



ESG Performance Report for Listed Companies in 2024

KHONBURI SUGAR PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

Published on 10 April 2025



ESG Performance

Company Name : KHONBURI SUGAR PUBLIC COMPANY LIMITED Symbol : KBS
Market : SET Industry Group : Agro & Food Industry Sector : Food & Beverage

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes
Environmental guidelines : Electricity Management, Water resources and water quality management, Air Quality Management, Noise Pollution Management

Policies and guidelines on society, communities and the environment

The Company is committed to conducting business with ethics, aims to understand and communicate with society the status and facts of the Company's operations, including the Company's responsibility to the community, society and environment without concealing facts that may be disclosed. In addition, it is committed to participating in the development of the community in which the business operates and society as a whole. in terms of economy, society, community and environment.

Guidelines for conserving the environment, energy and natural resources

1. The Company must comply with laws, regulations, environmental management standards and other requirements related to the environment, energy and natural resources in the business operations of the Company.
2. The Company is committed to conducting business with regard to the environment in terms of ecosystem management and biodiversity and climate and environment
3. The Company is committed to management with the goal of preventing and controlling the impact on the environment and controlling activities that may cause a risk of wasting energy and natural resources.
4. The Company is committed to continually reviewing and developing environmental management in terms of energy saving, use of renewable energy, resource conservation, reuse of materials and proper disposal of waste or hazardous materials.
5. The Company provides continuous evaluation and monitoring of its operations or impacts on environment, energy and natural resources.
6. The Company strives to create correct knowledge and understanding for various stakeholders on preserving the environment, energy and natural resources, as well as promoting and cooperating on various public relations activities related to the organization government agencies, society and the general public.
7. The Company is committed to developing knowledge on conservation of the environment, energy and natural resources to create innovations that are beneficial to the business operations of the Company.

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

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

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

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Compliance with water management principles and standards

Compliance with waste management principles and standards

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan : Yes

Committed to increasing the efficiency of biomass electricity production by controlling the moisture content of the fuel to obtain high heat values, improving the production process by preventing heat loss, controlling complete combustion, and managing waste and controlling pollution with a dust capture system under real-time monitoring to enable the factory to operate sustainably, reduce costs and not affect the environment

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : No

Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	14,326,966,790.77	13,512,145,557.70	14,222,642,329.01
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	13,216,759.03	12,419,251.43	12,965,034.03

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	N/A	0.00	0.00

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	N/A	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	:	-
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	-

Information on water management plan

Water management plan

The Company's water management plan : Yes

Focus on reusing water, increasing water storage area during the rainy season to avoid impacting usage during the dry season of the year.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Increase of recycled water for consumption	-	2030 : Increased by 10%

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	1,975,766.97	2,953,084.00	3,506,965.60
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	1,822.66	2,714.23	3,196.87
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ⁽¹⁾	0.18	0.23	0.29

Additional explanation : ⁽¹⁾ Total revenues and expenses from consolidated financial statement

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	1,975,766.97	2,953,084.00	3,506,965.60

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.17840845	0.23203060	0.29150915

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (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	:	-
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	-

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Separate waste into types of general waste, recyclable waste, hazardous waste and industrial waste to be disposed of properly, such as bagasse used as fuel for electricity generation, filter cake used as soil conditioner for farmers

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
Reduction of waste generation Waste type: Non-hazardous waste	-	2030 : Reduced by 10%	<ul style="list-style-type: none">• Reuse• Landfilling

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	151,640.00	546,060.00	494,210.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.01	0.04	0.04

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The company is currently in the process of preparing a comprehensive Carbon Footprint of Organization (CFO) for 2024 emissions with third party verification.

The expected completion time is by the end of Q2 2025.

KBS reduction targets, as well as related GHG emissions management will be set following the completed CFO.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : No

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	0.00	0.00	N/A

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.000000	0.000000	N/A
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.00	N/A

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

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

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

Verification of the company's greenhouse gas emissions : No

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : KHONBURI SUGAR PUBLIC COMPANY LIMITED Symbol : KBS
Market : SET Industry Group : Agro & Food Industry Sector : Food & Beverage

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, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work

Sustainability Management in the Social, Community and Environmental Dimensions

Social, Community and Environmental Policy and Practices

The company is committed to conducting business ethically, striving to understand and communicate with society about the status and facts of its operations, including its responsibilities to communities, society, and the environment, without concealing any facts that may be disclosed. In addition, the company is committed to participating in the development of the communities in which it operates and society as a whole, including economic, social, community, and environmental aspects.

Social and Community Practices

1. The company continuously instills awareness of social, community, and environmental responsibility among its personnel at all levels, encouraging them to engage in volunteerism and take responsibility for society and communities without expecting anything in return.
2. The company must return a portion of its profits to promote activities that create sustainable benefits for society, communities, and the environment under the following guidelines:
 - Activities that are consistent with the company's business operations.
 - Activities that can be carried out continuously and with tangible results.
 - Activities that truly benefit society, communities, and the environment in the long term.
 - Activities that promote continuous educational and learning development.
3. The company promotes job creation, workforce skills development, and the preservation of arts and culture in the communities where its businesses are located.
4. The company supports participation in civil society networks, social monitoring and engagement, technology exchange and transfer, and disaster relief efforts.

Environmental, Energy and Natural Resources Conservation Practices

1. The company must comply with laws, regulations, environmental management standards, and other requirements related to the environment, energy, and natural resources in its business operations.
2. The company is committed to conducting business with environmental considerations, both in terms of ecosystem management and biodiversity, as well as climate and environmental conditions.
3. The company is committed to managing its operations with the goal of preventing and controlling environmental impacts and controlling activities that may pose risks of wasting energy and natural resources.
4. The company is committed to continuously reviewing and developing its environmental management in terms of energy conservation, the use of alternative energy, resource conservation, material recycling, and the proper disposal of waste or hazardous substances.
5. The company conducts ongoing assessments and monitoring of the results of its operations or impacts on the environment, energy, and natural resources.
6. The company is committed to creating a correct understanding among stakeholders about environmental conservation, energy, and natural resources, as well as promoting and collaborating in publicizing related activities to organizations, government agencies, society, and the general public.
7. The company is committed to developing knowledge in environmental conservation, energy, and natural resources to create innovations that benefit the company's business operations.

