe food products</li> <li>Reliable production standards</li> <li>Social and environmental responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Control product quality and safety according to relevant standards</li> <li>Develop products in line with consumer needs</li> <li>Establish an appropriate system for receiving and managing complaints</li> </ul>	<ul style="list-style-type: none"> <li>Online Communication</li> <li>Complaint Reception</li> <li>Others <ul style="list-style-type: none"> <li>Packaging and Product Labels</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Fairness in Business Operations</li> <li>Timely Payments</li> <li>Long-term Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Select and evaluate partners based on quality, ethics, and responsibility criteria.</li> <li>Promote collaboration with partners in the supply chain.</li> <li>Adhere to the partner code of conduct.</li> </ul>	<ul style="list-style-type: none"> <li>External Meeting</li> <li>Others <ul style="list-style-type: none"> <li>Commercial Contracts and Agreements - Partner Assessment</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>- Business operations that do not impact quality of life</li> <li>- Environmental and safety care</li> <li>- Participation in community development</li> </ul>	<p>Control and reduce environmental impacts from operations;</p> <p>Support social and community activities; Accept suggestions and complaints from the community</p>	<ul style="list-style-type: none"> <li>• Complaint Reception</li> <li>• Others               <ul style="list-style-type: none"> <li>• CSR</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance with relevant laws and regulations</li> <li>- Food, labor, and environmental safety</li> </ul>	<ul style="list-style-type: none"> <li>- Strictly comply with relevant laws, regulations, and standards.</li> <li>- Cooperate in inspections and reporting information as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Others               <ul style="list-style-type: none"> <li>• Reporting to government agencies</li> <li>Audits from regulatory bodies</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Society</li> </ul>	<ul style="list-style-type: none"> <li>- Efficient Use of Resources</li> <li>- Reduction of Environmental Impact</li> <li>- Ethical Business Conduct</li> </ul>	<p>Manage resources, energy, and waste appropriately.</p> <p>Conduct business under ethical principles and social responsibility.</p>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Others               <ul style="list-style-type: none"> <li>• Sustainability Report</li> </ul> </li> </ul>

