



ESG Performance Report for Listed Companies in 2025

S & J INTERNATIONAL ENTERPRISES PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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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

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

The company manages its environmental practices through the Green Initiative Policy, which covers operations from upstream to downstream throughout the entire value chain. The following guidelines are as follows:

Green Cosmetic

The company places importance on developing innovative product formulations that help reduce environmental impacts, such as waterless products, RSPO-certified products, and sunscreen products that reduce the use of coral-damaging ingredients, etc.

Green Packaging

The company supports the design and procurement of environmentally friendly packaging, including reducing plastic use, reusing packaging, or using packaging made from natural materials that can be returned to the circular system and are not harmful to human and animal health.

Green Operation

The company is committed to sustainable manufacturing that minimizes environmental impacts. This approach focuses on optimizing production processes for maximum efficiency, ensuring integration and collaboration throughout the supply chain, and promoting environmental awareness and employee participation in environmental activities. Key activities include energy conservation, water management, and effective waste management, etc.

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

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

Review of environmental policies, guidelines, and/or goals over the past year : No

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : 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 other environmental management

Plans, performance, and outcomes related to other environmental management

Green Cosmetic

The company places importance on developing innovative product formulations that help reduce environmental impacts, waterless products, RSPO-certified products, and sunscreen products that reduce the use of coral-damaging ingredients, etc.

Green Packaging

The company supports the design and procurement of environmentally friendly packaging, including reducing plastic use, reusing packaging, or using packaging made from natural materials that can be returned to the circular system and are not harmful to human and animal health.

Green Operation

The company is committed to sustainable manufacturing that minimizes environmental impacts. through key approaches, the adoption of clean or renewable energy, the effective management of production processes to ensure integration and mutual support, and the promotion of environmental performance across operations. In addition, the Company encourages environmental awareness and employee participation in environmental initiatives. Key activities include energy conservation, water resource management, and efficient waste management, among others.

Environmental Target : Greenhouse gas emissions intensity (Scope 1 and 2) per unit of production decreased by $\geq 5\%$ compared to 2024

Result : Decreased by 11.75%

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	: Company
Total number of disclosure boundaries	: -
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)

The company has appointed an Energy Management working group in accordance with the Ministerial Regulation on Energy Responsibilities B.E. 2552 (2009), ensuring that its qualifications and duties align with legal requirements. The working group is responsible for energy management, which includes:

1. Developing an energy management system
2. Reporting on energy management activities
3. Auditing and certifying the energy management system

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

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 / Kwh	2025 : Increased by 4.88% or 13,828,929.00 Kilowatt-Hours / Kwh

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 reduced emissions by 569,463 kg CO₂
2. Steam Saving Project reduced emissions by 300,848 kg CO₂
3. Renewable Energy Project reduced emissions by 1,052,537 kg CO₂

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	17,927,308.00	18,058,452.00	18,664,013.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	4,741,618.00	4,273,195.00	4,835,084.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	13,185,690.00	13,785,257.00	13,828,929.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	9,861.01	10,054.82	9,194.10

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Metric ton of raw material)	0.16400000	0.16900000	0.14600000
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Kilowatt-hour of product)	0.00000000	0.00000000	0.00000000
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	0.00000000	0.00000000	0.00000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	0.00	0.00	0.00
Percentage of total electricity expense to total expenses (%) ^(**)	0.00	0.00	0.00
Percentage of total electricity expense to total revenues (%) ^(**)	0.00	0.00	0.00
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

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

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	35,908.00	42,801.47	53,522.83
Gasoline (Litres)	16,007.00	17,961.12	17,470.90
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	1,378.25
LPG (Kilograms)	195,897.00	181,770.00	200,470.00
Steam (Metric tonnes)	6,482.00	7,408.00	7,525.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	0.00	0.00	0.00
Percentage of total fuel expense to total expenses (%) ^(**)	0.00	0.00	0.00
Percentage of total fuel expense to total revenues (%) ^(**)	0.00	0.00	0.00

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	17,927,308.00	18,058,452.00	17,811,987.00

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	2.57897806	2.83779240	2.52788382
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	0.00000000	0.00000000	0.00000000
Intensity of total energy consumption within the organization (Kilowatt-Hours / Piece of raw material)	0.10600000	0.10700000	0.09100000
Intensity of total energy consumption within the organization (Megawatt-Hours / Piece of product)	0.00000000	0.00000000	0.00000000

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 guidelines for managing water resources efficiently and cost-effectively through projects, such as water conservation, reducing water consumption, water recycling and reuse, and wastewater management from production processes. Water quality is controlled to meet established standards and legal requirements. Wastewater quality is tested prior to discharge for treatment to continuously monitor and improve operational efficiency.

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)
Reduction of water consumption	2024 : Water consumption 88,376.00 Cubic meters	2025 : Reduced by 44,072.00 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

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	280,648.00	307,024.00	309,882.00
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)	280,648.00	307,024.00	309,882.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	154.37	170.95	152.65
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.04	0.05	0.04

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	131,912.00	132,318.00	146,225.00
Wastewater discharged to third-party water (cubic meters)	131,912.00	132,318.00	146,225.00
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

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

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	148,736.00	174,706.00	163,657.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	36,800.00	47,000.00	40,367.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.02139679	0.02745414	0.02322626
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)	0.00170000	0.00180000	0.00160000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	0.00	0.00	0.00

	2023	2024	2025
Total water withdrawal expense from third-party water (Baht)	0.00	0.00	0.00
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	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	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 Departments 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.

Operational guidelines

Improve waste management by increasing the proportion of waste recycled

Type of Recycled Waste	Siracha Factory			Pinthong Factory		
	2023	2024	2025	2023	2024	2025
paper (kg)	162,709	163,046	132,109	43,708	27,308	59,848
plastic (kg)	100,518	39,960	123,886	3,861	30,858	11,586
Scrap iron (kg)	20,179	15,323	12,672	24,202	17,555	43,224
Foam (kg)	4,911	1,860	6,460	0	0	0
Cans (kg)	21	22.5	12	1.30	41.0	40
Glass bottles (Kg)	1,218	903	769	506	1,382	900
Plastic bottles (kg)	477	616	518	271	616	589
Total	290,033	221,731	276,426	72,561	77,760	116,187

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

Page number of the reference link : 116

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	2023 : non-hazardous waste 793,433.00 Kilograms	2025 : Increased by 5% or 39,671.65 Kilograms	<ul style="list-style-type: none"> • Reuse • Recycle • Landfilling • Incineration with energy recovery • Incineration without energy recovery

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 0
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 ^(*)

	2023	2024	2025
Total waste generated (Kilograms)	648,113.00	635,938.00	900,477.00
Total non-hazardous waste (kilograms)	648,113.00	635,938.00	900,477.00
Non-hazardous waste - Landfilling (Kilograms)	990.00	26,815.00	915.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	647,123.00	609,123.00	899,562.00

	2023	2024	2025
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) ^(**)	0.09	0.10	0.13
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.09	0.10	0.13
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

	2023	2024	2025
Total reused/recycled waste (Kilograms)	362,594.00	299,491.00	722,576.00
Reused/Recycled non-hazardous waste (Kilograms)	362,594.00	299,491.00	722,576.00

	2023	2024	2025
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	362,594.00	299,491.00	722,576.00
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
Percentage of total reused/recycled waste to total waste generated (%)	55.95	47.09	80.24
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	55.95	47.09	80.24

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

The company has established a greenhouse gas emission reduction strategy aligned with its business direction and climate change targets as follows:

Measurement (Measure)

The company measures its greenhouse gas emissions in accordance with the standards of the Thailand Greenhouse Gas Management Organization (TGO). Greenhouse gas emissions are categorized into 3 scopes: Scope 1 (direct emissions), Scope 2 (indirect emissions from energy consumption), and Scope 3 (other indirect emissions across the value chain). The company has received certification consecutively from 2022 to the present.

Reduction (Reduce)

The Company has announced its sustainability policy and set a target to achieve net-zero greenhouse gas emissions by 2050. To support this goal, the Company has established measures to reduce greenhouse gas emissions, guided by key principles including Low Carbon, Circular Economy, and the 3Rs (Reduce, Reuse, Recycle).

Compensation (Offset)

The company has developed a reforestation and forest restoration program and is pursuing carbon credit generation to offset its greenhouse gas emissions. The initiative includes a plan to plant 500,000 trees across 2,500 rai of land, with project sites located in Kalasin and Udon Thani provinces.

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, Setting carbon neutrality targets

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% tCO ₂ e in comparison to the base year	<ul style="list-style-type: none"> • Thailand Greenhouse Gas Management Organization (TGO) : None • Science-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

Performance and outcomes of greenhouse gas management : Yes

Water Management Project : Quantity of CO₂ (kgco2) Target 15,400 , Quantity reduced 22,756

Energy Management Project : Quantity of CO₂ (kgco2) Target 199,171 , Reduced amount 569,463

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	32,013.00	49,439.00	76,872.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	1,068.00	1,080.00	1,302.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	10,100.00	11,914.00	11,658.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	20,845.00	36,445.00	63,912.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.004605	0.007769	0.010910
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	17.61	27.53	37.87
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)	0.18890000	0.28490000	0.39210000

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 : Yes
emissions

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

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
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

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

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).

Management Approach

The company prioritizes human rights issues that are relevant to all stakeholders comprehensively. Through implementing a Human Rights Due Diligence (HRDD) process. The company has established policies and guidelines that align with both national and international human rights standards. These standards comply with the Ethical Trading Initiative Base Code (ETI), the International Labor Organization (ILO), the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), and the United Nations Guiding Principles on Business and Human Rights (UNGPs). It has established policies and guidelines to indicate its commitment to respecting and not violating the human rights of all stakeholders.

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

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

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

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, Others : Universal Declaration of Human Rights: UDHR)

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

1. Policy Commitment

The company clearly demonstrates its intention and commitment to respecting the human rights of all stakeholder groups. It has established a Human Rights Policy aligned with the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the international labor standards of the International Labor Organization (ILO) to serve as a framework for operations, decision-making, and internal management in a systematic manner.

2. Risk Assessment

The company systematically conducts human rights impact and risk assessments to identify and evaluate both potential and actual impacts arising from business activities and throughout the supply chain. The assessment considers the severity and likelihood of potential impacts, while emphasizing risk prioritization and accounting for all stakeholder groups.

3. Integration and Operation

The company integrates the results of human rights risk assessments into its organizational management system to establish and implement preventive and mitigation measures in accordance with the identified risk levels, and to continuously assess residual risks.

4. Tracking and Reporting Performance

The company continuously monitors and reviews the management of human rights risks in accordance with the established indicators and regularly reports the results to the Board of Directors and the management. In addition, the company clearly communicates its expectations regarding respect for human rights to all stakeholder groups to ensure that operations are conducted responsibly and consistently aligned with the company's guidelines. Information is disclosed through the Annual Report and the company's website. The company also provides channels for stakeholders to submit complaints and feedback.

5. Remediation

The company has established a systematic mechanism to handle complaints and remediate impacts for human rights in a systematic manner that covers internal and external stakeholders by providing an accessible complaint channel, ensuring the confidentiality of complainants, and protection against retaliation in all forms. When a complaint is received, or a potential impact is identified, the company conducts a fair and thorough investigation, implements corrective and remedial measures, and follows up continuously to ensure that the impacts are effectively managed. The company monitors and the outcomes are used to sustainably improve the human rights management process.

HRDD process diagram



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

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

	2023	2024	2025
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 partners rights violations (cases)	0	0	0

	2023	2024	2025
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
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 by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work

Compensation Management and Employee Retention

The company recognizes the fundamental right of employees to receive fair wages sufficient to support a decent standard of living. The company is committed to complying strictly with relevant labor laws while promoting appropriate compensation that reflects employees capabilities, responsibilities, and economic conditions to support the well-being of employees and their families.

The company establishes its wages and compensation structure in full compliance with legally mandated minimum wage requirements in all operating locations. It also regularly monitors updates to minimum wage rates issued by government authorities to ensure that all wages paid comply with and do not fall below the standards prescribed by law.

In addition, the company considers factors such as job description, level of responsibility, work experience, and employee performance in determining compensation that is higher than the legal minimum wage or comparable to a living wage. Such practices help motivate employees, reduce income inequality, and promote employees long-term economic stability.

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.

Employee Engagement

The company recognizes that employees are a vital resource and the key driving force behind the organizations success and sustainability, and therefore, it is committed to fostering employee engagement by providing opportunities for employees to participate in communication, express their opinions, and engage in fair and transparent discussion with the company.

The company supports employees rights to freedom of association and representation in discussions regarding compensation, welfare, and working conditions through employee representatives or the welfare committee, ensuring that employees voices are heard and appropriately considered in the organizations decision-making.

Since 2016, the company has continuously conducted an Employee Engagement Survey to monitor employees satisfaction, well-being, and engagement. The survey results and feedback are presented to senior management and used for analysis and continuous improvement of the work environment.

S&J Company places importance on respecting, protecting, and promoting childrens rights throughout its business operations and value chain. The company adheres to the Childrens Rights and Business Principles (CRBP), developed by UNICEF, the United Nations Global Compact, and Save the Children, as a framework for systematically integrating child rights into the companys business processes.

Occupational health and safety

The company operates its occupational health, safety, and working environment initiatives in accordance with its corporate safety policy, relevant laws, and international standards. We aim to promote employee well-being and mitigate the risks of workplace accidents and occupational diseases through a participatory approach at all levels. This includes providing feedback, defining operational procedures, and systematically assessing and controlling risks from business activities.

The company has established the Safety, Health, and Environment department (SHE) to plan, manage, monitor, and oversee safety operations in compliance with legal requirements, regulations, and stakeholder expectations. Furthermore, Safety Officers at all levels have been appointed as mandated by law to effectively control and mitigate operational risks.

Additionally, the company has established the Occupational Safety, Health, and Environment Committee (OSHE), comprised of management representatives and elected operational staff representatives, with a professional safety officer serving as secretary. The committees mandate includes governing safety policies and plans, preventing and reducing accidents, and ensuring compliance with legal requirements and relevant standards. Key performance results and significant issues are reported to senior management and the Board of Directors for continuous review and oversight.

The company has achieved ISO 45001:2018 certification for its Occupational Health and Safety Management Systems at both the Sriracha and Pinthong plants. This certification serves as an organizational safety management framework, covering employees and contractors on-site to sustainably enhance occupational health and safety performance.

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.	2025: 39 hr./person/year	2025: 39 hr./person/year
• Non-discrimination	Number of cases of human rights violations	2025: 0	2025: 0
• Fair employee compensation	Number of significant labor complaints	2025: 0	2025: 0

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Safety and occupational health at work	Accidents (work stoppages of more than 3 days)	2024: 9 Case	2025: 9 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 management : Yes

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 Companys 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

	2023	2024	2025
Total Employment (Person)	1,818	1,796	2,030
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)	1818	1796	2030
Male employees (persons)	503	528	568

	2023	2024	2025
Percentage of male employees (%)	27.67	29.40	27.98
Female employees (persons)	1315	1268	1462
Percentage of female employees (%)	72.33	70.60	72.02
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
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	613	565	685
Percentage of employees under 30 years old (%)	33.72	31.46	33.74
Total number of employees 30-50 years old (Persons)	1,048	1,074	1,183
Percentage of employees 30-50 years old (%)	57.65	59.80	58.28
Total number of employees over 50 years old (Persons)	157	157	162
Percentage of employees over 50 years old (%)	8.64	8.74	7.98

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	163	176	194
Percentage of male employees under 30 years old (%)	32.41	33.33	34.15
Total number of male employees 30-50 years old (Persons)	302	312	336
Percentage of male employees 30-50 years old (%)	60.04	59.09	59.15
Total number of male employees over 50 years old (Persons)	38	40	38
Percentage of male employees over 50 years old (%)	7.55	7.58	6.69

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	450	389	491
Percentage of female employees under 30 years old (%)	34.22	30.68	33.58
Total number of female employees 30-50 years old (Persons)	746	762	847
Percentage of female employees 30-50 years old (%)	56.73	60.09	57.93
Total number of female employees over 50 years old (Persons)	119	117	124
Percentage of female employees over 50 years old (%)	9.05	9.23	8.48

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	1,639	1,598	1,833
Percentage of employees in operational level (%)	90.15	88.98	90.30
Total number of employees in management level (Persons)	128	151	147
Percentage of employees in management level (%)	7.04	8.41	7.24
Total number of employees in executive level (Persons)	51	47	50
Percentage of employees in executive level (%)	2.81	2.62	2.46

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	439	464	504
Percentage of male employees in operational level (%)	87.28	87.88	88.73
Total number of male employees in management level (Persons)	41	43	44
Percentage of male employees in management level (%)	8.15	8.14	7.75
Total number of male employees in executive level (Persons)	23	21	20
Percentage of male employees in executive level (%)	4.57	3.98	3.52

Number of female employees categorized by position

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

	2023	2024	2025
Total number of female employees in operational level (Persons)	1,200	1,134	1,329
Percentage of female employees in operational level (%)	91.25	89.43	90.90
Total number of female employees in management level (Persons)	87	108	103
Percentage of female employees in management level (%)	6.62	8.52	7.05
Total number of female employees in executive level (Persons)	28	26	30
Percentage of female employees in executive level (%)	2.13	2.05	2.05