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

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

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

No change, adhere to the original policy announcement. The company has reviewed and adhered to the principles in accordance with the policy framework announced. Remain the same (Human Rights Respect Policy)

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

Example of an ethics and human rights audit plan

HRDD process diagram



SGS Certification and Business Enhancement

Author : Effie Marinos	Standard Operating Procedure	Version : 5
Approval: Ollivier Bellet	RBS-D-ITNR-01 Social Audit Itinerary	Page 1 of 4
		Effective: 29 August 2019

**RBS SOCIAL AUDIT PLAN
Itinerary for SGP Audit**

Factory Name	Khonburi Sugar Public Company Limited.	Audit Date(s)	: 13-15/03/2023
Standard/ Client Name	SGP – 3 Mandays		
Organization:	Khonburi Sugar Public Company ltd		
Address:	289 Moo13, T.Jarakhe-Hin, Khonburi, Nakhonratchasima		
GPS (Factory and dormitory)			
Auditor team	Team A (TL): Mr. Teerawat Manomaiviboon		

Assessment 1st date: 13/03/2023		
Duration	Team A Team Leader: Mr. Teerawat Manomaiviboon	Key Contact with Email address & / Mobile phone No.
8.45-09.00	Arrival at Site	
09.00-09.15	Opening meeting	
09.15-09.30	Interview management <ul style="list-style-type: none"> • Management systems and code implementation • Current site capacity review 	
09.30-12.00	Safety part: Factory remote observation at production area and surrounding area for Safety and Hygienic Conditions) <ul style="list-style-type: none"> • Process • Workshops • Clinic • Power station and other external facilities • Dormitories, etc. 	
12.00-13.00	Lunch break	
13.00-17.00	HR part: Select employees to interview and Interview Employees (Direct and in-direct employee (if any)) Group interviews <ul style="list-style-type: none"> • KBS Workers • Security Guard • Loading Workers • Packing & Maid Workers 	
17.00-17.30	Administration Department documented review (direct and in-direct employee (if any))	

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

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

	2022	2023	2024
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	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
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

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, Occupational health and safety in workplace

Management plan

- o Appropriate compensation and benefits system
- o Career advancement and stability
- o Good and safe working environment
- o Training for work knowledge development
- o Act fairly, without discrimination or selective treatment.

Response approach

- o Provide compensation appropriate to the job position.
- o Support potential and stable progress in work and grow with the organization.
- o Work safely, manage the workspace correctly according to ISO 14001 and ISO45001.
- o Support the development of work ability

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Recruitment	- Recruitment channels, add at least 1 channel - Internal rotation not less than 3 positions - Internal adjustment not less than 10 positions	-	2024: - Recruitment channels - Internal rotation - Internal adjustment
• Employee training and development	Training according to the plan not less than 90 %	-	2024: Training according to the plan
• Child labor	Child labor violations equal to 0	-	2024: No child labor violations

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

Continuously develop and improve the efficiency of safety operations to reduce the risk of injury or death and appropriately care for the quality of life of employees. Provide a good and safe working environment based on regulations. Prepare for emergency prevention rigorously to protect workers. Environmental quality measurements are

conducted annually, measuring noise levels in the workplace, personal noise exposure levels, heat values, and light intensity within the establishment. In 2024, all items passed the standard values.

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	1,084	1,088	1,097
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	1,084	1,088	1,097
Male employees (persons)	879	868	869
Percentage of male employees (%)	81.09	79.78	79.22
Female employees (persons)	205	220	228
Percentage of female employees (%)	18.91	20.22	20.78

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	304	336	289
Percentage of employees under 30 years old (%)	28.04	30.88	26.34
Total number of employees 30-50 years old (Persons)	587	576	620
Percentage of employees 30-50 years old (%)	54.15	52.94	56.52
Total number of employees over 50 years old (Persons)	193	176	188
Percentage of employees over 50 years old (%)	17.80	16.18	17.14

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	234	255	213
Percentage of male employees under 30 years old (%)	26.62	29.38	24.51
Total number of male employees 30-50 years old (Persons)	472	456	487
Percentage of male employees 30-50 years old (%)	53.70	52.53	56.04
Total number of male employees over 50 years old (Persons)	173	157	169
Percentage of male employees over 50 years old (%)	19.68	18.09	19.45

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	70	81	76
Percentage of female employees under 30 years old (%)	34.15	36.82	33.33
Total number of female employees 30-50 years old (Persons)	115	120	133
Percentage of female employees 30-50 years old (%)	56.10	54.55	58.33
Total number of female employees over 50 years old (Persons)	20	19	19
Percentage of female employees over 50 years old (%)	9.76	8.64	8.33

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	1,018	1,027	1,039
Percentage of employees in operational level (%)	93.91	94.39	94.71
Total number of employees in management level (Persons)	56	49	43
Percentage of employees in management level (%)	5.17	4.50	3.92
Total number of employees in executive level (Persons)	10	12	15
Percentage of employees in executive level (%)	0.92	1.10	1.37

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	828	823	827
Percentage of male employees in operational level (%)	94.20	94.82	95.17
Total number of male employees in management level (Persons)	42	33	27
Percentage of male employees in management level (%)	4.78	3.80	3.11
Total number of male employees in executive level (Persons)	9	12	15
Percentage of male employees in executive level (%)	1.02	1.38	1.73

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	190	204	212
Percentage of female employees in operational level (%)	92.68	92.73	92.98
Total number of female employees in management level (Persons)	14	16	16
Percentage of female employees in management level (%)	6.83	7.27	7.02
Total number of female employees in executive level (Persons)	1	0	0
Percentage of female employees in executive level (%)	0.49	0.00	0.00

Significant changes in the number of employees

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

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	0	17	17
Percentage of disabled workers to total employment (%)	0.00	1.56	1.55
Total number of employees with disabilities (Persons)	0	17	17
Total male employees with disabilities (persons)	0	17	17
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.00	1.56	1.55
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	381,828,734.00	382,293,830.00	521,586,524.00

	2022	2023	2024
Total male employee remuneration (baht)	318,049,072.00	313,578,103.00	407,441,411.00
Percentage of remuneration in male employees (%)	83.30	82.03	78.12
Total female employee remuneration (baht)	63,779,662.00	68,715,727.00	114,145,113.00
Percentage of remuneration in female employees (%)	16.70	17.97	21.88
Average remuneration of employees (Baht / Person)	352,240.53	351,373.01	475,466.29
Average remuneration of male employees (Baht / Person)	361,830.57	361,265.10	468,862.38
Average remuneration of female employees (Baht / Person)	311,120.30	312,344.21	500,636.46
Ratio of average remuneration of female employees to male employees	0.86	0.86	1.07

Provident fund management policy

Provident fund management policy : Doesn't Have

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	616	671	722
Proportion of employees who are PVD members (%)	56.83	61.67	65.82
Total amount of provident fund contributed by the company (baht)	11,703,224.00	13,624,826.00	14,929,422.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	3.07	3.56	2.86

Information on employee development

Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	-	-	Yes
Average employee training hours (Hours / Person / Year)	21.36	20.82	27.56
Total amount spent on employee training and development (Baht)	1,818,300.00	2,198,661.00	5,969,012.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000186	0.000194	0.000573

	2022	2023	2024
Percentage of training and development expenses to total revenue (%) ^(*)	0.000164	0.000173	0.000496

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

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	2,279,111.00	2,532,864.00	2,504,691.00
Total number of hours worked by employees (Hours)	2,279,111.00	2,532,864.00	2,504,691.00

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	12	4	14
Total number of employees that lost time injuries for 1 day or more (Persons)	12	4	13
Percentage of employees that lost time injuries for 1 day or more (%)	1.11	0.37	1.19
Total number of employees that fatalities as a result of work-related injury (Persons)	1	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.09	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	134	98	95
Total number of male employee turnover leaving the company voluntarily (persons)	89	69	71
Total number of female employee turnover leaving the company voluntarily (persons)	45	29	24

