

ESG Performance

Company Name : S & J INTERNATIONAL ENTERPRISES PUBLIC COMPANY LIMITED

Symbol : S&J

Market : SET

Industry Group : Consumer Products

Sector : Personal Products & Pharmaceuticals

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, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Pollution Management

Environment policy

S&J International Enterprises Public Company Limited aim to produce high quality product. The operating business is based on environmental & resource awareness which include source of materials, production process, storage, deliverable, end user. All these will concern for Environment as state:

1. Comply with, both existing and forthcoming, the laws, customer requirements, environmental treaties and standards.
2. Put management focus on prevention, reduction, reuse and recycling, including disposal of environmental pollutants.
3. Continuously improve and enhance environmental capability in support of environmental sustainability.
4. Promote life cycle development to maximize efficient use of resources.
5. Promote the reduction of the use of resources and products that affect greenhouse gas emissions (GHG).
6. Foster employees' awareness and engagement in preventing environmental problems.

Management approach

Green Cosmetic : The company prioritizes product innovation that delivers value to customers while minimizing environmental impact. This involves developing eco-friendly formulas such as waterless products, RSPO-certified goods, and reef-safe sunscreens in accordance with National Park Department standards, which will be announced in August 2021. These initiatives ensure that customers trust using high-quality products while contributing to environmental sustainability.

Green Packaging : The company supports the procurement and design of green packaging for cosmetic products. This includes packaging that reduces plastic consumption, is recyclable, or is made from natural, eco-friendly materials. Such packaging solutions are designed to be safe for human health and wildlife while remaining environmentally sustainable and circular.

Green Operation : The company is committed to environmentally responsible manufacturing (Green Operation), ensuring efficiency and sustainability throughout the entire supply chain. The company actively works to reduce environmental impact and address climate change through process improvements, energy conservation, water management, solar energy initiatives, greenhouse gas reduction, and waste management. Additionally, the company fosters environmental awareness among employees, promoting sustainable practices in daily operations.

Reference link for environmental policy and guidelines : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

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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 : No
over the past year

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : Standard of Corporate Social Responsibility, Department of Industrial Works (CSR-DIW STD), ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : Other : The Energy Conservation Promotion Act B.E. 2535 (amendment in B.E.2550)

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

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

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
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	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The company promotes effective and value-efficiency energy consumption by improving its working processes and current technologies to reduce energy loss and improve energy efficiency at every stage of production. The company has a plan to increase the share of renewable energy usage with a management approach in compliance with the Energy Conservation Promotion Act B.E. 2535 (amendment in B.E.2550)

Reference link for company's energy management plan : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>
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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 : Yes
management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Increase of electricity consumption from renewable energy sources	2023 : electricity consumption from renewable sources 13,185,690.00 Kilowatt-Hours	2024 : Increased by 5% or 659,284.50 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

1.Electric Saving Project

Consumable quantity (kWh/ /year) : Target 546,579 , Reduced amount 736,557

Quantity of CO₂ (Kg CO₂) : Target 254,988 , Reduced amount 332,211

2.Steam Saving Project

Consumable quantity (kWh/ /year) : Target 1,324 , Reduced amount 1,550

Quantity of CO₂ (Kg CO₂) : Target 364,406 , Reduced amount 426,473

3.Renewable Energy Project

Consumable quantity (kWh/ /year) : Target 1,005,000 , Reduced amount 528,981

Quantity of CO₂ (Kg CO₂) : Target 403,994 , Reduced amount 212,175

Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	15,153,437.00	17,927,308.00	18,058,452.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	15,153,437.00	4,741,618.00	4,273,195.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	13,185,690.00	13,785,257.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	8,639.36	9,861.01	10,054.82

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

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	0.00000000	0.00000000	0.00000000
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Kilowatt-hour of product)	0.16362398	0.16449630	0.16931489

Electricity Expense ^(*)

	2022	2023	2024
Total electricity expense (Baht)	65,614,456.00	81,847,105.00	N/A
Percentage of total electricity expense to total expenses (%) ^(**)	1.19	1.33	N/A
Percentage of total electricity expense to total revenues (%) ^(**)	1.08	1.18	N/A
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	37,408.47	45,020.41	N/A

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

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

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	0.00	35,908.00	42,801.47
Gasoline (Litres)	0.00	16,007.00	17,961.12
Fuel oil (Litres)	0.00	0.00	0.00

	2022	2023	2024
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	195,897.00	181,770.00
Steam (Metric tonnes)	0.00	6,482.00	7,408.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	20,853,367.02	22,841,721.69	0.00

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	3.43137839	3.28595343	0.00000000
Intensity of total energy consumption within the organization (Kilowatt-Hours / Piece of raw material)	0.10000000	0.10600000	0.10700000

Additional explanation : ^(*) 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	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The company has established an effective and value-efficient water resource management approach through the Resource Management Project under the Green Initiatives concept. This includes **water conservation, reduction of water consumption, and water recycling**. Wastewater from the production process must undergo a water treatment and quality control process to comply with regulatory standards and legal requirements. The company conducts wastewater quality monitoring twice a month before external treatment to continuously follow up and improve operational efficiency.

Reference link for company's water management plan : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>
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Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Increase of recycled water for consumption	2023 : Recycled water for consumption 26,140.00 Cubic meters	2024 : Increased by 50% or 13,070.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Water Management Project

Consumable quantity (m³ / year) : Target 59,800 , Quantity reduced 88,376

Quantity of CO₂ : Target 45,400 , Quantity reduced 22,756

The Company has organized various projects as follows:

- 1.Reusing RO Reject water
- 2.Controlling the Flow of tap water at the point of use
- 3.Recycling "Three roller mill" at the point of use
- 4.Recycling "cooling water Vacuum pump"
- 5.Utilizing Drain from AHU and Dehumidifier
- 6.Recycling "backwash water" instead of tap water in the vacuum system
- 7.Recycle glass bottle washing water. CFN2,3
8. Reduce cold water dispensing to the front valve, Vacuum 15 HP system
- 9.Reduce the use of tap water from the Flow Test Line (Fire Pump) to fill raw water wells

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	240,437.00	280,648.00	307,024.00
Water withdrawal by third-party water (cubic meters)	0.00	0.00	0.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	240,437.00	280,648.00	307,024.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	137.08	154.37	170.95
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.04	0.04	0.05

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

Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	116,367.00	131,912.00	132,318.00
Wastewater discharged to third-party water (cubic meters)	116,367.00	131,912.00	132,318.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	124,070.00	148,736.00	174,706.00

Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	0.00	36,800.00	47,000.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.02041546	0.02139679	0.02745414
Intensity of total water consumption (Cubic meters / m ²)	0.00000000	0.00000000	0.00000000
Intensity of total water consumption (Cubic meters / Piece of raw material)	0.00150000	0.00170000	0.00180000

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	0.00	6,680,568.00	0.00
Total water withdrawal expense from third-party water (Baht)	0.00	6,680,568.00	N/A
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.11	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.10	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	3,674.68	0.00

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The company recognizes the significance of safe and responsible waste and industrial waste management, adhering to the Industrial Works Department's guidelines to minimize waste generation and maximize reuse opportunities. Additionally, the company collaborates with specialized waste disposal partners to ensure that all waste treatment processes comply with legal and environmental safety requirements.

Reference link for company's waste management plan : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>
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Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2022 : non-hazardous waste 657,044.00 Kilograms	2024 : Increased by 5% or 32,852.20 Kilograms	• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Targets and Performance 2024

1. [Incineration in cement kilns](#) : Target 0 , Performance 14,990 kg.
2. [Landfill Industrial Waste](#) : Target 0 by 2030
3. [Community Complaints Related to Waste Management](#) : Target 0 Case , Performance 0 Case
4. [The proportion of hazardous and non-hazardous garbage](#) : Target<50% , Performance 31%

Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	153,565.00	648,113.00	635,938.00

	2022	2023	2024
Total non-hazardous waste (kilograms)	153,565.00	648,113.00	635,938.00
Non-hazardous waste - Landfilling (Kilograms)	N/A	990.00	26,815.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	153,565.00	647,123.00	609,123.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste – Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	0.00	0.00	0.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
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) ^(**)	0.03	0.09	0.10
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.03	0.09	0.10
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

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

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

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	225,981.00	362,594.00	299,491.00
Reused/Recycled non-hazardous waste (Kilograms)	225,981.00	362,594.00	299,491.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	225,981.00	362,594.00	299,491.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00

	2022	2023	2024
Percentage of total reused/recycled waste to total waste generated (%)	147.16	55.95	47.09
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	147.16	55.95	47.09

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 : -
Actual number of disclosure boundaries : -
Data disclosure coverage (%) : 0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : No

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes
Company's existing targets : Setting net-zero greenhouse gas emissions targets, Carbon Neutrality

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2023 : Greenhouse gas emissions 25,600.00 tCO ₂ e	2024 : Reduced by 5% or 1,208.00 tCO ₂ e in comparison to the base year	2065 : Reduced by 0% in comparison to the base year	<ul style="list-style-type: none">Thailand Greenhouse Gas Management Organization (TGO) : NoneScience-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-3	2023 : Greenhouse gas emissions 25,600.00 tCO ₂ e	2024 : Reduced by 5% or 1,280.00 tCO ₂ e	None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Water Management Project : Quantity of CO₂ (kgco2) Target15,400 , Quantity reduced 22,756

Energy Management Project : Quantity of CO₂ (kgco2) Target1,023,388 , Reduced amount 970,859

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	16,961.00	25,600.00	40,857.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	1,068.00	1,068.00	1,080.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	4,188.00	4,955.00	4,662.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	11,705.00	19,577.00	35,115.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.002791	0.003683	0.006420
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	9.67	14.08	22.75
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	0.00000000	0.00000000	0.00000000
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Piece of raw material)	0.00013155	0.00015109	0.00024259

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : V Green KU Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	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 & J INTERNATIONAL ENTERPRISES PUBLIC COMPANY LIMITED

Symbol : S&J

Market : SET

Industry Group : Consumer Products

Sector : Personal Products & Pharmaceuticals

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination, Supplier rights

Human Rights Policy

The company recognizes the importance of human rights as the basic rights and freedoms of human beings and ensures that employees and all stakeholders are treated equally. Respect for human rights is essential for fostering harmonious relationships among the company, employees, and stakeholders while mitigating risks of human rights violations. We also committed to non-discrimination, ensuring equal treatment regardless of age, gender, race, skin color, religion, language, social class, disability, or sexual orientation. Our organization does not use child labor or forced labor, and we respect the rights of customers, partners, employees, and communities. We have a comprehensive Human Rights Due Diligence process (HRDD) in place and have established guidelines for fair treatment of labor in accordance with the framework of ethics and business ethics and the Thai Labor Standard (TLS).

Reference link for social and human rights policy and guidelines : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

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

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

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

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

1.Commitment : Establish the human rights policy.

2.Cultivation in the organization : Identify risk factors , stakeholders involved.

3.Impact Assessment : Assess human right risks.

4.Integration : Develop and implement measures that aim to prevent , Reduce impacts.

5. Effectiveness Tracking : Follow up and review the human right processes.
6. Communicating Performance : Communicate the outcomes of the human rights operations.
7. Stakeholder Engagement : Engage with both internal and external stakeholders.
8. Remediation and Grievance Mechanism : Establish a mechanism to receive and address complaints , provide compensation to those were affected in cases of human rights violations.

Reference link for the information and an HRDD process : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

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HRDD process diagram

A Comprehensive Human Rights Review Process



A Comprehensive Human Rights Review Process

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partner's 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

	2022	2023	2024
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
Data disclosure coverage (%) : 0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan : Yes
Employee and labor management plan implemented : Fair employee compensation, Employee training and
by the Company in the past year development, Promoting employee relations and
participation, Occupational health and safety in workplace

Paying employees fairly

The Company payment policy is based on qualification, capacity and working experience. The minimum salary is of the amount of low-level labor cost set by the government. The salary basis has been set according to working capacity and achievement with yearly increments. The annual bonus is available once per year based on the evaluation of Competency Model and Key Performance Indicator (KPI).

To motivate employees and retain top talent, the company offers a comprehensive salary and benefits program, covering both monetary and non-monetary incentives. In terms of monetary compensation, the company conducts market salary benchmarking against related companies and leading organizations to ensure competitive compensation.

Human Resource Development

The Company has guidelines for driving human resource development in line with business goals and organizational strategies through the development of training courses to enhance employee potential. To develop training courses, the company has analyzed employee needs to plan and determine the training curriculum for each year. This includes setting clear objectives and indicators for each course to be able to concretely track and evaluate the effectiveness of the training.

Promoting employee relations and participation

The company values the process of creating employee engagement, ensuring that employees have a voice in discussions regarding benefits and welfare through employee representatives or the welfare committee. Additionally, to strengthen employee commitment and retain high-potential talent, the company has conducted continuous Employee Engagement Surveys since 2016. These surveys results are reviewed in executive meetings, and appropriate actions are taken based on employee feedback. The survey results are communicated to employees through internal communication channels.

Occupational health and safety

The company places great importance on workplace safety to ensure employees maintain good health and well-being, while minimizing occupational accidents and illnesses. To achieve this, various safety programs and activities have been implemented, encouraging participation from employees at all levels. These initiatives include consultation processes, the establishment of operational safety measures, and risk assessments related to work activities, ensuring that employee practices align with the company's safety policies and comply with legal requirements.

Reference link for employee and labor management plan : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>
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Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Average amount of training hours.	2024: 10 hr./person/year	2024: 10 hr./person/year
• Non-discrimination	Number of cases of human rights violations	2024: 0	2024: 0
• Fair employee compensation	Number of significant labor complaints	2024: 0	2024: 0
• Occupational health and safety in workplace	Number of accidents (zero accident)	2024: 0 Case	2024: 0 case

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

Performance

- 1.The Company has been certified SMETA standards (SEDEX). 2 factory
- 2.Number of employees participating in training on human rights review 100%
- 3.The Company's operational areas have received human rights risk assessment. 100%
- 4.Number of complaints from employees, consumers, customers, business partners, communities =0
- 5.Number of cases of human rights violations =0

Award of organizations that supports the work of persons with Disabilities at the Excellent Level

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	1,754	1,818	1,796
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	1,754	1,818	1,796
Male employees (persons)	478	503	528
Percentage of male employees (%)	27.25	27.67	29.40
Female employees (persons)	1,276	1,315	1,268
Percentage of female employees (%)	72.75	72.33	70.60
Total of workers who are not employees (Person)	0	0	0
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

	2022	2023	2024
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	N/A	613	565
Percentage of employees under 30 years old (%)	N/A	33.72	31.46
Total number of employees 30-50 years old (Persons)	N/A	1,048	1,074
Percentage of employees 30-50 years old (%)	N/A	57.65	59.80
Total number of employees over 50 years old (Persons)	N/A	157	157
Percentage of employees over 50 years old (%)	N/A	8.64	8.74

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	N/A	163	176
Percentage of male employees under 30 years old (%)	N/A	32.41	33.33
Total number of male employees 30-50 years old (Persons)	N/A	302	312
Percentage of male employees 30-50 years old (%)	N/A	60.04	59.09
Total number of male employees over 50 years old (Persons)	N/A	38	40
Percentage of male employees over 50 years old (%)	N/A	7.55	7.58

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	N/A	450	389
Percentage of female employees under 30 years old (%)	N/A	34.22	30.68
Total number of female employees 30-50 years old (Persons)	N/A	746	762
Percentage of female employees 30-50 years old (%)	N/A	56.73	60.09
Total number of female employees over 50 years old (Persons)	N/A	119	117

	2022	2023	2024
Percentage of female employees over 50 years old (%)	N/A	9.05	9.23

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	N/A	1,639	1,598
Percentage of employees in operational level (%)	N/A	90.15	88.98
Total number of employees in management level (Persons)	N/A	128	151
Percentage of employees in management level (%)	N/A	7.04	8.41
Total number of employees in executive level (Persons)	N/A	51	47
Percentage of employees in executive level (%)	N/A	2.81	2.62

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	N/A	439	464
Percentage of male employees in operational level (%)	N/A	87.28	87.88
Total number of male employees in management level (Persons)	N/A	41	43
Percentage of male employees in management level (%)	N/A	8.15	8.14
Total number of male employees in executive level (Persons)	N/A	23	21
Percentage of male employees in executive level (%)	N/A	4.57	3.98

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	N/A	1,200	1,134
Percentage of female employees in operational level (%)	N/A	91.25	89.43
Total number of female employees in management level (Persons)	N/A	87	108
Percentage of female employees in management level (%)	N/A	6.62	8.52

	2022	2023	2024
Total number of female employees in executive level (Persons)	N/A	28	26
Percentage of female employees in executive level (%)	N/A	2.13	2.05

Significant changes in the number of employees

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

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	19	20	21
Percentage of disabled workers to total employment (%)	1.08	1.10	1.17
Total number of employees with disabilities (Persons)	19	20	21
Percentage of disabled employees to total employees (%)	1.08	1.10	1.17
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	906,315,038.00	885,697,339.00	948,778,396.92
Total male employee remuneration (baht)	326,273,414.00	290,076,869.00	312,365,341.66
Percentage of remuneration in male employees (%)	36.00	32.75	32.92
Total female employee remuneration (baht)	580,041,624.00	595,620,470.00	636,413,055.26
Percentage of remuneration in female employees (%)	64.00	67.25	67.08
Average remuneration of employees (Baht / Person)	516,713.25	487,182.25	528,273.05
Average remuneration of male employees (Baht / Person)	682,580.36	576,693.58	591,601.02

	2022	2023	2024
Average remuneration of female employees (Baht / Person)	454,578.08	452,943.32	501,903.04
Ratio of average remuneration of female employees to male employees	0.67	0.79	0.85

Provident fund management policy

Provident fund management policy : Doesn't Have

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	1,086	1,097	1,096
Proportion of employees who are PVD members (%)	61.92	60.34	61.02
Total amount of provident fund contributed by the company (baht)	1,050,000.00	11,138,715.00	11,241,883.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	0.12	1.26	1.18

Information on employee development

Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	37.00	30.00	42.00
Total amount spent on employee training and development (Baht)	3,500,000.00	4,000,000.00	4,000,000.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000636	0.000650	0.000693
Percentage of training and development expenses to total revenue (%) ^(*)	0.000576	0.000575	0.000629

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

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	0.00	0.00	0.00

	2022	2023	2024
Total number of hours worked by employees (Hours)	0.00	0.00	0.00
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	2	7	9
Total number of employees that lost time injuries for 1 day or more (Persons)	2	7	9
Percentage of employees that lost time injuries for 1 day or more (%)	0.11	0.39	0.50
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

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	424	207	328
Total number of male employee turnover leaving the company voluntarily (persons)	103	57	94
Total number of female employee turnover leaving the company voluntarily (persons)	321	150	234
Proportion of voluntary resignations (%)	88.70	11.39	18.26
Percentage of male employee turnover leaving the Company voluntarily (%)	5.87	3.14	5.23
Percentage of female employee turnover leaving the Company voluntarily (%)	18.30	8.25	13.03

	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee, Employee Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	: Yes
Consumer data privacy and protection guidelines	: Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	: Yes
Responsible sales and marketing guidelines	: Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
Reference link for responsible sales and marketing policy and guidelines	: https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf
Page number of the reference link	: 93

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	: Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	: Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels
Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers	: https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf
Page number of the reference link	: 93-95

Information on customer management plan

Customer management plan

Company's customer management plan	: Yes
Customer management plan implemented by the company in the past year	: Responsible production and services for customers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The company focuses on creating value and developing relationships with customers. To build trust with customers this is a strategy that leads to sustainable business success, The Company adopts guidelines for strengthening relationships with customers as follows:

Partnership : We view every customer as a business partner, dedicated to growing together.

Trust : We prioritize the trust our customers place in us by maintaining strict confidentiality of business and formulation information.

Quality : We are committed to producing high-quality products that meet international standards and align with customer expectations.

Flexibility : We adapt and respond effectively to the evolving needs of our customers.

Innovation : We drive innovation to create unique product solutions, empowering our customers to compete successfully in the market.

Sustainability: We operate with a strong commitment to sustainability, considering the environmental and social impact of

our business activities.

Reference link for company's customer management plan : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

Page number of the reference link : 83

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Domestic Customer Satisfaction	2024: > 85%	2024: > 85%
• Development of customer satisfaction and customer relationship	International Customer Satisfaction	2024: > 85%	2024: > 85%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Customer Engagement for Sustainability

In 2024, the company was invited by international clients to participate in the Supplier Meeting in Shanghai, China, where over 50 companies, including customers and business partners, gathered. The company was honored to be the sole speaker on ESG topics, reflecting its strong commitment to sustainable business practices. The company presented its sustainability policies, strategic plans, and performance results, aiming to inspire participants and reinforce the importance of sustainability in the industry.

Clean & Green Products

The company recognizes the importance of environmentally responsible business practices and has developed a strategic plan to create products that not only meet consumer needs and also align with sustainable principles. Under the "Clean & Green Products" initiative, the company is dedicated to introducing and delivering eco-friendly solutions to both domestic and international markets. This approach has enabled the company to gather extensive consumer insights from different countries, leading to a more profound understanding of global market demands. In 2024, the company successfully developed and delivered sustainable products, [generating a total revenue of 300 million baht](#).

Dupe Cosmetics

To meet the evolving demands of modern consumers, based on the concept of affordable luxury and inclusivity. The goal is to ensure that high-quality beauty products are accessible to all, helping to reduce economic pressure during global economic recovery.

In 2024, the company successfully developed and delivered products, [generating a total revenue of 110 million baht](#).

Teens products

The marketing concept for products for teenagers that directly target Gen Z requires a thorough understanding of the target group's behavior and needs, as well as the creation of a unique brand, the effective use of online channels, customer engagement, and the creation of memorable experiences. These are the key factors that will determine success. In 2024, were able to [generate total sales of 400 million baht](#).

Change for Chance

The Change for Chance initiative was developed to introduce smaller-sized products at more accessible price points, addressing the rising cost of living and economic challenges. While Japan, one of the company's key markets, is known for its price-sensitive consumer base, the company is also expanding its focus to everyday essentials and SOS (emergency-use) products, where demand for affordable, compact packaging is growing. This strategy presents a new market

opportunity, leveraging both online and offline sales channels to reach a wider consumer base. In 2024, the company successfully launched small-size products across multiple continents, [generating total sales of 270 million baht.](#)

Awards

1. Corporate Excellence category : ASIA PACIFIC ENTERPRISE AWARDS 2024
2. WATSONS AWARDS 2024
3. Nutri Beauty Awards 2024
4. Cosmopolitan Winter Beauty Awards 2024
5. Superdrug Star Awards 2024
6. Nine Beauty Awards 2024
7. Cleo Awards 2024
8. Product of the Year Awards-UK 2024

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 02-676-2727

Fax : 02-676-2726

Email : -

Company's website : www.snjinter.com

Address : 2 Naradhiwas Rajanagarindra Road (Soi10X, Thungwatdon,
Sathorn, Bangkok, 10120

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

Page number of the reference link : 120

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

The Company has a strategic framework for social responsibility in alignment with the United Nations Sustainable Development Goals (Sustainable Development Goals) (SDGs) to meet expectations and develop the growth of communities and society in conjunction with the company's business operations.

5 Strategies for Community and Social Development

Strategy 1 Educational 7 Project

Strategy 2 Environmental Development 3 Project

Strategy 3 Animal Care and Assistance 2 Project

Strategy 4 Community Development 4 Project

Strategy 5 Nourishing Religion 2 Project

Reference link for company's community and social management plan : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

Page number of the reference link : 122-127

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	Indicators	Base year	Target year
• Others : Number of projects that aim to promote community development and participation	Number of projects that aim to promote community development and participation	-	2024: 15 Projects / Year
• Others : Number of significant community complaint issues	Number of significant community complaint issues	-	2024: 0

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 : Yes
management

Performance & Results

- 1.Number of projects that aim to promote community development and participation : Target 15 Projects / Year , Results 17 Projects / Year
- 2.Budget of projects that aim to promote community development and participation : Target 5,771,920 baht , Results 5,876,664 baht
- 3.Community Satisfaction Assessment Score : Target $\geq 80\%$, Results 86.53%
- 4.Number of significant community complaint issues : Target 0 , Results 0

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

Does the company measure the non-financial benefits from : Yes
social development?