Significant changes in the number of employees

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	20	21	21
Percentage of disabled workers to total employment (%)	1.10	1.17	1.03
Total number of employees with disabilities (Persons)	20	21	21
Total male employees with disabilities (persons)	8	8	8

	2023	2024	2025
Total female employees with disabilities (persons)	12	13	13
Percentage of disabled employees to total employees (%)	1.10	1.17	1.03
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

	2023	2024	2025
Total employee remuneration (baht)	885,697,339.00	948,778,396.92	913,992,882.08
Total male employee remuneration (baht)	290,076,869.00	312,365,341.66	296,327,391.24
Percentage of remuneration for male employees (%)	32.75	32.92	32.42
Total female employee remuneration (baht)	595,620,470.00	636,413,055.26	617,665,490.84
Percentage of remuneration for female employees (%)	67.25	67.08	67.58
Average of remuneration of employees (Baht/persons)	487,182.25	528,273.05	450,242.80
Average of remuneration for male employees (Baht/persons)	576,693.58	591,601.02	521,703.15
Average of remuneration for female employees (Baht/persons)	452,943.32	501,903.04	422,479.82

	2023	2024	2025
Rate of average of remuneration between female employees and male employees	0.79	0.85	0.81

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : No

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1818	1796	2030
Number of employees joining in PVD (persons)	1097	1096	913
Number of PVD members / Total employees (%)	60.34	61.02	44.98
Number of PVD members / Total eligible employees (%)	60.34	61.02	44.98

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	11,138,715.00	11,241,883.00	11,740,712.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
S & J INTERNATIONAL ENTERPRISES PUBLIC COMPANY LIMITED	Yes	2,030	2,030	913	44.98	44.98

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	30.00	42.00	39.00
Total amount spent on employee training and development (Baht)	4,000,000.00	4,000,000.00	4,000,000.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000650	0.000693	0.000617
Percentage of training and development expenses to total revenue (%) ^(*)	0.000575	0.000629	0.000568

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	0.00	0.00	0.00
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

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	7	9	9
Total number of employees that lost time injuries for 1 day or more (Persons)	7	9	9
Percentage of employees that lost time injuries for 1 day or more (%)	0.39	0.50	0.44
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.00	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	207	328	350
Total number of male employee turnover leaving the company voluntarily (persons)	57	94	126
Total number of female employee turnover leaving the company voluntarily (persons)	150	234	224
Proportion of voluntary resignations (%)	11.39	18.26	17.24
Percentage of male employee turnover leaving the Company voluntarily (%)	27.54	28.66	36.00
Percentage of female employee turnover leaving the Company voluntarily (%)	72.46	71.34	64.00

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, 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, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The company places importance on creating value and developing good relationships with customers to foster trust and ensure sustainable business collaboration by adhering to the concept of long-term business partnership. The company has established guidelines for customer relationship management as follows:

- **Partnership**The company focuses on conducting business as a strategic partner, committed to supporting and growing sustainably alongside its customers.
- **Trust**The company is committed to maintaining strict confidentiality of business information and customer product formulations to ensure trust in its governance and operational integrity.
- **Quality**The company is committed to maintaining production standards in accordance with international standards and accurately meeting customer requirements.
- **Flexibility**The company is committed to adapting and responding effectively to customers evolving needs and changing circumstances.
- **Innovation**The company promotes research and development of new innovations to create differentiation and enhance the competitiveness of its customers products in the global market.
- **Sustainability**The company integrates environmental and social responsibility into all business processes to deliver sustainable value to all stakeholders.

The company is committed to supporting its customers long-term success by helping them achieve their Environmental, Social, and Governance goals. This is accomplished through sustainable sourcing of raw materials and the development of innovations that reduce environmental impacts, while upholding business ethics and transparency. These efforts help mitigate reputational risks and enhance the credibility of customers brands, fostering stable and collaborative responsible business growth over the long term.

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%	2025: > 85%

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	International Customer Satisfaction	2024: > 85%	2025: > 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

The company adheres to an approach to creating creative engagement with customers to drive shared sustainability goals through the following key mechanisms:

1. Collaborative Creation of Green Innovation

The company opens opportunities for customers to participate in the research and development (R&D) process to design environmentally friendly products and packaging, helping their brands stand out as leaders in sustainability in the cosmetics market.

2. Monitoring Performance and Listening to Consumer Feedback (Monitoring & Consumer Voice)

The company places emphasis on post-delivery follow-up and listening to customer feedback across various customer channels. The information gathered is jointly analyzed with customers to further enhance product quality. This process enables the company to address and resolve issues promptly and strengthen long-term trust.

3. Promoting Supply Chain Transparency

The company provides in-depth information about the sourcing of raw materials and traceable manufacturing processes to assure customers that every product complies with ethical principles and international environmental standards.

4. Sharing Knowledge on Sustainability(Knowledge Sharing)

The company shares information with customers about environmental regulations and recent sustainability trends to enhance competitiveness and adaptability to changes in the world.

New Customer

New Customer		
Zone	Actual 2568	
	Customer	Total (MB)
Domestics	12	37.89
Asia and Japan	8	47.53
EU, UK	1	1.85
US	1	27
Others	2	26.9
Total	24	141.2

Satisfaction Assessment Result

Domestic customers 90%

International customers 83%

Awards

- 1.The Cosmopolitan Beauty Awards 2025
- 2.Watsons HWB Awards 2025
- 3.Woman & Home Beauty Awards 2025

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from : Yes
customers/consumers

Telephone : 02-676-2727

Fax : 02-676-2726

Email : -

Companys website : www.snjinter.com

Address : 549/2 Soi Sathu Pradit 41, Chong Nonsi Subdistrict, Yan
Nawa District, Bangkok 10120, Thailand

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

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 : Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

16 Community Development and engagement projects

Strategy 1 Educational **4** Projects

Strategy 2 Environmental Development **2** Projects

Strategy 3 Animal Care and Assistance **2** Projects

Strategy 4 Community Development **7** Projects

Strategy 5 Nourishing Religion **1** Projects

Employment of Local Workers

The company supports local employment in the areas where its facilities are located to create jobs, distribute income, and enhance the quality of life of surrounding communities. In 2025, the company employed 269 workers in Chonburi Province, accounting for 13% of its total workforce.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social : Yes
management goals

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : Number of projects that aim to promote community development and participation	Number of projects that aim to promote community development and participation	-	2025: 15 Projects / Year

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : Number of significant community complaint issues	Number of significant community complaint issues	-	2025: 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 management : Yes

Performance & Results

1.Number of projects that aim to promote community development and participation : Target 15 Projects / Year , Results 16 Projects / Year

2.Budget of projects that aim to promote community development and participation : Target 5,000,000 baht , Results 5,455,572 baht

3.Community Satisfaction Assessment Score : Target \geq 80% , Results 89.03%

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 development? : No

Non-financial benefits

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

	2023	2024	2025
Educational beneficiaries (Persons)	0.00	9,685.00	10,549.00
Hiring local employees (%)	0.00	0.00	18.00
Beneficiaries of the company's community development projects (Persons)	10,000.00	10,000.00	10,000.00

	2023	2024	2025
Community forest (%)	14.00	614.00	500.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	3,826,179.00	5,876,664.00	5,455,572.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.062191	0.101755	0.084097
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.055042	0.092349	0.077426

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.

Compliance with Good Corporate Governance Principles

The Board of Directors places great importance on creating a good corporate governance system and strives to continually raise the standard of good corporate governance to conduct business with transparency, efficiency, stability, and sustainable growth, as well as create added value and long-term stability for shareholders under changing economic and social conditions in compliance with the principles of good corporate governance for listed companies.

In addition, the Board of Directors is aware of its roles and duties as the organization's leader, arranging an annual review of good corporate governance principles to create sustainable value from the continuous development of good corporate governance principles. Resulting in 2025, the Company is assessed for compliance with good corporate governance principles and the arrangement of shareholders meetings as follows.



Corporate Governance Assessment Results of "Excellent"
 Received the results of the Corporate Governance Report of Thai Listed Companies – CGR 2025 for the 8th consecutive year by the Thai Institute of Directors (IOD).



สมาคมส่งเสริมพลังคนไทย
 THAI INVESTORS ASSOCIATION

Received a full score of 100 from the assessment of the quality of the 2025 Annual General Meeting of Shareholders (AGM Checklist) from the Thai Investors Association.




Certified by the Private Sector Collective Action Coalition Against Corruption Council: CAC on October 14, 2016, and passed the 3rd recertification on December 31, 2025.

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, 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 Directors 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 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 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 receipt of financial assistance through receiving 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 more than 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 allow 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.

The nomination method for the persons to be appointed as top executive and Chairman of Executive Board

The nomination of the Chairman of Executive Board

With the regard of nomination methods for the company's Chairman of Executive Board, The Nominating Committee shall consider and select from the current management or outsiders, with qualified knowledge and management skill, who understand the company's business very well, and has leadership with the experience as a leader of the organization, as well as be able to manage to achieve the objectives and targets set by The Board of Directors, and also not be prohibited by related laws and regulations. Accordingly, such person is then proposed to The Board of Directors for consideration of appointment.

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 directors 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 Boards 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

1. 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

1. Protecting the Rights of Shareholders and Promoting Exercise of Rights

The Board of Directors recognizes and respects the rights of shareholders as the owners of the company without any action that violates or deprives the rights of shareholders, as well as creating equality and fairness for all groups of shareholders. Whether Thai or foreign, major or minor, individual or institutional, all shareholders shall exercise their rights, both the basic rights and other rights beyond basic rights, to set the Company's directions and decide on merits matters with significant impact on the Company's operations. The details are as follows.

1. Basic rights

Referred to the right for shares transaction, the right to receive equitable profits allocation in term of dividend payment, the right to access company information in sufficient, timely, and equitable manner, the right to attend and cast votes at the shareholders meeting, the right to elect individual company director and approve directors remuneration, the right to appoint company auditor and approve audit remuneration, and the right to appoint proxy to attend and cast vote on his/her behalf.

2. The right to significant information access

Shareholders were entitled to access information on an equitable basis. In that regard, the company facilitated information distribution in both Thai and English languages, via the channels of The Stock Exchange of Thailand and company website (www.snjinter.com), to provide shareholders with additional access channel. Such information included performance results, connected transactions, changes in the funding structure, changes in supervisory control, transactions of significant company assets, and other information essential for decision-making by shareholders.

3 The right to attend the shareholders meeting

The company has a policy to support and facilitate the shareholders, including institutional investors to attend the shareholders meetings by holding its annual shareholders meeting regularly each year, within 4 months after completing its accounting year. In order to allow shareholders to participate in monitoring the company's performance, the company set appropriate date, time, place, and method. In case of emergency which the company needs to propose special agenda regarding shareholders benefit, regulations or related laws which need to be approved by shareholders, the company shall call for an extraordinary shareholders meeting on case basis. In 2025, the company convened the shareholders general meeting in the form of a Physical meeting, without convening any shareholders extraordinary meeting as followings:

● Prior to the shareholders meeting

In 2025, the Company scheduled to convene the Annual General Meeting of Shareholders No.46 on Monday April 28, 2025.

1. The company provided the shareholders with the opportunity to propose meeting agenda prior to the meeting date for 2025, during November 15 December 30, 2024, by providing related conditions on company website on November 14, 2024 together with news channel of The Stock Exchange of Thailand. Nevertheless, therewereno shareholdersproposinganymeetingagendaduringthesaidspecifiedperiod.

2. Shareholders were notified of the Board of Directors resolution determining the date of 46th shareholders meeting for 60 days prior to the meeting date on February 28, 2025, through the Stock Exchange of Thailand's website and the company's website so as to enable the shareholders to set aside time for attending the meeting.

3. The meeting notice together with all relevant documents in both Thai and English were published on the Company website on March 24, 2025 for 35 days in advance of the meeting date so that shareholders can access information easily and having time to study in advance before submitting such documents.

4. The same information was sent to the Thailand Securities Depository Company Limited, the Company's Share Registrar, for forwarding to shareholders in document format on March 28, 2025 for 30 days prior to the meeting date in order to give the shareholders sufficient time to study the meeting documents.

In case of foreign shareholder or institutional type, The Company sent the invitation letter by attaching English version of the meeting documents together with the Thai version to encourage all types of shareholders, including institutional investors to attend the meeting.

5. The notice of the meeting were also advertised in daily newspapers for a period of 3 consecutive days, and 17 days prior to the meeting date, during April 9-11, 2025.

6. Prior to the meeting date, the Company had provided an opportunity for shareholders who may have queries regarding agenda to send them in advance during March 24-April 24, 2025, via company's website. The procedure of sending questions was also mailed together with the notice of shareholders meeting. In 2025, there were no questions received in advance.

7. In order to facilitate shareholders who were unable to attend the meeting, the company invited the shareholders to appoint an independent director or any person to attend the meeting on their behalf by using a proxy form which the company has sent along with the appointment letter. This is a form in which the shareholders can determine the direction of voting according to the form that the Department of Business Development, Ministry of Commerce set together with information of independent directors designated by the company to be shareholders proxies.

Shareholders are notified of the rules and procedures for attending the meeting in the meeting notice, with which Proxy Form B as prescribed by the Ministry of Commerce was also attached or a choice of either Proxy Form A or Proxy Form C. All three Proxy Forms can be downloaded from the Company website. The Company also gave notice of such publication guidelines via the press release system of the Stock Exchange of Thailand.

For shareholders who are institutional investors or foreign investors appointed the custodian in Thailand. The company shall coordinate on documents and evidence that need to be presented before the meeting in advance for convenient in registration.

● On the day of the shareholders meeting

The Board of Directors gives importance to the shareholders meeting. The shareholders have a duty to attend the meeting in order to exercise their voting rights in the meeting according to the basic rights of the shareholders and this is opportunity for shareholders to ask directors about the company information.

1. The Company has determined the date for the 46th general meeting of shareholders for 2025 on Monday 28 April 2025, at 1.00 p.m., Mahanatee Room, 4th level of King Bridge Tower 989, Rama 3 Road, Bang Phongphang subdistrict, Yan Nawa district, Bangkok, 10120. For convenience, the company select meeting place that can be reached by mass transportation so that shareholders can easily travel to attend the meeting because it is next to the Rama 3 road.

2. Shareholders are able to register with the barcode system at least 2 hours prior to the meeting and continuing until the meeting is completed.

In the subsequent period until the end of the meeting, a right given to shareholders attending after the meeting had already commenced. Such latecomers would have the right to cast votes in the pending agenda that had not yet been voted on. The quorum would be counted since the agenda joined the meeting vote, unless the shareholders have other opinions.

During the registration, The Company arranges

-The company assigns adequate staffs members to administer the registration.

-Prepares duty stamps for affixing on the Proxy Form on their behalf. It is free of charge to provide services to shareholders who appoint other proxies to attend the meeting on their behalf

-Voting boards and polling cards were provided to the shareholders for use in casting votes.

3. In the event that shareholders are unable to attend the meeting in person, the Company allows them to appoint a proxy to any person or the Company's independent director to exercise their rights on their behalf. The Company provided information regarding 3 members of the Audit Committee, including their names, age, and addresses in the notice of the shareholders meeting, as well as information regarding documentary evidence and instructions on how to appoint a proxy for shareholders to prepare for and attend the meeting without difficulty. Nevertheless, in the event that shareholders appoint other persons as proxies to attend the meeting on their behalf, the Company has granted the rights and treated proxies as if they are shareholders.

The 46th Annual General Meeting of Shareholders was held on Monday, April 28, 2025, where 6 shareholders holding 24,259,621 shares designated proxies to the Company's independent directors to cast their votes.

4. The Board of Directors placed much emphasis on the shareholders meeting, by considering as their obligations to always attend the meeting in person unless facing inevitable circumstances or becoming seriously ill.

For the shareholders meeting for the year 2025, there were 15 directors out of 15 directors or 100% attended in the said meeting, including Chairman of the Board and Chairman of sub committees. Furthermore, the Managing Director, the Chief Financial Officer, Executive Directors, as well as the company auditor also attended the meeting, so as to provide shareholders with the opportunity to ask questions related to the meeting agenda in progress. In addition, the company also invited representatives from the company's law office of Vira Law Office Co., Ltd., to act as meeting observers during vote tallying for each meeting agenda, to ensure that the meeting was conducted in a transparent manner, complying with legal and company articles requirements.

5. Prior to the commencement of meeting pursuant to the agenda, the Company Secretary notified the meeting of the number and proportions of shareholders present and declared the meeting open. An explanation was given on the voting procedures and vote counting procedures for shareholders casting votes in each agenda according to the law and articles of the Company. The Chairman of the Board of Directors, acting as chairman of the meeting opens the meeting.

Vote-counting procedures can be summarized as follows:

-The company determines the right to vote according to the number of shares held by shareholders, one share equal one vote. No shares shall have preferential rights to the other shareholders. Voting shall be done openly as shareholders shall raise their barcode placard (with barcode bar) then staff will collect the vote by barcode scanning.

-Any agenda that need the resolution, the company shall ask for confirmation card for transparency, and examinable. Voting in each agenda, the president of the meeting shall ask the shareholders and proxy to raise their barcode placard (with barcode bar) if disagreement and abstention, and sign their name in confirmation card. Staff shall scan barcode on placard then collect the confirmation card.