	2022	2023	2024
Proportion of voluntary resignations (%)	12.36	9.01	8.66
Percentage of male employee turnover leaving the Company voluntarily (%)	8.21	6.34	6.47
Percentage of female employee turnover leaving the Company voluntarily (%)	4.15	2.67	2.19
	2022	2023	2024
Evaluation result of employee engagement	No	No	No

Employee internal groups

- Employee internal groups : Yes
- Types of employee internal groups : Welfare Committee, Labor Relation 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

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No

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

Information on customer management plan

Customer management plan

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

Customer Management Plan

- o Receive quality products
- o Attentive after-sales service with product warranty
- o Quality complaint management
- o Protect and maintain customer confidentiality

Response approach

- o Develop and maintain product quality to meet customer needs
- o Fast and efficient problem solving
- o Have measures to protect customer data and confidentiality

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)
• Others : Domestic Industry Group	% Sales	-	2027: Domestic Industrial Customer Sales 70% of domestic sales
• Others : Export Industry Group	% Sales	-	2027: Increase sales in export industry group by 75% of international sales

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

- 1.Domestic Industry Group 2024 Sugar Sales Volume Share 67%
- 2.Export Industry Group 2024 Sugar Export Volume Share 66.62%

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction ⁽¹⁾	Yes	Yes	Yes

Remark: ⁽¹⁾Customer satisfaction assessment results
2022 = Total Score 94%
- Product and packaging quality = 96%
- Product delivery quality = 91%
- Pre- and after-sales service quality = 95%
2023 = Total Score 92%
- Product and packaging quality = 92%
- Product delivery quality = 90%
- Pre- and after-sales service quality = 92%
2024 = Total Score 92%
- Product and packaging quality = 93%
- Product delivery quality = 92%
- Pre- and after-sales service quality = 92%

Channels for receiving complaints from customers/consumers

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

Telephone : 027254888

Fax : -

Email : kbs@kbs.co.th

Company's website : www.kbs.co.th

Address : 5 Soi Sukhumvit 57 Klongton9Nue Wattana Bangkok 10110

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 implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

In 2024, Khonburi Sugar Public Company Limited remains committed to its policy of striving for business development in conjunction with the development of public relations, corporate social responsibility (CSR), and sustainable development. This is driven through various projects and activities based on the fundamental principles of sustainable community development, "BWR," which stands for Baan (Home), Wat (Temple), and Rongrian (School), in line with the Sustainable Development Goals (SDGs) of the United Nations.

1. " B " Baan (Home), Village, Community

In addition to taking care of the well-being of employees and their families, Khonburi Sugar Public Company Limited continues to recognize and provide care and support to communities, especially those surrounding the factory, in accordance with the Environmental Impact Assessment (EIA) criteria through various ongoing and continuing projects and activities from the previous fiscal year, including:

- Implement the "KBS Care and Share" project, working with community leaders, village headmen, village headmen's assistants, and village health volunteers to visit and provide consumer goods to bedridden patients, people with disabilities, and the underprivileged living in communities around the factory on a regular basis every month.
- Provide budget support and attend monthly meetings of 12 villages around the factory on a regular basis to promote good relations within the community, the democratic system of government with the King as Head of State, and the exchange of information between the people, the government, local administrative organizations, and the factory.
- Provide budget support and attend the monthly mobile meetings of the Kamnan, Village Headmen, and Village Committee of Tambon Jaroen Hin, Khon Buri District, Nakhon Ratchasima Province, which is considered a way to promote good relations between the company and community leaders and the committee. It is also a channel for exchanging information between local authorities and the company.
- Provide budget support to local government organizations in implementing projects to construct and improve housing for the underprivileged living in communities around the factory.
- Support local administrative departments and local government organizations in improving, repairing, and maintaining various public utilities within the community, such as repairing public roads, removing water hyacinth weeds in water sources and canals, and repairing village public address towers.
- Support the implementation of community enterprise projects in accordance with the policy of the Nakhon Ratchasima Provincial Industrial Office, Ministry of Industry, by supporting raw materials for production to community enterprises, such as molasses, filter cake, and sugarcane bagasse, to be developed into bio-fertilizers for soil improvement.
- Provide budget support for the construction of wild elephant checkpoints, provision of survival kits in the forest, and materials and equipment to the network. Monitor wild elephants and wildlife outside the conservation area in Tambon Jaroen Hin, Khon Buri District, Nakhon Ratchasima Province, to be used in pushing wild elephants out of the community boundary, which often occurs annually from mid-year to the end of the year.
- Provide budget support and firefighting equipment to the Khon Buri District Administration and the Thap Lan National Park Protection Unit for annual wildfire suppression operations. - Support the budget and participate in the 2024 annual local sports competitions of various villages within a 5-kilometer radius of the factory, such as the "Nong Sano Games" organized by Ban Nong Sano, Ban Suk Samran, and Ban Kok Chang, Tambon Khon Buri Tai, Khon Buri District, Nakhon Ratchasima Province; the "Khon Buri Tai Cup" organized by the Khon Buri Tai Subdistrict Administrative Organization; and the "Onpim Games" organized by the Onpim Subdistrict Administrative Organization, Tambon Onpim, Khon Buri District.
- Support local government organizations, such as Khon Buri Tai Subdistrict Municipality, in organizing events or activities to promote the preservation of local arts and culture and the conservation of the historical landmark of Khon

Buri, "Prang Khon Buri," in 2024.

- Support local government agencies in improving and developing projects that promote the development of the quality of life and well-being of communities and society, such as supporting molasses, filter cake, and various materials and equipment to the Lam Mool Bon Water Management and Conservation Project to be used in research and development of bio-fertilizers for soil improvement in the Smart Farm Project and the Vetiver Grass Planting Project in accordance with the Royal Initiative.
- Support the implementation of the "Good Soldier Project" in accordance with the Royal Initiative of Her Royal Highness Princess Maha Chakri Sirindhorn, Princess Debaratanarajasuda, by supporting molasses, filter cake, and sugarcane bagasse to the 1st Infantry Battalion, 23rd Infantry Regiment, Surathamphithak Camp, to be used as raw materials in the production of organic fertilizers for soil improvement.
- Support relevant government agencies, including Khon Buri District and the Nakhon Ratchasima Provincial Industrial Office, in organizing the "Thai Hearts Together, Walk, Run, Cycle, Prevent Stroke" event for the 10th time in Khon Buri District and Nakhon Ratchasima Province.
- Express condolences and provide assistance to the families of all the deceased in every household within a 5-kilometer radius of the factory.

2. " W " Wat (Temple)

To uphold Buddhism and continue the good traditions and culture of both the local area and Thailand, Khonburi Sugar Public Company Limited continues its policy of supporting and participating in events, projects, or activities organized by various temples, especially those located within a 5-kilometer radius of the factory.