	2022	2023	2024
Educational beneficiaries (Persons)	0.00	0.00	9,533.00
Create income for people in the community (Bath)	576,000.00	576,000.00	1,200,000.00

Expenses from social and environmental development project

	2022	2023	2024
Total financial contribution to community/social development projects or activities (Bath)	2,899,000.00	3,826,179.00	5,876,664.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.052693	0.062191	0.101755
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.047702	0.055042	0.092349

Additional Explanation : (*) Total revenues and total expenses from total financial statement

Remarks - This document is automatically generated based on information processed as received from the listed company on “as is” basis. The Stock Exchange of Thailand (“SET”) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : S & J INTERNATIONAL ENTERPRISES PUBLIC COMPANY LIMITED

Symbol : S&J

Market : SET

Industry Group : Consumer Products

Sector : Personal Products & Pharmaceuticals

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

In its past operations, the Board of Directors has complied with laws, objectives, regulations, and resolutions of the Company's general meeting of shareholders, as well as adhering to corporate governance guidelines for listed companies in 2017 (Corporate Governance Code for Listed Companies 2017) specified by the Securities and Exchange Commission (SEC), as guidelines for the Company's business operations to achieve operational efficiency and to build up confidence in its business operations to outsiders.

The Board of Directors has established a good corporate governance policy, including the preparation of 8 practices of good corporate governance principles, business ethics, and codes of conduct for the Board of Directors, executives, and employees in writing, to serve as guidelines of good practices for the Company's directors, executives, and employees. The policy is published on the Company's website (www.snjinter.com) under the "Investor Relations: Good Corporate Governance" section and distributed as a booklet to the Company's directors, executives, and employees for them to acknowledge the same practices for conducting business, in which all stakeholders are taken into consideration through a management policy under changing economic and social conditions in a balanced manner.

Reference link for the full version of corporate governance policy and guidelines : <https://snjinter.com/wp-content/uploads/2022/06/The-Good-Corporate-Governance-Policy.pdf>

Policy and guidelines related to the board of directors

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

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

Nomination of Directors and Top executives

The selection method of persons to be appointed as directors and independent directors

The Board of Directors has placed emphasis on the transparent selection of directors in accordance with the good corporate governance code. Therefore, a policy for nomination of directors and top executive has been determined in order for the structure of the Board of Directors consisting of directors with diverse qualifications and in line with the strategic direction of the company's business including the qualifications as specified in the Charter of Board of Directors.

Criteria of the selection of Directors

For nominating process of the persons to be appointed directors, the company has set the criteria as follows:

1. Qualifications of nominated directors to be diverse or what is called Board Diversity in terms of educational level, professional skills, specialization that is beneficial to the company's business, and ability to meet the requirements of the strategy of the company's business operation without discrimination such as sex, age, and race, etc.
2. Having leadership, vision, integrity and ethics, as well as transparent work experiences.
3. Being qualified and not be prohibited under the laws and regulations of the company.
4. In case of the nomination of the retiring directors to serve for another term, they will be considered additionally in term of the performance as directors and various committees in the past.
5. In case of the selection of persons to be appointed independent directors, they must have the qualifications required for independent directors, in accordance with The Notification by The Capital Market Supervisory Board.

Process for the selection of directors and independent directors

1. The Nominating Committee has been assigned to select qualified persons having appropriate qualifications to be nominated as company directors for consideration by The Board of Directors, prior to submitting to the shareholders' meeting for approval by the majority votes of the shareholders present at the said meeting. In the case where the retirement took place prior to term completion with the remaining term being not less than 2 months, the Board of Directors' meeting shall then be authorized to select the persons from the candidates proposed by The Nominating Committee, for further appointment as company directors, by the majority votes of not less than 3/4 of the remaining directors. In such case, the newly-appointed directors shall serve out the remaining term of their predecessors.
2. The Nominating Committee will use Board Skill Matrix by the analysis of skills, experience, knowledge and expertise of the board as consideration information for selecting directors in accordance with the strategy of the company's business operation. In addition, regarding the selection of new board members, The Nominating Committee has considered more in terms of knowledge, ability and experience that can be beneficial to the performance of directors and essential to the structure of the board that is still lacking.
3. The company provides an opportunity for stakeholders to participate in the nomination of qualified directors. Including the Nominating Committee also considered the person to be nominated to serve as directors apart from List of professional directors of the Thai Institute of Directors Association (IOD).

With regard to the selection of persons to be appointed independent director, the Nominating Committee shall select from those persons having Qualifications required for independent directors, in accordance with the Notification by the Capital Market Supervisory Board, in addition to basic qualification requirements above.

Independent Director's qualifications

The Board of Directors resolved to adopt the definition for "independent director" having qualifications in accordance with the notification of the Capital Market Supervisory Board as follows:

1. Holding shares not exceeding 1 percent of the total number of voting rights of the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, including the shares being held by related persons of independent directors.
2. Neither being nor having been an executive director, employee, staff, or advisor who received regular salaries, or being a controlling person of the company, its parent company, subsidiary, affiliate, same-level subsidiary, major shareholders or persons having supervision authority over the company, unless the foregoing status ended not less than two years prior to the date of their appointments as independent directors. Nevertheless, such prohibited nature would not apply in the case of these independent directors having earlier served as government officials, or advisors to government agency acting as major shareholder in the company or having supervision authority over the company.
3. Not being a person related by blood or registration under laws, such as father, mother, spouse, sibling, and child, including spouse of the children, executive, major shareholder, controlling person, or person to be nominated as executive or as controlling person of the company or its subsidiary.
4. Not having business relationship with the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, in such manner likely to interfere with own independent judgement, and neither being nor having been a significant shareholder or person having supervision authority over the person who has business relationship with the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, unless the foregoing relationship ended not less than two years prior to the date of appointment as independent director. The term 'business relationship' aforementioned under paragraph one included any normal business transaction, rental or lease of immovable property, transaction relating to the assets or services or the granting or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, including any other similar action, resulting in the company or its counterparty being subject to indebtedness payable to the other party in the amount of three percent or more of the net tangible assets of the company or twenty million Baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the calculation method for the value of connected transactions under The Notification of The Capital Market Supervisory Board regarding The Compromise Criteria for Connected Transactions. The combination of such indebtedness shall include indebtedness taking place during the course of one year prior to the date on which the business relationship with the person commences.
5. Neither being nor having been an auditor of the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, and not being a significant shareholder or person having supervision authority, or partner of an audit firm which employs auditors of the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, unless the foregoing relationship has ended not less than two years prior to the date of appointment as independent director.
6. Neither being nor having been any professional advisor including legal advisor or financial advisor who receives an annual service fee exceeding two million Baht from the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, and not being a significant shareholder or person having supervision authority or partner of the professional advisor, unless the foregoing relationship has ended not less than two years

prior to the date of appointment as independent director.

7. Not being a director who has been appointed as the representative of the company's director, major shareholder, or being a shareholder who is related to the major shareholder.

8. Not engaging in business operations of the same business nature or in competition against the business operations of the company or its subsidiaries, nor serving as a significant partner in a limited partnership or otherwise serving as a director participating in the management, or serving as employee or consultant receiving regular salary or holding over 1% shares out of total shares in other companies engaging in the same business nature or in competition against the company and its subsidiaries.

9. Not having any characteristics which make him incapable of expressing independent opinions with regard to the company's business affairs.

In the event of any announcement by The Capital Market Supervisory Board imposing the revision to the qualifications for independent director, the company's independent director would thereby be required to possess such qualifications well complying with such revision.

After being appointed independent director having qualifications complying with the criteria under item 1 to 9, the independent director may then be assigned by The Board of Directors to participate in the decision-making procedures for the company, its parent company, subsidiary, affiliate, same-level subsidiary, major shareholders or controlling person of the company on the condition that such decision must be a collective one.

Additionally, in the past accounting period, the independent directors of the company had neither business relationship nor professional services. Also, the appointed independent directors never have or had business relationship or professional services exceeded than the rules stipulated in the notification of The Capital Market Supervisory Board regarding the Application for and Approval of Offer for Sale of Newly Issued Shares.

The rights accorded minor shareholders regarding Directors appointment

Nomination of Directors

The company provided minor shareholders with the opportunity to nominate candidates to be appointed as company directors at the annual shareholders' general meeting in advance according to the criteria specified by the company, whose further details were displayed on the company website (www.snjinter.com) under the heading "Investor Relations : Data of shareholders' Meeting".

Vote-casting method for director appointment

According to company articles of association no. 20, the shareholders' meeting was authorized to appoint company directors according to the criteria and method as follows:

- One shareholder shall have one vote per one share.
- Each shareholder must exercise all of the votes he or she has under the first paragraph to elect one or several persons to be a director or directors and must not allot his or her votes to any person in any number.
- The persons receiving the highest number of votes, followed by those with descending highest number of votes shall be elected as the directors fulfilling the number of directorships required to be elected by the shareholder's meeting. In case the number of votes for the candidates in descending order are equal and exceed the number of directors to be elected at said meeting, the Chairman shall cast the deciding vote.

Determination of Director Remuneration

Remuneration for the Directors and Management Members

The Board of Directors has set up a policy on the determination of the director's remuneration in a fair and reasonable manner and assigned The Remuneration Committee to be responsible for setting the budget and allocation criteria for the directors, on a comparative basis with other companies in the same business category. Consideration were given to such areas as, expansion in the company's business activities, business growth rate, operating results, together with proper reference to the authority, duty, responsibility scope, the financial liquidity position, the factors posing possible impacts on both the company and overall economic situation, and performances by the directors. In addition, any director being assigned as a director of various committees would also be entitled to additional remuneration, depending on the added responsibility. The Remuneration Committee set the criteria on meeting allowance and yearly remuneration. The said resolution would be forwarded to The Board of Directors' meeting for their consideration prior to submitting to the shareholders' meeting for final approval of said remuneration budget.

Whereas the remuneration authorization for top executives and other executive members would be required to follow the criteria set forth by the company, in term of operation results, the duty and responsibility scope, as well as the individuals' performance evaluation by said top executives and executive members, who would be entitled to such same

remuneration criteria. The Board of Directors' meeting approved the meeting allowance for Executive Directors attending in the Executive Board's meeting.

The Board of Directors was of the opinion that the remuneration structure was appropriate to the responsibilities and enable to motivate directors and executive members to lead the organization to carry out both short-term and long-term goals, as well as it can be compared with the level practiced in the industry.

Independence of the Board of Directors from the Management

The Independence of The Board of Directors from the Management

The company has separated the role and responsibility between the Board of Directors and the management in a clear manner by setting up the Board of Directors Charter and The Executive Committee Charter, which prescribe the duty and responsibility scope for each committee separately. In addition, the company specified the Chairman of The Board of Directors and the Managing Director to be different persons and the Chairman must not participate in the management of the company, so as to clearly separate the supervision and management authority for the company, and contributing to proper authority balance in company management within the company. In relation to this, the company has set up the authority, duty, and responsibility scope for the Chairman and the Managing Director separately.

Director Development

Development for the Directors and the Executives

Training attended by the directors

The Board of Directors has set up a policy to promote and support those training activities seeking to promote further knowledge for the directors, the executives, and all parties concerned on a consistent basis, so as to gain better effective skills and understanding regarding their duty assignments. These activities included the programs organized by Thai Institute of Directors Association (IOD) and other agencies concerned, as well as the meeting to exchange opinions with the directors and the executives of other organizations, in order to apply the knowledge and experience gained to develop the company.

Orientation for new directors

The company hosted the orientation course for new directors, to properly prepare them for director assignments. The company arranged factory tour, organized presentations on company background, business perspective and business policies for these new directors. The company also provided them with the manual for directors for listed company, clearly summarizing and comparing the provision in the company regulations, with those in The Securities and Exchange Act, The Public Company Act, Good Governance Practice Principles, as well as the charter for each respective Committee and the corporate governance policies, corporate governance principles, business ethics, and code of conduct for the company directors, the management, and employees, anti-corruption policy and other regulations. In addition to related regulations issued by concerned agencies in supervising over listed companies, to serve as their practice guidelines during the directorship term.

Board Performance Evaluation

Performance Evaluation of Directors

The Board of Directors shall conduct a formal annual performance evaluation of the Board of Director, sub-committees, and Managing Director (CEO) and has established the guidelines as follows :

1. The performance of The Board of Directors, sub-committees, and Managing Director (CEO) shall be evaluated at least once a year.
2. The Board of Directors shall disclose performance evaluation results, whether as a whole or as individuals, in the corresponding annual registration statement / annual report (Form 56-1 One Report).
3. The Board of Directors shall use evaluation results to improve its and sub-committees' performance. In addition, the evaluation results of the performance of the Managing Director are used in considering the determination of remuneration.

Corporate Governance of Subsidiaries and Associated Companies

Supervising the Operations of subsidiaries and associates

The company's directors were assigned to hold a joint meeting to consider selecting the person to be the company's representative. The number of individual that the company nominated and voted to appoint as director in subsidiaries and associates is in accordance with the company's proportion of shareholding. The person who was appointed as a director in subsidiary or associated companies was entitled to perform the operations for the best interests of their subsidiaries or associate, unless it is important policies affecting the company's business operations. The company

required the appointed person to be approved by The Executive Board prior to cast a vote.

In addition, The Board of Directors assigned a policy to appoint the Managing Director to be a director in its subsidiaries and associates, in order to facilitate smooth and consistent operations management for these companies.

The company has laid down the policy for subsidiaries and associate that are the company's main business to have proper and adequate internal control systems. The internal control systems of subsidiaries were monitored by the Internal Auditor of the company annually.

Furthermore, the company has assigned the person who was appointed by the company to oversee its subsidiaries to operate and disclose significant information according to the rules in the same way as the company performed, such as making connected transaction, the acquisition or disposition of assets, or making other important transactions, including to supervise the information storage and bookkeeping of the subsidiaries for the company, so that it can be reviewed and collected for financial statements in due time.

The company had no agreements between the company and other shareholders in the management of Subsidiaries due to the company is a major shareholder and no other persons holding shares more than 10% of the shares with voting rights of subsidiaries. In addition, the company had no agreements between the company and other shareholders in sharing returns beyond normal returns according to proportion of their shareholding in subsidiaries.

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

Shareholders

The Board of Directors shall perform its duties responsibly, prudently, earnestly, and honestly to generate continuous, sustainable, and good returns on investment for shareholders. In this regard, the Board shall adopt the following policies and practical guidelines:

1. The Board shall respect shareholders' ownership rights and shall treat shareholders equitably.
2. Operations shall be undertaken in accordance with the principles of good corporate governance, which will foster the trust and confidence of shareholders and lead to sustainable growth.
3. The Board shall see to the advancement of the Company's businesses to ensure proper returns on investment for shareholders.
4. Significant information that affects or may affect shareholders' interests shall be disclosed, whether in periodic accounting reports or ad-hoc reports, pursuant to the relevant laws and notifications. No action shall be taken to restrict shareholders' access to the Company's information.
5. A report on the Board's accountability for financial statements shall be included in each year's annual report.
6. Minority shareholders shall be given an opportunity to propose matters for inclusion in the meeting agenda and/or to nominate directorial candidates to be elected at an annual general meeting of shareholders.
7. Shareholders shall be granted an opportunity to submit questions relevant to the meeting in advance.
8. Shareholder meeting notices in both Thai and English shall be published on the Company's website at least 30 days prior to the meeting date to enable shareholders to arrange to be in attendance and to study the information.
9. Shareholders' convenience shall be ensured. The meeting's date, time, venue, and procedure shall not limit shareholders' attendance. Shareholders unable to attend in person shall be able to assign a proxy to attend and vote on their behalf.
10. Conflicts of interest shall be dealt with prudently and rationally. Information about any conflict of interest shall be fully disclosed.

The Company's interests and assets shall be safeguarded as a reasonable person would safeguard his or her property. Wrongful interests, whether obtained by direct or indirect means, shall be eliminated.

Employee

Employees

Regarding employees as a valuable resource and a key factor in the Company's success, the Board of Directors shall adopt the following policies and guidelines:

1. Employees' human dignity and fundamental rights shall be respected at work. Employee data or confidential

information shall not be disclosed or transmitted to third parties or unrelated persons.

2. Employees shall be treated in accordance with the provisions of law, regulations, and articles governing the Company's operations
 3. Employment equality shall be promoted. There shall be no discrimination on the basis of gender, skin color, race, religion, age, disability, or any other status that is not directly related to work.
 4. Training and knowledge exchange shall be sponsored and promoted to encourage learning and skill development throughout employment; The Company shall seek to strengthen employees' career security and offer opportunities for advancement pursuant to each person's potential.
 5. Employees' participation in the determination of the Company's direction and development shall be promoted.
 6. Fair compensation shall be offered, subject to employees' knowledge, skills, duties, responsibilities, and performance.
 7. Appropriate welfare and benefits shall be given to employees, e.g. medical expenses, provident fund contribution, and a savings cooperative.
 8. Channels shall be provided for employees to communicate suggestions and complaints pertaining to work. All suggestions shall be considered, and remedies shall be determined in the best interest of all parties and with regard to good professional relations.
 9. Facilities necessary for operations shall be provided. Working conditions shall be maintained with due regard to health, safety, and occupational hygiene as a means to promote and raise employees' quality of life.
- Employees of all levels shall be encouraged to participate in corporate social responsibility activities.

Customer

Customers

Understanding that customer satisfaction and confidence are critical factors that contribute to the Company's sustainable success, the Board of Directors shall adopt the following policies and guidelines:

1. The Company shall manufacture and distribute products and services that are environmentally friendly and safe for consumers.
2. The Company's businesses shall be operated with commitment to developing goods and services, introducing innovations, and adding value to goods and services in order to continuously meet customer demand, along with the disclosure of critical information needed for decision-making without concealment or distortion of facts.
3. The Company's businesses shall be operated in an honest, earnest, and just manner. No action shall be taken to violate customers' rights. Moreover, consumer data shall be treated with confidentiality and shall not be wrongfully exploited for personal gain or the benefit of a related person.
4. The Company shall never demand, receive, or consent to the direct or indirect receipt of any property or other dishonest benefit from a customer.
5. The Company shall adhere to trade agreements. Whenever adherence is not possible, customers shall promptly be notified in order to jointly find a remedial measure and to prevent losses.
6. The Company shall provide communication channels by which customers are able to file complaints to the Company. Complaints shall be processed with care and dealt with fairly.

Business competitor

Competitors

The Board of Directors shall ensure that the Company operates its businesses in accordance with the legal provisions. In this regard, the Board shall adopt the following policies and practical guidelines:

1. The Company shall conduct its businesses within the rules of fair competition with due regard to business ethics and trade competition laws of various countries in which the Company operates.
2. The Company shall not damage the reputation of its business competitors.

Business partner

Partners

The Board of Directors shall treat trading partners equitably and take into account mutual interests. In this regard, the Board shall adopt the following policies and practical guidelines:

1. The Company shall put a system in place to select environmentally friendly trading partners in the supply chain whose operations comply with relevant laws, as well as safety and occupational hygiene standards. Business partners shall

be treated on the basis of fair competition, equality, and mutual respect.

2. Trading partners' secrets or information shall be treated with confidentiality and shall not be wrongfully exploited for personal gain or the benefit of a related person.
3. The Company shall build good relations and understanding with trade partners, which will serve as the basis for knowledge exchange. The development and creation of value added to goods and services shall be jointly undertaken to promote mutual growth.
4. The Company shall adhere to trade agreements and provide accurate information. In the event that a violation is inevitable, the Company shall expeditiously engage in negotiations with trading partners in order to reach a mutual solution and prevent losses.
5. The Company shall not demand, receive, or consent to the receipt of any property or other benefit outside trade agreements.

Creditor

Creditors

The Board of Directors shall make certain that the Company operates in a principled and disciplined manner in order to build trust among creditors. In this regard, the Board shall adopt the following policies and practical guidelines:

1. All creditors shall be treated equitably.
2. Contracts and terms shall be strictly adhered to.
3. Operations shall be administered to ensure creditors' confidence in the Company's financial standing and credit rating.
4. Financial standing shall be accurately and timely disclosed.
5. In the event of an inability to comply with a particular term, the creditor shall be forthwith notified in order to reach a mutual solution and prevent losses.

Government agencies

State Sector

To make sure that the Company operates in conformity with the rules and regulations enacted by the State, the Board of Directors shall adopt the following policies and guidelines.

1. The laws governing operations shall be studied and understood. Meanwhile, no activities that would violate the letters of the law shall be undergone.
2. Legal compliance shall be assured when conducting a transaction with any state official or agency.
3. Good relations between the Company and the state sector shall be fostered so long as they are within proper boundaries.
4. The Board shall comply with the relevant laws and business traditions in a particular country or locality.

Community and society

Community and Society

The Board of Directors shall operate the Company's businesses with due regard to the duties and responsibilities owed to the nation, community, and society, as well as local traditions, in order to maintain social order. In this regard, the Board shall adopt the following policies and practical guidelines:

1. A business that could lead to social degradation shall not be undertaken, and the rights of any person in the community and society shall not be violated.
2. The consciousness of responsibilities towards the community and society as a whole shall always be instilled for the benefit of the Company and all of its employees.
3. Measures shall be provided for the prevention and remedy of any negative impact on the community and society caused by the Company's operations.
4. The preservation of local culture and traditions shall be promoted.
5. The Company shall cooperate with various agencies for community development.
6. Activities that benefit the public shall be sponsored.
7. Income shall be locally distributed through the employment of community members and the use of community products.
8. Good relations shall be fostered between the Company and the community and society on the basis of propriety, transparency, and fairness.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Business Ethics

The company has prescribed business ethics, and code of conduct for company directors, the management and employees as part of the good corporate governance code. It shall be a practice guideline for company directors, the management and employees to follow it for their business operation, which could be summarized as follows :

- | | |
|---|----------------------------|
| 1. Responsibility Towards Stakeholders | 7. |
| Environmentally responsible | |
| 2. Conflict of Interest Management | 8 |
| Occupational Safety and Health | |
| 3. Guidelines for Receiving or Giving Entertainment or Gift | 9. Formal Responsibilities |
| 4. Anti-Corruption | 10. |
| Maintenance of Company Assets | |
| 5. Non-Infringement of Intellectual Property | 11. Informants |
| and Complaints | |
| 6. Non-Violation of Human Rights | |

The business ethics and code of conduct are presented in animated cartoon for easy understanding and open for employees to view regularly to create awareness of the practice. For new employees, the company included the topics of business ethics and code of conduct in the employee orientation. Furthermore, the company organized e-learning training and tested employees to ensure that they recognize, understand, and are aware of business ethics, and could apply them in the workplace. 100 percent of all employees received training or orientation and passed the test. Meanwhile, directors and the management signed an acknowledgment of compliance with good corporate governance principles, business ethics and code of conduct for company directors, the management and employees, representing 100 percent of all directors and the management.

In addition, the company has monitored the implementation of good corporate governance code and required supervisors at all levels to be responsible for monitoring their subordinates in compliance with business ethics and code of conduct for company directors, the management and employees to strengthen its management and business engagement transparency, and those who do not comply with such measures will be appropriately punished and might be prosecuted in the case of law violation. If the employees are in doubt and cannot comply or make decision, they shall consult with sequence supervisor. In the case of dispute, the judgment from the Managing Director, The Executive Committee and The Board of Directors will be considered as final order. (See full details of business ethics, and code of conduct for company directors, the management and employees on the company website (www.snjinter.com) under section "Investor Relations" heading "Corporate Governance").

In 2024, the company found that there were no violations of the organization's ethics and code of conduct.