For shareholders who gave a proxy to independent director, the company shall do the vote by shareholders intention.

-Counting the vote on each agenda, the company applied barcode system as counting tools. The voting results are displayed on the screen for shareholders to simultaneously acknowledge in order to be accurate and the results can be announced immediately after the end of each agenda.

6. The shareholders meeting was carried out in accordance with the agenda notified in the meeting notice. No additions or changes were made to significant data without giving prior notice to the shareholders. Appropriate and sufficient time was set aside for presenting various matters in each agenda and opportunities were given to shareholders to pose questions and express opinions fully in each agenda.

If shareholders need to propose agenda which were not contained in the notice for consideration during the meeting, such proposal need to be approved by the meeting with the minimum vote of 1/3 of shareholders who attend the meeting and have the right to vote.

The company provides a video recording of the annual general meeting of shareholders throughout the meeting and have published pictures of the meeting on the company's website.

The chairman of the meeting gave the shareholders an opportunity to ask questions and fully propose opinions during the shareholders meeting on each agenda and completely to took notes of questions and answers in the minutes of the meeting. Moreover, there was a conclusion by voting together with the vote count in order that the shareholders who did not attend the meeting could acknowledge the matter.

In the year 2025, there were 2 shareholders asking questions which was already recorded in the minutes of the Annual General Meeting of Shareholders.

Result of Voting in each Agenda

Votes on each agenda were cast openly; The ballots were distributed to all shareholders and proxies on the registration desk, and will be only collected on disagreement and / or abstention. Except for the election of directors, which were individually election, the ballots will be collected from every shareholders and proxies. Voting will be counted only for those who disagree and / or abstain including votes on bad ballots (if any) will be deducted from the total number of votes attended the meeting. The rest was the agreement vote on such agenda.

If there were additional shareholders attended the meeting, the number of shareholders and the number of additional shares will be announced on each agenda.

For 2025, voting at the 46th Annual General Meeting were held on Monday, April 28, 2025, which each agendas are as follows:

Agenda	Approve			Disapprove			Abstent		
	No. of Shareholder	Share	%	No. of Shareholder	Share	%	No. of Shareholder	Shares	%
1	88	130,454,017	100.00	-	-	-	-	-	-
3	91	131,109,647	100.00	-	-	-	-	-	-
4	92	131,109,648	100.00	-	-	-	-	-	-
5.1-5.5	92	131,109,648	100.00	-	-	-	-	-	-
6	92	131,109,648	100.00	-	-	-	-	-	-
7	92	131,109,648	100.00	-	-	-	-	-	-
8	92	131,109,648	100.00	-	-	-	-	-	-

Remark : No voided ballot

For significant meeting agendas were disseminated in the notice of meeting.

- Appointment of Directors** : The Company gave an opportunity for shareholders to elect Directors individually. The shareholders had been provided with preliminary information on the nominees, positions held in other businesses, clearly specifying the cases of companies carrying out businesses identical to or in competition with the Company, and the attendance of Board of Directors Meetings. Each director has been screened by the Nomination Committee by considering the appropriateness of qualifications, experience and expertise from various professions including the performance as a director in the past. If considering on director whose term has ended, the nomination committee will propose to the Board of Directors meeting. The Board of Directors is authorized to select member of qualified candidates from the Nomination Committees list.
- Directors Remuneration** : The remuneration committee is responsible for considering the credit limit and allocating by considering Company operation performance, performance result, amount paid in the past year and compare with levels of practice in the same business group, also including authority and responsibility which were in accordance with the policies and conditions for directorial remunerations considered and reviewed by the

Remunerations Committee. The Company has regularly proposed a remunerations limit for approval by the meeting of shareholders on yearly basis. The remuneration comprises of **Meeting allowance, Annual remuneration without others extra compensation**. Such remuneration paid to each Director were disclosed the Annual Report topic Management Structure.

3. **Appointment of Auditor and Determination of Audit Fee** : The auditor must not be a director, employee or holder of any position in the Company. The auditor need to be accepted standard of verification be independent and meet all the requirements of the company and the Securities and Exchange Commission. The Company provided details on the name of auditor, audit office, the relationship between the audit office and the Company, the number of years of work performed, reasons for changing the auditor, and comparative data on audit fees for the current year and the preceding year. Such information had also been considered by the Audit Committee of the company.

4. **Dividend Payment** : The Company provided details on profit distribution, dividend payment in accordance with the Companys dividend policy by specify proposed dividend payment date, reasons and clear data assembled for consideration, and a comparison of dividend payment for the current year and the preceding year. The closing date of the register (Record Date) for the determination of the right to receive dividend payment was also specified.

Guidelines on conflict of interest for the meeting

In the shareholders meeting if any director has a conflict of interest or related transaction in any agenda. The said director will inform the meeting to request leaving the meeting or abstaining on such agenda.

● **Subsequent to the shareholders meeting**

1. The company disclosed the resolutions adopted by the shareholders meeting, together with the voting results for each meeting agenda, in both Thai and English, via the news channel of The Stock Exchange of Thailand, and the company website, on the following day.
2. The company compiled the meeting minutes subsequent to the shareholders meeting, by incorporating all essential details and summarizing voting results for each meeting agenda, classified as approve, disapprove, abstention and voided ballot votes, together with the record on the discussion and conclusion regarding significant topics. Said minutes was submitted to The Stock Exchange of Thailand and The Securities and Exchange Commission within 14 days subsequent to the meeting, and disseminated on the company website, in both Thai and English, so as to enable the shareholders to review said minutes content without having to wait until the next shareholders meeting. Also, sent the reports to the Ministry of Commerce within time set forth by law.
3. The company has video tape recorded and pictured meeting atmosphere and disseminate via company website for absent shareholders for acknowledgment.
4. After the shareholders meeting approved dividend payment, the company shall inform the resolution including dividend payments details via SET news and cooperate with the registrar of Thailand Securities Depositories Co., Ltd. to ensure all shareholders receiving payment correctly and completely.

1.4 Distribution of shares

1. The Company set the Record Date on March 14, 2025 to determine the persons eligible for attendance of the Annual General Meeting of Shareholders.
2. The Board of Directors and their spouses as well as children who are underage including Managing Director, Executives and relating personnel hold a combined amount of 12.71% of issued shares, which does not exceed 25% of companys issued shares.
3. The free float proportion was 31.68% of issued shares which was greater than 25% of issued shares.

Equitable Treatment of Shareholders

The Board of Directors ensured that every shareholder was entitled to fair and equitable treatment as follows:

1. The company provided the minority shareholders with the opportunity to nominate candidates as directors prior to holding the shareholders meeting in 2025, during November 15 - December 30, 2024. For such purpose,

the company compiled the nomination conditions and disseminated them on the company website, as well as notifying the shareholders via the news channel of The Stock Exchange of Thailand. Nevertheless, there was no shareholder nominating any candidate for consideration as company directors.

2. The allocation of votes in the meeting was based on the number of shares being held by each shareholder, with 1 vote representing 1 share and the company has one type of shares, ordinary shares with no shareholding any special privilege in restricting the right of other shareholders.

3. In the case of foreign shareholders, the company sent out meeting invitation letter in English, to facilitate the understanding by foreign shareholders, as well as disseminating said information on company website made accessible at the same time as The Thai version.

In the case where shareholders could not attend the meeting in person, the company allowed the said shareholders to appoint proxies from independent directors or other parties, to attend the meeting on own behalf. The company provided clear details pertaining to the proxy appointment letter which was sent together with the proxy appointment letter (form B), allowing the shareholders to instruct own voting direction.

For the shareholders meeting in 2025, there were 6 shareholders holding 24,259,621 shares who had appointed an independent director to act as the proxy on their behalf.

5. The voting procedure for each meeting agenda was carried out in a transparent manner with the voting ballot provided the shareholders for each agenda. Whereas, only disapproval and abstention votes were kept afterwards. Nevertheless, for the agenda related to directors appointment, all voting ballots bearing the signature of each shareholder were collected and kept as evidence. Vote tallying was carried out using the barcode system and displayed onscreen in the meeting room, to facilitate convenience, transparency, and easy verification.

Employee

Employees

In the company's recognition of company employees as its valuable human resources playing the critical role in leading the organization toward success, The Board of Directors therefore set the company's policy to devote its best efforts to develop and upgrade the employees potentials on a consistent basis. At the same time, the company sought to provide job security and advancement opportunities to all employees based on their own potentials, as well as encouraging the employees to play a part in charting the company policies. At the same time, the company laid down its remuneration policy toward the employees by providing the employees with fair and reasonable remuneration commensurate with the capability, responsibility, and performance results for each employee, which is in line with the compensation of the same industry. (See details under the heading Management Structure on employees).

The company provide benefits to promote quality of life and well-being, such as Provident Fund, Retirement gratuities to employees, Nursing room, Annual health check, product purchase welfare rates, Uniform, Loans for housing project, etc. Also has established welfare committees the opportunity to engage employees in welfare administration. As well as promoting the preparation of activities to engage employees, such as Pheun Chuay Pheun Project, Dharma Sa-buy Jai Project, New year activity.

At the same time, the company is also taking into consideration the safety of life, health and property of employees defined as **Occupational Health and Safety Policy** as follow:

1. Compliance with the law, Occupational Safety, Health and Environment, including a business deal for both current and future
2. To manage for committed to prevent injuries and reduce the accident rate to zero, including improved working environment to be safe.
3. Committed to developing performance management system in occupational health, safety continuously.
4. Support adequate resources in management to control and prevent danger from work of workers.
5. To cultivated conscious mind for everyone to recognize the safety to work by considering to be the primary function of all.

As noted in the policy, the company encourages and supports its employees and external workers to work safely and reduce the risk of occupational injuries and illnesses. The company has established an occupational health and safety management standard system in accordance with ISO 45001:2018 to enhance the compliance of occupational

health and safety, and raise awareness of safety in order to reduce the number of accidents resulting in injury and property damage. In addition, the company encourages executives and employees in the organization to attend training, prepares standard operational procedures or manuals, improves the safety of machines and processes, and supports various projects that contribute to reducing the likelihood of work-related accidents and injuries.

The Company sets the occupational health and safety goals annually, of which the report of occupational health and safety operations can be found in the 2025 Sustainable Development Report on Occupational Health and Safety at Work.

Customer

Customer

The Board of Directors realizes that customer satisfaction and confidence are the keys to the company's sustainable success. Therefore, the Company has established its policies and guidelines adhering to honesty, integrity, and fairness and prohibiting any actions that violates customers rights. The Company has emphasized its focus on providing impressive services to customers by offering quality products and services at reasonable prices to satisfy its customers and for them to receive the best value for money in both quality and price. Additionally, the Company operates its business with the determination to develop products, services, and innovations that increase the current value to meet continuous customer demand. Information necessary for decision-making is provided without concealing or distorting facts. Producing goods and services must be environmentally friendly and safe for consumers. The Company protects the confidentiality of customers' trade information by not using it for the benefit of oneself or those involved in an unjustified manner. The Company has established a policy on the retention of confidential information and the use of internal information as a guideline for its employees in handling customer trade secrets. Furthermore, the Company has established a personal data protection policy (PDPA) to protect customers' personal information and prevent it from being misused for wrongful purposes, as well as being attentive and fair in handling customers' complaints. The Company has set up a customer relations service where customers can inquire, comment, or file a complaint through various channels, by telephone : (02) 676-2727.

The evaluation of customer satisfaction report compares year 2023 - 2025

	2023	2024	2025
Local-Customer	91%	91%	90%
Oversea-Customer	84%	90%	83%

In 2025, the Company gained the confidence of customers and consumers by receiving awards from both domestic and overseas customers such as WATSONS Awards 2025, the Cosmopolitan Beauty Awards 2025, and Woman & Home Beauty Awards 2025, etc.

Business competitor

The Competitor

The Board of Directors operates business in accordance with the provisions of law. In this regard, the following policies and guidelines have been prescribed:

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

In addition to these policies. The company did not seek the confidential information of competitors by dishonest or inappropriate ways. We considered competitors take part in empowering your organization's stability and even stronger. Throughout the period of the past, we never had any disputes with competitors.

Business partner

Business Partner

The company treats business partners equitably and takes into account mutual interests by prescribing the following policies and guidelines:

1. The company has a system for screening business partners in the value chain who operate businesses in compliance with the law, safety and occupational hygiene standards, and friendliness to the environment. Business partners are treated on the basis of fair competition, equality and mutual respect.
2. The confidentiality of secrets or communications of trading partners are maintained and not exploited for wrongful gains of oneself or of others.
3. Relationships and good understandings are fostered. Knowledge is exchanged. Developments and value adding to goods and services are jointly undertaken to promote mutual growth.
4. The Company adheres to trade agreements and makes proper representations of data. In the event that an agreement cannot be complied with, the company will expeditiously engage in early negotiations with business partners in order to reach a mutual remedy and loss prevention solution.
5. The company does not demand, receive or consent to the receipt of properties or any other benefits outside trade agreements.

In addition, the company have a policy for selection of business partners that recognizes its responsibility and environment, encourage partners to develop a process that takes regard to human rights, not using forced labor and regard to children rights. As well as offering products and service that take into consideration the environmental impact and the safety of consumers. As well as improving process of work to prevent pollution and impacts on the environment along with conservation of natural resources, reduce energy consumption and eliminate the risk of unsafe conditions, including got certified of quality standards ISO9001:2015 , ISO 14001: 2015.

Selection Criteria and Business Partners Evaluation

The Company set up partner selection system based on the ability to manufacture products that satisfy the needs of the customer, the quality of business partners, production capacity, standard system, availability of services, transportation, safety, health, including operation of business partners who be responsible for social and environment, by using the questionnaire in the preliminary assessment and follow up to ensure that business partner are sufficient ability and reliable.

Moreover, the Company has prepared an announcement on using an ethics manual and guidelines for business partners so that they understand various risk issues in business operations, relevant regulations and regulatory requirements, including social and environmental issues, to prevent business disruption that may affect the image of business partnerships.

In year 2025, there was no event that the company did not comply with the contract of business partners.

Creditor

Creditors

The company's policy of treating all creditors equally and fairly by complying with the contract or the terms strictly creditors to disclose financial position correctly, on time, and in the case that cannot abide by any one institution that let the creditor know in advance in order to jointly find solutions and prevent damage.

For The Creditors, the company provides billing period on the 1st to the 6th of each month and payable every 25th of each month by bank transfer in Auto Payment system, which are the facilities for the creditors.

In the year 2025 The Company pays to the creditors meet Credit Term agreed in advance, no any default on the company has been adhered to trade competition in fairness under the framework of the law strictly.

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 is aware of the responsibility toward the community and the society to define policies, there is a strong responsibility to the community and society, formed within the company, and employees at all levels as well as support activities beneficial to the community and society as a whole.

Social Responsibility Policy

S & J aim to a good model to operate in according with corporate governance. Proceed to social activities without force. Participate in society other than the pursuit of profit. Focus on the existence of the business coupled with value creation and corporate social responsibility from the process all section within the organization.

The company has appointed the Sustainability Committee responsible for determining corporate social responsibility policies and establishing guidelines for social activities consistent with the United Nations Sustainable Development Guidelines 17 GOALS covering CSR IN PROCESS and CSR AFTER PROCESS.

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		

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

Prevention of Conflict of Interest

The company had set a policy for company directors, the management, and employees to treat the issue of conflict of interests with caution and reason, with the company's interests in mind, by laying down operations systems in a transparent manner, deemed as one major policy regarding good governance practice and business ethics for the company. The company focused on the conflict of interest with the transparency and fairness in operation systems as well as full disclosure of information.

Accordingly, The Board of Directors shall establish a policy to manage and monitor conflicts of interest that might occur among the company, directors, management, and shareholders. The policy shall include measures to prevent the inappropriate use of corporate assets, information, and opportunities, as well as inappropriate transactions by related parties. Accordingly, The Board of Directors has prescribed the guidelines as follows:

1. The Board of Directors shall provide an information security system, which includes policies and procedures on the confidentiality, integrity, and availability of such information, as well as market-sensitive information. The Board of Directors shall oversee compliance by any directors, top executives, employees, and outsiders with access to such information.

2. The Board of Directors shall manage and monitor any transaction with a potential conflict of interest, as well as provide guidelines and procedures to make certain that such a transaction will be made in conformity with the legally prescribed procedure and information disclosure requirements in the best interest of the company and the majority of the shareholders. Any party with a vested interest in a particular transaction shall be excluded from the decision.

3. The Board of Directors shall require all directors to report their personal stake in a particular agenda item that will constitute a conflict of interest before the commencing the consideration of the item. Such a report shall be recorded in the minutes. The director(s) in question shall be excused from the meeting for the time being and shall cast no vote on that agenda item.

Reference link for Prevention of Conflicts of Interest : <https://snjinter.com/wp-content/uploads/2022/06/2.Conflict-of-Interest.pdf>

Anti-corruption

Anti Corruption

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

1. Create consciousness, values, and 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, the management, 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, the management, 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.

Reference link for Anti-corruption : <https://snjinter.com/wp-content/uploads/2022/06/4.Anti-Fraud-and-Anti-Corruption-Efforts.pdf>

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 companys internet system channel and companys 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.