- Be the main sponsor for the Kathin Ceremony in the year 2024 for Wat Khao Tham Klaeb, Tambon Jaroen Hin, Khon Buri District, and Wat Nong Han Charoen Tham, Tambon Nong Ya Khao, Sikhio District, Nakhon Ratchasima Province. The company also co-sponsors the Kathin Ceremony in the year 2024 for various temples located around the sugar and power plants in Khon Buri and Sikhio Districts, Nakhon Ratchasima Province.
- Contribute to the Royal Kathin Ceremony in the year 2024 of government agencies at both the provincial and national levels, including the Social Security Office, the Provincial Industrial Office, and the Office of the Energy Regulatory Commission.
- Provide budget support for the training of Dharma students before the examination for the Dharma Diploma Level 1, Level 2, and Level 3 of the Sangha Administration of Khon Buri District in 2024.
- Support the budget and participate in the mass ordination ceremony in honor of His Majesty the King on December 5, 2024, organized by Wat Jaroen Hin, Tambon Jaroen Hin, Khon Buri District, Nakhon Ratchasima Province.
- Support the budget and participate in the Gratitude to Teachers Ceremony at Wat Sawang Nong Wong, Ban Phai, Tambon Jaroen Hin, Nakhon Ratchasima Province.
- Donate refined granulated sugar, a product of the company, to various temples around the sugar and power plants located in both Khon Buri and Sikhio Districts. This donation will be used in the preparation of food for the temples' alms-giving ceremonies during various annual traditions such as the Kumkhao Yai Tradition, Songkran Festival, Buddhist Lent Day, Buddhist Lent End Day, Kathin Ceremony, and Loy Krathong Festival.
- Provide continuous water supply for consumption to Wat Tham Khao Chan Daeng, Tambon Nong Ya Khao, Sikhio District, Nakhon Ratchasima Province, to help alleviate the hardship caused by the temple's water supply system problems.

3. " R " Rongrian (School), Educational Institution

Khonburi Sugar Public Company Limited recognizes and promotes educational and learning development from the basic level in the local area. Therefore, the company continues its policy of supporting the development of teaching and learning in schools, educational institutions, and various institutions located around the factory. As a result, Khonburi Sugar Public Company Limited has been considered by the Nakhon Ratchasima Primary Educational Service Area Office 3, in collaboration with the Khon Buri School Administrators Association and the Khon Buri Teachers Association, to receive the Honorary Award for Contributors to Education on the occasion of Teacher's Day 2025, Khon Buri District, Nakhon Ratchasima Province.

- Collaborate with educational institutions to learn and develop professional experience with businesses, communities, and society. This includes collaboration with Nakhon Ratchasima College of Agriculture and Technology in developing community enterprise projects in accordance with the policy of the Nakhon Ratchasima Provincial Industrial Office, Ministry of Industry.
- Support the implementation of projects related to the development of cultivation areas for Nakhon Ratchasima College of Agriculture and Technology, Tambon Lat Bua Khao, Sikhio District, Nakhon Ratchasima Province, by supporting filter cake and sugarcane bagasse to be used in research and soil quality improvement and restoration.
- Support the implementation of professional experience development courses for students of various educational institutions or institutes that request to send students for internships within the group of companies, such as Suranaree University of Technology, Khon Kaen University, Surin Rajabhat University, Rajamangala University of Technology Isan, Nakhon Ratchasima College of Agriculture and Technology, etc.

- Support the implementation of a professional experience training project for nursing students from the Faculty of Nursing, Suranaree University of Technology, during their internship and residency in Tambon Nong Ya Khao, Sikhio District, for a period of 80 days.
- Support the budget and participate in the educational merit-making ceremony of schools located around the factory, including Ban Phai School, Tambon Jaroen Hin, Khon Buri District, Nakhon Ratchasima Province.
- Provide budget support for the 2024 annual sports days of various schools around the factory, including primary schools under the Lam Mool Bon Group and Jaroen Hin Sangkakit Wittaya School.
- Provide budget and prize support to various schools around the factory for organizing Children's Day events in 2024.
- Provide sports shirts to Khon Buri School, which is a training and selection center for students from all over Nakhon Ratchasima Province to be selected as provincial athletes to participate in the beach volleyball competition in the 39th National Youth Games, Eastern Region Qualifiers.
- Provide water for consumption to Ban Nong Han (Prachasamakhi) School, Tambon Nong Ya Khao, Sikhio District, Nakhon Ratchasima Province, to help alleviate the hardship caused by the water shortage problem due to the damaged groundwater storage tank of the school, which is currently awaiting budget allocation for new construction.
- Support Jaroen Hin Sangkakit Wittaya School in managing education with a quality system by being selected by the school as a member of the Basic Education Committee of Jaroen Hin Sangkakit Wittaya School.

Promote sugarcane cultivation to provide farmers with sustainable income.

Promoting sugarcane cultivation is the main responsibility of the company. The company promotes and supports farmers in the community to cultivate according to the company's guidelines, which is to grow sugarcane correctly according to academic principles. This will increase farmers' yields and reduce their costs. The company has many projects to promote farmers. In addition to financial support (credit), we also have agricultural stations to allow the company's agricultural academics to closely supervise farmers from the planting preparation stage to harvesting and delivering sugarcane to the factory. The company has procured sufficient equipment to serve farmers, including sugarcane varieties, tractors, sugarcane planters, fertilizers, pesticides, sugarcane harvesters, trucks, etc., to continuously enhance farmers' capabilities. In addition, the company conducts research and development, experimenting with sugarcane varieties and agricultural machinery, to encourage new ideas for future development. The company also places importance on management, both in disseminating the ideas of successful model farmers to other farmers to adopt and experiment with to increase their yields, and in forming farmer groups to manage agricultural machinery and trucks to make cultivation, harvesting, and sugarcane transportation efficient, reduce costs, and increase farmers' income sustainably. The company's operations will help improve the well-being and status of farmers, and developing a strong community economy will be part of the development of society and the nation.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management : No
goals

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

"B" Home, House, Community In addition to taking care of the quality of life of employees and their families, Kaset Thai Sugar Factory Public Company Limited continues to recognize and provide care and support to communities, especially those surrounding the factory, in accordance with the Environmental Impact Assessment (EIA) criteria through ongoing projects and activities that build upon the previous fiscal year, including:

- Implementing the "KBS Care and Share" project, visiting the area with community leaders, village headmen, and village health volunteers to visit and provide consumer goods to the sick, bedridden, disabled, and underprivileged living in the communities surrounding the factory on a regular basis every month.
- Support the budget and participate in monthly meetings of 12 villages surrounding the factory regularly every month to promote good relations within the community, democratic governance with the King as Head of State, and the exchange of information between the people, government officials, local administrative organizations, and the factory.
- Supporting the budget and participating in monthly mobile meetings of the Subdistrict Headman and Village Headman Club of Tambon Khrok Hin, Amphoe Khon Buri, Nakhon Ratchasima Province, which is considered a way to promote good relations

between the company and community leaders and the committee. It is a channel for exchanging information between local government agencies and the establishment.