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, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

Conflict of Interest

To deal with conflicts of interest, the Board shall adopt the following guidelines:

1. Conflicts of interest or connected transactions shall be administered prudently, fairly, and rationally. There

shall be a transparent system for approving transactions that takes into account the Company's best interests. Directors with a vested interest in a particular matter shall not have the right to vote on it and shall be required to make a full disclosure in accordance with the rules of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

2. The Company's interests shall be upheld, subject to legality. No action that would constitute a conflict of interest with the Company shall be taken. In addition, no special benefits or privileges shall be given to any person.

3. Directors and executive officers shall be required to disclose their and related persons' interests in accordance with the prescribed rules.

4. Directors, executive officers, and employees with insider information shall be prohibited from trading Company's securities during the 1-month period prior to public disclosure of the Company's financial statements and 24 hours, after the Company's financial statements disclosure.

5. Directors, executive officers, as well as their spouses and underage children, shall have the duty to report their holding of the Company's securities and any changes to their holding to the Board of Directors in the subsequent board meeting.

6. Company information or secrets acquired or acknowledged shall not be disclosed or transmitted to third parties or unrelated persons.

7. Any information disclosure shall be made by authorized employees. Classes of confidentiality may be prescribed in accordance with the significance of the information. Disclosure shall be made within the assigned scope of duties and responsibilities.

8. Directors and senior executive officers shall be required to inform the Chairman about their trading of the Company's securities at least one (1) day before the trading date.

Anti-corruption

Anti-Fraud and Anti-Corruption Efforts

It is the Board of Directors' policy to comply with anti-corruption laws. In this regard, the Board shall adopt the following guidelines:

1. Create consciousness, values, attitudes for employees in performing their duties according to the law, rules with integrity.
2. An efficient and effective internal control system shall be put in place. There shall be suitable supervision and a system of checks and balances to prevent employees from being involved in fraud and corruption.
3. Directors, executive officers, and employees shall be prohibited from performing any act that amounts to a demand or acceptance of any property or any other benefit, whether for themselves or for others, as an inducement to wrongfully perform or refrain from performing a duty or to act in a way that could result in a loss to the Company's legitimate benefits.
4. Directors, executive officers, and employees shall be prohibited from giving or offering to give any property or any other benefits to third parties to induce such persons to unlawfully or wrongfully perform or refrain from an act.
5. There shall be a transparent and accurate financial reporting system.
6. There shall be a channel for employees and related persons to provide notices of causes for suspicion with confidence of protection. Personnel shall be appointed to examine all notices of suspicion given.

Whistleblowing and Protection of Whistleblowers

Informants and Complaints

The Board of Directors shall afford employees and stakeholders an opportunity to give information or file a complaint on a matter that could constitute a violation of the law, or a dishonest or wrongful act of an employee, including irregular behavior that could cause a problem or loss to the Company. The Company shall also accept complaints on cases where the rights of an employee or stakeholder has been infringed upon or where they have been treated unfairly. Suitable channels and procedures shall be provided by the Company in this regard.

The Company shall hear and process all complaints impartially, transparently, and fairly. Systematic and just measures for the protection of complainants shall be afforded. Information provided by the complainant shall be kept confidential in the Company.

Measures for the Protection of Complainants

1. A complainant may choose to remain anonymous if he/she deems that disclosure could lead to insecurity or loss.
2. The Company shall keep relevant information a secret and take into account the safety of the complainant. Measures shall be prescribed for the protection of complainants who are employees, including those who cooperate in the investigation of facts. These persons shall be protected from unfair treatment as a consequence of the

complaint, e.g. disturbances during work, reassignment, or termination of employment.

Prevention of Misuse of Inside Information

Prevention of Insider Information

The company placed much emphasis on the protection and supervision over insider information, by clearly specifying in the business ethics and code of conduct for company directors, the management and employees, that directors, the management and employees perform their duties with responsibility, carefulness and honesty, as well as consider the interests of the company as the most important. The company directors, the management, and employees were not allowed to exploit the information or assets belonging to the company, or accorded own position, in such manner seeking unjust gains for own self or for others. In relation to this, the company handed out relevant manuals to company directors, the management, and the employees, together with disseminating those information on company's internet system channel and company's website, to serve as guidelines for their business operations and assignments. Furthermore, the company also incorporated above information into company regulations, together with the penalty provision.

Gift giving or receiving, entertainment, or business hospitality

Receiving or Giving a Meal or Gift

While the Board of Directors aspires to operate within the framework of fair competition, it understands that receiving or giving a meal or gift is sometimes a necessary customary practice that fosters good relations. In this regard, the Board shall adopt the following guidelines:

1. A gift, token, or meal that may influence a decision shall always be prohibited. If it is customary to give or to receive a gift, token, or meal whose value is in excess of normal practices, a report shall be filed to the respective supervisor.
2. In the case of an assignment or authorization by a supervisor to assist with an external agency, a sum of money, an object, or a gift may be received in accordance with the applicable rules or standards prescribed by that external agency, e.g. gifts, presents, and lucky draw prizes.
3. In the case where an agent, contractual party, partner, or any other person wishes to offer a gift, token, or meal in the name of the Company, prior authorization from the Company shall always be required.
4. Expenses pertaining to these matters shall be maintained within a reasonable budget.

Compliance with laws, regulations, and rules

Disciplinary Measures for Non-Compliance with Policy and Guidelines

1. The company shall take appropriate disciplinary action for those who do not comply with good corporate governance code, and they might be prosecuted in the case of law violation.
2. The company will punish and penalized directors, the management and employees who are in breach of these regulations, or who threaten or violate any other persons, or who fail to take any actions against any acts of non-compliance by others, or who breach or do not comply with the established anti-corruption policy. The penalties will be considered based on seriousness of guilt from written warning to dismissal, including out of duty and receiving any applicable civil or criminal prosecution in accordance with the established laws.
3. In the event that a business partner or any Stakeholder of the company does not comply with these established regulations and policy on anti-corruption - either in the capacity as a wrongdoer or in neglecting to take any actions against any acts of non-compliance by others, or in giving false information, then the company may consider terminating any existing business contracts or relationships with such parties.

Information and assets usage and protection

Maintenance of Company Assets

Directors, executive officers, and employees are accountable for efficiently maintaining the Company's assets and assets under its care. In this regard, the following guidelines shall be adopted:

1. Assets shall be used for business operations and not for personal gain or for the benefit of outsiders.
2. Interests and assets shall be safeguarded to prevent losses, damage, or wrongful use pursuant to the standards of a reasonable person caring for his or her property. Direct and indirect wrongful exploitation of benefits shall be eliminated.
3. Sufficient insurance protection from losses shall be obtained for assets.
4. The use of computers to access another person's protected system or data, including to spy on, damage, destroy, modify, change, or corrupt another person's data in any manner that could be consider a violation of computer-crime laws, shall be prohibited. An information security system consistent with international standards shall be installed.

5. Email and internet access provided shall be used cautiously for business purposes as to not prejudice the Company's reputation.
6. Passwords for access to the Company's data shall be kept secret and shall not be disclosed to unauthorized persons.
7. The Company's intellectual property works shall not be reproduced, adapted, or used for personal benefit or for the benefit of others without authorization from the Company.
8. Supervisors shall be notified of any finding of any rights infringement or any act that could lead to a rights infringement or any act that could potentially lead to a dispute relating to the Company's intellectual property.
9. The safekeeping of important documents of the Company shall be overseen to ensure full compliance with relevant laws and regulations. Upon the lapse of the safekeeping period, the relevant employee must oversee that the documents are destroyed by appropriate means.

Information and IT system security

Policies and Guidelines for the Security of the Organization's Information Systems

The Company places great importance on good organizational management to drive and expand business growth, build a stable financial position, and generate reasonable shareholder returns. In compliance with good corporate governance principles, the Company has established a policy and regulations for using the computer system as a guideline for safeguarding corporate information systems and reducing information technology risks. The Company has assigned the Digital and Technology department to be responsible for the company's information system, where it has measures to install a firewall on the server to prevent cyberattacks, as well as monitoring the upgrade of the fire wall, installing the Antivirus program on every computer, limiting the use of external storage devices (Thumb drive), and managing the back up of the server at all times.

In 2024, the Company had no cases of cyber threats that caused damage to the Company.

Environmental management

Environment Responsibility

The Board of Directors shall undertake businesses with due regard to the Company's responsibilities towards the environment. In this regard, the Board shall adopt the following policies and practical guidelines:

1. Businesses shall be undertaken in accordance with laws, regulations, and policies on the environment with due regard to the impact on natural resources and the environment. Regular revision and assessment of the Company's environmental performance shall be performed.
2. Organizational culture and consciousness of all employees shall be promoted to encourage cooperation and responsibility for the efficient and sustainable management of the environment and utilization of resources.
3. Knowledge promotion and environmental training shall be extended to employees.
4. An environmental management system shall be promoted, including economical use of resources, treatment and rehabilitation of resources exploited, replenishment of resources, and sustainable environmental watch and impact prevention.
5. There shall be a system in place for selecting trade partners in the supply chain who operate in an environmentally friendly manner.
6. Environmentally friendly technology shall be developed and applied whenever possible.

Human rights

Non-Violation of Human Rights

With a great deal of respect for human rights, the Board of Directors shall adopt the following policies and guidelines:

1. There shall be no activities or support for activities that violate human rights.
2. Employees shall be provided with knowledge and understanding of human rights, which shall be applied to their respective functions.
3. There shall be no limitations to independence or differences in ideology, gender, race, religion, politics, or other matters. Nonetheless, expressing an opinion that could cause conflicts or divisions shall be best avoided.
4. Channels shall be provided for employees or persons who believe that their personal rights have been violated or that they have been treated unfairly to file a complaint with to Company. Such complaints shall be heeded and processed fairly.

Safety and occupational health at work

Occupational Safety and Health

Attaching importance to occupational safety and health, the Board of Directors shall adopt the following guidelines:

1. Business undertakings shall comply with safe and healthy work environment laws, regulations, and policies with due regard to the safety of life and property, as well as to the impact on the health of employees, trading partners, and stakeholders. Regular monitoring and safety assessment shall be conducted.
 2. Occupational safety shall be promoted. Work regulations, procedures, and standards shall be prescribed according to the level of risk. The safety of the working condition, work environment, and work procedures shall be improved. Protective tools and equipment shall be provided to employees.
 3. Preparations shall be made for emergency events. An emergency plan shall be devised. Regular drills and improvements shall be carried out to prevent and minimize any loss of life or property of the Company, employees, trading partners, and related persons.
- A safe workplace culture shall be fostered for the entire organization to ensure sustainable and safe operations

Promotion of compliance with the business code of conduct

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

Compliance with the Corporate Governance Principles

The Board of Directors also follows up the implementation of its corporate governance principles in order to promote good management systems which are transparent and effective in business operations. Those who do not adhere to such policy and principles may face disciplinary action as appropriate and may also face legal action in cases where any laws are violated. In cases where an employee is doubtful or unable to follow an instruction or make a decision, he/she may raise the issue with the supervisor up the chain of command. Should there be any dispute, a directive by Chairman of the Executive Board should prevail as a final judgment.

In addition, the Board of Directors has established the Corporate Governance Committee in order to monitor and promote corporate governance of the Company, to achieve success as set in the objectives and targets.

In 2024, the company has followed up to ensure compliance with good corporate governance with regards to the following areas:

1. Prevention of conflicts of interest

The Board of Directors has placed much importance on ensuring that any transaction with possible conflict of interest was carried out in a cautious, careful, and honest manner. Accordingly, the company incorporated the policy and guidelines regarding possible conflict of interest into its policy pertaining to good corporate governance policy and business ethics for directors, the management and employees to acknowledge and practice. In 2024, the company did not find any violations of such policy from monitoring the transactions with possible conflict of interest as follows:

- 1) The Board of Directors approved principles for business transactions carrying general business terms between the company, subsidiaries, and the directors, the management, or related persons as well as acknowledged such transactions which the management could conduct under the principles set by The Board of Directors on a quarterly basis.
- 2) The company supervised the connected transactions to comply with the notification by The Capital Market Supervisory Board. Additionally, the company carried out the connected transactions on a fair business practice basis, based on market prices and normal business terms (Fair and at arms' length), whereby the directors with possible conflict of interests were not allowed to take part in the meeting. In 2024, the company had connected transactions required approval by the Board of Directors. Before implementing each connected transaction requiring prior approval from the Board of Directors, the connected transactions were proposed to the Audit Committee for endorsement prior to submitting to the Board of Directors for further approval. For the transactions that met the criteria for disclosure of information, the company informed the said meeting resolution to the shareholders via the news channel of The Stock Exchange of Thailand together with the company website. Furthermore, the company had no connected transactions required approval by the shareholders.

In addition, in 2024, the company disseminated knowledge on prevention of conflicts of interest to directors, the management and employees through the company website, and bulletin boards to ensure that everyone was aware of and strictly followed the guidelines. Furthermore, the company provided an orientation for new employees and training for existing employees in the "Anti-Corruption and Business Ethics" course. A total of 2,805 people participated in this training. Meanwhile, all directors and the management representing amount 23 persons or 100% of the directors and the management, signed an acknowledgment of compliance with the policy on dealing with conflicts of interest, which is included in the company's good corporate governance principles, business ethics, and Code of Conduct.

1. Use of Inside Information to Seek Benefits

1) Internal Information Management

The Company has measures for internal information management as defined in the business ethics for the

Company and shareholders, as well as the Code of Conduct for Directors, Executive offices, and Employees at all levels, which require performance of duty with honesty, responsibility, discipline and integrity towards the public and to oneself and not in pursuit of improper and undue gains or benefit to oneself and/or others, protecting the Company's best interest and assets, not using the Company's information and assets for self-interests or other's benefit, and not making any undertaking that will support others in competition with the Company. The Company has provided in the company's good corporate governance principles, business ethics, and Code of Conduct for Directors, Executive offices, and Employees as a guideline for business operation and work principle. The Company requires all directors, executives and employees to sign their names acknowledging the said documents, which are distributed through the Company's website.

The above-mentioned topics have been stipulated in the Company's regulation. The highest disciplinary punishment for violation is dismissal from the Company. This regulation has been followed by all directors, executives and staff at all levels.

The Company has developed its IT control system in electronic documents interchange and determining access level (with password for each user) to suit the duties and responsibilities of particular users at every level.

In 2024, the Company's directors and executives have strictly adhered to the rules and there was no instance regarding misuse of insider information.

2) Trade in Securities of the Company and Report on Related Transactions

The company has policy and measures to monitor its security trading transactions, which includes the prohibition for directors, management, and employees from accessing inside information, engaging in any acts that exploit such information, especially those that have not been disclosed to the general public within one month prior to the disclosure of financial statements, and 24 hours after the financial statement has been disclosed. Any violation would be deemed as a disciplinary offence of company regulations.

In 2024, the Company Secretary sent out a related circular to the directors, the management, and the employees to sign an acknowledgement of the blackout period in advance, along with notifying them of penalties in the case of violation or non-compliance with said regulation. In addition, the company disseminated knowledge on the prevention of the use of insider information to all directors, the management and employees through various channels such as public relations boards, online public relations media, etc., to ensure that everyone acknowledged and strictly followed these guidelines.

The company informed the directors and management members to acknowledge of duty to report their shareholding status, as well as those by spouses and children not yet reaching legal maturity, within 3 working days from the date of the change in securities holdings. In the case of director and management who are newly appointed and not yet listed in the list system of directors and executives of issuer company with The Securities and Exchange Commission, they have duty to report the holding of the company's securities within 7 working days from the day of change to The Securities and Exchange Commission according to article 59 of The Securities and Exchange Act (No.5) B.E. 2559.

Furthermore, the company has set a policy for directors, management members including their spouse and underaged children having duty to report their shareholding and the changes in holding of the company's securities to The Board of Directors at the next Board of Directors' meeting. The company has to provide the agenda to report the securities holding status by the directors and the management including their spouse and underaged children to The Board of Directors' meeting to acknowledge on a quarterly basis.

The company has set a policy for directors and the management to inform of the company's securities trading at least 1 working day prior to trading.

In 2024, the directors and executives have so far strictly followed the policy. There was neither trading of shares in the blackout period nor trading by using the Company's inside information. However, there were 9 directors and executives have informed trading of company's shares to the company secretary at least one day in advance who traded shares of the Company in this year and informed the Securities and Exchange Commission of the transactions in due time as well as reporting their assets ownership to the Board of Director accordingly.

The company has put in place a measure to monitor the interests of its directors and management by establishing a policy that requires them to report any possible conflict of interests that arise from themselves or related persons whose interests are connected to the company's business operations within 3 month of such an event causing an appointment or change. They are required to inform the Company Secretary, who will then submit a related report to the Chairman of the Board of Director and The Chairman of The Audit Committee within 7 days after the secretary received the said information.

During 2024, company directors and the management strictly followed the said policy. Directors with possible conflict of interests did not take part in decision-making regarding such meeting agenda. Furthermore, the company facilitated the disclosure of information pertaining to any conflict of interests by company director or the management via the letter informing the meeting's resolution to the news system of The Stock Exchange of Thailand

3. Anti-Corruption

The company has set anti-corruption policy and prepared a manual for anti-corruption measures for Directors, Executives and employees to use as guidelines. The key focus of such policy and measures is to prevent and corruption in all forms whether directly or indirectly. The company will not participate in any bribery or corruption to government officials, public as well as private sectors in order to gain or maintain competitive advantage. In addition, the company have set the practice guidelines for activities with potential risk of corruption in order to clear guidelines in the doing business and reduce the risk of corruption.

The Anti-Corruption Policy and Practices 6 editions are "Principles and guidelines for Anti-Corruption" and provide to the Board of Director, Executives and other units within the organization to compliance guidelines in case of doubt in regard to corruption. In addition, there has been published on the company's website (www.snjinter.com) under the heading investor relations: Corporate Governance: Anti-Corruption.

Performance and Implementation of Anti-Corruption Policy for the year 2024

- Anti-corruption Policy and Practices are regularly communicated within the Organization 2 times per day by voice channel. Set up a poster and QR Code for publication about anti-corruption principles and practices at various point of the company , adding detail of anti-corruption policy in employee manual for new employee and set up Brochure for officer and outsider , which can be see become aware of company commitment.
- “Extending the Coalition (Partners) Against Corruption to Sustainable Organization Development” to its business partners continuously basis by creating a coalition of companies with anti-corruption practices to ensure transparency of business operations throughout the supply chain from upstream to downstream for the purpose of sustainable development.
- Expanding anti-corruption policies and practices to Osoth Inter Laboratories Co., Ltd. (an Associate) and assessing an anti-corruption risk, the results of the inspection of operating procedures and internal control measures and found that there are anti-corruption policies and practices that meet the evaluation criteria of the Thai Private Sector Coalition Against Corruption (CAC).
- The Company conducted training through the E-learning system for directors, executives, and employees in “Anti-Corruption, and Business Ethics” course, along with an evaluation to assess understanding. A total of 2,805 employees attended the training and all of them passed the evaluation. (Assessment criteria > 90%)
- Orientation for new employees, which have content policies and guidelines, operating for anti-corruption, to cultivate the consciousness from the start.
- The Company has notified its policy to its trading partners by sending a notice informing the anti-fraud policy. In cooperation, if found guilty person in the organization. In addition, the company has prepared the memorandum committing to Anti- Corruption for the represent of the company to provide customers and partners to realize in this matter.
- The company has set the notification letter policy stopped accepting gift from business partner every year.

4. Whistleblowing

The Board of Directors has laid down a Whistleblowing Policy by providing employees and stakeholders an opportunity to give information or file a complaint on a matter which could constitute a violation of the law, dishonest or wrongful act of an employee, including irregular behavior which could cause a problem or loss to the company. The company also receives complaints on cases where the rights of an employee or stakeholder has been infringed or where they have been treated unfairly. Suitable channels and procedures have been provided by the company in this regard. The company will give important to and take action on all complaints impartially, transparently, fairly, and according to the procedures set forth by the company. Systematic and just measures for the protection of complainants are provided. Information provided by the complainant is kept confidential in the company, to ensure that the complainant in good faith will not be affected by such whistleblowing or complaints.

In 2024, the company regarding anti-corruption, one complaint was received. However, after investigating the facts, it was determined that the complaint was unfounded. The company has measures to prevent whistleblowing by communicating to its business partners that it adheres to conducting business with honesty and transparency in accordance with good corporate governance principles based on morality and ethics. Therefore, no compensation will be requested in dealing with the company, nor will any offer be made in exchange for any form of benefit. In addition, the company has encouraged directors, the management and employees at all levels in the organization to conduct business and perform their duties accurately, transparently and verifiably.

5. Compliance with regulations of regulators

The company has realized the importance of compliance with regulations of regulatory agencies such as The Securities and Exchange Commission, The Stock Exchange of Thailand. In 2024, the company did not commit any wrongdoing, or violate the

law until receiving criminal, civil, or administrative sanctions.

Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : รูปประกาศนียบัตร CAC ต่ออายุ 2.jpg

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 corporate governance policy and guidelines, or board of directors' charter : Yes

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

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

The adoption of CG Code 2017 for listed companies issued by the SEC

The Company has annually reviewed the appropriateness of compliance with the CG Code for listed companies issued by the SEC and adopted the Code for the Company's business context as appropriate. Throughout 2024, the Company has fully complied with the CG Code, except for the following aspects:

Non - practiced aspects

1. The Board of Director's policy has specified the limit of the number of years on the tenure of independent directors not exceeding 9 years.

Reasons

The Board of Director's policy does not limit the number of years on the tenure of independent directors since the company's independent directors continue to perform their duties with independence and without private interests that may conflict with the interests of the company, as well as make decisions by taking into account the best interests of the company. They are also independent from the management and major shareholders of the company

Non - practiced aspects

2. The Board of Directors has no independent director appointed as the company's director for more than 9 years.

Reasons

The Board of Directors has 3 independent directors appointed as the company's director for more than 9 years because they are fully qualified per definition of company's independent directors, while duly processing such sound knowledge, professional expertise, and work experiences, beneficial to the company's business operations.

Non - practiced aspects

3. The Chairman of The Board of Directors is independent director.

Reasons

The Board of Directors has appointed non-executive director serving as the Chairman of The Board of Directors due to his ability and expertise in the company's business. Furthermore, despite the Chairman of The Board of Directors not being an independent director, nevertheless, the Chairman of The Board of Directors duly carried out his assignments in an independent manner, and providing opportunities to all directors to act freely in expressing own opinions and suggestions contributing to the best interests of the organization.

Non - practiced aspects

4. The Chairman of The Nominating Committee and the Chairman of The Remuneration Committee are independent directors and The Nominating Committee and The Remuneration Committee mainly comprise independent directors.

Reasons

Although the Chairman of The Nominating Committee and the Chairman of The Remuneration Committee are not independent directors, all of them are directors with knowledge and experience who served the positions for a long period of time. They have performed their duties with responsibility and honesty, while never voted when they have conflict of interests.

Other corporate governance performance and outcomes

Other information in accordance with good corporate governance principles to support various assessments

The Board of Directors have placed much emphasis on building good corporate governance practice, and upgrading those practice on continuous basis, to enable company operations to be carried out in a transparent and effective manner, leading to further growth and stability for the company. Furthermore, such practice was aimed at contributing to further economic value and long- term wealth for the shareholders, while providing fair treatment to all stakeholders concerned. The company has set the policy to achieve balanced business operations under changing social and economic environments, based on sufficiency economy principles, and in compliance with good governance practice principles for listed companies.

The Thai Institute of Directors (IOD) has developed new assessment criteria (New CGR) which will be used in 2024 with improvements to reflect ESG issues that businesses must manage. To reflect the sustainable operations of the company, the company has, therefore continuously developed principles of good corporate governance in order to be consistent with the new evaluation criteria that have been increased in intensity. In 2024, the company received a corporate governance evaluation result at the level of **"Excellent"** for the 7 consecutive year.