Reference link for Prevention of Misuse of Inside Information : <https://snjinter.com/wp-content/uploads/2026/03/Confidentiality-and-the-Use-of-Inside-Information-Policy.pdf>

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.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://snjinter.com/wp-content/uploads/2022/06/3.Receiving-or-Giving-a-Meal-or-Gift.pdf>

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 Companys 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 persons protected system or data, including to spy on, damage, destroy, modify, change, or corrupt another persons 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 Companys reputation.
6. Passwords for access to the Companys data shall be kept secret and shall not be disclosed to unauthorized persons.
7. The Companys 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 Companys 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 Organizations 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 2025, the Company had no cases of cyber threats that caused damage to the Company.

Environmental management

Environment

The Board of Directors of the company are aware of the responsibility for the environment. The policy is one of the missions of the company's governance and ethics in the operations. The company are aware for the impact on the natural resources and the environment.

The company has appointed a working group on environmental and conservation of energy in order to work in accordance with the laws and systems for environmental standards ISO 14001:2015 along with policy and planning environmental projects to reduce the negative impact that sources since in the process including. Waste disposal based on the 3R were Reduce: reducing resource usage, Reuse : reuse worthy and Recycle : recycled process standard as well as a support and rehabilitation in emergency situations.

Environmental Policy

S&J International Enterprises Public Company Limited aims to produce quality products in which it realizes the significance of business operations that have an impact on the environment and the resources, arising from the sources of raw materials, production process, storage, and delivery of products to the end users. In its intention to preserve the environment, the Company has defined operating guidelines as follows.

1. Comply with laws, customer requirements, treaties, and the environmental standards.
2. Manage with a focus on prevention, reduction, reuse, and recycling, including getting rid of things that pollute the environment.
3. Continuously develop environmental capabilities to create environmentally friendly products.
4. Promote the life cycle development to achieve the most efficient and effective use of resources.
5. Reduce the use of resources and products that contribute to greenhouse gas emissions.
6. Cultivate employees awareness and involvement to prevent impact on natural resources and the environment.

According to the policy, the Company has managed the environment on all dimensions, including energy conservation, water conservation, waste management, carbon dioxide emission reduction, and air quality management. The Company has gathered all environmental activities from all departments to work together seamlessly and support each other under the Green Initiative concept.

In addition, the company has opened a channel of complaint for the community if it has been affected due to the company's business operations, which in the past year, the company has not received complaints about the impact of the operation on the environmental.

Human rights

Policies and practices regarding to human rights

The Board of Directors duly recognized the significance of human rights. Therefore, a human rights policy has been established as guidelines for business operations. It emphasized the importance of respecting and complying with human rights principles for all stakeholders, in accordance with domestic laws and relevant international standards, and accordance with the Thai labor standard system TLS 8001:2024 that it has been certified at the highest level by the Department of Labor Protection and Welfare, Ministry of Labor. The policy also aimed to promote equal opportunities by prohibiting discrimination based on gender, nationality, religion, political ideology, or any other differences such as the hiring of people with disabilities to promote their participation in the workforce. Moreover, the

company also laid down the policy to refrain and not support those actions infringing upon human rights. Some of those actions were anti-child labor campaign by refusing to accept person less than 18 years of age as company employee, entitlement of employees rights to protest against allegation of fraud or misdeed, no unfair discharge of company employee, fair treatment of employees in accordance with labor laws supervising strict human rights compliance, as well as communicating and providing a better understanding of human rights to employees in order to be used as part of the operation. In addition, the company created cooperation and supported partners and business alliances to conduct business with respect and treat everyone according to human rights principles. Throughout its business operations to date, the company had no previous record pertaining to any violations of human rights lodged with court.

In 2025, the company has been awarded for the 8 consecutive years the Excellent Support Organization for People with Disabilities for the year 2025 by the Ministry of Social Development and Human Security from company project the SJI Care You project that promotes the employment of disable persons.

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

Reference link for Safety and occupational health at work : <https://snjinter.com/wp-content/uploads/2022/06/7.Occupational-Safety-and-Health.pdf>

Promotion of compliance with the business code of conduct

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

The business ethics an 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 2025, the company found that there were no complaint of the organizations ethics and code of conduct.

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 : ใบประกาศนียบัตรCAC Re-cer ครั้งที่ 3.pdf

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

Major changes and developments relating to the review of policies, guidelines, corporate governance, and charters in the past year

1. Review and improve the Principles of good corporate governance, Business ethics, and Code of conduct for directors, executives, and employees, 4th edition.
2. Conduct a corruption risk assessment of the company and its subsidiaries to identify weaknesses or risks associated with corruption in work processes or procedures. The assessment revealed that the company and its subsidiaries have clear work processes and good internal controls, resulting in a low level of potential corruption.
3. Review a confidentiality policy and the use of inside information as a guideline for directors, executives, and employees to ensure the companys confidentiality and that of its stakeholders.
4. Review the Personal Data Protection policy as a guideline in compliance with the Personal Data Protection Act (PDPA).
5. Review the policy and regulations regarding to the use of computers as a guideline for the Companys personnel to use the computer system and the Companys network with due care and to prevent cyberattacks.

6. Review the rules on trading in company securities as a guideline for directors, executives, and those who know inside information for trading company stocks.
7. Review the Board Skill Matrix assessment criteria for the company's board of directors to ensure that the recruitment and selection process for directors and executives includes a diverse board with the appropriate knowledge, skills, and experience to align with the company's business strategy.
8. The company has appointed one independent lead director (Lead Independent Director) to participate in determining the agenda for board meetings, in order to create a balance of power between the board of directors and management.
9. The Company has been certified as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) for the third time.
10. Arrange online training and public relations on anti-corruption, good corporate governance, and business ethics, as well as having employees take a test to assess their knowledge of relevant policies and practices.

Implementation of the CG Code for listed companies

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

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 Directors policy has specified the limit of the number of years on the tenure of independent directors not exceeding 9 years.

Reasons

The Board of Directors 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 more than 9 years.

Reasons

The Board of Directors has 3 independent directors appointed as the company's director 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. In addition, the company has appointed one independent lead director (Lead Independent Director) to participate in determining the agenda for the board of directors meetings.

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

6.3.3. 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 2025, the company received a corporate governance evaluation result at the level of "Excellent" for the 8 consecutive year.

Details of Corporate Governance Evaluation;

Categories	2025 (%)
1.Right of Shareholders and Equitable Treatment of Shareholders	95
2.Consideration of the role of stakeholders and business development for sustainability	108
3.Disclosure and Transparency	100
4.Responsibilities of the Board	90
Average Score	107

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Corporate Governance Structure as of December 31, 2025

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	15		15		15	
	8	7	8	7	8	7
Executive directors	5		5		6	
	2	3	1	4	1	5
Non-executive directors	10		10		9	
	6	4	7	3	7	2
Independent directors	6		6		5	
	4	2	5	1	5	0
Non-executive directors who have no position in independent directors	4		4		4	
	2	2	2	2	2	2

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	53.33	46.67	53.33	46.67	53.33	46.67
Executive directors	33.33		33.33		40.00	
	13.33	20.00	6.67	26.67	6.67	33.33
Non-executive directors	66.67		66.67		60.00	
	40.00	26.67	46.67	20.00	46.67	13.33
Independent directors	40.00		40.00		33.33	
	26.67	13.33	33.33	6.67	33.33	0.00
Non-executive directors who have no position in independent directors	26.67		26.67		26.67	
	13.33	13.33	13.33	13.33	13.33	13.33

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	71		70		70	
	73	70	71	70	72	68

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 : 78 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 ^(*) : Doesnt 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 ^(**) : 3,337,678 Shares (2.226145 %) <p><u>Indirect shareholding details</u></p> <p>Mrs. Tipaporn Chokwatana (spouse) holds 2,725,652 shares. Trika Co.,Ltd. (a legal entity in which directors hold more than 30% of the shares) holds 612,026 shares.</p>	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>22 Apr 1980</p>	<p>Personal Products & Pharmaceuticals, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mrs. TIPAPORN CHOKWATANA Gender: Female Age : 79 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 ^(*) : Doesnt 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 ^(**) : 10,910,434 Shares (7.276978 %) <p><u>Indirect shareholding details</u></p> <p>Mr. Boonkiet Chokwatana (spouse) holds 10,910,434 shares.</p>	<p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>24 Apr 1995</p>	<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 Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,756,834 Shares (1.171763 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 972,123 Shares (0.648381 %) <p><u>Indirect shareholding details</u></p> <p>Mrs. Chitraporn Vikitset (spouse) holds 972,123 shares.</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>30 Apr 1985</p>	<p>Personal Products & Pharmaceuticals, Engineering, Strategic Management, Risk Management, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mrs. KAEWTA ONGSARANAKOM Gender: Female Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,019,601 Shares (0.680048 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>1 Jan 1993</p>	<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 Gender: Female Age : 75 years Highest level of education : Doctoral degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 209,284 Shares (0.139587 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>26 Apr 2004</p>	<p>Personal Products & Pharmaceuticals, Sustainability, Corporate Management, Strategic Management, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. CHITRAPORN VIKITSET Gender: Female Age : 74 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 Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes 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 ^(**) : 1,756,834 Shares (1.171763 %) <p><u>Indirect shareholding details</u></p> <p>Mr.Thirasak Vikitset (spouse) holds 1,756,834 shares</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	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 Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 867,857 Shares (0.578838 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>22 Apr 2008</p>	<p>Personal Products & Pharmaceuticals, Marketing, Brand Management, Governance/ Compliance, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. SUTHEP DANSIRIVIROJ Gender: Male Age : 77 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	22 Apr 2014	Personal Products & Pharmaceuticals, Finance, Risk Management, Audit, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. POL. GEN. SOMCHAI PRABHASABHAKDI Gender: Male Age : 83 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Apr 2015	Personal Products & Pharmaceuticals, Law, Governance/ Compliance, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. AMORN ASVANUNT Gender: Male Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Apr 2017	Personal Products & Pharmaceuticals, Accounting, Finance, Risk Management, Audit

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL Gender: Male Age : 54 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>23 Apr 2018</p>	<p>Personal Products & Pharmaceuticals, Engineering, Audit, Risk Management, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>12. Mr. ANANTACHAI YOONPRATHOM Gender: Male Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Mass Communication Research Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>1 Mar 2024</p>	<p>Sustainability, Change Management, Strategic Management, Risk Management, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Mrs. Thongsuk Upathambhakul Gender: Female Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 141,570 Shares (0.094424 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>22 Apr 2024</p>	<p>Personal Products & Pharmaceuticals, Marketing, Sustainability, Strategic Management, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>14. Admiral APIWAT SRIVARDHANA Gender: Male Age : 73 years Highest level of education : Honorary degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	1 Mar 2025	Sustainability, Procurement, Corporate Management, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>15. Mrs. Daranee Ajjaneeyakul Gender: Female Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 867,857 Shares (0.578838 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	1 Mar 2025	Personal Products & Pharmaceuticals, Sustainability, Strategic Management, Risk Management, Governance/ Compliance

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.

Diagram of list of the board of directors

Board of Directors

SUSTAINABLE BEAUTY



Mr. Boonkiet Chokwatana
Chairman
Chairman of the Nominating Committee
Chairman of the Remuneration Committee



Mrs. Tipaporn Chokwatana
Vice Chairman



Mr. Thirasak Vikitset
Managing Director
Chairman of the Executive Board,
Director of the Nominating Committee
Director of the Remuneration Committee



Prof. Dr. Malyn Ungsurungsie
Deputy Managing Director
Chairman of the Sustainability Committee
Director of the Executive Board



Mr. Amorn Asvanunt
Independent Director
Chairman of the Audit Committee



Pol. Gen. Somchai Prabhasabhakdi
Independent Director
Chairman of the Corporate Governance Committee
Director of the Audit Committee





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

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mrs. PISMAI CHANDRUBEKSA Gender: Female Age : 77 years Highest level of education : Bachelor's degree Study field of the highest level of education : Hotel & Restaurant Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 84,285 Shares (0.056216 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	<p>1 Mar 2025</p>	<p>Mrs. Daranee Ajjaneeyakul</p> <p>Appointment date of replacement director : 1 Mar 2025</p>

List of directors	Position	Date of resignation / termination	Replacement director
<p>2. ADM. APICHART PENGSRITONG Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 85,714 Shares (0.057169 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	1 Mar 2025	<p>Admiral APIWAT SRIVARDHANA</p> <p>Appointment date of replacement director : 1 Mar 2025</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 the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. 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. Mr. SUTHEP DANSIRIVIROJ	Director		✓		✓	
9. POL. GEN. SOMCHAI PRABHASABHAKDI	Director		✓	✓		
10. Mr. AMORN ASVANUNT	Director		✓	✓		
11. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL	Director		✓	✓		
Total (persons)		6	9	5	4	9

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
12. Mr. ANANTACHAI YOONPRATHOM	Director		✓	✓		
13. Mrs. Thongsuk Upathambhakul	Director	✓				✓
14. Admiral APIWAT SRIVARDHANA	Director		✓	✓		
15. Mrs. Daranee Ajaneeyakul	Director	✓				✓
Total (persons)		6	9	5	4	9

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Personal Products & Pharmaceuticals	13	86.67
2. Law	2	13.33
3. Marketing	2	13.33
4. Accounting	1	6.67
5. Finance	2	13.33
6. Human Resource Management	1	6.67
7. Sustainability	6	40.00
8. Procurement	2	13.33
9. Brand Management	1	6.67

Skills and expertise	Number (persons)	Percent (%)
10. Corporate Management	4	26.67
11. Engineering	2	13.33
12. Change Management	1	6.67
13. Strategic Management	10	66.67
14. Risk Management	10	66.67
15. Audit	3	20.00
16. Internal Control	1	6.67
17. Governance/ Compliance	11	73.33
18. Business Administration	2	13.33

Information about the other directors ^{(*)(**)}

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

Additional explanation :

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

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

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

The measures for balancing the power between the : Have

board of directors and the Management

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors meeting, 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, filling 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 Companys 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, filing 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 Age : 77 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 Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	12 May 2017	Personal Products & Pharmaceuticals, Accounting, Finance, Risk Management, Audit
<p>2. POL. GEN. SOMCHAI PRABHASABHAKDI</p> <p>Gender: Male Age : 83 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	28 Apr 2015	Personal Products & Pharmaceuticals, Law, Governance/ Compliance, Internal Control

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL Gender: Male Age : 54 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	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 executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. THIRASAK VIKITSET Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	30 Apr 1985

List of committee members	Position	Appointment date of executive committee member
<p>2. Mrs. KAEWTA ONGSARANAKOM Gender: Female Age : 69 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</p>	<p>Member of the executive committee</p>	<p>22 Jun 1987</p>
<p>3. Prof.Dr. MALYN UNGSURUNGSIE Gender: Female Age : 75 years Highest level of education : Doctoral degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>26 Apr 2004</p>
<p>4. Mrs. CHITRAPORN VIKITSET Gender: Female Age : 74 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</p>	<p>Member of the executive committee</p>	<p>23 Apr 2007</p>
<p>5. Mrs. Thongsuk Upathambhakul Gender: Female Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>13 May 2010</p>

List of committee members	Position	Appointment date of executive committee member
<p>6. Mr. Praj Srichandra Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>13 May 2021</p>
<p>7. Mrs. Patchara Pongwichan Gender: Female Age : 66 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</p>	<p>Member of the executive committee</p>	<p>13 May 2010</p>
<p>8. Ms. Kritsanarath Rassameesuriyan Gender: Female Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>12 May 2017</p>
<p>9. Mr. Sumit Khopaiboon Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>12 May 2017</p>

List of committee members	Position	Appointment date of executive committee member
10. Ms. Yarin Arayatanitkul Gender: Female Age : 47 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 : 58 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 : 56 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

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

Other Subcommittees

Subcommittee name	Name list	Position
The Nominating Committee	Mr. BOONKIET CHOKWATANA	The chairman of the subcommittee

Subcommittee name	Name list	Position
	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
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 Ajaneeyakul	Member of the subcommittee
	Ms. Waraluck Punpairoj	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
	Mrs. Rujapa Srisurang	Member of the subcommittee
	Mrs. Pranee Petcharayutpun	Member of the subcommittee
	Ms. Natpitchaya Kitthamrongworakul	Member of the subcommittee
	Ms. Pompanawan 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
	Dr. Arucha Budsakornbhinanda	Member of the subcommittee
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 Khopaiboon	Member of the subcommittee
	Mr. SUTHEP DANSIRIVIROJ	Member of the subcommittee
	Ms. Kannika Donkampang	Member of the subcommittee

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

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
1. Mrs. KAEWTA ONGSARANAKOM Gender: Female Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Director / Director which is Executive	22 Jun 1987	Personal Products & Pharmaceuticals, Governance/ Compliance, Strategic Management, Corporate Management, Human Resource Management