Diagram of the stakeholder analysis in the business value chain

## ผู้มีส่วนได้เสียของบริษัท

กลุ่มผู้มีส่วนได้เสีย	ความคาดหวังและประเด็นสำคัญ	แนวทางการตอบสนองของบริษัท	ช่องทางการสื่อสาร
ผู้ถือหุ้นและนักลงทุน	<ul style="list-style-type: none"> <li>ผลตอบแทนที่เหมาะสมและยั่งยืน</li> <li>การเติบโตของธุรกิจในระยะยาว</li> <li>การกำกับดูแลกิจการที่ดี โปร่งใส และตรวจสอบได้</li> </ul>	<ul style="list-style-type: none"> <li>เปิดเผยข้อมูลทางการเงินและข้อมูลด้านความยั่งยืนอย่างครบถ้วนและสม่ำเสมอ</li> <li>บริหารจัดการความเสี่ยงด้านธุรกิจ วัตถุประสงค์ และกฎระเบียบที่เกี่ยวข้อง</li> <li>ดำเนินธุรกิจภายใต้หลักธรรมาภิบาล</li> </ul>	<ul style="list-style-type: none"> <li>แบบ 56-1 One Report</li> <li>การประชุมสามัญผู้ถือหุ้น</li> <li>เว็บไซต์บริษัท</li> </ul>
ลูกค้าและผู้บริโภค	<ul style="list-style-type: none"> <li>ผลิตภัณฑ์อาหารที่มีคุณภาพและปลอดภัย</li> <li>มาตรฐานการผลิตที่เชื่อถือได้</li> <li>ความรับผิดชอบต่อสังคมและสิ่งแวดล้อม</li> </ul>	<ul style="list-style-type: none"> <li>ควบคุมคุณภาพและความปลอดภัยของผลิตภัณฑ์ตามมาตรฐานที่เกี่ยวข้อง</li> <li>พัฒนาผลิตภัณฑ์ให้สอดคล้องกับความต้องการของผู้บริโภค</li> <li>จัดให้มีระบบรับข้อร้องเรียนและการจัดการข้อร้องเรียนอย่างเหมาะสม</li> </ul>	<ul style="list-style-type: none"> <li>บรรจุภัณฑ์และเวลาสินค้า</li> <li>ช่องทางบริการลูกค้า</li> <li>สื่อสังคมออนไลน์และเว็บไซต์</li> </ul>
พนักงาน	<ul style="list-style-type: none"> <li>ความมั่นคงในการทำงาน</li> <li>ค่าตอบแทนและสวัสดิการที่เป็นธรรม</li> <li>ความปลอดภัย อาชีวอนามัย และสภาพแวดล้อม</li> </ul>	<ul style="list-style-type: none"> <li>ดูแลความปลอดภัยและอาชีวอนามัยในการทำงาน</li> <li>ส่งเสริมการพัฒนาทักษะและศักยภาพของพนักงาน</li> <li>สร้างความผูกพันและสภาพแวดล้อมการทำงานที่เหมาะสม</li> </ul>	<ul style="list-style-type: none"> <li>การสื่อสารภายในองค์กร</li> <li>การประชุมพนักงาน</li> <li>แบบสำรวจความผูกพันของพนักงาน</li> </ul>
คู่ค้าและซัพพลายเออร์	<ul style="list-style-type: none"> <li>ความเป็นธรรมในการดำเนินธุรกิจ</li> <li>การชำระเงินตรงเวลา</li> <li>ความร่วมมือในระยะยาว</li> </ul>	<ul style="list-style-type: none"> <li>คัดเลือกและประเมินคู่ค้าตามเกณฑ์ด้านคุณภาพ จริยธรรม และความรับผิดชอบ</li> <li>ส่งเสริมความร่วมมือกับคู่ค้าในห่วงโซ่อุปทาน</li> <li>ปฏิบัติตามจรรยาบรรณคู่ค้า</li> </ul>	<ul style="list-style-type: none"> <li>การประชุมและการเจรจาทางธุรกิจ</li> <li>สัญญาและข้อตกลงทางการค้า</li> <li>การประเมินคู่ค้า</li> </ul>
ชุมชนรอบสถานประกอบการ	<ul style="list-style-type: none"> <li>การดำเนินธุรกิจที่ไม่ส่งผลกระทบต่อคุณภาพชีวิต</li> <li>การดูแลสิ่งแวดล้อมและความปลอดภัย</li> <li>การมีส่วนร่วมในการพัฒนาชุมชน</li> </ul>	<ul style="list-style-type: none"> <li>ควบคุมและลดผลกระทบด้านสิ่งแวดล้อมจากการดำเนินงาน</li> <li>สนับสนุนกิจกรรมเพื่อสังคมและชุมชน</li> <li>เปิดรับข้อเสนอแนะและข้อร้องเรียนจากชุมชน</li> </ul>	<ul style="list-style-type: none"> <li>โครงการเพื่อสังคม (CSR)</li> <li>ช่องทางรับข้อร้องเรียน</li> </ul>
หน่วยงานภาครัฐและหน่วยงานกำกับดูแล	<ul style="list-style-type: none"> <li>การปฏิบัติตามกฎหมายและข้อกำหนดที่เกี่ยวข้อง</li> <li>ความปลอดภัยด้านอาหาร แรงงาน และสิ่งแวดล้อม</li> </ul>	<ul style="list-style-type: none"> <li>ปฏิบัติตามกฎหมาย ระเบียบ และมาตรฐานที่เกี่ยวข้องอย่างเคร่งครัด</li> <li>ให้ความร่วมมือในการตรวจสอบและรายงานข้อมูลตามที่กำหนด</li> </ul>	<ul style="list-style-type: none"> <li>การรายงานต่อหน่วยงานภาครัฐ</li> <li>การตรวจประเมินจากหน่วยงานกำกับดูแล</li> </ul>
สังคมและสิ่งแวดล้อมโดยรวม	<ul style="list-style-type: none"> <li>การใช้ทรัพยากรอย่างมีประสิทธิภาพ</li> <li>การลดผลกระทบด้านสิ่งแวดล้อม</li> <li>การดำเนินธุรกิจอย่างมีจริยธรรม</li> </ul>	<ul style="list-style-type: none"> <li>บริหารจัดการทรัพยากร พลังงาน และของเสียอย่างเหมาะสม</li> <li>ดำเนินธุรกิจภายใต้หลักจริยธรรมและความรับผิดชอบต่อสังคม</li> </ul>	<ul style="list-style-type: none"> <li>รายงานความยั่งยืน</li> <li>การสื่อสารผ่านเว็บไซต์และสื่อสาธารณะ</li> </ul>