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram



Corporate Governance Structure as of December 31, 2024

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	15	
	8	7
Executive directors	5	
	1	4

	2024	
	Male (persons)	Female (persons)
Non-executive directors	10	
	7	3
Independent directors	6	
	5	1
Non-executive directors who have no position in independent directors	4	
	2	2

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	53.33	46.67
Executive directors	33.33	
	6.67	26.67
Non-executive directors	66.67	
	46.67	20.00
Independent directors	40.00	
	33.33	6.67
Non-executive directors who have no position in independent directors	26.67	
	13.33	13.33

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

	2024	
	Male (years)	Female (years)
Average age of board of directors	70	
	70	69

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. BOONKIET CHOKWATANA Gender: Male Age : 77 years Highest level of education : Honorary degree Study field of the highest level of education : Faculty of Management and Information Sciences Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 10,298,408 Shares (6.868773 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 2,725,652 Shares (1.817940 %) 	<p>Chairman of the Board of Directors (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	22 Apr 1980	<p>Personal Products & Pharmaceuticals, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management</p>
<p>2. Mrs. TIPAPORN CHOKWATANA Gender: Female 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 : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 2,725,652 Shares (1.817940 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 10,298,408 Shares (6.868773 %) 	<p>Vice-chairman of the Board of Directors (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	24 Apr 1995	<p>Personal Products & Pharmaceuticals, Strategic Management, Governance/ Compliance, Business Administration, Law</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. THIRASAK VIKITSET</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,753,406 Shares (1.169477 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 972,123 Shares (0.648381 %) 	<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>	30 Apr 1985	<p>Personal Products & Pharmaceuticals, Engineering, Strategic Management, Risk Management, Governance/ Compliance</p>
<p>4. Mrs. KAEWTA ONGSARANAKOM</p> <p>Gender: Female</p> <p>Age : 68 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 786,041 Shares (0.524269 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 233,560 Shares (0.155779 %) 	<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>	22 Jun 1987	<p>Personal Products & Pharmaceuticals, Governance/ Compliance, Strategic Management, Corporate Management, Human Resource Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Prof.Dr. MALYN UNGSURUNGSIE</p> <p>Gender: Female</p> <p>Age : 74 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 201,284 Shares (0.134251 %) 	<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>	26 Apr 2004	<p>Personal Products & Pharmaceuticals, Sustainability, Corporate Management, Strategic Management, Risk Management</p>
<p>6. Mrs. CHITRAPORN VIKITSET</p> <p>Gender: Female</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Early Childhood Education</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 972,123 Shares (0.648381 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 1,753,406 Shares (1.169477 %) 	<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>	23 Apr 2007	<p>Personal Products & Pharmaceuticals, Procurement, Strategic Management, Governance/ Compliance, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mrs. TEERADA AMBHANWONG</p> <p>Gender: Female</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 867,857 Shares (0.578838 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	22 Apr 2008	<p>Personal Products & Pharmaceuticals, Marketing, Brand Management, Governance/ Compliance, Strategic Management</p>
<p>8. Mrs. PISMAI CHANDRUBEKSA</p> <p>Gender: Female</p> <p>Age : 76 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Hotel & Restaurant Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 84,285 Shares (0.056216 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	28 Apr 2009	<p>Food & Beverage, Human Resource Management, Sustainability, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. ADM. APICHART PENGSRITONG</p> <p>Gender: Male</p> <p>Age : 75 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 85,714 Shares (0.057169 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 Nov 2009	<p>Personal Products & Pharmaceuticals, Sustainability, Procurement, Engineering, Governance/ Compliance</p>
<p>10. Mr. SUTHEP DANSIRIVIROJ</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	22 Apr 2014	<p>Personal Products & Pharmaceuticals, Finance, Risk Management, Audit, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. POL. GEN. SOMCHAI PRABHASABHAKDI</p> <p>Gender: Male</p> <p>Age : 82 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	28 Apr 2015	Personal Products & Pharmaceuticals, Law, Governance/ Compliance, Internal Control
<p>12. Mr. AMORN ASVANUNT</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Apr 2017	Personal Products & Pharmaceuticals, Accounting, Finance, Risk Management, Audit

List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	23 Apr 2019	<p>Personal Products & Pharmaceuticals, Engineering, Audit, Risk Management, Sustainability</p>
<p>14. Mr. ANANTACHAI YOONPRATHOM</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Mass Communication Research</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	1 Mar 2024	<p>Sustainability, Change Management, Strategic Management, Risk Management, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>15. Mrs. Thongsuk Upathambhakul</p> <p>Gender: Female</p> <p>Age : 65 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 141,570 Shares (0.094424 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	22 Apr 2024	<p>Personal Products & Pharmaceuticals, Marketing, Sustainability, Strategic Management, Risk Management</p>

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. Dr. ATTHAKORN GLANKWAMDEE</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : -</p> <p>Legal offenses in the past 5 years : -</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 470,774 Shares (0.313994 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : -</p>	22 Apr 2024	-
<p>2. Mrs. PRADITTHA CHONGWATTANA</p> <p>Gender: Female</p> <p>Age : 75 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : -</p> <p>Legal offenses in the past 5 years : -</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 168,548 Shares (0.112417 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : -</p>	1 Mar 2024	-

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 company's certificate of registration
1. Mr. BOONKIET CHOKWATANA	Chairman of the Board of Directors		✓		✓	✓
2. Mrs. TIPAPORN CHOKWATANA	Vice-chairman of the Board of Directors		✓		✓	✓
3. Mr. THIRASAK VIKITSET	Director	✓				✓
4. Mrs. KAEWTA ONGSARANAKOM	Director	✓				✓
5. Prof.Dr. MALYN UNGSURUNGSIE	Director	✓				✓
6. Mrs. CHITRAPORN VIKITSET	Director	✓				✓
7. Mrs. TEERADA AMBHANWONG	Director		✓		✓	✓
8. Mrs. PISMAI CHANDRUBEKSA	Director		✓	✓		
9. ADM. APICHART PENGSRITONG	Director		✓	✓		
10. Mr. SUTHEP DANSIRIVIROJ	Director		✓		✓	
11. POL. GEN. SOMCHAI PRABHASABHAKDI	Director		✓	✓		
12. Mr. AMORN ASVANUNT	Director		✓	✓		
13. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL	Director		✓	✓		
14. Mr. ANANTACHAI YOONPRATHOM	Director		✓	✓		
15. Mrs. Thongsuk Upathambhakul	Director	✓				✓
Total (persons)		5	10	6	4	8

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Food & Beverage	1	6.67
2. Personal Products & Pharmaceuticals	13	86.67
3. Law	2	13.33
4. Marketing	2	13.33
5. Accounting	1	6.67
6. Finance	2	13.33
7. Human Resource Management	2	13.33
8. Sustainability	6	40.00
9. Procurement	2	13.33
10. Brand Management	1	6.67
11. Corporate Management	3	20.00
12. Engineering	3	20.00
13. Change Management	1	6.67
14. Strategic Management	9	60.00
15. Risk Management	8	53.33
16. Audit	3	20.00
17. Internal Control	1	6.67
18. Governance/ Compliance	11	73.33
19. Business Administration	2	13.33

Information about the other directors

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

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

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

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

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

Methods of balancing power between the board of directors and Management : Others : Setting up the Board of Directors Charter and The Executive Committee Charter, which prescribe the duty and responsibility scope for each committee separately

The Independence of The Board of Directors from the Management

The company has separated the role and responsibility between the Board of Directors and the management in a clear manner by setting up the Board of Directors Charter and The Executive Committee Charter, which prescribe the duty and responsibility scope for each committee separately. In addition, the company specified the Chairman of The Board of Directors and the Managing Director to be different persons and the Chairman must not participate in the management of the company, so as to clearly separate the supervision and management authority for the company, and contributing to proper authority balance in company management within the company. In relation to this, the company has set up the authority, duty, and responsibility scope for the Chairman and the Managing Director separately.

Information on the roles and duties of the board of directors

Board charter : Have

Role and Duties of the Board of Directors

The Board of Directors had important responsibility in setting the direction for the company's business operations, following up on the work results by its management members, and being responsible for their duties to contribute to the best interests of the shareholders and the company.

Authority of the Board of Directors

1. To appoint, remove and authorize consultants to the Board of Directors, and/or to other individuals.
2. To approve loans, of the amount greater than the authority of the Executive Board, to companies with a business relation to the company as shareholders or to companies with a trading relation or other companies.
3. To approve guarantee of loan, of the amount greater than the authority of the Executive Board, to companies with a business relation with the company as shareholders or to companies with a trading relation or other companies.
4. To approve engagement in a legal act, this is not a financial transaction, of the amount greater than the authority of the Executive Board.
5. To approve acceptance or cancellation of loans of the amount greater than the authority of the Executive Board.
6. To approve investment, sale of investment capital in ordinary shares and/or any other securities of the amount greater than the authority of the Executive Board.
7. To approve sourcing and investment in fixed assets of the amount greater than the authority of the Executive Board.
8. To approve the payment for, or disposal or transfer of fixed assets that exceeds the authority of the Executive Board.
9. To approve modification, destruction and disposal of fixed assets and intangible assets which are no longer in use, damaged, lost, destroyed, deteriorated and out of date, which are of the amount greater than the authority of the Executive Board.
10. To approve modification, change of price and destruction of raw materials and/or remaining inventories which are deteriorated or out of date, which are of the amount greater than the authority of the Executive Board.
11. To approve compromise or settlement of dispute by arbitration, complaint, filing of lawsuits and /or any legal proceeding on behalf of the company on matter which are not/or normal business course with an amount exceeding the authority of the Executive Board.
12. To propose to shareholders an increase or a decrease of capital, a change of share value: modification of memorandum, articles of association and /or objectives of the company.
13. To approve incorporation, merger or dissolution of subsidiaries.
14. To authorize to management, managerial employees of the company, or any other individual to act on their behalf.
15. To invite member of the management, executives, or relevant employees to provide explanations, opinions or documents as necessary.
16. To consult with specialist or company consultants (if any) or hire third-party consultant or outside specialist if necessary at the expense of the company.

17. To appoint and remove a company secretary.

Duty and responsibility scope of the Board of Directors

1. To establish directions, goals and business policies of the company.
2. To approve plans and annual budgets; including to supervise the performance of the management in order to ensure effectiveness and compliance with the laws and established policies and plans.
3. To encourage the development of the policy of corporate governance, ethics and business code of ethics in written in order for company directors, executives and employees to use as guideline in the conduct of the business and follow up its real practice.
4. To arrange for a sufficient internal control system in order to ensure that transactions are approved by authorized individuals, examined and prepared accurate accounting reports; and, to implement various systems preventing inappropriate use of company assets.
5. Transactions with possible conflict of interests must be carefully reviewed, with a definite guideline to ensure the interests of the company and the shareholders. Individuals with interests may not be involved in the decision-making process. They must observe the requirements on the proper procedure and disclosure of transactions with possible conflict of interests.
6. To approve the reviewed and/or audited financial reports, which have been approved by the Audit Committee.
7. To be equally responsible to all shareholders, and, to correctly, basely and transparently disclose information to shareholders and investors.
8. To acknowledge business management reports from the Executive Board.
9. To convene shareholders meeting by specified date, time, place and agenda as well as dividends (if any) and to provide shareholders with opinions of the Board of Directors on the matters proposed to the shareholders. During the twenty-one days prior to each shareholder meeting, the company may stop share transfer registration by informing the shareholders at the headquarters and the branch offices at least fourteen days prior to the day of share transfer registration suspension. Alternatively, a record date (RD) may be determined no longer than two months prior to the day of any shareholders meeting, to determine the right to attend shareholders meeting and to receive dividends.
10. To prepare the Report on the company Board of Directors' Responsibilities for Financial Statements and disclose it in the annual report of the company (56-2 Form) and the annual disclosure report (56-1 Form).
11. To follow up on documents to be submitted to relevant regulatory agencies, in order to ensure that the statements or the items are correct as per the data appearing in the account books, the registration or any other document of the company.
12. To approve the charter of the Board of Directors and/or other committees.
13. To Review, revise and amend the Charter of the Board of Directors at least once a year.
14. To engage in any other action, which is beyond the authority of the Executive Board, or which the Board of Directors deems appropriate.

Term for company directors

The term for company directors is in accordance with company articles of association and Charter for The Board of Directors as follows:

1. At each annual shareholders' general meeting, one- third of the sitting directors are required to retire from directors, whereas if the number of directors cannot be divided into 3 equal portions, the closet to such number shall apply. Retiring directors are eligible for re-election. At present, The Board of Directors had 15 members, therefore each director shall have a 3-year term.
2. Apart from retiring upon term completion, the company director shall also relieved of his/ her position upon resignation or death or having disqualifications as prohibited by laws or the resolution adopted by the shareholders' meeting to remove that person from the position, or court ruling remove that person from the position.
3. In the case where the position of Board member is left vacant due to reasons other than term completion, with such remaining term not less than 2 months, The Board of Directors are required to appoint other persons having full qualifications to succeed in that position. In such case, the newly-appointed Board member may only serve out the term remaining for the person he/she succeeds.
4. The company director resigning from the position before term completion is required to submit his/ her resignation letter to the company, with such resignation coming into effect on the date of said submission. The shareholders' meeting may vote for any of director to be out before retiring upon term completion, by a vote of not less than three-fourths of the number of shareholders attending the meeting and having the right to vote and the total number of shares being not less than half of the number of shares held by the shareholders attending the meeting and having the right to vote.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

Authority of the Audit Committee

1. Coordinate to facilitate common understanding to be in the same direction among the certified public accountant, The Board of Directors, and the internal auditors.
2. To invite the management, or company relevant employees to provide clarification and comment, to take part in meetings, and to submit documents deemed necessary. As well as having the authority to access corporate documents of all levels.
3. Authorized to carry out investigation on concerned persons relating to such matters lying within the authority and duty scope of The Audit Committee.
4. To consult with specialists or company consultants (if any), or hire outside consultants or specialists, if necessary, at the expense of the company.

Duty and responsibility scope of the Audit Committee

1. To review that the company has accurate and adequate financial reporting.
2. To review that the company has suitable and efficient internal control system and internal audit.
3. To review that the company comply with laws concerning securities and stock exchange, the Stock Exchange's regulations, and other laws related to the company's business.
4. To review the compliance of the anti-corruption policy.
5. To encourage the company to have an efficient risk management system and follow up on it.
6. To ensure the company has a management system with the Good Corporate Governance principles.
7. To approval and monitor the progress made in relation to the internal audit plan.
8. To consider independence of the internal audit including agreement of appointment, transfer and dismissal of the chief of the internal audit office or any other unit in charge of internal audit.
9. To consider, select, nominate for approval for the persons with independence of performing the duties of external auditors for the Company including the proposed termination of auditor and propose the remuneration of such external auditors to the Board of Director and jointly attend the meeting with the external auditors, at least once a year, without the attendance of the Company's management.
10. Review connected transactions or transactions with possible conflict of interests, to ensure that they follow the laws, the regulations of The Stock Exchange of Thailand, and the Notification of The Capital Market Supervisory Board, and that they are justified and are of maximum benefits to the company.
11. To disclose the Audit Committee's Report in the Company's Annual Report, consist of at least the following information.
 - a. An opinion on the accuracy, completeness and reliability of the Company's Financial Report.
 - b. An opinion on the adequacy of the Company's Internal Control System.
 - c. An opinion on compliance with the laws concerning securities and stock exchange, the Stock Exchange of Thailand's regulations, or other laws relating to the company's business.
 - d. An opinion on the suitability of the Auditor.
 - e. An opinion on transactions that may have conflicts of interests.
 - f. The number of the Audit Committee Meetings, and its attendance record of each committee member.
 - g. An opinion or overview comment that the Audit Committee perceived from its performance under the charter.
 - h. Other information that the shareholders and general investors should know under its scope of duties and responsibilities assigned by the Company's Board of Directors.
12. In carrying out the Audit Committee's duties, if it found or has any suspects that there are transactions or the following doings which may have a considerable impact on the company's financial status and performance; it should

report them to the Board of Directors in order to correct them within a suitable time frame set by the Audit Committee.

- a. Transactions causing conflicts of interests.
- b. Fraud or irregularity or have key mistakes in the internal control system.
- c. Breach of laws concerning securities and stock exchange, regulations of the Stock Exchange of Thailand, and other laws related to the company's business.

If the Company's Board of Directors or its executives failed to arrange to have them corrected within due course, any member of the Audit Committee may report such transactions or doings to the Securities and Exchange Commission or the Stock Exchange of Thailand.

13. To review, improve and amend the Charter of the Audit Committee and present it to the Company's Board of Directors for approval.

14. To perform any other matters as assigned by the Company's Board of Directors with the Audit Committee's agreement under the Company Regulations and laws.

Reference link for the charter

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Executive Committee

Role

- Others
 - Management Division of the Company

Scope of authorities, role, and duties

Authority of the Executive Board

1. To appoint, remove, transfer, evaluate and determine compensation and welfare of employees of different levels.
2. To appoint and remove any other working committee to carry out actions necessary for the management of the company.
3. To issue regulations and announcement on performance of duties: to assign authority to members of the Executive Board and/or employees serving managerial posts: and, to execute authorization on company assets.
4. To approve loans to related companies as shareholders or the company as trading parties or other companies, provided that the amount does not exceed the limited amount 20 million baht per company.
5. To approve guarantee of loan to related companies as shareholders or the company as trading parties or other companies, provided that the amount does not exceed the limited amount 20 million baht per company.
6. To approve engagement in non-financial juristic actions provided that the amount does not exceed the limited amount 20 million baht per case.
7. To approve acceptance or cancellation of loans provided that the amount does not exceed the limited amount 20 million baht per case.
8. To approve investment, sale of investment capital in ordinary shares and/or any other securities, provided that the amount does not exceed the limited amount 20 million baht per case.
9. To approve sourcing and investment in fixed assets, provided that the amount does not exceed the limited amount 20 million baht per case.
10. To approve a payment for, disposal or transfer of fixed assets, provided that each transaction amount does not exceed 20 million baht.
11. To approve modification, destruction and disposal of fixed assets and intangible assets which are no longer in use, damaged, lost destroyed, deterioration and out of date, provided that the book value does not exceed the limited amount 20 million baht per case.
12. To approve modification, change of price and destruction of raw materials and/or remaining inventory which are deteriorated or out of date, provided that the book value does not exceed the limited amount 20 million baht per case.
13. To approve compromise or settlement of disputes by arbitration, complaint, filling of lawsuits and/or any legal proceeding on behalf of the company on matters which are not normal business course of the value not exceeding the specified amount. In such case of a normal business course, the amount must not exceed the limited amount 20 million baht.
14. To authorize executive of the company or other individuals to act on their behalf.
15. To invite members of the management or relevant employee to provide explanations, opinions or documents as necessary.
16. To consult with specialists or company consultant (if any) or hire third-party consultant or outside specialists if necessary at the expense of the company.
17. To stipulate any other regulations as deemed appropriate.

Duty and responsibility scope of the Executive Board

1. Present the company's objectives, policy, plan, and annual budget to The Board of Directors.
2. Managing company's operations in order to comply with the direction, target, and business policy of the company.
3. Promote the competitiveness of the company, while encouraging consistent innovation development activities.
4. Supervise company operations to comply with the laws, objectives, company regulations, resolutions by the shareholders' meeting, resolutions by The Board of Directors, as well as other standard practices concerned.
5. The Executive Board members may allocate work responsibilities among themselves, whereby they are required to report the progress of own responsible work to The Executive Board.
6. Supervise the compilation of financial statements, for review and/ or verification by the certified public accountant, prior to submitting to The Audit Committee, and The Board of Directors, for endorsement respectively.
7. Review the matters to be submitted to The Board of Directors for further acknowledgment or approval.
8. To disclose the Executive Board's Report in the Company's Annual Report.
9. To review, revise and amend the charter for The Executive Board, to be submitted to The Board of Directors for

further approval.

10. Engage in other acts as assigned by The Board of Directors.

Duty and responsibility scope of the Executive Board

1. Present the company's objectives, policy, plan, and annual budget to The Board of Directors.

2. Managing company's operations in order to comply with the direction, target, and business policy of the company.

3. Promote the competitiveness of the company, while encouraging consistent innovation development activities.

4. Supervise company operations to comply with the laws, objectives, company regulations, resolutions by the shareholders' meeting, resolutions by The Board of Directors, as well as other standard practices concerned.

5. The Executive Board members may allocate work responsibilities among themselves, whereby they are required to report the progress of own responsible work to The Executive Board.

6. Supervise the compilation of financial statements, for review and/ or verification by the certified public accountant, prior to submitting to The Audit Committee, and The Board of Directors, for endorsement respectively.

7. Review the matters to be submitted to The Board of Directors for further acknowledgment or approval.

8. To disclose the Executive Board's Report in the Company's Annual Report.

9. To review, revise and amend the charter for The Executive Board, to be submitted to The Board of Directors for further approval.

10. Engage in other acts as assigned by The Board of Directors.

Reference link for the charter

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The Nominating Committee

Role

- Director and executive nomination

Scope of authorities, role, and duties

Authority of the Nominating Committee

1. To invite the management or company relevant employees to provide explanations, opinions or documents as necessary.

2. To consult with specialists or company consultants (if any), or hire outside consultants or specialists, if necessary, at the expense of the company.

Duty and responsibility scope of the Nominating Committee

1. Set the criteria and method in selecting the persons to be nominated as directors.

2. Review the background and relevant information of the persons to be nominated as directors, by considering their knowledge, experiences, and expertise from various professions, so as to secure qualified persons according to the selection criteria, company regulations, and related laws.

3. Select the persons to be nominated as company directors, for The Board of Directors to consider and approve. However, in the case of the directors retiring upon term completion, such nomination needs to be submitted to the shareholders' meeting for approval.

4. Prepare comment and suggestion to serve as references for The Board of Directors' consideration.

5. Review and revise the charter for The Nominating Committee, to be proposed to The Board of Directors for consideration and approval.

6. Engage in other acts as assigned by The Board of Directors.

Reference link for the charter

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The Remuneration Committee

Role

- Remuneration

Scope of authorities, role, and duties

Authority of the Remuneration Committee

1. To invite the management or company relevant employees to provide explanations, opinions or documents as necessary.
2. To consult with specialists or company consultants (if any), or hire outside consultants or specialists, if necessary, at the expense of the company.

Duty and responsibility scope of the Remuneration Committee

1. Review the remuneration criteria for The Board of Directors, and if deemed necessary, propose the suggestion or revision to existing criteria, in order to make them more suitable.
2. Review the remuneration budget earmarked for The Board of Directors, by taking into account the company's performances, the remuneration budget approved by the shareholders' meeting, and the actual remuneration amount for the previous year, for further presentation to The Board of Directors for consideration, and for final approval by the shareholders' meeting.
3. Review the remuneration budget for The Board of Directors, by taking into account their duty and responsibility scope and related performances, based on the remuneration budget approved by the shareholders' meeting.
4. Review the remuneration budget for the Remuneration Committee members (who do not serve as company directors), by taking into account their duty and responsibility scope, and related performances.
5. Review and revise the charter for The Remuneration Committee, to be proposed to The Board of Directors for consideration and approval.
6. Engage in other acts as assigned by The Board of Directors.

Reference link for the charter

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The Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

Authority of the Risk Management Committee

1. To consult with specialists or company consultants (if any), or hire outside consultants or specialists, if necessary, at the expense of the company.
2. To invite the management or company relevant employees to provide explanations, opinions or documents as necessary.
3. To set-up a working committee, to monitor and evaluate risk management activities throughout the overall organization.

Duty and responsibility scope of the Risk Management Committee

1. To determine policies, targets and plans of corporate risk management systems clearly and consistently and keeping close communication with the Audit Committee.
2. To encourage and stimulate at all levels cooperation in company risk management.
3. To supervise corporate risk management appropriately and effectively.
4. To develop corporate risk management systems with efficiency and consistency.
5. Supervise the compilation of The Report by The Risk Management Committee, for disclosure in the annual report compilation by the company, whereby the Chairman of The Risk Management Committee is duly required to affix his signature in verification of said report.
6. To review, revise and amend the charter for The Risk Management Committee, and submit to The Board of Directors for approval.
7. Other duties as assigned by the Board of Directors.