- Support the budget for local government organizations to implement housing construction and improvement projects for the underprivileged living in the communities surrounding the factory.
- Support local administrative authorities and local government organizations in improving, repairing, and maintaining various public utilities within the community, including repairing public roads, managing water hyacinth in water sources and canals, and repairing village notice boards.
- Supporting the implementation of community enterprise projects according to the policy of the Nakhon Ratchasima Provincial Industrial Office, Ministry of Industry, by supporting raw materials for production to community enterprises, such as molasses, filter cake, and sugarcane ash, to be developed into bio-fertilizers to improve the soil.
- Supporting the budget for the construction of wild elephant checkpoints, providing food supplies in the forest, and materials and equipment to the network. Monitoring wild elephants and wildlife outside the conservation area in Tambon Khrok Hin, Amphoe Khon Buri, Nakhon Ratchasima Province, to be used to push wild elephants out of the community boundaries, which often occurs every year from around the middle to the end of the year.
- Supporting the budget and firefighting equipment to the Khon Buri District Administration and the Thap Lan National Park Protection Unit for forest fire suppression operations that occur every year. - Supporting the budget and participating in the annual local sports competition in 2024 of various villages within a 5-kilometer radius around the factory, such as "Nong Son Games" organized by Ban Nong Son, Ban Suk Samran, and Ban Khok Chang, Tambon Khon Buri Tai, Amphoe Khon Buri, Nakhon Ratchasima Province, "Khon Buri Tai Cup" organized by the Subdistrict Administrative Organization of Khon Buri Tai, as well as "Onpim Games" organized by the Subdistrict Administrative Organization of Onpim, Tambon Onpim, Amphoe Khon Buri.
- Supporting local administrative organizations, namely, Khon Buri Tai Subdistrict Municipality, in organizing events or activities to promote the conservation of arts and culture of the community, preserving the ancient city pillar shrine of Khon Buri, "Prang Khon Buri" in 2024.
- Supporting local government agencies in improving and developing projects that promote the development of the quality of life of the community and society, such as supporting molasses, filter cake, materials, and equipment for the maintenance and water delivery project. Used in research and development of bio-fertilizers to nourish the soil in the Smart Farm project and the Vetiver Grass Planting Project according to the Royal Initiative.
- Supporting the implementation of the "Good Soldier Project" according to the royal initiative of Her Royal Highness Princess Maha Chakri Sirindhorn, Princess Debaratanarajasuda, by supporting molasses, filter cake, and sugarcane ash to the 1st Infantry Battalion, 23rd Infantry Regiment, Camp Surathamphithak, to be used as raw materials in the production of organic bio-fertilizers to improve the soil.
- Supporting relevant government agencies, namely, Khon Buri District, Nakhon Ratchasima Provincial Industrial Office, in organizing the "Light of Hearts, All Thais Walk, Run, Cycle to Prevent Paralysis, in Honor of His Majesty the King" event for the 10th time in Khon Buri District and Nakhon Ratchasima Province.
- Expressing condolences and providing assistance to the families of people who have lost loved ones in every family and every village surrounding the factory within a 5-kilometer radius.

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

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ESG Performance

Company Name : KHONBURI SUGAR PUBLIC COMPANY LIMITED Symbol : KBS
Market : SET Industry Group : Agro & Food Industry Sector : Food & Beverage

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Corporate Governance Policy

The Company places importance on corporate governance with the belief that conducting activities with ethics, transparency and accountability will result in the Company being able to achieve the goal of being a sustainable growing organization. The Company therefore requires all directors, executives and employees to comply with the principles of corporate governance code, as well as disclosing the corporate governance code through the Company's website www.kbs.co.th

The Company has formulated a policy on corporate governance as a framework in areas as follows:

1. The Board of Directors, executives and all employees are committed to performing their duties with dedication and responsibility to the fullest of their abilities for the best interest of the Company and all stakeholders and adhere to the 6 key areas of corporate governance code, namely Accountability, Responsibility, Equitable Treatment, Transparency, Vision to Create Long Term Value, and Ethics, as guidelines for operating with understanding and confidence and faith.
2. The Board of Directors shall perform their duties with determination, dedication and responsibility with independence and clear separation of roles and responsibilities between the Board of Directors and management. The management structure is consistent with appropriate and fair relations between the Board of Directors, executives and shareholders.
3. The Board of Directors plays a key role together with the management in determining the Company's vision, strategies, policies and important plans, taking into account the risks and setting appropriate management guidelines, as well as ensuring that the accounting system, financial reports, and auditing are complete, accurate and reliable.
4. The Board of Directors must be a leader in matters of ethics and a role model in performing duties with honesty, fairness, transparency and auditability in accordance with corporate governance code, as well as overseeing the management of conflicts of interest and connected transactions.
5. The Board of Directors, executives and all employees will adhere to fairness by treating all stakeholders equally.
6. The Company's information, both financial and non-financial, is disclosed sufficiently, reliably and timely for shareholders, investors and stakeholders of the Company to receive equally. There is a public relations unit and investor relations unit responsible for providing information to investors and the general public.
7. The Board of Directors may appoint specific committees as appropriate to help carefully screen important tasks.
8. The Board of Directors must arrange an annual self-assessment as a framework for examining performance of the Board of Directors.
9. There is an appropriate system to select personnel to be responsible for important management positions at all levels and a transparent and fair recruitment process.
10. The Board of Directors determines the corporate governance policy and code of conduct for the Company's business operations for the Board of Directors, executives, employees, including all workers to use as guidelines for their conduct along with the regulations and rules of the Company.

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, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Nomination of Directors

Nomination and Appointment of the Board of Directors

The Company has established a Nomination and Remuneration Committee to be responsible for determining the criteria and policy for recruiting suitable and capable persons to serve as directors to propose to the shareholders' meeting, including the opportunity for minority shareholders to nominate suitable persons to be elected as the Company's directors. The Company has given shareholders the opportunity to propose matters for inclusion in the meeting agenda, by notifying shareholders through the news system of the Stock Exchange of Thailand along with announcing criteria and specifying procedures clearly on the Company's website at www.kbs.co.th, Investor Relations Section under Information for Shareholders.

The shareholders' meeting shall appoint directors in accordance with the rules and procedures prescribed in the Company's Articles of Association as follows:

1. One shareholder has one vote per share.
2. In the event that the number of persons nominated as directors exceeds the number of directors to be elected in that election, the voting method shall be used individually. Each person elected by the shareholder will receive votes from the shareholders according to the number of shares held by the shareholder under Clause 1. Such shareholders shall not divide their votes into any number to any person. Those who receive the highest number of votes in descending order will be elected as directors equal to the number of directors to be elected at that time. In the event that the number of votes for candidates in descending order are equal, which would otherwise exceed the number required or elected at that time, the presiding chairman shall have a casting vote.
3. In the event that a director's position becomes vacant due to reasons other than retirement by rotation, the Board of Directors shall elect persons with complete qualifications and without prohibited characteristics under the law on public limited companies and the law on securities and stock exchange as a replacement director at the next Board of Directors' meeting unless the remaining term of the director is less than 2 months. A replacement director will be in office only for the remaining term of the director he replaces. And the resolution of the Board of Directors must consist of votes of not less than three-fourths of the number of remaining directors.

Determination of Director Remuneration

Remuneration for Directors and Executives

The Company has a policy to determine remuneration for directors at a rate comparable to that of the same industry and sufficient to motivate and retain quality directors. For the remuneration of executive directors and executives, it is in line with the performance of the Company and the performance of each executive.