### Information on organization's material sustainability topics

#### Organization's material sustainability topics

The company has identified its sustainability : Yes  
materiality topics

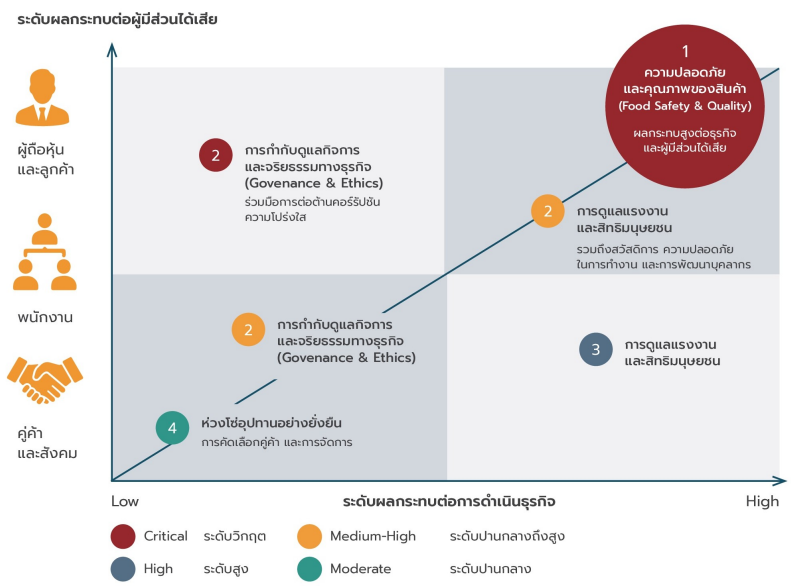
Over the past year, the company has reviewed its : Yes  
sustainability materiality topics

#### Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
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The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environmental, Social, and Governance (ESG) issues that are significant to the Company's business operations.	<ul style="list-style-type: none"> <li>• Environmental Management Standards Policy and Compliance</li> <li>• Energy Management</li> <li>• Water Management</li> <li>• Waste and Waste Management</li> <li>• Fair Labor Practices</li> <li>• Customer / Consumer Responsibility</li> <li>• Community / Social Responsibility</li> <li>• Good Governance</li> <li>• Sustainability Risk Management</li> </ul>

**Diagram of organizations material sustainability topics**



**Information on sustainability report**

**Corporate sustainability report**

Corporate sustainability report : Doesnt Have data

**Company sustainability disclosure aligned with standards**

Company sustainability disclosure aligned with : GRI Standards, Others : SDGs standards or guidelines

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

S. Khonkaen Food Public Company Limited places importance on identifying and assessing material sustainability issues to ensure that its Environmental, Social, and Governance (ESG) operations align with business strategies, organizational risks and opportunities, and the expectations of all stakeholder groups.

The Company considers and reviews material sustainability issues based on internal and external factors, such as business direction, industry trends, international standards and practices, as well as feedback and suggestions from relevant stakeholders. This is to identify issues that may impact the Company's business operations in the short, medium, and long term.

The results of this assessment are used as a guideline for establishing the organization's sustainability policies, strategies, and operational plans, as well as for setting appropriate performance indicators and targets. This ensures that business operations can create economic value alongside a balanced responsibility towards society and the environment.

The Company plans to further develop its process for assessing material sustainability issues to be more systematic by 2026, by appropriately engaging relevant stakeholders. This is to ensure that the identification and prioritization of sustainability issues reflect stakeholder expectations and align with the Company's long-term business direction.