Reference link for the charter

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The Sustainability Committee

Role

- Sustainability development

Scope of authorities, role, and duties

Authority of the Sustainability Committee

1. Has the authority to invite management or relevant parties to provide clarifications, opinions, or participate in sustainability meetings, as well as to submit relevant sustainability documents/ information as necessary.
2. Has the authority to consult experts or hire external advisors when required.

Duty and Responsibility scope of the Sustainability Committee

1. Establish policies, directions, and strategic sustainability plans covering economic, social, and environmental aspects, in alignment with key issues and the sustainability operational framework.
2. Provide knowledge, oversight, monitoring, and auditing to ensure that the project working committee and relevant departments operate in accordance with sustainability policies, strategies, and action plans.
3. Monitor the progress of social and environmental projects and assess their success in both quantitative and qualitative aspects.
4. Review the annual budget for sustainability projects and propose it to the Board of Directors.
5. Create or develop guidelines for sustainability reporting in alignment with international standards by coordinating with the working committee and relevant departments to ensure necessary and sufficient information collection for report preparation.
6. Communicate and publicize sustainability policies, plans, and performance outcomes to all stakeholder groups.
7. Undertake any other necessary actions to ensure the company's sustainability development achieves its established goals.

Reference link for the charter

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The Corporate Governance Committee

Role

- Corporate governance

Scope of authorities, role, and duties

Authority of the Corporate Governance Committee

1. To invite the management or company relevant employees to provide explanations, opinions or documents as necessary.
2. To consult with specialists or company consultants (if any), or hire outside consultants or specialists, if necessary, at the expense of the company.
3. To set up the working group to process the corporate governance activities at all levels.

Duty and responsibility scope of the Corporate Governance Committee

1. Set up, review and revise the policy of corporate governance, the principles of Corporate Governance, Business Ethics, Code of Conduct for Company Directors, Executives and Employees and Policy against Corruption, regulations, work practices and announcements, rules and relevant laws consistency.
2. Set up work practices according to the principles of Corporate Governance, Policy against Corruption, also monitor and evaluate them consistency.
3. Promote and encourage company directors, executives and employees to practice according to the principles of Corporate Governance and Policy against Corruption.
4. Supervision and support of anti-corruption measures by risk management risk assessment of anti-corruption measures, including a review of corruption risk management measures to adequately report the Board of Directors at least 1 time per year.
5. To disclose the Corporate Governance Committee's Report in the Company's Annual Report.
6. To review, revise and amend the charter for The Corporate Governance Committee, to be proposed to The Board of Directors for consideration and approval.
7. Other duties as assigned by the Board of Directors.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. AMORN ASVANUNT^(*)</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 May 2017	Personal Products & Pharmaceuticals, Accounting, Finance, Risk Management, Audit
<p>2. POL. GEN. SOMCHAI PRABHASABHAKDI</p> <p>Gender: Male</p> <p>Age : 82 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	28 Apr 2015	Personal Products & Pharmaceuticals, Law, Governance/ Compliance, Internal Control
<p>3. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	23 Apr 2019	Personal Products & Pharmaceuticals, Engineering, Audit, Risk Management, Sustainability

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. Mrs. PRADITTHA CHONGWATTANA Gender: Female 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	Member of the audit committee (Non-executive directors, Independent director)	1 Mar 2024	-

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
1. Mr. THIRASAK VIKITSET Gender: Male 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	The chairman of the executive committee	30 Apr 1985
2. Mrs. KAEWTA ONGSARANAKOM Gender: Female Age : 68 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	Member of the executive committee	22 Jun 1987
3. Prof.Dr. MALYN UNGSURUNGSIE Gender: Female Age : 74 years Highest level of education : Doctoral degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	26 Apr 2004
4. Mrs. CHITRAPORN VIKITSET Gender: Female Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Early Childhood Education Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	23 Apr 2007
5. Mrs. Thongsuk Upathambhakul Gender: Female Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	13 May 2010
6. Mr. Praj Srichandra Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	13 May 2021

List of committee members	Position	Appointment date of executive committee member
7. Mrs. Patchara Pongwichan Gender: Female Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Fine and Applied Arts Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	13 May 2010
8. Ms. Kritsanarath Rassameesuriyan Gender: Female Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	12 May 2017
9. Mr. Sumit Khopaiboon Gender: Male Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	12 May 2017
10. Ms. Yarin Arayatanitkul Gender: Female Age : 46 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	13 May 2019
11. Mrs. Daranee Ajjaneeyakul Gender: Female Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	13 May 2010
12. Ms. Waraluck Punpairoj Gender: Female Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Fine and Applied Arts Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	3 May 2023

Other Subcommittees

Subcommittee name	Name list	Position
The Nominating Committee	Mr. BOONKIET CHOKWATANA	The chairman of the subcommittee
	Mr. THIRASAK VIKITSET	Member of the subcommittee
	Mrs. KAEWTA ONGSARANAKOM	Member of the subcommittee
	Mrs. CHITRAPORN VIKITSET	Member of the subcommittee
The Remuneration Committee	Mr. BOONKIET CHOKWATANA	The chairman of the subcommittee
	Mr. THIRASAK VIKITSET	Member of the subcommittee
	Mrs. KAEWTA ONGSARANAKOM	Member of the subcommittee
	Mrs. PISMAI CHANDRUBEKSA	Member of the subcommittee (Independent director)
The Risk Management Committee	Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL	The chairman of the subcommittee (Independent director)
	Mrs. Porntip Putipat	Member of the subcommittee
	Mrs. Thongsuk Upathambhakul	Member of the subcommittee
	Mr. Praj Srichandra	Member of the subcommittee
	Mrs. Daranee Ajjaneeeyakul	Member of the subcommittee
	Ms. Waraluck Punpairaj	Member of the subcommittee
	Mrs. Jariya Thamvachiraporn	Member of the subcommittee
	Mr. Chadchon Tantivejkul	Member of the subcommittee
The Sustainability Committee	Prof.Dr. MALYN UNGSURUNGSIE	The chairman of the subcommittee
	ADM. APICHART PENGSRITONG	Member of the subcommittee (Independent director)
	Mrs. Rujapa Srisurang	Member of the subcommittee
	Mrs. Pranee Petcharayutpun	Member of the subcommittee
	Ms. Natpitchaya Kitthamrongworakul	Member of the subcommittee
	Ms. Pornpanawan Boonrom	Member of the subcommittee
	Ms. Usa Kingsubmanee	Member of the subcommittee
	Mr. ANANTACHAI YOONPRATHOM	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
The Corporate Governance Committee	POL. GEN. SOMCHAI PRABHASABHAKDI	The chairman of the subcommittee (Independent director)
	Mrs. KAEWTA ONGSARANAKOM	Member of the subcommittee
	Mrs. Patchara Pongwichan	Member of the subcommittee
	Mr. Sumit Khopailoon	Member of the subcommittee
	Ms. Thatsruang Saengwichian	Member of the subcommittee
	Mr. SUTHEP DANSIRIVIROJ	Member of the subcommittee

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. THIRASAK VIKITSET</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Managing Director / Director which is Executive / CHAIRMAN OF EXECUTIVE BOARD</p> <p>(The highest-ranking executive)</p>	31 Dec 1993	<p>Personal Products & Pharmaceuticals,</p> <p>Engineering, Strategic Management, Risk Management, Governance/ Compliance</p>
<p>2. Mrs. KAEWTA ONGSARANAKOM</p> <p>Gender: Female</p> <p>Age : 68 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Director / Director which is Executive</p>	22 Jun 1987	<p>Personal Products & Pharmaceuticals,</p> <p>Governance/ Compliance, Strategic Management, Corporate Management, Human Resource Management</p>
<p>3. Prof.Dr. MALYN UNGSURUNGSIE</p> <p>Gender: Female</p> <p>Age : 74 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Deputy Managing Director / Director which is Executive</p>	26 Apr 2004	<p>Personal Products & Pharmaceuticals,</p> <p>Sustainability, Corporate Management, Strategic Management, Risk Management</p>
<p>4. Mrs. CHITRAPORN VIKITSET</p> <p>Gender: Female</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Early Childhood Education</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Director / Director which is Executive</p>	23 Apr 2007	<p>Personal Products & Pharmaceuticals,</p> <p>Procurement, Strategic Management, Governance/ Compliance, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Bo Nystrup Nielsen Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Strategy and Corporate Development Division Manager	30 May 2019	Business Administration, Personal Products & Pharmaceuticals, Marketing
6. Mrs. Thongsuk Upathambhakul Gender: Female Age : 65 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	Director / Director which is Executive / Domestic Business Division Manager	3 Jan 2008	Personal Products & Pharmaceuticals, Marketing, Sustainability, Strategic Management, Risk Management
7. Mr. Praj Srichandra Gender: Male Age : 46 years Highest level of education : Master'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	Factory Division Manager	13 May 2021	Personal Products & Pharmaceuticals, Sustainability, Corporate Management, Change Management, Risk Management
8. Mr. Varith Tritapun ^(*) Gender: Male Age : 80 years Highest level of education : Master'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 : Yes Accounting supervisor : No	Accounting & Finance Division Assistant Manager	16 Apr 1997	Business Administration, Economics, Personal Products & Pharmaceuticals, Finance, Accounting

List of executives	Position	First appointment date	Skills and expertise
9. Mrs. Patchara Pongwichan Gender: Female Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Fine and Applied Arts Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Human Resource Division Assistant Manager	3 Jan 2008	Personal Products & Pharmaceuticals, Procurement, Human Resource Management, Corporate Management, Governance/ Compliance
10. Mrs. Daranee Ajjaneeyakul Gender: Female Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Technical Division Manager	13 May 2019	Personal Products & Pharmaceuticals, Sustainability, Strategic Management, Risk Management, Governance/ Compliance
11. Dr. Arucha Budsakornbhinanda Gender: Male Age : 46 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Global Information Center Division Assistant Manager	30 May 2019	Engineering, Industrial Materials & Machinery, Personal Products & Pharmaceuticals, Information & Communication Technology
12. Mr. Ajjapoj Puttitanun Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Information Technology Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Quality Assurance Division Manager	1 Nov 2024	Personal Products & Pharmaceuticals, Data Analysis

List of executives	Position	First appointment date	Skills and expertise
13. Mr. Chadchon Tantivejkul Gender: Male Age : 51 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Information Technology Division Assistant Manager	1 Mar 2024	Personal Products & Pharmaceuticals, IT Management

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

Remuneration policy for executive directors and executives

Remuneration policy for executive directors and executives

The Board of Directors oversees and determines the payment of appropriate remuneration to executive directors and executives pursuant to the powers, duties and responsibilities and draws comparison to the operation levels in the same business sector.

The Remuneration Committee is responsible for considering reasonable amount of remuneration of directors. Criteria for consideration are based on the experiences, duties, scope of work, roles, participation, and responsibilities of each individual director and executive. The amount shall be proposed to the Board of Directors for approval.

The Managing Director and Chairman of the Executive Board remuneration is in accordance with the criteria and policy set by the Remuneration Committee based on performance and the Managing Director and Chairman of the Executive Board evaluation.

Does the board of directors or the remuneration committee : Doesn't Have
have an opinion on the remuneration policy for executive
directors and executives

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	80,400,075.00	86,302,436.00	85,918,577.00

Cash remuneration Referred to the remuneration for the 5 executive directors who were non-executive offices and 8 company's executive offices in accordance with the definition of the executive set by The Securities and Exchange Commission, altogether totaling 13 persons. The remuneration details were classified into salary, bonus, allowance, and meeting allowance accorded their status as company employees.

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	300,600.00	317,574.00	412,866.00

	2022	2023	2024
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Other remuneration The Company has established a provident fund to executive by subscribing to be provident fund membership. The company has contributed at rate of 3 percent of salary.

Outstanding remuneration or benefits of executive directors and executives

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

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

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

List of the company secretary

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

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Jittipong Somyapukdee	jittipong_s@snjinter.com	026762727 ต่อ 2784

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. varith Tritrapan	varith4554@gmail.com	026762727 ต่อ 2508

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone number +66 2264 9090	2,190,000.00	Types of non-audit service : 1. Observation on destruction of goods 2. The fee for preparing Transfer Pricing Document Details of non-audit service : 1. Observation on destruction of goods 2. The fee for preparing Transfer Pricing Document Total non-audit fee 170,000.00 baht	1. Ms. SIRIRAT SRICHAROENSUP Email: sirirat.sricharoensup@th.ey.com Telephone number: 022649090 License number: 5419 2. Mr. TERMPHONG OPANAPHAN Email: termpong.opanaphan@th.ey.com Telephone number: 022640777 License number: 4501 3. Ms. SINEENART JIRACHAIKHUANKHAN Email: sineenart.jirachaikhuan@th.ey.com Telephone number: 022640777 License number: 6287

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees
965,000.00	-

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

Summary of the Performance of the Committees for Last Year

The Board of Directors has an important role in determining the Company's key policies and, together with the Executive Board and other senior Executives/Managers, in defining the Company's values, corporate culture, vision and mission, corporate objectives, financial policy, risk management policy, strategy, operating business plans, and annual budgets. They also oversee the operations activities so as to ensure that the defined strategies and annual business plans correspond to the established core corporate objectives and goals; whereby in determining the strategies and annual business plans, a full analysis of the operating business environment, the challenges and opportunities that may impact the Company's business operations have been undertaken, increase competitive advantage, supervision of the adequacy of the internal control system, so that the outcome will be a well-defined set of strategic objectives and core operating corporate objectives, the Board of Directors has carried out the important matters as follows:

· Vision and mission

The Board of Directors has set the vision and mission of the company, with yearly revision. The 2024 vision and mission of the company was reviewed by The Board of Directors' meeting no. 6/2023 on December 21, 2023, that vision was still appropriate with current business engagement. Moreover, the Board of Directors also approved strategy, target, and annual plan of the company proposed by the management. In addition, they were required to ensure that there were adequate mechanisms in supervising, monitoring the implementation of the company's strategies. The Board of Directors required the management to report the results of the operation according to the strategy set twice a year in July and December of each year in addition to the report of operation, performance and other issues to the Board of Directors' Meeting acknowledged on a quarterly basis and evaluating performances of the management, so as to meet the targets contributing to further value to the company, with concern to the interests of all stakeholders concerned.

· Supervision over internal control and audit systems

The Board of Directors has placed much emphasis on the internal control systems, company operation, and corporate supervision, by assigning "The Internal Audit Section" to supervise over the audit, review, and monitoring of those operations results. Furthermore, The Internal Audit Office has also provided recommendations to ensure independent and effective practices according to those guidelines with independent and balanced manner. Accordingly, the Board of Directors has instructed the Internal Audit Section to usually direct report to the Audit Committee, which the Audit Committee be able to review and ensure sufficient internal control system and the results of the assessment of the sufficiency of the internal control system for the year 2024 have been reported as being appropriate and adequate to the Board of Directors.

· Risk management

The Board of Directors has placed emphasis on risk management affecting the organization's goals by having risk management process in a systematic and in compliance with the company's policies.

The Board of Directors has appointed the Risk Management Committee to supervise the risk management to be effective and meet the standard with risk assessment and monitoring risk management plan, as well as reporting to the Board of Directors on twice a year in August and December. In 2024, the Board of Directors emphasized the conduct of sustainable business. Therefore, they have introduced an analysis of emerging risks that may arise from unforeseen changes. This analysis considers risks stemming from external and internal factors, including global economic and political volatility, shifts in social structures, and advancement in technology and innovation, all of which could alter risk factors.

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. KAEWTA ONGSARANAKOM	Director	22 Jun 1987	Personal Products & Pharmaceuticals, Governance/ Compliance, Strategic Management, Corporate Management, Human Resource Management
Mrs. PISMAI CHANDRUBEKSA	Director	28 Apr 2009	Food & Beverage, Human Resource Management, Sustainability, Governance/ Compliance
ADM. APICHART PENGSRITONG	Director	12 Nov 2009	Personal Products & Pharmaceuticals, Sustainability, Procurement, Engineering, Governance/ Compliance
POL. GEN. SOMCHAI PRABHASABHAKDI	Director	28 Apr 2015	Personal Products & Pharmaceuticals, Law, Governance/ Compliance, Internal Control

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. ANANTACHAI YOONPRATHOM	Director	1 Mar 2024	Sustainability, Change Management, Strategic Management, Risk Management, Governance/ Compliance
Mrs. Thongsuk Upathambhakul	Director	22 Apr 2024	Personal Products & Pharmaceuticals, Marketing, Sustainability, Strategic Management, Risk Management

Selection of independent directors

Criteria for selecting independent directors

Process for the selection of directors and independent directors

1. The Nominating Committee has been assigned to select qualified persons having appropriate qualifications to be nominated as company directors for consideration by The Board of Directors, prior to submitting to the shareholders' meeting for approval by the majority votes of the shareholders present at the said meeting. In the case where the retirement took place prior to term completion with the remaining term being not less than 2 months, the Board of Directors' meeting shall then be authorized to select the persons from the candidates proposed by The Nominating

Committee, for further appointment as company directors, by the majority votes of not less than 3/4 of the remaining directors. In such case, the newly-appointed directors shall serve out the remaining term of their predecessors.

2. The Nominating Committee will use Board Skill Matrix by the analysis of skills, experience, knowledge and expertise of the board as consideration information for selecting directors in accordance with the strategy of the company's business operation. In addition, regarding the selection of new board members, The Nominating Committee has considered more in terms of knowledge, ability and experience that can be beneficial to the performance of directors and essential to the structure of the board that is still lacking.

3. The company provides an opportunity for stakeholders to participate in the nomination of qualified directors. Including the Nominating Committee also considered the person to be nominated to serve as directors apart from List of professional directors of the Thai Institute of Directors Association (IOD).

With regard to the selection of persons to be appointed independent director, the Nominating Committee shall select from those persons having Qualifications required for independent directors, in accordance with the Notification by the Capital Market Supervisory Board, in addition to basic qualification requirements above.

Independent Director's qualifications

The Board of Directors resolved to adopt the definition for "independent director" having qualifications in accordance with the notification of the Capital Market Supervisory Board as follows:

1. Holding shares not exceeding 1 percent of the total number of voting rights of the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, including the shares being held by related persons of independent directors.

2. Neither being nor having been an executive director, employee, staff, or advisor who received regular salaries, or being a controlling person of the company, its parent company, subsidiary, affiliate, same-level subsidiary, major shareholders or persons having supervision authority over the company, unless the foregoing status ended not less than two years prior to the date of their appointments as independent directors. Nevertheless, such prohibited nature would not apply in the case of these independent directors having earlier served as government officials, or advisors to government agency acting as major shareholder in the company or having supervision authority over the company.

3. Not being a person related by blood or registration under laws, such as father, mother, spouse, sibling, and child, including spouse of the children, executive, major shareholder, controlling person, or person to be nominated as executive or as controlling person of the company or its subsidiary.

4. Not having business relationship with the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, in such manner likely to interfere with own independent judgement, and neither being nor having been a significant shareholder or person having supervision authority over the person who has business relationship with the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, unless the foregoing relationship ended not less than two years prior to the date of appointment as independent director. The term 'business relationship' aforementioned under paragraph one included any normal business transaction, rental or lease of immovable property, transaction relating to the assets or services or the granting or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, including any other similar action, resulting in the company or its counterparty being subject to indebtedness payable to the other party in the amount of three percent or more of the net tangible assets of the company or twenty million Baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the calculation method for the value of connected transactions under The Notification of The Capital Market Supervisory Board regarding The Compromise Criteria for Connected Transactions. The combination of such indebtedness shall include indebtedness taking place during the course of one year prior to the date on which the business relationship with the person commences.

5. Neither being nor having been an auditor of the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, and not being a significant shareholder or person having supervision authority, or partner of an audit firm which employs auditors of the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, unless the foregoing relationship has ended not less than two years prior to the date of appointment as independent director.

6. Neither being nor having been any professional advisor including legal advisor or financial advisor who receives an annual service fee exceeding two million Baht from the company, its parent company, subsidiary, affiliate, major shareholders or controlling person of the company, and not being a significant shareholder or person having supervision authority or partner of the professional advisor, unless the foregoing relationship has ended not less than two years prior to the date of appointment as independent director.

7. Not being a director who has been appointed as the representative of the company's director, major shareholder, or being a shareholder who is related to the major shareholder.

8. Not engaging in business operations of the same business nature or in competition against the business

operations of the company or its subsidiaries, nor serving as a significant partner in a limited partnership or otherwise serving as a director participating in the management, or serving as employee or consultant receiving regular salary or holding over 1% shares out of total shares in other companies engaging in the same business nature or in competition against the company and its subsidiaries.

9. Not having any characteristics which make him incapable of expressing independent opinions with regard to the company's business affairs.

In the event of any announcement by The Capital Market Supervisory Board imposing the revision to the qualifications for independent director, the company's independent director would thereby be required to possess such qualifications well complying with such revision.

After being appointed independent director having qualifications complying with the criteria under item 1 to 9, the independent director may then be assigned by The Board of Directors to participate in the decision-making procedures for the company, its parent company, subsidiary, affiliate, same-level subsidiary, major shareholders or controlling person of the company on the condition that such decision must be a collective one.

Additionally, in the past accounting period, the independent directors of the company had neither business relationship nor professional services. Also, the appointed independent directors never have or had business relationship or professional services exceeded than the rules stipulated in the notification of The Capital Market Supervisory Board regarding the Application for and Approval of Offer for Sale of Newly Issued Shares.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors : No
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 : Yes
through the nomination committee

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 : 0
over the past year (persons)

Rights of minority shareholders on director appointment

The rights accorded minor shareholders regarding Directors appointment

Nomination of Directors

The company provided minor shareholders with the opportunity to nominate candidates to be appointed as company directors at the annual shareholders' general meeting in advance according to the criteria specified by the company, whose further details were displayed on the company website (www.sniinter.com) under the heading "Investor Relations : Data of shareholders' Meeting".

Vote-casting method for director appointment

According to company articles of association no. 20, the shareholders' meeting was authorized to appoint company directors according to the criteria and method as follows:

- One shareholder shall have one vote per one share.
- Each shareholder must exercise all of the votes he or she has under the first paragraph to elect one or several persons to be a director or directors and must not allot his or her votes to any person in any number.
- The persons receiving the highest number of votes, followed by those with descending highest number of votes shall be elected as the directors fulfilling the number of directorships required to be elected by the shareholders' meeting. In case the number of votes for the candidates in descending order are equal and exceed the number of directors to be elected at said meeting, the Chairman shall cast the deciding vote.

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

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. BOONKIET CHOKWATANA (Chairman of the Board of Directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2004: Director Certification Program (DCP) • 2003: Director Accreditation Program (DAP)
2. Mrs. TIPAPORN CHOKWATANA (Vice-chairman of the Board of Directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Certification Program (DCP) • 2003: Director Accreditation Program (DAP)
3. Mr. THIRASAK VIKITSET (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Certification Program (DCP) • 2003: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: Business Technology Transformation • 2024: Business Strategy (2025 - 2030) • 2024: DATA SCIENCE • 2024: - Anti-Corruption and Business Ethic
4. Mrs. KAEWTA ONGSARANAKOM (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2003: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Business Technology Transformation • 2024: Business Strategy (2025 - 2030) • 2024: Anti-Corruption and Business Ethic • 2010: Role of the Compensation Committee (RCC)
5. Prof.Dr. MALYN UNGSURUNGSIE (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2004: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: Business Strategy (2025 - 2030) • 2024: Patent • 2024: Anti-Corruption and Business Ethic
6. Mrs. CHITRAPORN VIKITSET (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2007: Director Accreditation Program (DAP)
7. Mrs. TEERADA AMBHANWONG (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2004: Director Certification Program (DCP) • 2003: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: CEO Club No. 3/2024 “Human Strategy in the Age of AI” • 2024: AI-X for Leader Practice AI Class for Leader
8. Mrs. PISMAI CHANDRUBEKSA (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2010: Director Accreditation Program (DAP)
9. ADM. APICHART PENGSRITONG (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2010: Director Accreditation Program (DAP)
10. Mr. SUTHEP DANSIRIMROJ (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Accreditation Program (DAP) • 2005: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
11. POL. GEN. SOMCHAI PRABHASABHAKDI (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Role of the Chairman Program (RCP) • 2004: Director Accreditation Program (DAP) • 2004: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2004: Audit Committee Program (ACP)
12. Mr. AMORN ASVANUNT (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2003: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: Key Concerns of Audit Committees – In the age of great transformation
13. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Advanced Audit Committee Program (AAP) • 2019: Director Accreditation Program (DAP) • 2019: Director Certification Program (DCP)
14. Mr. ANANTACHAI YOONPRATHOM (Director)	Non-participating	-
15. Mrs. Thongsuk Upathambhakul (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: ESG DNA For Employees course ESG101 , P01 • 2024: Business Technology Transformation • 2024: Business Strategy (2025 - 2030) • 2024: - Anti-Corruption and Business Ethic
16. Dr. ATTHAKORN GLANKWAMDEE (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Certification Program (DCP) • 2003: Director Accreditation Program (DAP)
17. Mrs. PRADITTHA CHONGWATTANA (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2001: Director Certification Program (DCP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

3. Assessment of the performance of the Board of Directors

The assessment of the Board of Directors performance for the year 2024 has been carry out, in which the assessment was set to conduct yearly. Each of the directors will be given opportunity to assess the performance both individuals and the board as a whole to review performance results, problems, and obstacles faced during the past year, in order to contribute to better effective performances by The Board of Directors.