Nomination and Remuneration Committee shall determine necessary and appropriate monetary compensation for company directors, sub-committee and managing director. The Nomination and Remuneration Committee will present to the Board of Directors' meeting for approval and at the Annual General Meeting of Shareholders for approval annually.

Director Development

Development and promotion of knowledge for directors and executives

The Company supports and promotes knowledge development for directors, sub-committee and all executives continuously. The Company secretary has publicized and coordinated to facilitate all directors in participating in various training courses and seminars.

Board Performance Evaluation

Self-Assessment of the Board of Directors

The Board of Directors shall assess the performance of the Board of Directors once a year so that the Board of Directors can jointly consider their performance and problems for further improvement by referring to the sample self-assessment form of the board of directors of the Stock Exchange of Thailand. The Company secretary will send the self-assessment form to all directors at the end of every year and collects and reports the evaluation results to the Board of Directors for acknowledgment together with analyzing the results of the assessment to determine guidelines and practices for improving the performance of the Board of Directors continuously.

Corporate Governance of Subsidiaries and Associated Companies

Supervision of operations of subsidiaries and associated companies

The Company has established systems for corporate governance, risk management and effective internal control in supervising operations of subsidiaries and associated companies through rules, policies and regulations such as operational authority, guidelines and clear work processes. There is also a hierarchical reporting system to relevant executives with periodic reports to the Audit Committee and the Board of Directors to ensure that operations of the subsidiaries and associated companies are consistent with the operations of the Company and in accordance with the founding objectives, which will drive the company to achieve its long-term goals and grow sustainably.

In addition, the Company has disclosed important financial information of its subsidiaries and associated companies, such as information on financial status and operating results, transactions between subsidiaries/company together with connected parties, acquisition or disposition of assets and important transactions. Those items must be disclosed accurately and completely and not against the rules and procedures announced by the Stock Exchange of Thailand.

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

The Board of Directors recognizes and places importance on the rights of shareholders and has established a good corporate governance policy of the Company by taking into account various factors, including the basic rights of shareholders, with key policies as follows:

1) Disclosure of information relating to the shareholders' meeting

The Company has a policy to provide information about the date, time, place and agenda of the shareholders' meeting, as well as all information related to matters to be decided at the shareholders' meeting to the shareholders in advance sufficiently and timely at least as required by law. The Company informs the shareholders of the rules and regulations applicable in the shareholders' meeting, procedure for voting, including disseminating such information on the Company's website prior to sending the documents. This allows the shareholders to have sufficient time to study the meeting information in advance before receiving the information in the form of documents from the Company.

The Company has a policy of refraining from doing anything to limit the shareholders to study the Company's information about the shareholders' meeting.

The Company has an Investor Relations unit to provide communications, information services, news, activities of the Company to institutions, shareholders, analysts and the general public. You can view information through the website, www.kbs.co.th, under the heading "Investor Relations".

2) Conduct of the shareholders' meeting

The Company has a policy to facilitate shareholders to fully exercise their rights to attend and vote at shareholders' meetings and not to take any action to limit the opportunity for shareholders to exercise their rights, for example, attending a meeting to vote should not be complicated or costly. The Company has a policy to encourage shareholders to have the opportunity to express their opinions and ask questions at the shareholders' meeting on matters related to the meeting agenda, with the chairman of the meeting allocating appropriate time. In this regard, the Company provides an opportunity for shareholders to submit questions in advance related to the agenda of the shareholders' meeting prior to the meeting date as the Board of Directors deems appropriate. The Company has a policy to encourage all directors to attend the shareholders' meeting.

3) Proposal of additional agenda for the shareholders' meeting

The Company has a policy to facilitate minority shareholders in proposing additional meeting agendas in advance of the shareholders' meeting date. In this regard, the proposing of additional meeting agendas in advance and consideration of such proposal by shareholders must be in accordance with the criteria specified by the Company. In this regard, major shareholders who are executives will not unnecessarily add to the meeting agenda without prior notice, especially important agenda that shareholders must take time to study before making a decision.

4) Nomination of persons to be appointed as directors

The Company has a policy to facilitate minority shareholders in nominating candidates. However, the nomination of persons to be elected as directors and consideration of such proposals by shareholders must be in accordance with the criteria set by the Company.

5) Proxy in case of inability to attend the meeting in person

The Company has a policy to encourage shareholders to use proxy forms that allow shareholders to determine their voting direction and at least one independent director should be nominated as an alternative for proxy of shareholders. The Company has delivered such proxy form to the shareholders along with the meeting invitation letter.

6) Using ballots for important agendas

The Company has a policy to support the use of ballots for important agenda items such as connected transactions, acquisition or disposition of significant assets, etc., for transparency and accountability in the event that there is a later dispute.

7) Appointment of individual directors

The Company has a policy to encourage shareholders to exercise their rights to appoint directors individually.

8) Guidelines for retaining and preventing the use of inside information

The Company has written guidelines for retention and prevention of the use of inside information and notify the said guidelines to everyone in the organization to follow. All directors and executives are required to report their interests as required by law to the Company.

Employee

Employees The Company employees are valuable resources and the heart that supports business operations to achieve its goals. The Company has a wage system, remuneration, benefits that are fair and appropriate, including various welfares such as employee uniforms, annual health check-up, nursing room, health insurance, provident fund, etc. In addition, the Company also aims to develop and enhance the knowledge and skills of employees continuously and consistently. And the Company also takes into account the quality of life of employees and their families with educational support for employees and their children, housing loan projects, etc., and attaches importance to the safety of employees by organizing fire drills, protection system for safety activities and 5S.

Customer

The Company gives importance and care to customers with the utmost responsibility by striving to give customers maximum satisfaction in terms of quality and value for money through controlling the quality of products and services, and also focus on developing products and maintaining sustainable relationships with customers.

Business competitor

The Company conducts business under fair rules without any acts of corruption that would adversely affect each other and do not seek unlawful trade secrets or violate the agreements not to disclose information of competitors, provided by customers or other persons.

Business partner

The Company treats its partners appropriately, honestly, transparently, fairly and equally. It treats all business partners fairly and equally.

Creditor

The Company complies with the contract and treats the creditors fairly according to the hierarchy of debts according to the contract made, with guidelines to maintain and strictly comply with the conditions with creditors and repay the full amount to creditors on time.

Government agencies

The Company cooperates and supports government policies for the benefit of the nation under relevant laws and regulations, as well as being committed to implementing projects beneficial to the public, whether it is a project from the government or a project initiated by the Company itself, as well as cooperating with the government in anti-corruption efforts.

Community and society

Society, Community and Environment The company has always realized that the Company can run its business smoothly and steadily with acceptance and support from the society and the community. Therefore, it is the company's most important mission to always operate the business with the awareness of community, society and environment responsibility. The Company complies with relevant laws and regulations, as well as overseeing and preventing the Company's operations from causing damage to the quality of life of communities, society and the environment.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Code of Ethics is a good practice that all employees of the Company must adhere to as a principle in their work in order to ensure that the Company's operations are transparent, ethical, and take into account all stakeholders.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Compliance with laws, regulations, and rules

Compliance with laws, regulations, and rules

The Company attaches importance to compliance with laws, regulations, operating procedures and rules related in all areas where it enters the business including respect for differences in culture and traditions of each locality. Therefore, the Company's personnel must study, understand, respect, and do not violate laws, regulations and rules, stand up for doing the right thing and those fair to all parties and not do anything which is contrary to the culture and traditions, including reporting complaints and clues when seeing violations or non-compliance with the law.