### Information on ESG risk factors management standards

#### ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM), ISO 31000: Risk management

### Information on ESG risk factors

#### Risk factors on business operation

#### Operational risk associated with the Company or the group of companies

##### Risk 1 1. Strategic Risk

##### 2. Operational Risk / Financial Risk

##### 3. Regulatory and Legal Compliance Risk

##### 4. Reputation Risk

##### 5. Emerging Risk

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Reliance on large customers or few customers
- Damage to company image and reputation
- Competition risk
- Economic risk

- New business risk
- Pandemic risk
- Climate change and disasters

#### Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials  
or  
productive resources
- Information security and cyber-attack
- Climate change and disasters
- System disruption risk

#### Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance
- Other : Personal Data Protection Act B.E. 2562

#### Financial Risk

- Other : Risks from investment in  
international  
business

ESG risk factors : Yes

### **Risk characteristics**

#### **Environmental, Social, and Governance Risk (ESG Risk)**

S. Khonkaen Food Public Company Limited recognizes the importance of managing Environmental, Social, and Governance (ESG) risks, which are crucial factors that may impact business operations, competitiveness, and the long-term confidence of stakeholders.

In 2025, the Company is in the process of developing guidelines for identifying and assessing sustainability risks by considering risk issues related to business operations, such as managing environmental impacts from production processes, responsible supply chain management, food product safety and quality, employee and labor welfare within the organization, as well as conducting business under the principles of good corporate governance, ethics, and compliance with relevant laws.

Furthermore, the Company plans to develop and establish a systematic ESG risk management framework in 2026 by integrating it with the organization's Enterprise Risk Management (ERM) process. This framework will serve as a guideline for appropriately identifying, assessing, managing, and monitoring ESG risks, including establishing control measures and monitoring mechanisms, to support responsible, transparent, and long-term sustainable business operations.

### **Risk-related consequences**

#### **Impacts from Environmental, Social, and Governance (ESG) Risks**

Environmental, Social, and Governance (ESG) risks may affect the company's business operations in several ways, as follows:

### **1. Operational Impact**

May result in production and operational discontinuity, decreased production efficiency, increased operating costs, and may affect product quality and safety, which could impact the company's competitiveness.

### **2. Legal and Regulatory Impact (Compliance Impact)**

If the company fails to comply with laws, regulations, or standards related to environment, labor, safety, and governance, it may lead to legal risks, fines, or measures imposed by regulatory bodies.

### **3. Reputation Impact**

Events related to ESG issues may affect the organization's image, credibility, and the confidence of consumers, investors, partners, and stakeholders, which could impact the company's long-term business sustainability.

### **4. Financial and Business Growth Impact**

May lead to increased business operating costs, loss of business opportunities, or impact the company's ability to expand markets and grow in the future.

Therefore, the company plans to systematically develop its ESG risk management process in 2026 to effectively identify, assess, and manage risks, thereby supporting long-term sustainable business operations.

### **Risk management measures**

The Company's ESG risk management approach includes:

- Integration of environmental, social, and governance issues into the organization's risk management process.
- Establishment of policies, guidelines, and control measures related to responsible business operations.
- Consistent monitoring and evaluation of ESG risks to ensure appropriate risk management.
- Promoting awareness and participation among executives and employees in sustainability initiatives.
- Regular reporting of sustainability performance and progress to the Board of Directors.

The Company believes that the continuous development of its ESG risk management system will enhance its capability to manage risks that may arise from business operations and support the organization's stable, transparent, and sustainable long-term growth.

## **Information on business continuity plan (BCP)**

### **Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : No

### **Business Continuity Plan (BCP)**

The company recognizes the importance of business continuity management to ensure that operations can continue appropriately in the event of unforeseen incidents that may affect business operations. In 2026, the company is in the process of developing and implementing a Business Continuity Plan (BCP) with the objective of establishing guidelines for preparedness, response, and recovery of organizational operations to enable the business to resume efficiently and mitigate potential impacts on the organization and stakeholders.