The percentage score criteria was set as follows

Criteria	Score
Excellent	Over 80 percent
Good	70 – 79 percent
Fair	60 – 69 percent
Improve	Less than 60 percent

Yearly Performance Assessment of the Board of Directors

The Board of Directors carried out the Board's performance assessment, which divided in to 3 aspects as follow:

1. Structure and qualifications of the Board of Directors
2. Board of Directors' Meeting
3. Role, Duty, and Responsibility of the Board of Directors

· **Yearly Performance Assessment of the Individual Director**

The Board of Directors carried out the individuals' performance assessment, which divided in to 3 aspects as follow:

1. Role, Duty, and Responsibility of directors
2. Duties of directors
3. Self-development of directors

· **Yearly Performance Assessment of the Sub-Committees**

The Board of Directors has set the annual assessment of performance of every sub-committees. The performance assessment was divided into 3 aspects as follows:

1. Structure and qualifications of the Sub-Committees
2. Sub-Committees' Meeting
3. Role, Duty, and Responsibility of the Sub-Committees

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

Procedure and Assessment Results of the Board of Director Committee

The Company Secretary sent out the Board's performance assessment forms and individual's performance assessment form to all directors, through electronic system. Every director was independent in taking such evaluation. The company secretary summarizes the results and report to the Board of Directors at the Board of Directors' meeting. The Company Secretary once completed to be collected, summarized, and reported to The Board of Directors at The Board of Directors' meeting annually

Procedure and Assessment Results of Sub-Committee

The Company Secretary and/or Secretary of the sub-committees sent out evaluation forms , through electronic system to each sub-committee to assess their overall performance in the sub-committees where he or she holds a position. Every director was independent in taking such evaluation. The company secretary summarizes the results sent to Secretary of the sub-committees and report to each the sub-committees for acknowledgment in the meetings of the sub-committees in which they hold positions and report to The Board of Directors' meetings annually. The Company will use the evaluation results to enhance the performance of the sub-committees for the utmost benefit of the organization.

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	Excellent / 96	96/100
	Self-assessment	Excellent / 93	93/100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	Excellent / 99	99/100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
The Nominating Committee	Group assessment	Excellent/90	90/100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
The Remuneration Committee	Group assessment	Excellent / 90	90/100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
The Risk Management Committee	Group assessment	Excellent / 90	90/100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
The Sustainability Committee	Group assessment	Excellent / 97	97/100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
The Corporate Governance Committee	Group assessment	Excellent / 91	91/100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	Excellent / 92	92/100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Yearly Performance Assessment of Managing Director

The Board of Directors and the Executive Board, excluding Managing Director and Chairman of Executive Board are evaluate annually performance of Managing Director in order to determine the remuneration, by using assessment form of Managing Director that divided into 4 aspects as follows:

1. Leadership
2. Strategy determination and strategy implementation
3. Financial planning and performance
4. Relationship with the Board of Directors, company personnel and stakeholders

Procedure and Assessment Results

The Company Secretary sent out the Managing Director's performance assessment form to the Board of Directors and Executive Board through electronic system excluding interested directors. Then, the Company Secretary shall summarized

and reported to the Board of Directors and the Remuneration Committee to acknowledge the said evaluation which the result of evaluation was in the “Excellent” criteria.

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 past year : 5
(times)

Date of AGM meeting : 22 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	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. BOONKIET CHOKWATANA (Chairman of the Board of Directors)	5	/	5	1	/	1	N/A	/	N/A
2. Mrs. TIPAPORN CHOKWATANA (Vice-chairman of the Board of Directors)	5	/	5	1	/	1	N/A	/	N/A
3. Mr. THIRASAK VIKITSET (Director)	5	/	5	1	/	1	N/A	/	N/A
4. Mrs. KAEWTA ONGSARANAKOM (Director)	5	/	5	1	/	1	N/A	/	N/A
5. Prof.Dr. MALYN UNGSURUNGSIE (Director)	5	/	5	1	/	1	N/A	/	N/A
6. Mrs. CHITRAPORN VIKITSET (Director)	4	/	5	1	/	1	N/A	/	N/A
7. Mrs. TEERADA AMBHANWONG (Director)	5	/	5	1	/	1	N/A	/	N/A
8. Mrs. PISMAI CHANDRUBEKSA (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A

List of directors	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. ADM. APICHART PENGSRITONG (Director, Independent director)	4	/	5	1	/	1	N/A	/	N/A
10. Mr. SUTHEP DANSIRIVIROJ (Director)	5	/	5	1	/	1	N/A	/	N/A
11. POL. GEN. SOMCHAI PRABHASABHAKDI (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
12. Mr. AMORN ASVANUNT (Director, Independent director)	4	/	5	0	/	1	N/A	/	N/A
13. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
14. Mr. ANANTACHAI YOONPRATHOM (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
15. Mrs. Thongsuk Upathambhakul (Director)	3	/	4	1	/	1	N/A	/	N/A
16. Dr. ATTHAKORN GLANKWAMDEE (Director)	1	/	1	0	/	1	N/A	/	N/A
17. Mrs. PRADITTHA CHONGWATTANA (Director, Independent director)	1	/	1	0	/	0	N/A	/	N/A

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

leave of absence

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration for the Directors

(A) Remuneration amount

The shareholders' meeting approved annual remuneration budget for company directors for total amount not exceeding 20 million baht per year as the prior year, until further changes. The disbursement of said remuneration budget required the consideration by the Remuneration Committee, and the approval of the Board of Directors, with such disbursement not exceeding the budget amount earlier approved by the shareholders' meeting and compared with other group of companies in the same level. This is not inclusive of remuneration or welfare to which the directors are entitled to in the capacity as a staff member or and employee of the company.

- Annual Remuneration is paid to all directors. The Remuneration Committee will allocate the remuneration on basis of principle, operational results and propose to the Board of Directors.
- Meeting fee, is paid to attending directors only. In case of there is a meeting more than 1 times in each month, it accounts to receive the meeting fee not exceeding 1 time.
- Remuneration of other sub-committees which organized by the Board will be in the consideration of the Remuneration Committee by considering in accordance with appropriateness, and to be in line with duties and responsibilities.

(B) Non-Monetary Remuneration

The company does not have the policy to provide any extra benefits to its executives, whether in term of shares, debentures, other than those remuneration normally accorded the directors and company employees.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. BOONKIET CHOKWATANA (Chairman of the Board of Directors)			1,830,000.00		0.00
Board of Directors	60,000.00	1,730,000.00	1,790,000.00	No	
The Nominating Committee	20,000.00	0.00	20,000.00	No	
The Remuneration Committee	20,000.00	0.00	20,000.00	No	
2. Mrs. TIPAPORN CHOKWATANA (Vice-chairman of the Board of Directors)			1,370,000.00		0.00
Board of Directors	50,000.00	1,320,000.00	1,370,000.00	No	
3. Mr. THIRASAK VIKITSET (Director)			4,056,000.00		0.00
Board of Directors	50,000.00	3,970,000.00	4,020,000.00	No	
Executive Committee	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	
The Nominating Committee	18,000.00	0.00	18,000.00	No	
The Remuneration Committee	18,000.00	0.00	18,000.00	No	
4. Mrs. KAEWTA ONGSARANAKOM (Director)			1,572,000.00		0.00
Board of Directors	50,000.00	1,450,000.00	1,500,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
The Corporate Governance Committee	36,000.00	0.00	36,000.00	No	
The Nominating Committee	18,000.00	0.00	18,000.00	No	
The Remuneration Committee	18,000.00	0.00	18,000.00	No	
5. Prof.Dr. MALYN UNGSURUNGSIE (Director)			1,540,000.00		0.00
Board of Directors	50,000.00	1,450,000.00	1,500,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
The Sustainability Committee	40,000.00	0.00	40,000.00	No	
6. Mrs. CHITRAPORN VIKITSET (Director)			1,508,000.00		0.00
Board of Directors	40,000.00	1,450,000.00	1,490,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
The Nominating Committee	18,000.00	0.00	18,000.00	No	
7. Mrs. TEERADA AMBHANWONG (Director)			430,000.00		0.00
Board of Directors	50,000.00	380,000.00	430,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
8. Mrs. PISMAI CHANDRUBEKSA (Director)			499,000.00		0.00
Board of Directors	50,000.00	440,000.00	490,000.00	No	
The Remuneration Committee	9,000.00	0.00	9,000.00	No	
9. ADM. APICHART PENGSRITONG (Director)			516,000.00		0.00
Board of Directors	40,000.00	440,000.00	480,000.00	No	
The Sustainability Committee	36,000.00	0.00	36,000.00	No	
10. Mr. SUTHEP DANSIRIVIROJ (Director)			677,000.00		0.00
Board of Directors	50,000.00	600,000.00	650,000.00	No	
The Corporate Governance Committee	27,000.00	0.00	27,000.00	No	
11. POL. GEN. SOMCHAI PRABHASABHAKDI (Director)			780,000.00		0.00
Board of Directors	50,000.00	600,000.00	650,000.00	No	
Audit Committee	90,000.00	0.00	90,000.00	No	
The Corporate Governance Committee	40,000.00	0.00	40,000.00	No	
12. Mr. AMORN ASVANUNT (Director)			998,000.00		0.00
Board of Directors	40,000.00	850,000.00	890,000.00	No	
Audit Committee	108,000.00	0.00	108,000.00	No	
13. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Director)			1,050,000.00		0.00

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	50,000.00	850,000.00	900,000.00	No	
Audit Committee	90,000.00	0.00	90,000.00	No	
The Risk Management Committee	60,000.00	0.00	60,000.00	No	
14. Mr. ANANTACHAI YOONPRATHOM (Director)			67,000.00		0.00
Board of Directors	40,000.00	0.00	40,000.00	No	
The Sustainability Committee	27,000.00	0.00	27,000.00	No	
15. Mrs. Thongsuk Upathambhakul (Director)			75,000.00		0.00
Board of Directors	30,000.00	0.00	30,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
The Risk Management Committee	45,000.00	0.00	45,000.00	No	
16. Mr. Praj Srichandra (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
The Risk Management Committee	0.00	0.00	0.00	No	
17. Mrs. Patchara Pongwichan (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
The Corporate Governance Committee	0.00	0.00	0.00	No	
18. Ms. Kritsanarath Rassameesuriyan (Member of the executive committee)			0.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee	0.00	0.00	0.00	No	
19. Mr. Sumit Khopaiboon (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
The Corporate Governance Committee	0.00	0.00	0.00	No	
20. Ms. Yarin Arayatanitkul (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
21. Mrs. Daranee Ajjaneeeyakul (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
The Risk Management Committee	0.00	0.00	0.00	No	
22. Ms. Waraluck Punpairoj (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
The Risk Management Committee	0.00	0.00	0.00	No	
23. Mrs. Porntip Putipat (Member of the subcommittee)			0.00		0.00
The Risk Management Committee	0.00	0.00	0.00	No	
24. Mrs. Rujapa Srisurang (Member of the subcommittee)			0.00		0.00
The Sustainability Committee	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	
25. Mrs. Pranee Petcharayutpun (Member of the subcommittee)			0.00		0.00
The Sustainability Committee	0.00	0.00	0.00	No	
26. Ms. Natpitchaya Kitthamrongworakul (Member of the subcommittee)			0.00		0.00
The Sustainability Committee	0.00	0.00	0.00	No	
27. Ms. Thatsruang Saengwichian (Member of the subcommittee)			0.00		0.00
The Corporate Governance Committee	0.00	0.00	0.00	No	
28. Ms. Pornpanawan Boonrom (Member of the subcommittee)			0.00		0.00
The Sustainability Committee	0.00	0.00	0.00	No	
29. Ms. Usa Kingsubmanee (Member of the subcommittee)			0.00		0.00
The Sustainability Committee	0.00	0.00	0.00	No	
30. Mrs. Jariya Thamvachiraporn (Member of the subcommittee)			0.00		0.00
The Risk Management Committee	0.00	0.00	0.00	No	
31. Mr. Chadchon Tantivejkul (Member of the subcommittee)			0.00		0.00
The Risk Management Committee	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	
32. Dr. ATTHAKORN GLANKWAMDEE (Director)			340,000.00		0.00
Board of Directors	10,000.00	330,000.00	340,000.00	No	
33. Mrs. PRADITTHA CHONGWATTANA (Director)			400,000.00		0.00
Board of Directors	10,000.00	380,000.00	390,000.00	No	
Audit Committee	10,000.00	0.00	10,000.00	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	720,000.00	16,240,000.00	16,960,000.00
2. Audit Committee	298,000.00	0.00	298,000.00
3. Executive Committee	0.00	0.00	0.00
4. The Nominating Committee	74,000.00	0.00	74,000.00
5. The Remuneration Committee	65,000.00	0.00	65,000.00
6. The Risk Management Committee	105,000.00	0.00	105,000.00
7. The Sustainability Committee	103,000.00	0.00	103,000.00
8. The Corporate Governance Committee	103,000.00	0.00	103,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	1,468,000.00
Other monetary remuneration (Baht)	16,240,000.00
Total (Baht)	17,708,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	: Yes
Mechanism for overseeing subsidiaries and associated companies	: Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	: The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, Disclosure of financial condition and operating results, Transactions between the company and related parties, 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

Supervising the Operations of subsidiaries and associates

The company's directors were assigned to hold a joint meeting to consider selecting the person to be the company's representative. The number of individual that the company nominated and voted to appoint as director in subsidiaries and associates is in accordance with the company's proportion of shareholding. The person who was appointed as a director in subsidiary or associated companies was entitled to perform the operations for the best interests of their subsidiaries or associates, unless it is important policies affecting the company's business operations. The company required the appointed person to be approved by the Executive Board prior to cast a vote.

Furthermore, the company has assigned the person who was appointed by the company to oversee its subsidiaries to operate and disclose significant information according to the rules in the same way as the company performed, such as making connected transactions, the acquisition or disposition of assets, or making other important transactions, including to supervise the information storage and bookkeeping of the subsidiaries for the company, so that it can be audited and collected for consolidated financial statements preparation in due time.

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

The company had no agreements between the company and other shareholders in the management of subsidiaries due to the company is a major shareholder and no other persons holding shares more than 10% of the shares with voting rights of subsidiaries. In addition, the company had no agreements between the company and other shareholders in sharing returns beyond normal returns according to proportion of their shareholding in subsidiaries.

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 : Yes
over the past year

Prevention of conflicts of interest

The Board of Directors has placed much importance on ensuring that any transaction with possible conflict of interest was carried out in a cautious, careful, and honest manner. Accordingly, the company incorporated the policy and guidelines regarding possible conflict of interest into its policy pertaining to good corporate governance policy and business ethics for directors, the management and employees to acknowledge and practice. In 2024, the company did not

find any violations of such policy from monitoring the transactions with possible conflict of interest as follows:

1) The Board of Directors approved principles for business transactions carrying general business terms between the company, subsidiaries, and the directors, the management, or related persons as well as acknowledged such transactions which the management could conduct under the principles set by The Board of Directors on a quarterly basis.

2) The company supervised the connected transactions to comply with the notification by The Capital Market Supervisory Board. Additionally, the company carried out the connected transactions on a fair business practice basis, based on market prices and normal business terms (Fair and at arms' length), whereby the directors with possible conflict of interests were not allowed to take part in the meeting. In 2024, the company had connected transactions required approval by the Board of Directors. Before implementing each connected transaction requiring prior approval from the Board of Directors, the connected transactions were proposed to the Audit Committee for endorsement prior to submitting to the Board of Directors for further approval. For the transactions that met the criteria for disclosure of information, the company informed the said meeting resolution to the shareholders via the news channel of The Stock Exchange of Thailand together with the company website. Furthermore, the company had no connected transactions required approval by the shareholders.

In addition, in 2024, the company disseminated knowledge on prevention of conflicts of interest to directors, the management and employees through the company website, and bulletin boards to ensure that everyone was aware of and strictly followed the guidelines. Furthermore, the company provided an orientation for new employees and training for existing employees in the "Anti-Corruption and Business Ethics" course. A total of 2,805 people participated in this training. Meanwhile, all directors and the management representing amount 23 persons or 100% of the directors and the management, signed an acknowledgment of compliance with the policy on dealing with conflicts of interest, which is included in the company's good corporate governance principles, business ethics, and Code of Conduct.

Number of cases or issues related to conflict of interest

	2022	2023	2024
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 inside : Yes
information to seek benefits over the past year

Use of Inside Information to Seek Benefits

1) Internal Information Management

The Company has measures for internal information management as defined in the business ethics for the Company and shareholders, as well as the Code of Conduct for Directors, Executive offices, and Employees at all levels, which require performance of duty with honesty, responsibility, discipline and integrity towards the public and to oneself and not in pursuit of improper and undue gains or benefit to oneself and/or others, protecting the Company's best interest and assets, not using the Company's information and assets for self-interests or other's benefit, and not making any undertaking that will support others in competition with the Company. The Company has provided in the company's good corporate governance principles, business ethics, and Code of Conduct for Directors, Executive offices, and Employees as a guideline for business operation and work principle. The Company requires all directors, executives and employees to sign their names acknowledging the said documents, which are distributed through the Company's website.

The above-mentioned topics have been stipulated in the Company's regulation. The highest disciplinary punishment for violation is dismissal from the Company. This regulation has been followed by all directors, executives and staff at all levels.

The Company has developed its IT control system in electronic documents interchange and determining access level (with password for each user) to suit the duties and responsibilities of particular users at every level.

In 2024, the Company's directors and executives have strictly adhered to the rules and there was no instance regarding misuse of insider information.

2) Trade in Securities of the Company and Report on Related Transactions

The company has policy and measures to monitor its security trading transactions, which includes the

prohibition for directors, management, and employees from accessing inside information, engaging in any acts that exploit such information, especially those that have not been disclosed to the general public within one month prior to the disclosure of financial statements, and 24 hours after the financial statement has been disclosed. Any violation would be deemed as a disciplinary offence of company regulations.

In 2024, the Company Secretary sent out a related circular to the directors, the management, and the employees to sign an acknowledgement of the blackout period in advance, along with notifying them of penalties in the case of violation or non-compliance with said regulation. In addition, the company disseminated knowledge on the prevention of the use of insider information to all directors, the management and employees through various channels such as public relations boards, online public relations media, etc., to ensure that everyone acknowledged and strictly followed these guidelines.

The company informed the directors and management members to acknowledge of duty to report their shareholding status, as well as those by spouses and children not yet reaching legal maturity, within 3 working days from the date of the change in securities holdings. In the case of director and management who are newly appointed and not yet listed in the list system of directors and executives of issuer company with The Securities and Exchange Commission, they have duty to report the holding of the company's securities within 7 working days from the day of change to The Securities and Exchange Commission according to article 59 of The Securities and Exchange Act (No.5) B.E. 2559.

Furthermore, the company has set a policy for directors, management members including their spouse and underaged children having duty to report their shareholding and the changes in holding of the company's securities to The Board of Directors at the next Board of Directors' meeting. The company has to provide the agenda to report the securities holding status by the directors and the management including their spouse and underaged children to The Board of Directors' meeting to acknowledge on a quarterly basis.

The company has set a policy for directors and the management to inform of the company's securities trading at least 1 working day prior to trading.

In 2024, the directors and executives have so far strictly followed the policy. There was neither trading of shares in the blackout period nor trading by using the Company's inside information. However, there were 9 directors and executives have informed trading of company's shares to the company secretary at least one day in advance who traded shares of the Company in this year and informed the Securities and Exchange Commission of the transactions in due time as well as reporting their assets ownership to the Board of Director accordingly.

The company has put in place a measure to monitor the interests of its directors and management by establishing a policy that requires them to report any possible conflict of interests that arise from themselves or related persons whose interests are connected to the company's business operations within 3 month of such an event causing an appointment or change. They are required to inform the Company Secretary, who will then submit a related report to the Chairman of the Board of Director and The Chairman of The Audit Committee within 7 days after the secretary received the said information.

During 2024, company directors and the management strictly followed the said policy. Directors with possible conflict of interests did not take part in decision-making regarding such meeting agenda. Furthermore, the company facilitated the disclosure of information pertaining to any conflict of interests by company director or the management via the letter informing the meeting's resolution to the news system of The Stock Exchange

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

	2022	2023	2024
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 : Yes
year

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
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Anti-Corruption

The company has set anti-corruption policy and prepared a manual for anti-corruption measures for Directors, Executives and employees to use as guidelines. The key focus of such policy and measures is to prevent and corruption in all forms whether directly or indirectly. The company will not participate in any bribery or corruption to government officials, public as well as private sectors in order to gain or maintain competitive advantage. In addition, the company have set the practice guidelines for activities with potential risk of corruption in order to clear guidelines in the doing business and reduce the risk of corruption.

The Anti-Corruption Policy and Practices 6 editions are "Principles and guidelines for Anti-Corruption" and provide to the Board of Director, Executives and other units within the organization to compliance guidelines in case of doubt in regard to corruption. In addition, there has been published on the company's website (www.snjinter.com) under the heading investor relations: Corporate Governance: Anti-Corruption.

Corruption risk assessment

The company requires units whose transactions may create corruption risks of all units which contact the government department, such as Engineering section, accounting and finance section, import and Export department, to conduct corruption risk assessment. Cause and chances of the corruption risks in the entire business process, from project development to project financing, project and power plant management and organizational administration, are identified while practice guidelines, regulations and rules used for control such risks are prepared.

Corruption Risk Assessment represented that the Company has effective risk prevention, such as prevention, whistleblowing system, control and monitoring. Chances of such risks are very low. Although the assessment also represented that some anti-corruption guidelines are already in writing, such as gifting, entertainment, internal control, human resource management and procurement, as well as such other practices, including sponsorship, training and communication. The Management and employees however have correctly, properly and transparently performed, which is a strong organizational culture, To support effective implementation and provide clear guidelines, the Company has improved and put in writing those guidelines by preparing the "Anti-corruption Measures Manual". The manual has been disseminated throughout the entire Organization via internal communication channels and to outsiders via the company website under Corporate Governance.