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mr. THIRASAK VIKITSET</p> <p>Gender: Male</p> <p>Age : 74 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</p> <p>(The highest-ranking executive)</p>	30 Apr 1985	<p>Personal Products & Pharmaceuticals, Engineering, Strategic Management, Risk Management, Governance/ Compliance</p>
<p>3. Mr. Varith Tritrapun^(*)</p> <p>Gender: Male</p> <p>Age : 81 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	<p>Finance & Accounting Division Assistant Manager</p>	2 Jan 1997	<p>Business Administration, Economics, Personal Products & Pharmaceuticals, Finance, Accounting</p>
<p>4. Prof.Dr. MALYN UNGSURUNGSIE</p> <p>Gender: Female</p> <p>Age : 75 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</p>	26 Apr 2004	<p>Personal Products & Pharmaceuticals, Sustainability, Corporate Management, Strategic Management, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>5. Mrs. CHITRAPORN VIKITSET</p> <p>Gender: Female</p> <p>Age : 74 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>	<p>23 Apr 2007</p>	<p>Personal Products & Pharmaceuticals, Procurement, Strategic Management, Governance/ Compliance, Business Administration</p>
<p>6. Mrs. Thongsuk Upathambhakul</p> <p>Gender: Female</p> <p>Age : 66 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>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 / Business Division Manager</p>	<p>2 Jan 2008</p>	<p>Personal Products & Pharmaceuticals, Marketing, Sustainability, Strategic Management, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>7. Mrs. Patchara Pongwichan Gender: Female Age : 66 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</p>	<p>Human Resource Division Assistant Manager</p>	<p>2 Jan 2008</p>	<p>Personal Products & Pharmaceuticals, Procurement, Human Resource Management, Corporate Management, Governance/ Compliance</p>
<p>8. Mrs. Daranee Ajjaneeyakul Gender: Female Age : 58 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</p>	<p>Director / Director which is Executive / Technical Division Manager</p>	<p>2 Jan 2019</p>	<p>Personal Products & Pharmaceuticals, Sustainability, Strategic Management, Risk Management, Governance/ Compliance</p>

List of executives	Position	First appointment date	Skills and expertise
<p>9. Mr. Bo Nystrup Nielsen Gender: Male Age : 55 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</p>	<p>Strategy and Corporate Development Division Manager</p>	<p>2 Jan 2019</p>	<p>Business Administration, Personal Products & Pharmaceuticals, Marketing</p>
<p>10. Dr. Arucha Budsakornbhinanda Gender: Male Age : 47 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</p>	<p>Global Intelligence Center Division Assistant Manager</p>	<p>2 Jan 2019</p>	<p>Engineering, Industrial Materials & Machinery, Personal Products & Pharmaceuticals, Information & Communication Technology</p>
<p>11. Mr. Praj Srichandra Gender: Male Age : 47 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</p>	<p>Factory Division Manager</p>	<p>2 Jan 2020</p>	<p>Personal Products & Pharmaceuticals, Sustainability, Corporate Management, Change Management, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>12. Mr. Chadchon Tantivejkul Gender: Male Age : 52 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</p>	<p>Information Systems Division Assistant Manager</p>	<p>2 Jan 2024</p>	<p>Personal Products & Pharmaceuticals, IT Management</p>
<p>13. Mr. Ajjapoj Puttitanun Gender: Male Age : 46 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</p>	<p>Quality Assurance Division Manager</p>	<p>2 Jan 2024</p>	<p>Personal Products & Pharmaceuticals, Data Analysis</p>

List of executives	Position	First appointment date	Skills and expertise
<p>14. Ms. PIMPHAKA WANASAWAS</p> <p>Gender: Female Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Pharmaceutics Thai nationality : Yes Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Technical Division Assistant Manager</p>	<p>26 Dec 2025</p>	<p>Personal Products & Pharmaceuticals</p>
<p>15. Ms. Pornpanawan Boonrom</p> <p>Gender: Female Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Technical Division Assistant Manager</p>	<p>26 Dec 2025</p>	<p>Personal Products & Pharmaceuticals</p>

List of executives	Position	First appointment date	Skills and expertise
16. Ms. Yarin Arayatanitkul Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Domestic Business Division Assistant Manager	26 Dec 2025	Personal Products & Pharmaceuticals, Marketing

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

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

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

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 have : Doesnt 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

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	86,302,436.00	85,918,577.00	77,345,226.00

Cash remuneration Referred to the remuneration for the 6 executive directors who were non-executive offices and 10 companys executive offices in accordance with the definition of the executive set by The Securities and Exchange Commission, altogether totaling 16 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

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	317,574.00	412,866.00	384,008.00
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 : 0.00
directors and executives in the past year

Estimated remuneration of executive directors and : 0.00
executives 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 Khopaiboon	sumit_k@snjinter.com	026762727 ต่อ 2812

List of the company secretary

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

List of the head of internal audit or outsourced internal auditor

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

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

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

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	3,275,000.00	<p>Types of non-audit service : Observation on destruction of goods The fee for preparing Transfer Pricing Document</p> <p>Details of non-audit service : Observation on destruction of goods fee : 75,000 Baht The fee for preparing Transfer Pricing Document fee : 810,000 Baht</p> <p>Amount paid during the fiscal year 885,000.00 baht Amount to be paid in the future 1,490,000.00 baht Total non-audit fee 2,375,000.00 baht</p>	<p>1. Ms. SIRIRAT SRICHAROENSUP Email: Sirirat. Sricharoensup@th.ey.com License number: 5419</p> <p>2. Mr. TERMPHONG OPANAPHAN Email: Termphong. opanaphan@th.ey.com License number: 4501</p> <p>3. Ms. SINEENART JIRACHAIKHUANKHAN Email: sineenart. jirachaikhuankhan@th.ey.com License number: 6287</p>

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

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 2025 vision and mission of the company were reviewed by the Board of Directors meeting no.5/2024 on December 19, 2024, 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 is 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 2025 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 organizations 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 July and December. In 2025, 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
Mr. BOONKIET CHOKWATANA	Chairman of the board of directors	22 Apr 1980	Personal Products & Pharmaceuticals, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management
Mrs. TIPAPORN CHOKWATANA	Vice-chairman of the board of directors	24 Apr 1995	Personal Products & Pharmaceuticals, Strategic Management, Governance/ Compliance, Business Administration, Law
Prof.Dr. MALYN UNGSURUNGSIE	Director	26 Apr 2004	Personal Products & Pharmaceuticals, Sustainability, Corporate Management, Strategic Management, Risk Management
Mrs. CHITRAPORN VIKITSET	Director	23 Apr 2007	Personal Products & Pharmaceuticals, Procurement, Strategic Management, Governance/ Compliance, Business Administration
Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL	Director	23 Apr 2018	Personal Products & Pharmaceuticals, Engineering, Audit, Risk Management, Sustainability

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Admiral APIWAT SRIVARDHANA	Director	1 Mar 2025	Sustainability, Procurement, Corporate Management, Risk Management, Governance/ Compliance
Mrs. Daranee Ajjaneeyakul	Director	1 Mar 2025	Personal Products & Pharmaceuticals, Sustainability, Strategic Management, Risk Management, Governance/ Compliance

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

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 Directors 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 companys 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 companys 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 over the past year : No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 0

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.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.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

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)	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">• 2025: - CG in New Normal : Saha Group Company Secretary Club• 2025: - The Role of the Board Amidst Governance Challenges to Create Sustainable Value for Organization and Society : Saha Group Company Secretary Club

List of directors	Participation in training in the past financial year	History of training participation
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"> • 2025: - Anti-Corruption, Good corporate governance, and Business Ethic • 2025: - Business Strategy • 2025: - CG in New Normal : Saha Group Company Secretary Club • 2025: - Introduction to Agentic AI Organization : Context AI • 2025: - Vision Review
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"> • 2025: - Anti-Corruption, Good corporate governance, and Business Ethic • 2025: - Business Strategy • 2025: - Introduction to Agentic AI Organization : Context AI • 2025: - Vision Review • 2010: Role of the Compensation Committee (RCC)

List of directors	Participation in training in the past financial year	History of training participation
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"> • 2025: - Anti-Corruption, Good corporate governance, and Business Ethic • 2025: - Business Strategy • 2025: - CG in New Normal : Saha Group Company Secretary Club • 2025: - Introduction to Agentic AI Organization : Context AI • 2025: - The Role of the Board Amidst Governance Challenges to Create Sustainable Value for Organization and Society : Saha Group Company Secretary Club • 2025: - Vision Review
6. Mrs. CHITRAPORN VIKITSET (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2007: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2025: - Anti-Corruption, Good corporate governance, and Business Ethic • 2025: - Business Strategy • 2025: - Introduction to Agentic AI Organization : Context AI • 2025: - Vision Review

List of directors	Participation in training in the past financial year	History of training participation
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"> • 2025: - New S-Curve : SET • 2025: - Sustainable Development Journey 2025 (SDJ) : SET • 2025: - The Role of the Board Amidst Governance Challenges to Create Sustainable Value for Organization and Society : Saha Group Company Secretary Club
8. Mr. SUTHEP DANSIRIVIROJ (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Accreditation Program (DAP) • 2005: Director Certification Program (DCP)
9. POL. GEN. SOMCHAI PRABHASABHAKDI (Director, Independent director)	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"> • 2025: - AC seminar : EY • 2004: Audit Committee Program (ACP)
10. Mr. AMORN ASVANUNT (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2003: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
11. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Advanced Audit Committee Program (AACP) • 2019: Director Accreditation Program (DAP) • 2019: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: - AC seminar : EY
12. Mr. ANANTACHAI YOONPRATHOM (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Director Accreditation Program (DAP)
13. 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"> • 2025: - Anti-Corruption, Good corporate governance, and Business Ethic • 2025: - Business Strategy • 2025: - Business Transformation & Leadership Summit 2025 : IOD • 2025: - CG in New Normal : Saha Group Company Secretary Club • 2025: - Introduction to Agentic AI Organization : Context AI • 2025: - The Role of the Board Amidst Governance Challenges to Create Sustainable Value for Organization and Society : Saha Group Company Secretary Club • 2025: - Vision Review

List of directors	Participation in training in the past financial year	History of training participation
14. Admiral APIWAT SRIVARDHANA (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2015: Advanced Audit Committee Program (AACP) • 2015: Role of the Chairman Program (RCP) • 2014: Director Accreditation Program (DAP) • 2014: Director Certification Program (DCP)
15. Mrs. Daranee Ajjaneeyakul (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"> • 2025: - Anti-Corruption, Good corporate governance, and Business Ethic • 2025: - Business Strategy • 2025: - Business Transformation & Leadership Summit 2025 : IOD • 2025: - CG in New Normal : Saha Group Company Secretary Club • 2025: - Introduction to Agentic AI Organization : Context AI • 2025: - The Role of the Board Amidst Governance Challenges to Create Sustainable Value for Organization and Society : Saha Group Company Secretary Club • 2025: - Vision Review

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

[Assessment of the performance of the Board of Directors](#)

The assessment of the Board of Directors performance for the year 2025 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 Boards 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 Boards performance assessment forms and individuals 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 / 94	94/100
	Self-assessment	Excellent / 94	94/100
	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
The Nominating Committee	Group assessment	Excellent/94	94/100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
The Remuneration Committee	Group assessment	Excellent / 96	96/100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
The Risk Management Committee	Group assessment	Excellent / 89	89/100
	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 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 / 95	95/100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	Excellent / 89	89/100
	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 : 6
 past year (times)
 Date of AGM meeting : 28 Apr 2025
 EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. BOONKIET CHOKWATANA (Chairman of the board of directors)	6	/	6	1	/	1		/	
2. Mrs. TIPAPORN CHOKWATANA (Vice-chairman of the board of directors)	6	/	6	1	/	1		/	
3. Mr. THIRASAK VIKITSET (Director)	6	/	6	1	/	1		/	
4. Mrs. KAEWTA ONGSARANAKOM (Director)	6	/	6	1	/	1		/	
5. Prof.Dr. MALYN UNGSURUNGSIE (Director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
6. Mrs. CHITRAPORN VIKITSET (Director)	6	/	6	1	/	1		/	
7. Mrs. TEERADA AMBHANWONG (Director)	6	/	6	1	/	1		/	
8. Mr. SUTHEP DANSIRIVIROJ (Director)	6	/	6	1	/	1		/	
9. POL. GEN. SOMCHAI PRABHASABHAKDI (Director, Independent director)	6	/	6	1	/	1		/	
10. Mr. AMORN ASVANUNT (Director, Independent director)	6	/	6	1	/	1		/	
11. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Director, Independent director)	6	/	6	1	/	1		/	
12. Mr. ANANTACHAI YOONPRATHOM (Director, Independent director)	6	/	6	1	/	1		/	
13. Mrs. Thongsuk Upathambhakul (Director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
14. Admiral APIWAT SRIVARDHANA (Director, Independent director)	4	/	5	1	/	1		/	
15. Mrs. Daranee Ajjaneeyakul (Director)	5	/	5	1	/	1		/	
16. Mrs. PISMAI CHANDRUBEKSA (Director, Independent director)	0	/	1	0	/	0		/	
17. ADM. APICHART PENGSRITONG (Director, Independent director)	0	/	1	0	/	0		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. BOONKIET CHOKWATANA (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mrs. TIPAPORN CHOKWATANA (Vice-chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. THIRASAK VIKITSET (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Mrs. KAEWTA ONGSARANAKOM (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Prof.Dr. MALYN UNGSURUNGSIE (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mrs. CHITRAPORN VIKITSET (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mrs. TEERADA AMBHANWONG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. SUTHEP DANSIRIVIROJ (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. POL. GEN. SOMCHAI PRABHASABHAKDI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
10. Mr. AMORN ASVANUNT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
11. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
12. Mr. ANANTACHAI YOONPRATHOM (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
13. Mrs. Thongsuk Upathambhakul (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
14. Admiral APIWAT SRIVARDHANA (Director)	4/5 (80.00%)	1/1 (100.00%)	N/A
15. Mrs. Daranee Ajjaneeyakul (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
16. Mrs. PISMAI CHANDRUBEKSA (Director)	0/1 (0.00%)	N/A	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
17. ADM. APICHART PENGSRITONG (Director)	0/1 (0.00%)	N/A	N/A
Average meeting attendance rate	87.06%	100.00%	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)			1,662,000.00		0.00
Board of Directors (Chairman of the board of directors)	72,000.00	1,550,000.00	1,622,000.00	No	
The Nominating Committee (The chairman of the subcommittee)	20,000.00	0.00	20,000.00	No	
The Remuneration Committee (The chairman of the subcommittee)	20,000.00	0.00	20,000.00	No	
2. Mrs. TIPAPORN CHOKWATANA (Vice-chairman of the board of directors)			1,260,000.00		0.00
Board of Directors (Vice-chairman of the board of directors)	60,000.00	1,200,000.00	1,260,000.00	No	
3. Mr. THIRASAK VIKITSET (Director)			3,696,000.00		0.00
Board of Directors (Director)	60,000.00	3,600,000.00	3,660,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
The Nominating Committee (Member of the subcommittee)	18,000.00	0.00	18,000.00	No	
The Remuneration Committee (Member of the subcommittee)	18,000.00	0.00	18,000.00	No	
4. Mrs. KAEWTA ONGSARANAKOM (Director)			1,432,000.00		0.00
Board of Directors (Director)	60,000.00	1,300,000.00	1,360,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Corporate Governance Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	No	
The Nominating Committee (Member of the subcommittee)	18,000.00	0.00	18,000.00	No	
The Remuneration Committee (Member of the subcommittee)	18,000.00	0.00	18,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
5. Prof.Dr. MALYN UNGSURUNGSIE (Director)			1,400,000.00		0.00
Board of Directors (Director)	60,000.00	1,300,000.00	1,360,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
The Sustainability Committee (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	No	
6. Mrs. CHITRAPORN VIKITSET (Director)			1,378,000.00		0.00
Board of Directors (Director)	60,000.00	1,300,000.00	1,360,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Nominating Committee (Member of the subcommittee)	18,000.00	0.00	18,000.00	No	
7. Mrs. TEERADA AMBHANWONG (Director)			410,000.00		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 (Director)	60,000.00	350,000.00	410,000.00	No	
8. Mr. SUTHEP DANSIRVIROJ (Director)			646,000.00		0.00
Board of Directors (Director)	60,000.00	550,000.00	610,000.00	No	
The Corporate Governance Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	No	
9. POL. GEN. SOMCHAI PRABHASABHAKDI (Director, Independent director)			730,000.00		0.00
Board of Directors (Director)	60,000.00	550,000.00	610,000.00	No	
Audit Committee (Member of the audit committee)	80,000.00	0.00	80,000.00	No	
The Corporate Governance Committee (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	No	
10. Mr. AMORN ASVANUNT (Director, Independent director)			906,000.00		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 (Director)	60,000.00	750,000.00	810,000.00	No	
Audit Committee (Chairman of the audit committee)	96,000.00	0.00	96,000.00	No	
11. Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Director, Independent director)			960,000.00		0.00
Board of Directors (Director)	60,000.00	750,000.00	810,000.00	No	
Audit Committee (Member of the audit committee)	80,000.00	0.00	80,000.00	No	
The Risk Management Committee (The chairman of the subcommittee)	70,000.00	0.00	70,000.00	No	
12. Mr. ANANTACHAI YOONPRATHOM (Director, Independent director)			478,000.00		0.00
Board of Directors (Director)	60,000.00	400,000.00	460,000.00	No	
The Sustainability Committee (Member of the subcommittee)	18,000.00	0.00	18,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
13. Mrs. Thongsuk Upathambhakul (Director)			623,000.00		0.00
Board of Directors (Director)	60,000.00	500,000.00	560,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Risk Management Committee (Member of the subcommittee)	63,000.00	0.00	63,000.00	No	
14. Admiral APIWAT SRIVARDHANA (Director, Independent director)			40,000.00		0.00
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
15. Mrs. Daranee Ajjaneeyakul (Director)			113,000.00		0.00
Board of Directors (Director)	50,000.00	0.00	50,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Risk Management Committee (Member of the subcommittee)	63,000.00	0.00	63,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
16. Mr. Praj Srichandra (Member of the executive committee)			63,000.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Risk Management Committee (Member of the subcommittee)	63,000.00	0.00	63,000.00	No	
17. Mrs. Patchara Pongwichan (Member of the executive committee)			36,000.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Corporate Governance Committee (Member of the subcommittee)	36,000.00	N/A	36,000.00	No	
18. Ms. Kritsanarath Rassameesuriyan (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the 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	
19. Mr. Sumit Khopaiboon (Member of the executive committee)			36,000.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Corporate Governance Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	No	
20. Ms. Yarin Arayatanitkul (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
21. Ms. Waraluck Punpairoj (Member of the executive committee)			63,000.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
The Risk Management Committee (Member of the subcommittee)	63,000.00	0.00	63,000.00	No	
22. Mrs. Porntip Putipat (Member of the subcommittee)			45,000.00		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	
The Risk Management Committee (Member of the subcommittee)	45,000.00	0.00	45,000.00	No	
23. Mrs. Rujapa Srisurang (Member of the subcommittee)			36,000.00		0.00
The Sustainability Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	-	
24. Mrs. Pranee Petcharayutpun (Member of the subcommittee)			36,000.00		0.00
The Sustainability Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	-	
25. Ms. Natpitchaya Kitthamrongworakul (Member of the subcommittee)			36,000.00		0.00
The Sustainability Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	No	
26. Ms. Pornpanawan Boonrom (Member of the subcommittee)			36,000.00		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	
The Sustainability Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	No	
27. Ms. Usa Kingsubmanee (Member of the subcommittee)			36,000.00		0.00
The Sustainability Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	No	
28. Ms. Kannika Donkampang (Member of the subcommittee)			27,000.00		0.00
The Corporate Governance Committee (Member of the subcommittee)	27,000.00	0.00	27,000.00	No	
29. Mrs. Jariya Thamvachiraporn (Member of the subcommittee)			63,000.00		0.00
The Risk Management Committee (Member of the subcommittee)	63,000.00	0.00	63,000.00	No	
30. Mr. Chadchon Tantivejkul (Member of the subcommittee)			63,000.00		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	
The Risk Management Committee (Member of the subcommittee)	63,000.00	0.00	63,000.00	No	
31. Dr. Arucha Budsakombhinanda (Member of the subcommittee)			18,000.00		0.00
The Sustainability Committee (Member of the subcommittee)	18,000.00	0.00	18,000.00	No	
32. Mrs. PISMAI CHANDRUBEKSA (Director, Independent director)			400,000.00		0.00
Board of Directors (Director)	0.00	400,000.00	400,000.00	No	
33. ADM. APICHART PENGSRITONG (Director, Independent director)			400,000.00		0.00
Board of Directors (Director)	0.00	400,000.00	400,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
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Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	882,000.00	14,900,000.00	15,782,000.00
2. Audit Committee	256,000.00	0.00	256,000.00
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	56,000.00	0.00	56,000.00
6. The Risk Management Committee	493,000.00	0.00	493,000.00
7. The Sustainability Committee	256,000.00	0.00	256,000.00
8. The Corporate Governance Committee	211,000.00	0.00	211,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,493,000.00	1,468,000.00	2,228,000.00
Other monetary remuneration (Baht)	16,240,000.00	16,240,000.00	14,900,000.00
Total (Baht)	17,733,000.00	17,708,000.00	17,128,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes

associated companies

Mechanism for overseeing management and taking 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 individuals 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 over the past year : Yes

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 2025, 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 2025, 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 2025, 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, Good corporate governance principles, and Business Ethics course. A total of 2,647 people participated in this training. Meanwhile, all directors and the management representing 25 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 companys good corporate governance principles, business ethics, and Code of Conduct.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

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 others 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 2025, 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 2025, 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 2025, 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 5 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 months 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 2025, 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 meetings resolution to the news system of The Stock Exchange of Thailand.

Report on the change in shareholding of the Directors and the Executives as of December 31, 2025

Name			Common shares 2024	Increase (Decrease) during the year	Common shares 2025	Share-holding ratio (%)	2025	
							Directors	Spouses
1.	Mr.Boonkiet	Chokwatana	13,466,886	169,200	13,636,086	9.09	10,910,434	2,725,652
2.	Mrs.Tipaporn	Chokwatana	13,466,886	169,200	13,636,086	9.09	2,725,652	10,910,434
3.	Mr.Thirasak	Vikitset	2,725,529	3,428	2,728,957	1.82	1,756,834	972,123
4.	Prof.Dr.Malyn	Ungsurungsie	201,284	8,000	209,284	0.14	209,284	-
5.	Mrs.Kaewta	Ongsaranakom	1,019,601	-	1,019,601	0.68	786,041	233,560
6.	Mrs.Chitraporn	Vikitset	2,725,529	3,428	2,728,957	1.82	972,123	1,756,834
7.	Mrs Thongsuk	Upathambhakul	141,570	-	141,570	0.09	141,570	-
8.	Mrs.Daranee	Ajjaneeyakul	87,141	4,000	91,141	0.06	91,141	-
9.	Mrs.Teerada	Ambhanwong	867,857	-	867,857	0.58	867,857	-
10.	Mr.Suthep	Dansiriviroj	-	-	-	-	-	-
11.	Admiral Apiwat	Srivardhana	-	-	-	-	-	-
12.	Mr. Anantachai	Yoonprathom	-	-	-	-	-	-
13.	Mr.Amorn	Asvanunt	-	-	-	-	-	-
14.	Pol.Gen. Somchai	Prabhasabhakdi	-	-	-	-	-	-
15.	Assist.Prof.Dr. Pongchai	Athikomrattanakul	-	-	-	-	-	-
16.	Mr.Bo Nystrup Nielsen		-	-	-	-	-	-
17.	Mr.Praj	Srichandra	4,750	-	4,750	0.00	4,750	-
18.	Mr.Ajjapoj	Puttitanun	-	-	-	-	-	-
19.	Mr.Varith	Tritrapun	245,383	-	245,383	0.16	245,383	-
20.	Mrs.Patchara	Pongwichan	125,178	-	125,178	0.08	125,178	-
21.	Dr.Arucha	Budsakornbhinanda	10,534	6,000	16,534	0.01	16,534	-
22.	Dr.Chadchon	Tantivejkul	-	-	-	-	-	-
23.	Dr.Pimpaka	Wanasawas	3,000	-	3,000	0.00	3,000	-
24.	Ms. Pornpanawan	Boonrom	-	-	-	-	-	-
25.	Ms.Yarin	Arayatanitkul	-	-	-	-	-	-

Remark : The Company has issued and paid-up share capital 149,930,828 shares. The Board of Directors and the Executives, including shares of spouse and underage children, and related parties according for 12.71% number of shares issued and paid-up.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

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

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.

In 2025, the Company submitted its self-evaluation and anti-corruption risk assessment to the Thai Private Sector Collective Action Against Corruption (CAC) to recertify membership for the 3rd time. The CAC Certification Committee has resolved to approve the Company as a certified member in the fourth quarter of 2025.

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 2025

- The Anti-corruption policy and conflict of interest guidelines have been reviewed and revised to align with current operations. This was approved by the Board of Directors meeting No. 4/2568 on August 14, 2025. The revised anti-corruption policy and guidelines have been published on the company website.
- Anti-corruption Policy and Practices are regularly communicated within the Organization 2times 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.
- 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, Good corporate governance principle, and Business Ethics course, along with an evaluation to assess understanding. A total of 2,647 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

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

Whistleblowing

Operations related to whistleblowing over the past year

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

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) 6762727ext.3102	patchara@snjinter.com
Company Secretary	(02) 676-2727ext.3317	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 :

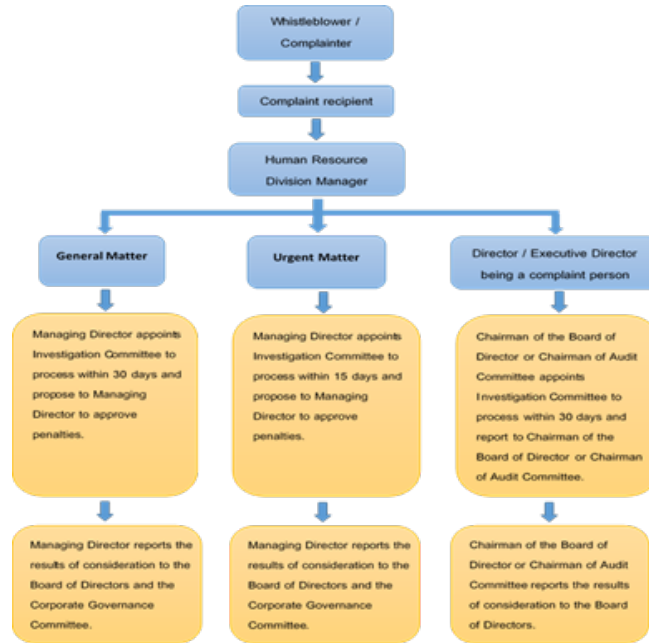
S & J International Enterprises Public Company Limited
549/2 Soi Sathu Pradit 41, Chong Nonsi, Yan Nawa, Bangkok 10120

In 2025, neither complaints were received from stakeholders nor clues on corruption were received through the whistleblowing channels. 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.

Compliant handling process

The company conducted the investigation with fairness, transparency, prudence and fairness to the complainant, as following



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

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

The monitoring of compliance with other corporate governance policy and guidelines

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 2025, the company has followed up to ensure compliance with good corporate governance with regards to the following areas:

1. **Prevention of conflicts of interest**
2. **Use of Inside Information to Seek Benefits**
3. **Anti-Corruption**
4. **Whistleblowing**
5. **Compliance with regulations of regulators**

The follow-up results showed that the company had fully complied with the guidelines for each issue.

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 8

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. AMORN ASVANUNT (Chairman of the audit committee)	8	/	8	8/8 (100.00%)
2 POL. GEN. SOMCHAI PRABHASABHAKDI (Member of the audit committee)	8	/	8	8/8 (100.00%)

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (Member of the audit committee)	8	/	8	8/8 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

Report of the Audit Committee

The Audit Committee of S&J International Enterprises Public Company Limited (the company) was appointed by the resolution of the Board of Directors. The committee consists of three independent directors, all of whom are highly qualified and possess extensive experience in various fields.

Mr.Amorn Asvanunt serves as the Chairman of the Audit Committee, while Pol.Gen.Somchai Prabhasabhakdi and Assist.Prof.Dr.Pongchai Athikomrattanakul serves as a member of the Audit Committee. In 2025, the committee held a total of eight meetings, with attendance summarized as follows:

Name list		Position	Number of Meetings Attended / Meeting Attendance Rights
Mr.Amorn	Asvanunt	Chairman of the Audit Committee	8/8
Pol.Gen.Somchai	Prabhasabhakdi	Director of the Audit Committee	8/8
Assist.Prof.Dr. Pongchai	Athikomrattanakul	Director of the Audit Committee	8/8

In 2025, the Audit Committee fulfilled its duties as assigned by the Board of Directors of S&J International Enterprises Public Company Limited within the scope of duties stipulated in the Audit Committee Charter. The key aspects are summarized as follows:

1. Review of Financial Reports

The Audit Committee conducted a review of the companys quarterly and annual financial reports, in collaboration with the external auditors, management, and the internal audit function, to ensure that the preparation of the financial reports is accurate, complete, and reliable in accordance with generally accepted financial reporting standards. This included reviewing material accounting issues, accounting estimates, and managements judgements, as well as the adequacy of disclosures in the notes to the financial statements.

2. Review of the Risk Management Process

The Audit Committee reviewed the companys risk management process, taking into consideration both the efficiency and effectiveness of the risk management process, as well as plans and related measures. This is to ensure that risk management adequately covers significant risks and supports the implementation of appropriate and effective operational controls.

3. Review and Evaluation of the Effectiveness of the Internal Control System

The Audit Committee continuously reviewed and evaluated the effectiveness of the companys internal control system, taking into consideration the results of internal audits, management reports, as well as information and

observations from certified external auditors. This is to ensure that internal control processes are adequate, appropriate, and aligned with the nature of the company's business and associated risks across all areas, including financial, operational, compliance with relevant laws and regulations, and information technology aspects.

4. Oversight of Internal Audit Function

The Audit Committee continuously oversaw the operations of the internal audit function, including reviewing and approving the Internal Audit Charter, the annual audit plan, and the resources allocated to ensure that the internal audit function operated independently, was adequate, and complied with relevant professional standards. In addition, the Audit Committee reviewed internal audit reports and regularly monitored management's corrective actions on identified issues.

5. Review of Related Party Transactions

The Audit Committee reviewed the company's related party transactions, taking into consideration their reasonableness, fairness, and the best interest of the company and its shareholders. The Committee also monitored compliance with applicable laws, regulatory requirements, and the company's good corporate governance policies to ensure that business operations are conducted transparently and in accordance with good governance.

6. The Appointment of the External Auditor and Determination of Audit Fee for 2025

The Audit Committee considered and selected the external auditor for the year 2025, taking into account the auditor's independence, performance in the previous year, and their skills, knowledge, capabilities, and experience gained from performing their duties.

In summary, the Audit Committee is of the opinion that the company's internal control system is adequate and appropriate for the nature of its business. The preparation of financial reports is accurate, complete, and reliable, in accordance with generally accepted financial reporting standards. The internal audit function operates with independence and appropriately supports the company's good corporate governance practices. The Audit Committee will continue to monitor and support the ongoing development of the company's internal control systems, risk management, and corporate governance practices to support long-term sustainable growth.

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) : 21

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THIRASAK VIKITSET (The chairman of the executive committee)	21	/	21	21/21 (100.00%)
2 Mrs. KAEWTA ONGSARANAKOM (Member of the executive committee)	20	/	21	20/21 (95.24%)
3 Prof.Dr. MALYN UNGSURUNGSIE (Vice-chairman of the executive committee)	17	/	21	17/21 (80.95%)
4 Mrs. CHITRAPORN VIKITSET (Member of the executive committee)	19	/	21	19/21 (90.48%)
5 Mrs. Thongsuk Upathambhakul (Member of the executive committee)	20	/	21	20/21 (95.24%)
6 Mr. Praj Srichandra (Member of the executive committee)	19	/	21	19/21 (90.48%)
7 Mrs. Patchara Pongwichan (Member of the executive committee)	21	/	21	21/21 (100.00%)
8 Ms. Kritsanarath Rassameesuriyan (Member of the executive committee)	21	/	21	21/21 (100.00%)
9 Mr. Sumit Khopai boon (Member of the executive committee)	21	/	21	21/21 (100.00%)
10 Ms. Yarin Arayatanitkul (Member of the executive committee)	21	/	21	21/21 (100.00%)
11 Mrs. Daranee Ajjaneeyakul (Member of the executive committee)	20	/	21	20/21 (95.24%)
12 Ms. Waraluck Punpairoj (Member of the executive committee)	21	/	21	21/21 (100.00%)
Average meeting attendance rate				(95.63%)

The results of duty performance of Executive Committee

[Report of the Executive Board](#)

S&J International Enterprises Public Company Limited has appointed the Executive Board, which serves as the management body responsible for overseeing the company's operations in accordance with the authority delegated by the Board of Directors and as stipulated in the Executive Board Charter.

In 2025, the Executive Committee comprised 12 members, as follows:

Name list		Position	Number of Meetings Attended / Meeting Attendance Rights
Mr.Thirasak	Vikitset	Chairman of the Executive Board	21/21
Prof.Dr.Malyn	Ungsurungsie	Member of the Executive Board	17/21
Mrs.Kaewta	Ongsaranakom	Member of the Executive Board	20/21
Mrs.Chitraporn	Vikitset	Member of the Executive Board	19/21
Mrs.Thongsuk	Upathambhakul	Member of the Executive Board	20/21
Mrs.Daranee	Ajjaneeyakul	Member of the Executive Board	20/21
Mr.Praj	Srichandra	Member of the Executive Board	19/21
Mrs.Patchara	Pongwichan	Member of the Executive Board	21/21
Mr.Sumit	Khopailboon	Member of the Executive Board	21/21
Ms.Kritsanarath	Rassameesuriyan	Member of the Executive Board	21/21
Ms.Yarin	Arayatanitkul	Member of the Executive Board	21/21
Ms.Waraluck	Punpairoj	Member of the Executive Board	21/21

The Executive Board held a total of 21 meetings to perform its assigned duties, of which key matters can be summarized as follows:

1. Propose business strategies, sales and profit targets, and establish annual operating plans to support these strategies to the Board of Directors, as well as be responsible for managing the company's operations to achieve the established goals and plans.
2. Approve the company's annual capital expenditure budget across various areas, including production efficiency improvement, product research and development, information technology development, human resources development, and enhancing the capabilities of personnel in various fields to support strategic business growth and business competitiveness in both the short and long term, as well as investments in other businesses contributing to the company's revenue growth.
3. Analyze financial statements and ensure the preparation of financial reports for audit or review by the external auditor, and approve such financial statements prior to proposing to the Audit Committee and the Board of Directors, respectively.
4. Regularly monitor the company's overall performance on a monthly basis and provide recommendations to enhance operational efficiency.
5. Consider related party transactions and acquisitions or disposals of assets with due care, prudence, and reasonableness in terms of pricing and other related conditions, with the best interests of the company and shareholders as its priority, and with Executive directors with vested interests abstaining from decision-making, prior to proposing significant transactions to the Audit Committee and the Board of Directors for approval.
6. Support and encourage employees to continuously innovate products and new ways of working, and to drive the organization and its products to obtain quality and standard certifications from leading domestic and

international institutions, as well as support for fostering sustainable development in line with the requirements of the Stock Exchange of Thailand and maintaining an outstanding performance level for over nine consecutive years.