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

- Perform duties in accordance with the laws, rules, regulations and policies related.
- Perform duties with honesty, caution, prudence and ethics for the best interest of the Company and all stakeholders
- Act as a role model for employees in compliance with corporate governance principles and the Company's Code of Ethics.
- Support and supervise the Company to conduct business with transparency without corruption.
- Dedicate time to performing their duties to the best of their ability.
- Avoid practices that cause conflicts of interest with the Company directly or indirectly.
- Do not act or get involved in receiving or give property or any benefits, that is dishonest, from/to stakeholders related to the Company.
- Do not use their powers and duties for personal gain.
- Maintain their dignity to be accepted in society. Dress appropriately for roles, duties, and circumstance.
- Treat others with kindness, respect the rights and dignity of others and respect each other.
- Be open-minded and open to the opinions of subordinates with reason and without prejudice.
- Maintain confidential information of the Company and its stakeholders from leaking to unrelated parties even after the end of their duties with the Company, except in the case of law or binding conditions that must be complied with.
- Do not use the information obtained from performance of duties to exploit their own or others' benefits, including not taking any action unfairly related to trading securities of the Company and other related companies.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : No

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 : No

Material changes and developments in policy and guidelines over the past year : No

Implementation of the CG Code for listed companies

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

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

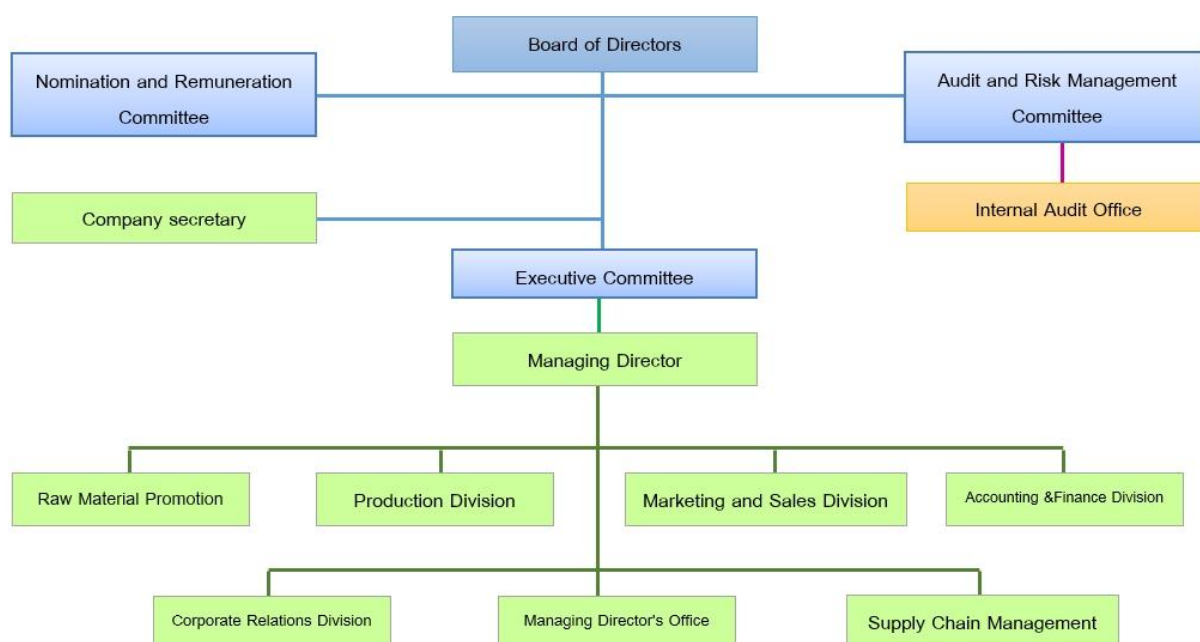
Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram

Management structure

The organization structure as of 31 December 2024 is as follows:



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	8	
	7	1
Executive directors	4	
	4	0
Non-executive directors	4	
	3	1
Independent directors	4	
	3	1

	2024	
	Male (persons)	Female (persons)
Non-executive directors who have no position in independent directors	0	
	0	0

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	87.50	12.50
Executive directors	50.00	
	50.00	0.00
Non-executive directors	50.00	
	37.50	12.50
Independent directors	50.00	
	37.50	12.50
Non-executive directors who have no position in independent directors	0.00	
	0.00	0.00

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

	2024	
	Male (years)	Female (years)
Average age of board of directors	64	
	63	72

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. TAKON TAWINTERMSUP Gender: Male Age : 70 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : none Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Feb 1991	Leadership, Food & Beverage, Agribusiness, Strategic Management, Corporate Management
<p>2. Mr. SOMKIAT TWILTERMSUP Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Feb 1991	Marketing, Data Analysis, Finance, Strategic Management, Agribusiness
<p>3. Mr. ISSARA TWILTERMSUP Gender: Male Age : 46 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	4 Jan 2007	Strategic Management, Data Management, Corporate Management, Data Analysis, Agribusiness

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. SUTHEP WONGVORAZATHE Gender: Male Age : 76 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't 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 (shares) : 0 Shares (0.000000 %) 	<p>Chairman of the Board of Directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	19 Feb 2007	Strategic Management, Change Management, Data Analysis, Finance, Leadership
<p>5. Mr. AMNART RUMPOEYPONG Gender: Male Age : 48 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 : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 250,000 Shares (0.041667 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	5 Jun 2008	Data Management, Corporate Management, Data Analysis, Procurement, Agribusiness

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. SUVIMOL CHRITYAKIERNE Gender: Female Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No 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 (shares) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	13 Oct 2010	Budgeting, Audit, Data Analysis, Internal Control, Accounting
<p>7. Mr. SUKDA PUNKLA Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No 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 (shares) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	30 Apr 2018	Risk Management, Audit, Data Analysis, Energy & Utilities, Engineering

List of directors	Position	First appointment date of director	Skills and expertise
8. Mr. VINIT SAMRITPRICHA Gender: Male Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	22 Feb 2021	Risk Management, Corporate Management, Audit, Accounting, Finance & Securities

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. SRAN SMUTKOCHORN Gender: Male Age : 59 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No	29 Apr 2024	-