## **Organizational Risk Governance Structure**

The company has established a systematic organizational risk governance structure to ensure that risk management aligns with business strategies and effectively manages risks that may impact the company's operations. The roles and responsibilities of the Board of Directors, sub-committees, and management are clearly defined as follows:

### **1. Board of Directors**

The Board of Directors is responsible for overseeing the organization's risk management policies and framework, defining the acceptable risk level (Risk Appetite), and monitoring and evaluating the organization's risk management

performance to ensure that the company has an appropriate risk management system consistent with its business strategy.

## **2. Risk Management, Corporate Governance, and Sustainability Committee**

(Risk Management, Corporate Governance and Sustainability Committee)

Responsible for establishing the organization's risk management policies, guidelines, and framework, as well as overseeing overall risk management, considering significant risks to the organization, and regularly reporting operational results to the Board of Directors.

## **3. Management**

Management is responsible for implementing the risk management policy framework by establishing appropriate control measures and risk management guidelines, as well as monitoring and reporting risk management performance to the relevant committees.

## **4. Risk Owner**

Executives and heads of departments in each business unit are responsible for identifying, assessing, and managing risks related to their unit's operations, as well as regularly monitoring and reporting risks to ensure that risks are appropriately managed.

The company believes that this risk governance structure will enhance the efficiency of the organization's risk management and support business operations to grow stably, transparently, and sustainably in the long term.

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

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

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : No  
plan

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

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

### Information on supplier code of conduct

#### Supplier code of conduct

Supplier code of conduct : No

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

#### Key suppliers acknowledging compliance with the supplier code of conduct

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

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : No

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	936,480.00	2,275,000.00

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

The Company is committed to continuous product development under an innovation-driven approach, with a focus on enhancing the value of products rooted in traditional Thai culinary identity. In 2025, the Company submitted its Sai Krok Isan with Fresh Chili, which integrates the distinctive characteristics of Thai flavors with modern production technologies, to an international food innovation platform at **THAIFEX Anuga Asia 2025**.

The product was developed with a strong emphasis on quality, food safety, and responsiveness to evolving consumer preferences, addressing key aspects including taste, convenience, and the preservation of authentic Thai culinary heritage in a well-balanced and contemporary format.

Leveraging its differentiated concept and robust development process, Sai Krok Isan with Fresh Chili was honored with an innovation award at the event. This recognition underscores the Company's strong capabilities in product innovation and reinforces its competitive positioning in the global marketplace.

This achievement represents a significant milestone in advancing the Company's innovation agenda, reaffirming its commitment to innovation-led growth while elevating Thai cuisine onto the international stage in a sustainable manner.

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes  
innovation culture

The Company is firmly committed to fostering an Innovation Culture as a key enabler of long-term sustainable growth. To this end, Environmental, Social, and Governance (ESG) considerations are systematically embedded into the Company's innovation framework. This includes establishing policies and strategic directions that promote the development of environmentally responsible products and production processes (Environmental), encouraging employee engagement and capability building to drive innovation (Social), and ensuring that innovation-related activities are governed with transparency, efficiency, and robust oversight (Governance).

The Company is in the process of institutionalizing a structured innovation management framework, covering the entire value chain from idea generation and screening to development, market validation, and commercialization. In parallel,

key performance indicators (KPIs) are being defined, including the number of innovation initiatives, the contribution of new products to total revenue, and the measurable positive impacts on environmental and social dimensions, to support ongoing monitoring and continuous improvement.

In 2025, the Company applied this framework in the development of its Sai Krok Isan with Fresh Chili, a product that elevates traditional Thai culinary heritage through modern production technologies. Developed with a strong focus on quality, food safety, and evolving consumer preferences, the product was recognized with an innovation award at an international platform. This achievement underscores the effectiveness of the Company's innovation-driven culture and its commitment to delivering sustainable value across all dimensions.

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

### Benefits of innovation development

#### Financial benefits

Does the company measure the financial benefits : Yes  
from innovation development?

	2023	2024	2025
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	0.00	75,000,000.00

#### Non-financial benefits

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

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