7. Review the Executive Board Charter to ensure that the guidelines for performing duties are appropriate to the current situation, including approved compliance with the anti-corruption policy to guide executives and employees in conducting business with transparency and fairness, and review internal operating procedures to align with changes incurred.

The Board of Directors is committed to managing the business in alignment with the company's vision, mission, goals, and business strategies under the principles of good corporate governance, with transparency and accountability, while conducting business with social and environmental responsibility to ensure the company's stable and sustainable growth in the long term.

Meeting attendance of The Nominating Committee

Meeting The Nominating Committee (times) : 2

List of Directors	Meeting attendance of The Nominating Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. BOONKIET CHOKWATANA (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. THIRASAK VIKITSET (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mrs. KAEWTA ONGSARANAKOM (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mrs. CHITRAPORN VIKITSET (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of The Nominating Committee

Report of the Nominating Committee

S & J International Enterprises Public Company Limited has appointed the Nominating Committee, with 4 members as follows:

Name list		Position	Number of Meetings Attended / Meeting Attendance Rights
Mr.Boonkiet	Chokwatana	Chairman of the Nominating Committee	2/2
Mr.Thirasak	Vikitset	Member of the Nominating Committee	2/2
Mrs.Kaewta	Ongsaranakom	Member of the Nominating Committee	2/2
Mrs.Chitraporn	Vikitset	Member of the Nominating Committee	2/2

The Nominating Committee has carried out the duties as assigned by the Board of Directors which is specified in the Charter of The Nominating Committee. Its duties are to select suitable candidates with proper qualifications, knowledge and expertise in various professions, to serve as company directors and top management.

In 2025, 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 46th 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 2025, no shareholder proposed the candidates consideration. As a result, the Nomination Committee has proposed the re-election of the following directors: Mr.Boonkiet Chokwatana, Mrs.Tipaporn Chokwatana, Prof.Dr. Malyn Ungsurungsie, Mrs.Chitraporn Vikitset, and Assist.Prof.Dr. Pongchai Athikomrattanakul for another term. All five candidates possess the qualifications suitable for the company's business operations, with their relevant experiences and capabilities, provide benefits and also always support the company's continued success.
- The Board considered the appointment of two new directors, Admiral Apiwat Srivardhana, and Mrs.Daranee Ajjaneeyakul, to replace Admiral Apichart Pengsritong and Mrs.Pismai Chandrubeksa, who have resigned from their positions.
- 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 2025 in order to use the evaluation results to improve and develop the work of The Nominating Committee more efficiently.

The Nominating Committee has performed its duties as assigned discreetly and reasonably in order to proceed with transparency which is the greatest benefit resulted in driving the organization to grow sustainably.

Meeting attendance of The Remuneration Committee

Meeting The Remuneration Committee (times) : 2

List of Directors	Meeting attendance of The Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

1 Mr. BOONKIET CHOKWATANA (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. THIRASAK VIKITSET (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mrs. KAEWTA ONGSARANAKOM (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of The Remuneration Committee

Report of the Remuneration Committee

S & J International Enterprises Public Company Limited has appointed the Remuneration Committee with 3 members as follows:

Name list		Position	Number of Meetings Attended / Meeting Attendance Rights
Mr.Boonkiet	Chokwatana	Chairman of the Remuneration Committee	2/2
Mr.Thirasak	Vikitset	Member of the Remuneration Committee	2/2
Mrs.Kaewta	Ongsaranakom	Member of the Remuneration Committee	2/2

The Remuneration Committee has performed its duties as assigned by The Board of Directors, which is specified in The Charter of The Remuneration Committee. Its duties are to determine remuneration to company directors, sub-committees and top management at the appropriate level.

In 2025, 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 subcommittees 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 subcommittees 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 subcommittees and Managing Director for year 2025.

The Remuneration Committee has independently performed its duties with transparency and fairness in accordance with the principles of good corporate governance and it is appropriate for their responsibilities and in accordance with the company policy.

Meeting attendance of The Risk Management Committee

Meeting The Risk Management Committee : 7
(times)

List of Directors	Meeting attendance of The Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Assist.Prof.Dr. PONGCHAI ATHIKOMRATTANAKUL (The chairman of the subcommittee, Independent director)	7	/	7	7/7 (100.00%)
2 Mrs. Pornnip Putipat (Member of the subcommittee)	5	/	7	5/7 (71.43%)
3 Mrs. Thongsuk Upathambhakul (Member of the subcommittee)	7	/	7	7/7 (100.00%)
4 Mr. Praj Srichandra (Member of the subcommittee)	7	/	7	7/7 (100.00%)
5 Mrs. Daranee Ajaneeyakul (Member of the subcommittee)	7	/	7	7/7 (100.00%)

List of Directors	Meeting attendance of The Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
6 Ms. Waraluck Punpairoj (Member of the subcommittee)	7	/	7	7/7 (100.00%)
7 Mrs. Jariya Thamvachiraporn (Member of the subcommittee)	7	/	7	7/7 (100.00%)
8 Mr. Chadchon Tantivejkul (Member of the subcommittee)	7	/	7	7/7 (100.00%)
Average meeting attendance rate				(96.43%)

The results of duty performance of The Risk Management Committee

Report of the Risk Management Committee

S&J International Enterprises Public Company Limited has appointed a Risk Management Committee, consisting of eight members, to perform duties as assigned. In 2025, the Risk Management Committee held a total of 7 meetings and reported on its performance to the Board of Directors. The details are as follows:

Name list		Position	Number of Meetings Attended / Meeting Attendance Rights
Assist.Prof.Dr.Pongchai	Athikomrattanakul	Chairman of the Risk Management Committee	7/7
Mrs.Porntip	Putipat	Director of the Risk Management Committee	5/7
Mrs.Thongsuk	Upathambhakul	Director of the Risk Management Committee	7/7
Mrs.Daranee	Ajjaneeyakul	Director of the Risk Management Committee	7/7
Mr.Praj	Srichandra	Director of the Risk Management Committee	7/7
Mr.Chadchon	Tantivejkul	Director of the Risk Management Committee	7/7
Ms.Waraluck	Punpairoj	Director of the Risk Management Committee	7/7
Mrs.Jariya	Thamvachiraporn	Director of the Risk Management Committee	7/7

The year 2025 marked a period of significant changes in various aspects. These included global economic crises affecting Europe, the United States, and Asia, geopolitical conflicts emerging across several countries, technological transformation with the adoption of artificial intelligence (AI) across numerous industries, and global climate change, which led to more severe natural disasters. All these changes had both direct and indirect impacts on the company's business operations.

S&J International Enterprises Public Company Limited and its subsidiaries are committed to building a sustainable business that fosters continuous growth in alignment with the organization's vision, mission, and objectives. The company has established an integrated risk management process that connects risk management with strategic

planning and operational plans across both the company and its subsidiaries. This process involves managing potential changes to identify, assess, and control uncertainties stemming from both internal and external factors, enabling the organization to adapt and mitigate the impact or damage of change effectively, thereby supporting the achievement of business objectives and creating true sustainability.

Through a proactive risk management approach, in which the company and its subsidiaries conduct quarterly monitoring and regularly report risk assessments to the Board of Directors, it has resulted that risk management is carried out in accordance with the established indicators and within the specified timeframe. This enables the company to adjust its strategies promptly and strengthen the organization. The Risk Management Committee has therefore concluded that the risk management practices are systematically implemented in line with sound risk management procedures. Consequently, risks are effectively managed to ensure readiness for potential changes, aligning with the company's commitment to sustainable business growth.

Meeting attendance of The Sustainability Committee

Meeting The Sustainability Committee (times) : 4

List of Directors	Meeting attendance of The Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Prof.Dr. MALYN UNGSURUNGSIE (The chairman of the subcommittee)	4	/	4	4/4 (100.00%)
2 Mrs. Rujapa Srisurang (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mrs. Pranee Petcharayutpun (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Ms. Natpitchaya Kitthamrongworakul (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Ms. Pornpanawan Boonrom (Member of the subcommittee)	4	/	4	4/4 (100.00%)
6 Ms. Usa Kingsubmanee (Member of the subcommittee)	4	/	4	4/4 (100.00%)
7 Mr. ANANTACHAI YOONPRATHOM (Member of the subcommittee, Independent director)	2	/	4	2/4 (50.00%)

List of Directors	Meeting attendance of The Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
8 Dr. Arucha Budsakornbhinanda (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(93.75%)

The results of duty performance of The Sustainability Committee

Report of the Sustainability Committee

The Sustainability Committee of S&J International Enterprises Public Company Limited consists of 1 independent qualified directors with expertise in sustainability and 7 sustainability committee members from various relevant departments, for a total of 8 members, as follows:

Name list		Position	Number of Meetings Attended / Meeting Attendance Rights
Prof.Dr.Malyn	Ungsurungsie	Chairman of the Sustainability Committee	4/4
Mr.Anantachai	Yoonprathom	Director of the Sustainability Committee	2/4
Mrs.Rujapa	Srisurang	Director of the Sustainability Committee	4/4
Ms.Pornpanawan	Boonrom	Director of the Sustainability Committee	4/4
Dr.Arucha	Budsakornbhinanda	Director of the Sustainability Committee	2/2*
Mrs.Pranee	Petcharayutphan	Director of the Sustainability Committee	4/4
Ms.Natpichaya	Kitthamrongworakul	Director of the Sustainability Committee	4/4
Ms.Usa	Kingsubmanee	Director of the Sustainability Committee	4/4

Note : * Assumed the position on May, 2025.

With the commitment of S&J International Enterprises Public Company Limited to conducting its business under the sustainable development concept (ESG) to create economic growth while upholding its responsibilities toward society and the environment, and considering the interests of all stakeholders in a balanced manner, the Sustainability Committee has performed its duties strictly within the scope of responsibilities as defined in the Sustainability Committee Charter and in accordance with the requirements of the Stock Exchange of Thailand.

In 2025, the Sustainability Committee held four meetings, in the first through fourth quarters, to consider and set targets, establish action plans, and monitor the companys progress towards sustainability. Performance was reported quarterly, with a summary report submitted to the Board of Directors every six months. The key actions taken can be summarized as follows:

1. Consider and review sustainability policies and targets to align with the organizations operational framework to establish a clear direction and promote understanding among directors, executives, and employees at all levels for effective implementation.

2. Monitor the progress of setting greenhouse gas emission reduction targets based on scientific principles under the Science Based Targets initiative (SBTi) to ensure the company's climate operations align with international standards and global targets.
3. Monitor and assess sustainability ratings from external organizations, such as SET ESG Rating, FTSE Russell, and EcoVadis, by analyzing the assessment results and relevant criteria, while coordinating with related departments to continuously elevate the company's ESG performance.
4. Oversee and monitor the progress of social and environmental projects, and evaluate success in both quantitative and qualitative terms to ensure that the operations achieve the established targets and generate sustainable positive impacts.

The Sustainability Committee remains committed to advancing ESG operations to be part of the company's core strategy to strengthen competitiveness, generate long-term value for stakeholders, and drive the organization toward stable and sustainable growth.

Meeting attendance of The Corporate Governance Committee

Meeting The Corporate Governance Committee : 4
(times)

List of Directors	Meeting attendance of The Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 POL. GEN. SOMCHAI PRABHASABHAKDI (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mrs. KAEWTA ONGSARANAKOM (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mrs. Patchara Pongwichan (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Mr. Sumit Khopaiboon (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mr. SUTHEP DANSIRIVIROJ (Member of the subcommittee)	4	/	4	4/4 (100.00%)
6 Ms. Kannika Donkampang (Member of the subcommittee)	3	/	3	3/3 (100.00%)

List of Directors	Meeting attendance of The Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
Average meeting attendance rate				(100.00%)

The results of duty performance of The Corporate Governance Committee

Report of the Corporate Governance Committee

The Corporate Governance Committee of S&J International Enterprises Public Company Limited consists of 6 members, namely.

Name list		Position	Number of Meetings Attended / Meeting Attendance Rights
Pol.Gen. Somchai	Prabhasabhakdi	Chairman of the Corporate Governance Committee	4/4
Mr.Suthep	Dansiriviroj	Director of the Corporate Governance Committee	4/4
Mrs.Kaewta	Ongsaranakom	Director of the Corporate Governance Committee	4/4
Mrs.Patchara	Pongwichan	Director of the Corporate Governance Committee	4/4
Mr.Sumit	Khopaiboon	Director of the Corporate Governance Committee	4/4
Ms.Kannika	Donkampung	Director of the Corporate Governance Committee	3/3*

Note : * Assumed the position on May, 2025.

The Corporate Governance Committee has performed its duties as assigned by the Board of Directors, which is stipulated in the Corporate Governance Committee Charter. The committee is responsible for overseeing the company's operations in adherence with the principles of good corporate governance, transparency, accountability, fairness toward all stakeholders, and sustainable growth.

In 2025, the Corporate Governance Committee held four meetings, all of which were attended by all committee members. The results of these meetings were reported to the Board of Directors. The key matters can be summarized as follows:

1. Corporate Governance

1.1 Review **the Corporate Governance Committee Charter** to ensure its relevance to the current situation.

1.2 Oversee and promote compliance with good corporate governance principles among the company's directors, executives, and employees, while applying these principles appropriately to the company's business context.

1.3 Continuously monitor the implementation of good corporate governance principles by the Board of Directors and subcommittees. As a result, the company has received an Excellent rating in the corporate governance assessment for the eighth consecutive year and has been ranked in the Top Quartile among companies with a market capitalization between Baht 3,000-9,999 million in the 2025 Thai Listed Companies Corporate Governance Survey.

2. Anti-Corruption

2.1 Review the company's anti-corruption policy and related regulations, and conduct a corruption risk assessment of the company and its subsidiaries to ensure their appropriateness and alignment with the current situation.

2.2 Oversee and monitor the company's operations to ensure effective anti-corruption measures. This involves overseeing the implementation of effective anti-corruption practices, regularly reviewing the company's policies and related regulations, and conducting annual corruption risk assessments for both the company and its subsidiaries to ensure they remain appropriate for the current situation. This year, the company extended its anti-corruption policy and practices to Osoth Inter Laboratories Company Limited (an associate company) in accordance with the assessment criteria of the Thai Private Sector Collective Action Against Corruption (CAC).

2.3 Promote the organizational culture to reject all forms of corruption, both direct and indirect. As a result, the company has renewed its certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for the third consecutive term.

3. Enhancing Awareness and Stakeholder Engagement

3.1 Continue to build upon the cultivation of a **consciousness** in good corporate governance and anti-corruption among stakeholders to ensure practical and sustainable results. This is accomplished through public awareness campaigns across the company's various channels, along with regular training programs and annual assessments of understanding. In 2025, e-learning training on **Anti-Corruption, Good Corporate Governance, and Business Ethics** was provided to 2,647 participants, including directors, executives, and employees. All participants successfully passed the post-training assessment in accordance with the company's criteria.

3.2 Promote shareholders engagement and communication by organizing transparent shareholders meetings that respect the equal rights of all shareholder groups. As a result, the company received an **Excellent** rating for the 2025 AGM Checklist assessment from the Thai Investors Association.

3.3 Coordinate with subcommittees to utilize relevant information, such as audit, risk, sustainability, and others, to address issues and improve the company's operations more effectively and concretely.

3.4 Coordinate with management to carefully and thoroughly apply the use of AI to effectively address anti-corruption issues.

3.5 Establish criteria and timelines to provide shareholders with the opportunity to propose agenda items and/or nominate candidates for election as directors in advance of the 2026 Annual General Meeting of Shareholders (AGM). Such proposals can be submitted from 17 November to 30 December 2025.

4. Monitoring

4.1 In 2025, **no complaints were reported** regarding misconduct related to corporate governance, business ethics, and anti-corruption within the organization.

4.2 Emphasis was placed on evaluating the performance of the Corporate Governance Committee, using the evaluation results to continuously improve and enhance the effectiveness of its functions. In 2025, the evaluation results were rated Excellent.