Performance and Implementation of Anti-Corruption Policy for the year 2024

- Anti-corruption Policy and Practices are regularly communicated within the Organization 2 times per day by voice channel. Set up a poster and QR Code for publication about anti-corruption principles and practices at various point of the company , adding detail of anti-corruption policy in employee manual for new employee and set up Brochure for officer and outsider , which can be see become aware of company commitment.
- "Extending the Coalition (Partners) Against Corruption to Sustainable Organization Development" to its business partners continuously basis by creating a coalition of companies with anti-corruption practices to ensure transparency of business operations throughout the supply chain from upstream to downstream for the purpose of sustainable development.
- Expanding anti-corruption policies and practices to Osoth Inter Laboratories Co., Ltd. (an Associate) and assessing an anti-corruption risk, the results of the inspection of operating procedures and internal control measures and found that there are anti-corruption policies and practices that meet the evaluation criteria of the Thai Private Sector Coalition Against Corruption (CAC).
- The Company conducted training through the E-learning system for directors, executives, and employees in "Anti-Corruption, and Business Ethics" course, along with an evaluation to assess understanding. A total of 2,805 employees attended the training and all of them passed the evaluation. (Assessment criteria > 90%)
- Orientation for new employees, which have content policies and guidelines, operating for anti-corruption, to cultivate the consciousness from the start.
- The Company has notified its policy to its trading partners by sending a notice informing the anti-fraud policy. In cooperation, if found guilty person in the organization. In addition, the company has prepared the memorandum committing to Anti- Corruption for the represent of the company to provide customers and partners to realize in this matter.

The company has set the notification letter policy stopped accepting gift from business partner every year.

Number of cases or issues related to corruption

	2022	2023	2024
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 procedures : Yes
over the past year

Whistleblowing

The Board of Directors has laid down a Whistleblowing Policy by providing employees and stakeholders an opportunity to give information or file a complaint on a matter which could constitute a violation of the law, dishonest or wrongful act of an employee, including irregular behavior which could cause a problem or loss to the company. The company also receives complaints on cases where the rights of an employee or stakeholder has been infringed or where they have been treated unfairly. Suitable channels and procedures have been provided by the company in this regard.

The company will give important to and take action on all complaints impartially, transparently, fairly, and according to the procedures set forth by the company. Systematic and just measures for the protection of complainants are provided. Information provided by the complainant is kept confidential in the company, to ensure that the complainant in good faith will not be affected by such whistleblowing or complaints.

Whistleblowing Channel

The company provides a channel for all stakeholder groups to report or complaint that may cause damage to the Company. Wrongful action against related laws, regulations and business ethics or Corruption and bribery or suspected actions that may involve money laundering, wrongful actions related to accounting, finance, control and auditing. Issues to be reported directly by telephone or e-mail as following:

	Division	
Telephone Number	E-mail Address	
	Human Resource Division Manager	(02) 676-2727 ext. 2208
patchara@snjinter.com		
	Company Secretary	(02) 676-2727 ext. 2812
	sumit_k@snjinter.com	

Or send a registered mail to Chairman of the Audit Committee or Chairman of the Corporate Governance Committee or Human and Resource Division Manager or Head of Internal Audit or Company Secretary at the following address :

S & J International Enterprises Public Company Limited
2 Naradhiwas Rajanagarindra Road, Tungwatdon, Sathorn,

Bangkok, 10120

In 2024, the company regarding anti-corruption, one complaint was received. However, after investigating the facts, it was determined that the complaint was unfounded. The company has measures to prevent whistleblowing by communicating to its business partners that it adheres to conducting business with honesty and transparency in accordance with good corporate governance principles based on morality and ethics. Therefore, no compensation will be requested in dealing with the company, nor will any offer be made in exchange for any form of benefit. In addition, the company has encouraged directors, the management and employees at all levels in the organization to conduct business and perform their duties accurately, transparently and verifiably.

The protection of the whistleblower and complainer

The company will protect the whistleblower and complainer made a honest intention by concealing the name or any information that could identify the whistleblower and complainer and maintain the information of whistleblower and complainer to be confidential by limited to those who have a responsibility to investigate complaints only.

The protection of employees

The company will provide care and protect employees who comply with Anti-corruption policy and regulation by protection complainer set in Code of conduct the Board of Directors, executives and employees and also give justice and protection to employee by unpunishment, or reduce position, if denied the corruption acts, even though such actions would cause the company to lose business opportunities.

The company has set whistleblowing process and protection of whistleblowers and those being complained as well as penalty and clue reporting; and clearly published such details in the Anti-corruption Manual, which can be viewed on the company's website.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 10

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. AMORN ASVANUNT (Chairman of the audit committee)	10	/	10
2 POL. GEN. SOMCHAI PRABHASABHAKDI (Member of the audit committee)	9	/	10
3 Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Member of the audit committee)	10	/	10
4 Mrs. PRADITTHA CHONGWATTANA (Member of the audit committee)	1	/	1

The results of duty performance of the audit committee

In 2024, the Audit Committee fulfilled its duties as assigned by the Board of Directors of S&J International Enterprises Public Company Limited and following the Audit Committee Charter, which complies according to the best practices of the Securities and Exchange Commission. The committee reviewed the principles of good corporate governance, the adequacy of risk management and internal control systems, oversight of regulatory compliance, a transparent organization with good governance, social responsibility, and an effective and efficient internal audit system. The key aspects of the Audit Committee's duties are summarized as follows.

1. Review of Financial Reports The committee conducted a review of the quarterly and annual financial reports of S&J International Enterprises Public Company Limited and its subsidiaries in collaboration with the auditor and management with a focus on the accuracy and completeness of financial reports, significant accounting adjustments, the company's financial position and operating results, the preparation of financial reports in compliance with legal requirements and accounting standards, as well as the disclosure of adequate and useful information for the company's financial report users.

2. Review of Risk Management Process The committee reviewed the efficiency and effectiveness of the risk management process, ensuring comprehensive coverage for more effective operational controls, and arranged a systematic risk management process for the company's operations.

3. Review and Assessment of the Efficiency of Internal Control Process The committee reviewed the internal control system in collaboration with the internal audit department, covering operations and resource management, damage prevention, leakage, and fraud and corruption. Additionally, it provided recommendations to the company to establish a robust internal control system and an appropriate internal audit process.

4. Supervision of Internal Audit Operations The committee reviewed the strategic plan, annual audit plan, and long-term audit plans, as well as the execution of the plan and audit results of the company's internal audit department. It provided recommendations and monitored the resolution of significant issues to ensure good governance and an adequate internal control system that consistently aligns with the circumstances.

5. Consideration of Connected Transactions The Audit Committee has considered the related transactions or transaction that may have conflicts of interest with the related persons of S&J International Enterprises Public Company Limited based on the principles of reasonableness and transparency and provided opinion that in 2024, the related transactions that occurred were disclosed in accordance with the announcement, regulations and guidelines of The Stock Exchange of Thailand and The Securities and Exchange Commission of Thailand.

6. Appointment of External Auditors for the year 2024 The Audit Committee has considered and resolved to approve the appointment of EY Office Limited as the auditor for S&J International Enterprises Public Company Limited for the year 2024, and subsequently proposed that the Board of Directors propose at the Annual General Meeting of Shareholders to consider and approve the appointment of the auditor and the approval of the audit fees for the year 2024. The Audit Committee regularly held exclusive quarterly meetings with the auditor, without the presence of the management, to discuss the scope, approach, and plan for the audit, as well as the independence of auditors in performing their duties and the auditor's opinions, emphasizing the importance of accurate, complete, and sufficient presentation of information.

In summary, the Audit Committee has performed its duties and responsibilities as outlined in the Audit Committee Charter and is of the opinion that the financial statements of S&J International Enterprises Public Company Limited are accurate and in compliance with the general accepted accounting standards. The company has an appropriate internal control system, risk management, and internal audit processes. Additionally, there is oversight and review of anti-corruption measures, compliance with legal requirements, and adherence to good corporate governance principles.

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) : 23

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. THIRASAK VIKITSET (The chairman of the executive committee)	23	/	23
2 Mrs. KAEWTA ONGSARANAKOM (Member of the executive committee)	21	/	23
3 Prof.Dr. MALYN UNGSURUNGSIE (Member of the executive committee)	20	/	23
4 Mrs. CHITRAPORN VIKITSET (Member of the executive committee)	20	/	23

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
5 Mrs. Thongsuk Upathambhakul (Member of the executive committee)	23	/	23
6 Mr. Praj Srichandra (Member of the executive committee)	21	/	23
7 Mrs. Patchara Pongwichan (Member of the executive committee)	23	/	23
8 Ms. Kritsanarath Rassameesuriyan (Member of the executive committee)	23	/	23
9 Mr. Sumit Khopai boon (Member of the executive committee)	23	/	23
10 Ms. Yarin Arayatanitkul (Member of the executive committee)	22	/	23
11 Mrs. Daranee Ajjaneeyakul (Member of the executive committee)	23	/	23
12 Ms. Waraluck Punpairroj (Member of the executive committee)	23	/	23

The results of duty performance of Executive Committee

The Executive Board convened a total of 23 meetings in order to fulfill its designated duties, which can be summarized as follows:

1. Presented the business strategy, sales and profit targets, and set the annual business plan to the Board of Directors, as well as responsible for managing the Company's business in accordance with the policies and strategies adopted.
2. Approved the Company's annual investment budget in various areas, including production efficiency optimization, product development, and information technology development, as well as enhancing and developing the capability and potential of personnel in various aspects to support the strategic growth and competitiveness of the business both short-term and long-term.
3. Analyzed financial statements and ensured that financial statements were prepared for external auditors to audit or review and express their opinions thereon prior to proposing such reports to the Audit Committee and the Board of Directors respectively.
4. Monitored the performance of the overall company and each department on a monthly basis, and provided recommendations to improve the efficiency of the Company.
5. Considered the connected transactions with related parties and the acquisition or disposal of assets with prudence, caution, and reasonableness in terms of prices and other relevant conditions, and upheld the interests of the company and all groups of stakeholders. Executive directors with vested interests in such matters shall not participate in decision-making prior to proposing them to the Audit Committee and subsequently to the Board of Directors for consideration and approval transaction as significance.
6. Encouraged and supported employees to continually innovate new products and methods, and impelled the organization and the Company's products to attain quality standard accreditation from reputable institutions both domestically and internationally. The Company had been awarded an excellent level of sustainability development by the Stock Exchange of Thailand for 8 consecutive years.
7. Reviewed the Charter of the Executive Board to ensure that their duties and responsibilities are appropriate and suitable for the current situation, and agreed to comply with the anti-corruption policy to provide guidance for executives and employees to perform their duties in a transparent and fair manner, as well as reviewing regulations and procedures related to internal operations in response to any changes that had occurred.

Meeting attendance of The Nominating Committee

Meeting The Nominating Committee (times) : 2

List of Directors	Meeting attendance of The Nominating Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. BOONKIET CHOKWATANA (The chairman of the subcommittee)	2	/	2
2 Mr. THIRASAK VIKITSET (Member of the subcommittee)	2	/	2
3 Mrs. KAEWTA ONGSARANAKOM (Member of the subcommittee)	2	/	2
4 Mrs. CHITRAPORN VIKITSET (Member of the subcommittee)	2	/	2

The results of duty performance of The Nominating Committee

In 2024, The Nominating Committee held 2 meetings in order to carry out its assigned duties and responsibilities and report its performance of duties to The Board of Directors, which activities are summarized as follows:

- Reviewed the director nomination policy to ensure a clear and transparent selection process in accordance with good corporate governance principles.
 - Considered selecting suitable candidates to fill the director positions replacing the directors retiring by rotation at the 45th Annual General Meeting of Shareholders. This decision was made by assessing the appropriateness of candidates in terms of their potential benefit to the company's operations, alongside the qualifications, knowledge, abilities, and desired diverse experience (Board Diversity) of directors that aligns with the company's business strategy. The selection also utilized an analysis of the board's skills, experience, knowledge, and specific expertise (Board Skill Matrix). The candidates should also possess leadership qualities, vision, ethics, and a history of transparent work experiences, including past performance as board members or subcommittee members. Furthermore, they must not have any disqualifications as stipulated by law or company regulations. The company has provided an opportunity for minority shareholders to propose candidates for board positions in advance of the Annual General Meeting of Shareholders. However, in 2024, no shareholder submitted any names for consideration. As a result, the Nomination Committee has proposed the re-election of the following directors: Mrs.Kaewta Ongsaranakom, Admiral Apichart Pengsritong, Mrs.Pismai Chandrubeksa, Pol.Gen.Somchai Prabhasabhakdi for another term, and the election of Mrs.Thongsuk Upathambhakul to replace Dr. Attakorn Glinkwamdee, whose term expired and who did not wish to return to the position. All five candidates possess the qualifications suitable for the company's business operations, with relevant experience and capabilities beneficial to the company's continued success.
 - Considered the selection of a new director to replace the one who resigned, Mr. Anantachai Yurapathom, to serve as an independent director in place of Mrs. Praditha Chongwattana, the independent director who resigned.
 - Reviewed the topics for the Board Skill Matrix assessment to ensure they are necessary and align with the current business environment. This will help ensure the selection process for company directors results in a diverse board with the appropriate knowledge, skills, and experience that are suitable and support the company's business strategy.
 - Reviewed the Charter of The Nominating Committee annually to comply with the related regulation and practice guidelines.
- Evaluated The Nominating Committee's performance for 2024 in order to use the evaluation results to improve and develop the work of The Nominating Committee more efficiently.

Meeting attendance of The Remuneration Committee

Meeting The Remuneration Committee (times) : 2

List of Directors	Meeting attendance of The Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. BOONKIET CHOKWATANA (The chairman of the subcommittee)	2	/	2
2 Mr. THIRASAK VIKITSET (Member of the subcommittee)	2	/	2
3 Mrs. KAEWTA ONGSARANAKOM (Member of the subcommittee)	2	/	2
4 Mrs. PISMAI CHANDRUBEKSA (Member of the subcommittee)	1	/	2

The results of duty performance of The Remuneration Committee

In 2024, The Remuneration Committee held 2 meetings in order to carry out its assigned duties and responsibilities and report its performance of duties to The Board of Directors, which activities are summarized as follows:

- Determined the remuneration policy and criteria for The Board of Directors and sub-committees as well as allocated annual remuneration for The Board of Directors. The remuneration is considered based on The Board of Directors' performances, authority, assigned responsibility, the performance of individual directors, as well as the company's growth and performance, business liquidity and factors which may affect the company or overall economic situation. Consideration is also given to the budget amount approved by the shareholders' meeting, the remuneration amount for the previous year and the comparison with other companies in similar businesses. The company ensured that the remuneration policy and criteria including allocation of annual remuneration is suitable for the duty and responsibility of The Board of Directors and sub-committees as well as to create incentive to obtain work efficiency in accordance with the strategic direction.
- Reviewed the Charter of The Remuneration Committee annually for the most effective performance and clear scope of responsibilities.
- Evaluated the performance of The Remuneration Committee and Managing Director as well as acknowledged the evaluation report on the performances of The Board of Directors, the sub-committees and Managing Director for year 2024.

Meeting attendance of The Risk Management Committee

Meeting The Risk Management Committee : 6
(times)

List of Directors	Meeting attendance of The Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (The chairman of the subcommittee)	6	/	6
2 Mrs. Porntip Putipat (Member of the subcommittee)	6	/	6
3 Mrs. Thongsuk Upathambhakul (Member of the subcommittee)	5	/	6
4 Mr. Praj Srichandra (Member of the subcommittee)	4	/	6

List of Directors	Meeting attendance of The Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
5 Mrs. Daranee Ajjaneeeyakul (Member of the subcommittee)	6	/	6
6 Ms. Waraluck Punpairoj (Member of the subcommittee)	5	/	6
7 Mrs. Jariya Thamvachiraporn (Member of the subcommittee)	6	/	6
8 Mr. Chadchon Tantivejkul (Member of the subcommittee)	3	/	3

The results of duty performance of The Risk Management Committee

Conducting sustainable business with a comprehensive perspective encompassing economic, social, and environmental dimensions is a crucial mechanism for driving today's businesses, where there are unpredictable changes, particularly geopolitical and climate-related factors. Therefore, business operations must consider organizational growth along with their broad responsibilities to build a strong organization that will be the foundation for true sustainability.

S&J International Enterprises Public Company Limited has adopted the concept of sustainable business operations as a key direction for risk management in 2024. The company has reviewed and expanded the scope of risk management across both the parent company and its subsidiaries. This process includes reviews and consultations with executives from all organizations to ensure that risk management policies and guidelines align with each entity's business operations.

In managing the risks of the company and its subsidiaries, all parties have collaboratively identified significant key risks, Strategic Risks and Financial Risks, to ensure that the company's strategic direction is assessed for its feasibility in driving revenue growth according to set targets. Additionally, significant Supply Chain Risks have been viewed from the perspective of the sources of raw materials and timely deliveries. The company has also evaluated Environment, Social, and Governance (ESG) Risks, along with Enterprise Risks and IT & Technology Risks, as well as analyzing emerging risk matters (Emerging Risks) in each area that are anticipated to arise in the present and near future, to enable the company and its subsidiaries to adapt to prepare for changes in a timely manner.

By embracing the sustainability concept as a core principle, risk management operations across all departments have been aligned with the company's goals and have successfully reduced risks within the designated timeframe. The Risk Management Committee has assessed that the company's risk management practices are within an acceptable range, indicating readiness to handle potential risks and various changes. They are confident that the company can drive sustainable business growth in all aspects.

Meeting attendance of The Sustainability Committee

Meeting The Sustainability Committee (times) : 4

List of Directors	Meeting attendance of The Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Prof.Dr. MALYN UNGSURUNGSIE (The chairman of the subcommittee)	4	/	4
2 ADM. APICHART PENGSRITONG (Member of the subcommittee)	4	/	4

List of Directors	Meeting attendance of The Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
3 Mrs. Rujapa Srisurang (Member of the subcommittee)	4	/	4
4 Mrs. Pranee Petcharayutpun (Member of the subcommittee)	3	/	4
5 Ms. Natpitchaya Kitthamrongworakul (Member of the subcommittee)	4	/	4
6 Ms. Pornpanawan Boonrom (Member of the subcommittee)	4	/	4
7 Ms. Usa Kingsubmanee (Member of the subcommittee)	4	/	4
8 Mr. ANANTACHAI YOONPRATHOM (Member of the subcommittee)	3	/	3

The results of duty performance of The Sustainability Committee

S&J International Enterprises Public Company Limited is committed to conducting business based on the principles of sustainable development (ESG). The company aims to achieve economic growth while ensuring social and environmental responsibility, with a strong focus on all stakeholders. In the year 2024, the Sustainability Committee has fulfilled its responsibilities according to its charter and in alignment with the Stock Exchange's requirements. The committee met 4 times, from the first to the fourth quarter, to review and establish sustainability goals and action plans. After each meeting, a summary of the committee's performance was prepared for reporting to the Board of Directors every six months. The key issues can be summarized as follows:

1. Reviewed the sustainability policies and goals to align with the organization's sustainability framework, ensuring that directors, executives, and employees understand the procedures and practices.
2. Monitored the progress of social and environmental projects and assessed the projects' success in both quantitative and qualitative aspects.
3. Monitored the sustainability assessment results from the SET ESG Rating and FTSE Russell ESG Scores by comparing evaluation outcomes, analyzing various criteria, and coordinating with working teams and relevant departments to identify continuous improvement measures for ESG performance.

Meeting attendance of The Corporate Governance Committee

Meeting The Corporate Governance Committee : 4
(times)

List of Directors	Meeting attendance of The Corporate Governance Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 POL. GEN. SOMCHAI PRABHASABHAKDI (The chairman of the subcommittee)	4	/	4
2 Mrs. KAEWTA ONGSARANAKOM (Member of the subcommittee)	4	/	4
3 Mrs. Patchara Pongwichan (Member of the subcommittee)	4	/	4

List of Directors	Meeting attendance of The Corporate Governance Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
4 Mr. Sumit Khopai boon (Member of the subcommittee)	4	/	4
5 Ms. Thatsruang Saengwichian (Member of the subcommittee)	4	/	4
6 Mr. SUTHEP DANSIRIVIROJ (Member of the subcommittee)	3	/	3

The results of duty performance of The Corporate Governance Committee

In 2024, the Corporate Governance Committee held a total of 4 meetings, with all members attending each session. The committee reported the results to the Board of Directors, which key points summarized as follows.

1. **The Corporate Governance Committee Charter** has been reviewed and updated to align with the current situation.
2. **Good Corporate Governance** The company's good corporate governance principles were reviewed and updated to serve as guidelines for directors, executives, and all employee in their operations. The committee also monitored compliance with good corporate governance principles by the Board of Directors and subcommittees. As a result, the company received an **"Excellent"** corporate governance rating for the seventh consecutive year and was ranked **"Top Quartile"** of listed companies with a market capitalization between Baht 3,000-9,999 million in the Corporate Governance Report of Thai Listed Companies for the year 2024.
3. **Anti-Corruption** The committee ensured that the company implemented effective anti-corruption measures. This included regularly reviewing relevant policies and procedures as well as conducting an annual corruption risk assessment for the company and its subsidiaries to ensure alignment with the current situation. This year, the company expanded the scope of its anti-corruption policies and practices to Osoth Inter Laboratories Co., Ltd., an affiliate company, in compliance with the assessment criteria of the Thai Private Sector Collective Action Against Corruption (CAC).
4. **Continue** to cultivate and instill **"consciousness"** of good corporate governance and anti-corruption to those involved to achieve concrete and sustainable practical results. This year, an e-learning program on **"Anti-Corruption and Business Ethics in the Organization"** was conducted for 2,805 directors, executives, and employees, all of whom successfully completed the post-training assessment in full compliance with the company's standards.
5. The annual performance evaluation of the Corporate Governance Committee for the year 2024 was conducted and used the results to enhance its efficacy of the committee's duties. The evaluation results were ranked as **"very good"**. In 2024, there were **no complaints** reported about violations of **corporate governance or business ethics within the organization**. Regarding **anti-corruption**, one complaint was received. However, after investigating the facts, it was determined that the complaint was no factual basis.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

S&J is dedicated to running its business sustainably under good corporate governance principles across the entire value chain and considering the impact on all stakeholders. To ensure that the organization's business is going in the appropriate direction and creating positive changes that benefit the economy, society, and the environment, the Company has established guidelines for its executives and employees to follow in driving activities and operations within the organization. These guidelines emphasize the following key points:

Economic

Focuses on proper business activities based on transparency, governance, and good management. Our organizational practices are of international quality, including our equal approaches toward stakeholders.

Social

Employees : are fairly treated based on human rights principles, without discrimination, and there's no child labor. The working situation is safe with continuous and sufficient knowledge development.

Trading partners : idea development has been launched for jointly working to enhance sustainability ad fair performing rules

Customers/Consumers : are for the creation of good relationships for joint businesses based on quality and consumers' safety with social and environmental caring

Community : is for participation by enhancing self-reliance to develop joint social living

Environment

ealizes how to use resources for the most benefits throughout the supply chain from the beginning to the end regarding energy preservation, water/wastewater management, less emission of greenhouse gas, handing system for waste and industrial waste, and so on. Besides, all affected parties, namely customers, trading partner employees, and the community, have been as well enhanced to pay attention to environmental surrounding promoted by the Green Initiative.