The Corporate Governance Committee remains firmly committed to fostering trust and strengthening all stakeholders' confidence in the company's good corporate governance, which is a fundamental foundation for sustainable growth in the long run.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

S&J conducts its business with a commitment to sustainable growth, taking into account the impacts on all stakeholder groups. To ensure that the company's business operations are conducted in an appropriate direction and create positive changes that benefit the economy, society, the environment, and stakeholders, the company has therefore established guidelines for executives and employees to drive operations within the organization. The key principles are as follows:

Environmental

The company recognizes the importance of minimizing negative impacts and maximizing resources efficiently throughout the value chain, from upstream to downstream, under the Green Initiative policy, which includes **Green formula** research and development of innovative formulations that are environmentally friendly, **Green Packaging** applying the Circular Economy concept to the design and development of packaging, and **Green Operation** emphasizing energy conservation, water and waste water management, greenhouse gas emission reduction, and systematic management of waste and industrial residues.

Social

The company conducts its business responsibly towards all stakeholder groups, upholding human rights principles and treating employees fairly to ensure equal access to a good quality of life, along with continuous human resource management and development. The company also promotes local employment and career opportunities and contributes to a sustainable society.

Governance

The company is committed to achieving growth through responsible, transparent, and ethical business practices in accordance with good corporate governance principles. Policies and operational guidelines have been established in alignment with international quality standards while managing impacts to mitigate risks and create opportunities throughout the entire value chain.

Sustainability management goals

Does the company set sustainability management goals : Yes

Short-Term Target - Medium-Term Target

Greenhouse gas emission rates (Scope 1, 2, 3) are reduced by 40% compared to a 2025 baseline by 2030

Long-Term Target

Achieve net zero greenhouse gas emissions by 2050

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

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 : No
of sustainable management over the past year

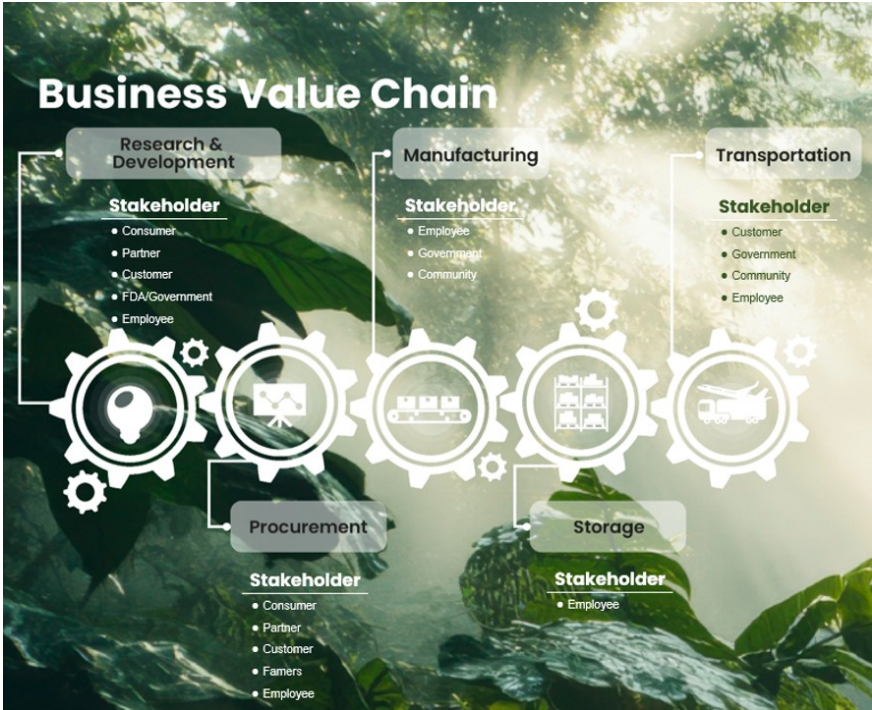
Has the company changed and developed the : No
policy and/or goals of sustainable management over
the past year

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



Business Value Chain

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 • Protection of personal data and privacy 	<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 • Compliance with the Personal Data Protection Act (PDPA) and related policies 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey
<u>External stakeholders</u>			

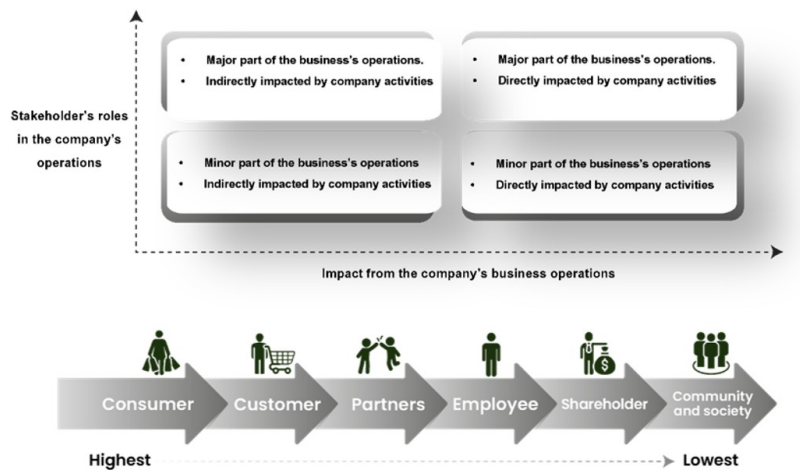
Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Consumers 	<ul style="list-style-type: none"> • Quality and safe products • Clearly product information and do not exaggerate 	<ul style="list-style-type: none"> • Safety & standard production development • Clearly product information, Easy understanding and legal • Setting complaints 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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<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 • Customer satisfaction in both products and services • Effective production line management and implementation of business disruption risk prevention measures 	<ul style="list-style-type: none"> • Research & development for new innovation to serve customer requirement • Supply chain process optimization for responsiveness aligns with customer requirement change • Operation plan based on Personal Data Protection Act • Set up the project for carbon footprint approval • Customer satisfaction surveys • Implementation of Business Continuity Planning (BCP) to ensure operational resilience 	<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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> • Ethics for conducting business together • Procurement transparency • Transparent and fair business practices with equal opportunities for competition • Capacity development and mutual business growth 	<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
<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

Diagram of the stakeholder analysis in the business value chain



Stakeholder Analysis and Prioritization

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
 materiality topics

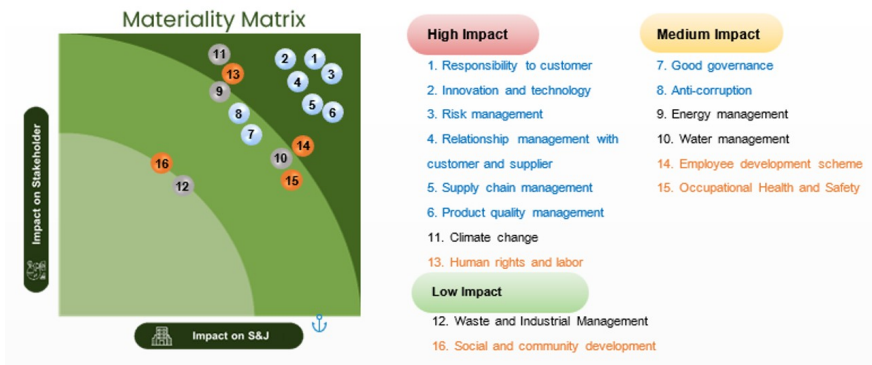
Over the past year, the company has reviewed its : Yes
 sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
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

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
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

Diagram of organizations material sustainability topics



Materiality Matrix

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Reference link for corporate sustainability report : https://snjinter.com/wp-content/uploads/2026/03/ENG-%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%E0%B8%A3%E0%B8%B2%E0%B8%A2%E0%B8%87%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%

Page number of the reference link : 1-147

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk Management Policy

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.

Management Approach

S & J International Enterprises Public Company Limited systematically manages risk in accordance with the international COSO-ERM standard. The company conducts risk analysis and assessment to identify potential impacts on business objectives and establishes control measures to mitigate risks. Furthermore, risk management processes are integrated into the organization's workflows to enable self-regulated internal control, ensuring that risks remain within the acceptable level (Risk Appetite). This approach supports sustainable business operations and adheres to good corporate governance principles continuously and comprehensively across subsidiary companies.

The Board of Directors has appointed a Risk Management Committee to oversee, support, and enhance risk management effectiveness, fostering a risk-aware corporate culture. Executives and employees at all levels participate in developing risk management plans, which are regularly monitored and reviewed to ensure risks remain within acceptable thresholds. The Risk Management Committee reports its risk management activities to the Board of Directors and accepts guidelines and recommendations to mitigate potential risks to the organization.

S&J International Enterprises Public Company Limited has implemented a risk management approach to identify, analyze, assess, and categorize risks that could affect the organization's ability to achieve its objectives. This process involves defining control measures to prevent or mitigate risks to an acceptable level. Risk management is communicated throughout the organization, from the Board of Directors and executives to employees at all levels. This ensures a shared understanding of risk management and its integration with the company's strategies and operations. The approach takes into account various factors, including both internal and external changes, and emphasizes the ability to adapt to global crises and unexpected events.

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 : Strategic Risk
• Economic risk

Financial Risk
• Fluctuation in exchange rates, interest rates, or the inflation rate
• Liquidity risk
• Income volatility

ESG risk factors : No

Risk characteristics

The United States' adjustment of a Baseline Tariff, which imposes a standard import tariff of 10% on goods from all countries, and Thailand is potentially facing a tariff rate of 19%. Given that approximately 10% of the company's total export value is exported to the United States, this matter is considered a risk to be assessed for its future impact.

Risk-related consequences

This risk primarily impacts revenue, profitability, and competitiveness in the U.S. market. However, the company can mitigate the severity of the impact by diversifying its markets and developing new products. Nevertheless, continuous and close monitoring is still required, as this is an uncontrollable external factor with high volatility in the future.

Risk management measures

The company has developed a strategy to diversify into high-potential markets by expanding its market into other regions. This year, the company has aggressively expanded its market presence in Asia, the Middle East, and Australia, all of which are considered new markets with strong future growth potential. Simultaneously, the company has expanded its range of household cleaning products. The market expansion through new customer acquisition and new product development has immediately generated sales this year, with export value exceeding Baht 100 million.

Based on the assessment of emerging risks related to the recent adjustments to U.S. baseline tariffs, the company can manage to reduce its risk to an acceptable level. However, as this risk is highly volatile due to external factors, the company continues to implement quarterly monitoring measures to keep up with ongoing changes.

Risk 2 Financial Risk

Related risk factors : Strategic Risk
• Economic risk

Financial Risk
• Fluctuation in exchange rates, interest rates, or the inflation rate
• Income volatility

ESG risk factors : No

Risk characteristics

Since the beginning of 2025, fluctuations in exchange rates have led to an appreciation of the Thai Baht. This was due to factors from the United States, including the direction of FED interest rates and the impact of U.S. economic policies. Additionally, the slowdown of the Chinese economy and the slow recovery of the domestic economy are contributing factors. Meanwhile, the company's export sales and raw material imports are primarily conducted in international currencies such as the US dollar, British pound sterling, and euro, which could affect the sales value and profitability.

Risk-related consequences

Exchange rate risk primarily impacts the company's **revenue, profitability, cash flow, and financial stability**. Although the company has implemented risk management measures such as establishing a dedicated committee, utilizing financial instruments, and closely monitoring market movements which help reduce the risk to an acceptable moderate level, continuous vigilance is still required as this is a highly volatile external factor.

Risk management measures

The company has established an Exchange Rate Management Committee that meets monthly to oversee exchange rate risk management. The committee determines strategies for managing receipts and payments in the currencies used in actual transactions, employs financial instruments in accordance with the company's policy, and appropriately monitors currency movements in line with the established strategies.

Regarding financial risk, the company also manages revenue from major customers to align with its financial management of working capital liquidity and investments for business expansion.

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

Risk 3 Customer Risk

- Related risk factors : Strategic Risk
 - Volatility in the industry in which the company operates
 - Reliance on large customers or few customers
 - Competition risk
- ESG risk factors : Yes

Risk characteristics

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

Risk-related consequences

Although the Company has implemented measures to expand its new customer base and continuously develop innovations, the loss of key customers and intense competitive pressure still result in a high level of customer risk. This directly impacts revenue, profitability, and the Company's ability to achieve sustainable growth.

Risk management measures

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

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

Risk 4 IT & Technology Risk

Related risk factors : Strategic Risk
 • Changes in technologies

Operational Risk
 • Systems or internal control system
 • Information security and cyber-attack
 • System disruption risk

Financial Risk
 • Change in financial and investment policies of financial institutions that affect business operations

ESG risk factors : Yes

Risk characteristics

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

Risk-related consequences

Although the Company closely monitors and governs the implementation and usage of the SAP HANA system, risks arising from the system transition and actual operations may still impact business continuity, data accuracy, and operational efficiency. These risks could, in turn, affect the Companys financial performance and its long-term management capabilities.

Risk management measures

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

Risk 5 Operational Risk

Related risk factors : Strategic Risk
 • Volatility in the industry in which the company operates
 • Behavior or needs of customers / consumers

Operational Risk
 • Shortage or fluctuation in pricing of raw materials or

productive resources

ESG risk factors : Yes

Risk characteristics

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

Risk-related consequences

Although the Company has implemented advance production planning and contingency plans to accommodate fluctuations in customer orders, uncertainty in market demand may still impact delivery performance, production efficiency, and operational costs. This could, in turn, affect customer satisfaction and the Company's overall performance.

Risk management measures

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

Risk 6 Supply Chain Risk

Related risk factors : Strategic Risk

- Climate change and disasters

Operational Risk

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

ESG risk factors : Yes

Risk characteristics

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

Risk-related consequences

Although the Company has implemented measures such as diversifying sourcing, strengthening collaboration with suppliers, and managing inventory in advance, volatility in raw material prices and uncertainties in the supply chain continue to impact costs, delivery performance, and production continuity. As a result, the risk remains at a moderate level and requires ongoing monitoring and close management.

Risk management measures

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

Risk 7 Environmental, Social and Governance Risk

Related risk factors : Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment
- Impact on human rights
- Corruption

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

ESG risk factors : Yes

Risk characteristics

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

Risk-related consequences

Although the Company has established comprehensive ESG management approaches and continuously monitors both internal operations and the entire supply chain, risks related to environmental, social, and governance factors may still impact regulatory compliance, corporate reputation, and long-term business sustainability. Therefore, these risks require ongoing close monitoring and effective management.

Risk management measures

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

Risk 8 Enterprise Risk

Related risk factors : Strategic Risk

- Business operations of partners in the supply chain
- Competition risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Human error in business operations

Financial Risk

- Income volatility

ESG risk factors : Yes

Risk characteristics

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

Risk-related consequences

Although the Company continuously reviews its strategies, develops the organization, and manages its human resources, organizational risks may still impact strategy execution, workforce efficiency, and long-term competitiveness. Therefore, ongoing monitoring, improvement, and organizational development are essential to effectively adapt to business changes.

Risk management measures

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

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

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

1. Establish the policy Establish a crisis management policy and provide knowledge of working processes that are in line with crisis situations.

2. Assignment Establish working groups at the executive and committee levels to manage and operate the business contingency plan (Business Contingency Plan : BCP) for the Bangkok office and sriracha factory during emergencies.

3. Follow up Closely monitor the situation through meetings and reports from relevant working groups.

4. Establish measures Establish proactive measures for crisis management and recovery for all groups of stakeholders.

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 : Yes
policy and guidelines

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

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 : No
plan

The company has established a supply chain management strategy that focuses on operational efficiency, business continuity, and responsible sourcing and integrates environmental, social, and governance (ESG) principles throughout the value chain. The key elements of this strategy are as follows:

1. The worthiness of products and services.
2. Timely delivery system.
 1. 3. Continuity of delivery and services.
 2. 4. Prevention or reduction of risk related to environment, social, and good governance.
 3. 5. Transparency and fairness to trading partners.
 4. 6. Maintaining relationships and engagement with each other

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	0.00	40.00	44.00

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

	2023	2024	2025
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) policy : <https://snjinter.com/wp-content/uploads/2025/03/Sustainability-Development-Report-2024.pdf>

Page number of the reference link : 70

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	147,000,000.00	142,000,000.00	157,000,000.00

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

-

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture : Yes

Innovation Management Process

The company manages innovation systematically under the concepts of Customer Centric and Sustainable Innovation to enhance its competitiveness while creating economic, social, and environmental value. It focuses on developing products that meet consumer needs while also minimizing environmental impacts throughout the value chain.

1. Establish Innovation Direction Align business strategies with sustainability goals, analyze customer trends, regulations, and environmental issues to define development objectives, such as Green Product, Low Carbon Product, and Waterless Product.

2. Product Development and Design Develop concepts through the R&D process and the participation of relevant departments by designing according to the principles of Eco-design and Circular Economy to increase resource efficiency.

3. Raw Materials Selection and Sustainable Production Process Select certified raw materials, such as RSPO, reduce the use of substances that may impact ecosystems, use biodegradable materials, and improve production processes to reduce energy consumption, water usage, and greenhouse gas emissions.

4. Testing, Evaluation, and Continuous Monitoring Test the quality and safety, evaluate environmental impact, and monitor market feedback to continuously improve and develop innovations.

This process enables the company to develop products that satisfy consumer needs, reduce environmental impacts, and foster sustainable long-term growth.

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.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

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

	2023	2024	2025
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	0.00	0.00

Non-financial benefits

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

	2023	2024	2025
Percentage increase in customer satisfaction scores (%)	85.00	89.00	86.00
Percentage increase in new products (%)	25.00	44.00	32.00
Awards or Certificates ((Lists)	10.00	11.00	13.00

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