Reference link for sustainability policy : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

Page number of the reference link : 9

Sustainability management goals

Does the company set sustainability management goals : Yes

Short-term goal 2024

the rate of greenhouse gas emissions (Scope 1 and 2) per piece of production decreased by ≥ 5% (compared to 2023)

Long term goal

Carbon Neutrality in 2050

Carbon Net Zero in 2065

United Nations SDGs that align with the organization's sustainability management goals	: Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, 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 10 Reduce Inequalities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions
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Information on review of policy and/or goals of sustainable management over the past year

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

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

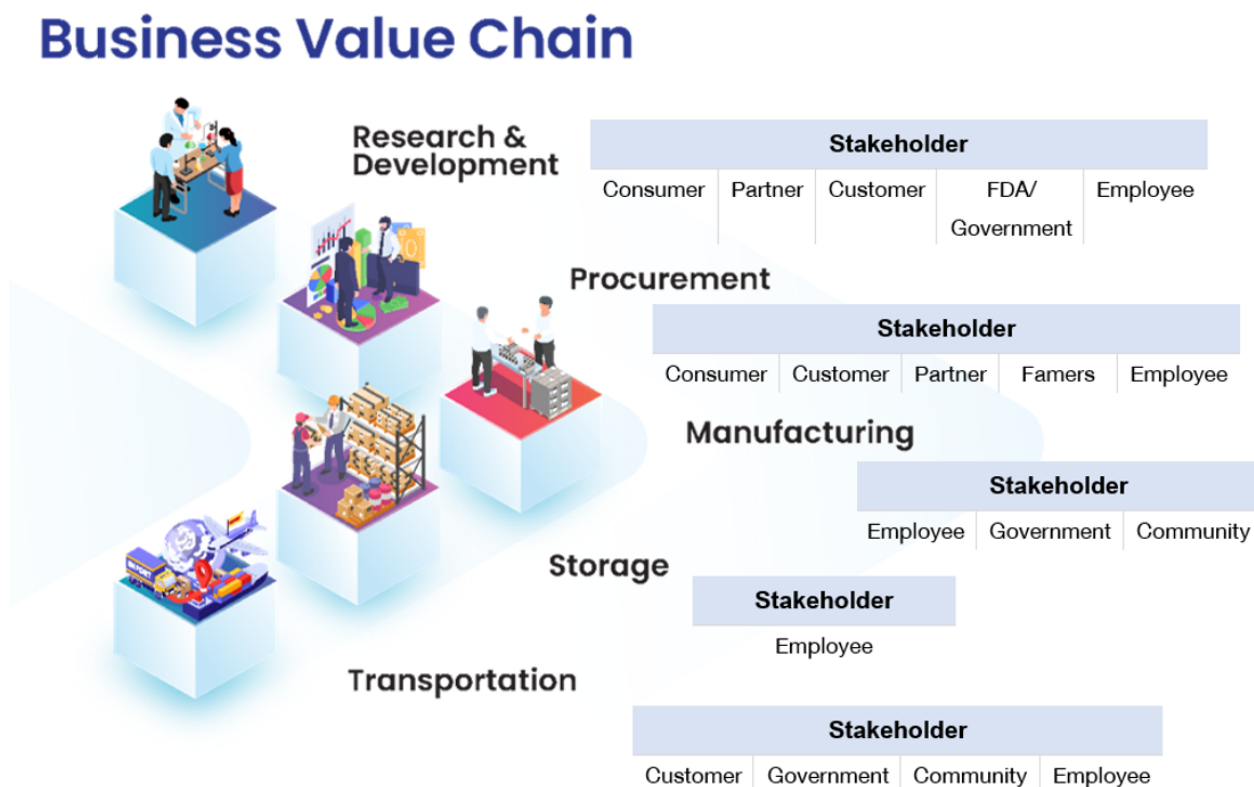
Has the company changed and developed the policy and/or : No
goals of sustainable management over the past year

Information on impacts on stakeholder management in business value chain

Business value chain

1. Research & Development
2. Procurement
3. Manufacturing
4. Storage
5. Transportation

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
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Developing potential for stability and career advancement • Receiving fair compensation and benefits • Equity & ethical human rights principles • Ensuring safety and providing a favorable working environment • Health promotion and working stress caring 	<ul style="list-style-type: none"> • Continuous development and training • Employment of human rights principles in human resource management • Establish a welfare committee • Establish a policy and working group for safety, Occupational health and working environment. • Arrange annual health examinations . 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Consumers 	<ul style="list-style-type: none"> Quality and safe products Clearly product information and do not exaggerate 	<ul style="list-style-type: none"> Safety & standard production development Clearly product information, Easy understanding and legal Setting complaint's channel and other information 	<ul style="list-style-type: none"> Complaint Reception Satisfaction Survey Others <ul style="list-style-type: none"> After-Sales service Sales promotion Customer meeting
<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Novel products and services innovation Production and delivery of products with efficiency, quality and on time Data Security & Data Privacy Participation in social and environmental caring 	<ul style="list-style-type: none"> Research & development for new innovation to serve customer requirement Supply chain process optimization for responsiveness align with customer requirement change Operation plan based on Personal Data Protection Act Set up the project for carbon footprint approval 	<ul style="list-style-type: none"> Visit Online Communication Satisfaction Survey Others <ul style="list-style-type: none"> Customer meeting/Customer review After-sales service
<ul style="list-style-type: none"> Suppliers 	<ul style="list-style-type: none"> Ethics for conducting business together Procurement transparency Trading partners development 	<ul style="list-style-type: none"> All business partner will be equality conducted according to Business Ethical Statements Expansion for joint corruption fighting Ethic code revision training for businesses with trading partners Trading partners development project 	<ul style="list-style-type: none"> Visit Online Communication Others <ul style="list-style-type: none"> Annual partner evaluation Meeting/Seminar
<ul style="list-style-type: none"> Shareholders 	<ul style="list-style-type: none"> The Company is of security and good returns Business management with responsibility based on sustainable development to enhance environment and social governance (ESG) 	<ul style="list-style-type: none"> Business management with good practices. Scope and strategic planning for sustainability development. 	<ul style="list-style-type: none"> Online Communication Annual General Meeting (AGM) Others <ul style="list-style-type: none"> Analysts meeting meeting investors with Saha Group

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Community • Society 	<ul style="list-style-type: none"> • Overseeing the environmental conditions in production processes that do not affect the community • Encouraging participation and promoting communities in a sustainable manner • Participation in activity from society and government 	<ul style="list-style-type: none"> • Social responsibility project and community association activities in various aspects. 	<ul style="list-style-type: none"> • Social Event • Satisfaction Survey • Others <ul style="list-style-type: none"> • Community meetings • Social Contribution activities • Public relation and communications

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

Over the past year, the company has reviewed its sustainability materiality topics : No

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Responsibility to customers	<ul style="list-style-type: none"> • Customer / Consumer Responsibility • Others : Product quality management
Innovation and technology	<ul style="list-style-type: none"> • Innovation Development
Risk management	<ul style="list-style-type: none"> • Sustainability Risk Management
Customer Relationship Management	<ul style="list-style-type: none"> • Customer / Consumer Responsibility • Others : Creating engagement and meeting the needs of customers
Supply chain management	<ul style="list-style-type: none"> • Sustainable Supply Chain Management
Product quality management	<ul style="list-style-type: none"> • Customer / Consumer Responsibility
Climate change	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Biodiversity Management
Human rights and labor practices	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Corporate Governance	<ul style="list-style-type: none"> • Good Governance
Anti-corruption	<ul style="list-style-type: none"> • Good Governance
Electricity management	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Greenhouse Gas Management
Water management	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Water Management • Greenhouse Gas Management
Human resource development	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices • Others : Human resource development
Occupational Health and Safety	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices • Others : Occupational Health and Safety Management Standards Policy and Compliance
Waste and Industrial Management	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Waste and Waste Management • Greenhouse Gas Management
Community development	<ul style="list-style-type: none"> • Community / Social Responsibility

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data
Reference link for corporate sustainability report : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or : GRI Standards
guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognizes the importance of risk management as an integral part of good corporate governance, which is fundamental to conducting business that enables the Company to achieve corporate objectives and have sustainable growth, as well as being able to create new business opportunities and manage the impact of various events in the current situation. The Company has established a corporate risk management policy that all employees must comply with and has appointed the Risk Management Committee to establish the risk management framework, supervise and support the organization's risk management operations in accordance with the Company's strategy and business objectives by considering various risk factors in light of the constantly changing situation, both internally and externally, and that of economic, social, and environmental concerns on a regional and global scale.

The Risk Management Committee reports its management of risk to the Board of Directors at least twice a year so that the Board is informed of the organization's risk management according to the plan set forth and receives feedback to continuously improve the efficiency of risk management in all aspects. Also, this is to create proactive risk management that is in alignment with the organization's business operations and enables the organization to continuously develop strategic plans and operations in various aspects effectively and efficiently.

Reference link to risk management policy and plan : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

Page number of the reference link : 58

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

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

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Emerging Risk

Related risk factors : [Operational Risk](#)

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

ESG risk factors : No

Risk characteristics

Geopolitical conflicts have become increasingly challenging, with tensions becoming more evident since the Russian-Ukraine crisis in 2022. This conflict has continued to escalate, contributing to the Red Sea crisis and highlighting Russia's significant role in the global energy sector. These developments have expanded the scope and influence of major economic, political, and trade power countries. Countries with economies tied with these nations have been impacted in various ways, such as rising production costs driven by energy and transportation factors.

In Thailand's economic landscape, the government has announced a policy to adjust the minimum wage in 2024 to address the rising cost of living. This minimum wage adjustment would directly affect production costs, potentially reducing competitiveness, particularly for companies competing with other countries such as China and other ASEAN countries.

Based on this updated risk assessment, the company anticipates an impact on production and raw material costs leading to higher expenses. This poses a competitive disadvantage in the current cosmetics market.

Risk-related consequences

Moderate Impact

- The rising trend in labor costs leads to an increase in production costs.

- The government's electricity rate increases impact product costs.

Hight Impact

- Risk arising from the Red Sea crisis leading to raw material disruptions or shortages.

Risk management measures

The company has collaborated with key suppliers importing raw materials from oversea to manage raw material costs. This includes negotiating long-term demand volume forecasts with manufacturers, enabling them to plan production at an optimal cost. Additionally, the company works on managing transportation costs across the supply chain by aligning import volumes with freight rates and delivery schedules. Simultaneously, efforts are being made to source raw materials locally or from nearby regions while maintaining quality and standards.

In the scope of production, the company has improved the tools and machinery in the production process, enhancing efficiency and increasing production output, while adhering to the planned production schedule. Additionally, energy management has been optimized through the use of natural resources by installing solar rooftop systems in the factories and adjusting work shifts to a two-shift system to reduce electricity consumption.

Based on this updated risk assessment, the company has successfully mitigated risks to an acceptable level. However, due to the high volatility of external factors, the company will continue to maintain quarterly monitoring measures to stay responsive to ongoing changes.

Risk 2 Financial Risk

Related risk factors : Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

From 2022 to 2024, exchange rates experienced significant volatility, primarily due to the U.S. Federal Reserve interest rate adjustments and widespread inflation in multiple countries, particularly economies in European countries with a decline in purchasing power. These factors have contributed to currency fluctuations as economies adjust to changing market dynamics.

The company conducts sales and purchases worldwide, primarily in US dollars (USD), Pound Sterling (GBP), and euros (EUR). Therefore, the company has managed exchange rate risk to ensure it can exchange currencies at optimal rates. This enables the company to forecast revenue and expenses in Thai Baht in advance, benefiting business planning and supporting sustainable growth.

In managing financial risks, the company has also managed revenues from all key customers to align with the management of its financial position, ensuring liquidity in working capital and supporting investments for business expansion.

Risk-related consequences

Low Impact

- The impact of rising deposit and loan interest rates affects the company's financial management and cost control.

Moderate Impact

- Highly volatile exchange rates. (Exchange Rate)
- Risk management for major debtors of S&J

Risk management measures

The company has established a Foreign Exchange Management Committee with a monthly agenda to monitor exchange rate risk management and formulate currency strategies. The committee analyzes global currency trends based on economic situations and employs appropriate financial tools and instruments to manage potential exchange rate volatility. The committee works in collaboration with relevant internal departments to forecast revenue from sales and expenses for raw materials and services in all foreign currencies in advance every quarter. This allows for an assessment of both positive and negative impacts and the duration of potential volatility. Additionally, the company sets criteria for assessing and accepting volatility and management approaches to align buying and selling activities, which can be adjusted according to the circumstances of each period.

To manage revenue from key customers, the company has assigned the sales department to monitor the economic conditions of the countries where it conducts business to assess potential economic risks that may lead to a decline in key customers' sales and impact their ability to make timely payments. Accordingly, the company will develop a financial risk management plan for these key customers.

Risk 3 Customer Risk

Related risk factors	: <u>Strategic Risk</u>
	<ul style="list-style-type: none"> • Volatility in the industry in which the company operates • Behavior or needs of customers / consumers • Reliance on large customers or few customers
ESG risk factors	: Yes

Risk characteristics

The post-COVID recovery of the beauty industry has shown consistent growth annually, with expansion across all product categories, including skincare for the face and body, as well as a leap rebound of the makeup market. This significant growth has intensified competition, attracting new entrepreneurs and contract manufacturers to enter the industry to meet market demands quickly. This also brings certain risks, such as short-lived product popularity and shifting consumer preferences, influenced by global fashion trends or social media worldwide.

As competition in the cosmetic market intensifies both domestically and internationally across various dimensions, it directly affects the company's customers. If customers do not promptly adjust to new demands for products, marketing communication with consumers, or distribution channels, the company will continually be affected when the purchasing volumes do not meet the targeted plan.

Risk-related consequences

Hight Impact

- The growth of major domestic customers is trending downward.
- The growth of major international customers is trending downward.

Risk management measures

In the first quarter, the company assigned both domestic and international sales team to analyze customers, focusing on the growth strategies of all customers across all product categories to reflect and provide the company's upcoming sales trends. As a result, three key measures have been established.

1. Measures for monitoring the growth of key customers according to the plan.
2. Measures to drive sales growth of the second customer group by developing new products that align with the customer's business plan and are competitive in both quality and cost.
3. Measures to acquire new customers with sales growth comparable to or exceeding that of the second customer group by introducing new innovative products that can generate sales to a large group of customers over the long term.

The company has set a target to monitor all three measures on a quarterly basis. It has consistently refined its strategies to reach new groups of customers by participating in Beauty Exhibitions in international markets, collaborating with customers on marketing plans, and optimizing the supply chain to ensure faster product delivery. While these initiatives have led to growth in certain customer segments, the results were still below the target threshold, keeping the risk level high. Therefore, the company needs to further enhance its customer acquisition measures and improve responsiveness to customer needs in order to reduce risks to an acceptable level.

Risk 4 Information Technology and Personal Data Protection (PDPA) Risk

Related risk factors	: <u>Strategic Risk</u>
	<ul style="list-style-type: none"> • Changes in technologies
	<u>Operational Risk</u>
	<ul style="list-style-type: none"> • Information security and cyber-attack • System disruption risk
	<u>Compliance Risk</u>
	<ul style="list-style-type: none"> • Violations of laws and regulations
ESG risk factors	: Yes

Risk characteristics

In the past, the company conducted its business on a legacy SAP database system that stored all departments' corporate data and used various data management tools, making it difficult for cross-departmental data access, and additionally, leading to data redundancy, increased storage costs, and heighten the risk of errors. As this business information is crucial for improving operational efficiency, customer experience, and increasing organizational profitability, the company has planned to upgrade its data management system to SAP S/4HANA Cloud. This new system integrates key business functions and supports new business models, enabling faster business transformation. However, this system migration requires collaboration across all departments and external consulting teams to ensure alignment with the project timeline. Therefore, the Risk Management Committee has assigned the IT department to assess the risk in case that the system migration does not proceed as plan, its impact to operations across the organization, as well as the

risk of unforeseen costs exceeding the allocated budget.

At the same time, technological threats are increasing across all businesses, posing risks to hardware, software, and data security. Organizations face potential cyberattacks that could lead to unauthorized data exposure, data manipulation for personal gain, or data being rendered unusable. These threats can disrupt business operations.

Risk-related consequences

Low Impact

- SAP (HANA) system implementation does not follow the planned schedule.

Moderate Impact

- Data leakages and lack of cybersecurity.
- Non-compliance with the Personal Data Protection Act (PDPA).

Risk management measures

The company has established an SAP 4S/HANA Committee that works collaboratively, from the executives who provide guidance and make decisions on core processes, the consulting team working closely with the IT department to monitor progress of each step, and department heads who oversee and inspect the actual system implementation. The project has been in progress since the first quarter of the year, ensuring that the system migration to the new SAP S4/HANA adheres to the planned schedule with a low risk.

Regarding technology threat management, the company has installed Firewall and Anti-Virus security systems and has measures in place to restrict device connectivity, ensuring that devices connected to the company's equipment are approved by the IT department. Additionally, a roadmap has been established for further security enhancements, including considerations for cyber insurance and compliance with PDPA, making the IT & Technology risk at a low level.

Risk 5 Supply Chain Risk

Related risk factors	:	<u>Operational Risk</u>
		• Shortage or fluctuation in pricing of raw materials or productive resources
ESG risk factors	:	No

Risk characteristics

Rapid changes in economic, trade, financial, and political factors are among the key contributors to supply chain risks. The Red Sea crisis, the economic slowdown in Europe, interest rate adjustments by central banks, and geopolitical tensions between the U.S. and China have all directly affected manufacturing operations, leading to increased production costs due to rising energy prices. Extended shipping routes also increase raw material costs, while the delivery time is also prolonged.

Risk-related consequences

Low Impact

- Domestic transportation expenses have increased.

Moderate Impact

- The price increase of key raw materials impacts production costs.
- The freight rate for international shipping containers has increased.
- Holding a high inventory volume.

Risk management measures

The company has established volatility criteria for raw material prices, grouping them based on purchase volume and value to implement appropriate management measures. Particularly for extract-based raw materials with price increases, the company will seek alternative sources within the Asian region while maintaining quality standards at a lower or stable cost. For highly volatile materials such as palm-based ingredients, the company will establish a long-term purchasing plan during the optimum price period or collaborate with suppliers to estimate the annual purchase quantities and negotiate the lowest possible prices.

At the beginning of 2024, shipping delays arose due to vessels had to reroute around the Cape of Good Hope, extending transit times by at least 15 days. In response, the Supply Chain department had worked proactively, collaborating across the entire supply chain, including customers and suppliers, to assess product demand and delivery schedules. Suppliers were encouraged to maintain sufficient inventory in Thailand to meet usage cycles, while orders were placed 30 days in advance. Additionally, the company sought new manufacturers in the Asian region to reduce transportation time and mitigate increased expenses.

To ensure export targets are met, the company has signed an additional contract with a second carrier, bringing a total to two main shipping lines, increasing the number of container availability for exports. Additionally, the company

has negotiated with strategic shipping partners to reduce or waive surcharges imposed due to longer shipping routes. As a result, freight costs decreased in Q4, but the overall annual average cost per container remained higher than the target.

Risk 6 Environmental, Social and Governance (ESG) Risk

Related risk factors	: <u>Strategic Risk</u>
	• ESG risk
	<u>Operational Risk</u>
	• Impact on human rights
	• Corruption
	<u>Compliance Risk</u>
	• Change in laws and regulations
ESG risk factors	: Yes

Risk characteristics

Environmental, Social, and Governance (ESG) risks are critical to the organization's sustainability. Poor risk management in these areas could impact the company's ability to drive business both in the short and long term. Recognizing the importance of ESG risks, the company has conducted risk assessment both internally and across key suppliers, ensuring sustainability throughout the supply chain. Any entity that operates with negligence to ESG practices could potentially impact the company.

Risk-related consequences

Low Impact

- The El Nino phenomenon that occurred from 2023-2024 has caused drought and rising temperatures, damaging agricultural crops and resulting in lower palm yields. This led to the expectation of raw material shortages or supply constraints that may affect fulfilling customer orders.
- Equitable treatment of partners throughout the supply chain, avoidance of human rights violations, and illegal employment.
- Equitable treatment of employees and subcontractors, avoidance of human rights violations, and illegal employment.
- The company operates with transparency, adheres to business ethics, and has a corporate governance plan.

Moderate Impact

- Risk from sales decline and the company's reputation due to the enforcement of packaging waste reduction laws.

Risk management measures

The company remains committed to ensuring sustainability throughout the supply chain. Hence, it requires all key suppliers to operate with transparency, uphold business ethics, implement corporate governance plans, and comply with labor laws. They must treat employees and contract workers fairly, while supporting human rights. Additionally, all key suppliers must adhere to environmental laws and regulations and clearly support environmental conservation in the organization, from senior management to operational staff. The company will conduct supplier assessments according to plan through on-site inspections at suppliers' workplace or factories or remote audits via the Zoom communication tool, including document-based assessment for suppliers located overseas.

The company has set key indicators that its own operations or those of its suppliers must not face disruptions due to labor issues, human rights violations, or discriminatory practices. The assessment found that the company and its suppliers are operating smoothly in accordance with established guidelines, with no complaints reported. Therefore, this is classified as a low risk level.

Risk 7 Enterprise Risk

Related risk factors	: <u>Operational Risk</u>
	• Reliance on employees in key positions
	• Shortage or reliance on skilled workers
	• Other : Business strategy Approach
ESG risk factors	: Yes

Risk characteristics

Enterprise risk reflects the company's policy in managing the organization, strategic business plans for both short and long term, human resource management, and the development of employee capabilities in alignment with business direction. It also includes fostering a strong organizational culture with a clear vision to ensure that employees at all levels can effectively adapt and work effectively in today's world.

Risk-related consequences

Low Impact

- An organizational structure that is not adaptable to business and market changes.
- Lack of an appropriate medium- and long-term business strategy plan.
- Risk of business disruption due to a shortage of personnel in key positions.

Risk management measures

The company continuously reviews and adjusts its business strategies to ensure they are effectively implemented to achieve the organization’s core objectives. The strategies include driving growth through both existing and new customer bases, developing innovative products that differentiate from competitors, and introducing new product categories to cater to a more diverse customer group. Additionally, the company implements cost strategies by optimizing processes to enhance efficiency across the production throughout the entire supply chain, and in the management of human resources, financial, and information systems. As a result, the overall risk remains at a low level.

Additionally, the company conducts risk analysis across four key areas, which are financial, business operations, corporate reputation, and safety. The risk assessment criteria are evaluated based on the likelihood of occurrence and the impact of potential damage, categorized into 5 levels, from very low, low, moderate, high, and very high.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has defined a Business Continuity Management Team (BCMT) and sub-working groups to manage business continuity. These working groups focus on formulating crisis management plans, crisis communication plans, and business continuity plans for both the department and organizational levels. The plans are interconnected, and the team is responsible for operating, testing, and improving the business continuity plans of each department to ensure that they are complete, correct, and up-to-date.

Reference link to business continuity plan (BCP) : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

Page number of the reference link : 69

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 policy and guidelines : Yes

Link for company’s sustainable supply chain management policy and guidelines : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

Page number of the reference link : 76

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company’s sustainable supply chain management plan : No

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2022	2023	2024
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	0.00	0.00	40.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

Page number of the reference link : 77

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 acknowledge compliance with the supplier code of conduct? : Yes

	2022	2023	2024
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

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

Reference link to company’s research and development (R&D) : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-policy-Development-Report-2024.pdf>

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

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	N/A	15,000,000.00	N/A

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

-

Information on organization’s 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

Innovation Management Process

Continuous innovation creation is a key driving force that enables the organization and the nation to increase their competitiveness on a global scale. It stimulates the creation of new ideas and strengthening economic, social, and environmental aspects. Nowadays, consumers, governments, and the private sector are increasingly giving importance to involvement to help reduce the impact on the environment due to global warming crisis, climate change, and rising pollution levels. Consequently, consumers are placing greater importance on purchasing products that contribute to environmental preservation.

The company therefore focuses on creating innovations that meet consumer needs, delivering value that resonates with consumers, and striving for sustainable products that minimize environmental impact. This includes using RSPO (Roundtable on Sustainable Palm Oil) in products, reducing the use of coral-damaging sunscreen chemicals, utilizing biodegradable natural ingredients, using compostable or recyclable packaging, and developing waterless products to minimize water consumption, as well as prioritizing the reduction of carbon emissions in the production process.

Promote the organization's innovation culture

- 1.Create a project to promote innovation and become a regular mission.
- 2.Arrange for submission of innovation work contests both domestically and abroad.
- 3.Set recommendations as KPIs for the agency's operations.

Reference link to organization’s innovation culture : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-development and promotion process-Development-Report-2024.pdf>

Page number of the reference link : 70

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 from : Yes
innovation development?

	2022	2023	2024
Revenue or sales generated from the innovations development of product, service, or process (Baht)	1,579,000,000.00	877,920,000.00	960,000,000.00

Non-financial benefits

Does the company measure the non-financial benefits from : Yes
innovation development?

	2022	2023	2024
Percentage increase in customer satisfaction scores (%)	85.00	85.00	89.00
Percentage increase in new products (%)	24.00	25.00	44.00
Awards or Certificates ((Lists)	12.00	10.00	11.00

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