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. TAKON TAWINTERMSUP	Director	✓				✓
2. Mr. SOMKIAT TWILTERMSUP	Director	✓				✓
3. Mr. ISSARA TWILTERMSUP	Director	✓				✓
4. Mr. SUTHEP WONGVORAZATHE	Chairman of the Board of Directors		✓	✓		
5. Mr. AMNART RUMPOEY PONG	Director	✓				
6. Mrs. SUVIMOL CHRITYAKIERNE	Director		✓	✓		
7. Mr. SUKDA PUNKLA	Director		✓	✓		
8. Mr. VINIT SAMRITPRICHA	Director		✓	✓		
Total (persons)		4	4	4	0	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Agribusiness	4	50.00
2. Food & Beverage	1	12.50
3. Finance & Securities	1	12.50
4. Energy & Utilities	1	12.50
5. Marketing	1	12.50
6. Accounting	2	25.00
7. Finance	2	25.00
8. Procurement	1	12.50
9. Data Management	2	25.00
10. Data Analysis	6	75.00
11. Corporate Management	4	50.00
12. Engineering	1	12.50
13. Change Management	1	12.50
14. Leadership	2	25.00
15. Strategic Management	4	50.00
16. Risk Management	2	25.00
17. Audit	3	37.50
18. Internal Control	1	12.50
19. Budgeting	1	12.50

Information about the other directors

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

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

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

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

The measures for balancing the power between the board of directors and the Management : Doesn't Have

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half

Information on the roles and duties of the board of directors

Board charter : Have

Scope of duties and responsibilities of the Board of Directors

1. Supervise and manage the Company in accordance with the laws, objectives and regulations of the Company, as well as the resolutions of the shareholders' meeting.
2. Perform duties for the best interests of shareholders (Fiduciary Duty) by adhering to the following 4 key practices:
 1. Perform duties responsibly, cautiously and carefully (Duty of Care).
 2. Perform duties with integrity (Duty of Loyalty).
 3. Comply with the laws, objectives, regulations of the Company, resolution of the shareholders' meeting and resolutions of the Board of Directors (Duty of Obedience).
 4. Disclose information to shareholders accurately, completely, transparently, verifiably and timely (Duty of Disclosure).
3. Consider and approve important matters related to the Company's operations such as vision, mission, policy, business strategy, goals and operational plans, financial goals and budget.
4. Supervise the normal business operations of the Company and supervise the management to operate in accordance with the vision, mission, policy, business strategy, goals and action plans, financial goals and budget set efficiently and effectively and for the benefit of the Company and shareholders as a whole.
5. Provide an accounting system, financial reporting and auditing as well as to ensure that there is internal control system and internal auditing which are efficient and effective.
6. Provide annual reports of the Company and/or the Board of Directors to be in accordance with the relevant laws or regulations.
7. Supervise and provide a regulatory mechanism to prevent conflicts of interest between stakeholders and the Company.
8. Consider and approve and/or consider and give opinions to be proposed to the shareholders' meeting for approval in entering into transactions that are significant to the Company and entering into connected transactions according to the rules, conditions and procedures of relevant laws and regulations and/or regulations set by the Company.
9. Appoint any director as the Chairman of the Board and appoint the directors in the number as the Board of Directors deems appropriate as vice chairman.
10. Determine and amend the names of authorized directors who can sign to bind the Company.
11. Recruit and appoint a person with knowledge, ability and experience as the Board of Directors deems appropriate, including having all the qualifications required by law and related regulations to be a director in case of a position of director becomes vacant for reasons other than retirement by rotation.
12. Recruit a person with knowledge, ability, experience, and complete qualifications according to relevant laws and regulations to propose to the shareholders' meeting for consideration and appointment as a director of the Company.
13. Consider and determine the remuneration criteria for directors and top executives, taking into account appropriate factors such as job evaluation results, positions, scope of duties and responsibilities, qualifications, knowledge, abilities and experience, motivation to work for the Company in the short term and in the long term, etc.
14. Consider the appropriate amount of remuneration for directors in accordance with the remuneration basis set by the Board of Directors to propose to the shareholders' meeting for consideration and approval.
15. Evaluate performance of the managing director and top executives and determine the remuneration of top executives in accordance with the remuneration basis set by the Board of Directors.
16. Appoint sub-committees and nominate and appoint directors or persons with knowledge, ability and experience as the Board of Directors deems appropriate to serve as a committee member in sub-committees, including determining the scope of powers, duties and responsibilities of the sub-committees.
17. Appoint executive directors by selecting from directors or executives of the Company and appoint any of directors who holds the position of executive director to be the managing director as well as determining the scope of powers, duties and responsibilities of the executive director and managing director.
18. Appoint directors or a person with qualifications, knowledge, ability and experience as the Board of Directors deems appropriate to act as the Company Secretary.
19. Appoint and/or authorize one or more directors or persons to have the power to take any action within the

jurisdiction of the Board of Directors as the Board of Directors deems appropriate, whereby the Board of Directors may cancel, withdraw or change such authority.

20. Ensure that there are appropriate channels for communicating with each group of shareholders and stakeholders of the Company.
21. Supervise the disclosure of important information related to the Company in a correct, complete, timely, and transparent manner through accessible channels equally and trustworthily.
22. Determine and amend the internal rules and regulations of the Company on various matters.
23. Have other duties and responsibilities as specified in the relevant laws and regulations, the Company's Articles of Association and the resolutions of the shareholders' meeting.
24. The Board of Directors has duties and responsibilities in formulating a policy and supervising a system that supports effective anti-corruption to ensure that the management recognizes and gives importance to anti-corruption and instills it into the corporate culture.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Executive Committee

Role

- Others
 - Overall Company Operation Management

Scope of authorities, role, and duties

Scope of duties and responsibilities of the Executive Committee

1. Consider and formulate policies, business strategy, goals and action plans, financial goals and budget of the Company by considering various business factors appropriately to present and seek approval from the Board of Directors.
2. Supervise, examine and monitor the Company's business operations in accordance with the Company's policy, business strategy, goals and action plans, financial goals and budget approved by the Board of Directors to be efficient and effective.
3. Determine the organizational structure and policies related to the management of the Company. This includes policies on recruitment, training, employment and termination of the Company's employees. It may assign the managing director and/or the Human Resources Director as an authorized person to sign the employment contract on behalf of the Company.
4. Study the feasibility of investing in new projects and has the power to consider and approve the Company to invest or jointly invest with any person, juristic person or business organization in the form that the Executive Committee deems appropriate to operate according to the objectives of the Company, as well as considering and approving the expenditure of such investment, entering into a legal contract and/or any action relating to such matter until completion in the amount from 10 million baht, but not exceeding 50 million baht.
5. Consider and approve financial transactions with financial institutions in terms of account opening, borrowing, loan application, pledge, mortgage, guarantee and others, including trading and registration of any ownership of land according to the objectives for the benefit of the Company's operations as well as entering into legal contracts and/or any actions related to such matters until completion in the amount from 10 million baht, but not more than 50 million baht.
6. Consider and approve the entry into financial instruments such as sugar futures, foreign forward contracts, etc. to hedge the Company's financial risks.
7. Consider and give suggestions or opinions to the Board of Directors regarding any projects, proposals or transactions related to the business operations of the Company that exceeds the predetermined limit and/or relevant laws and regulations or Company's regulations, assigning the shareholders' meeting or the Board of Directors to consider and approve.
8. Consider and approve rules, regulations, management policies and business operations of the Company or any action which binds the Company.
9. Authorize the Managing Director to operate the Company's business within the scope of authority, duties and responsibilities as determined by the Executive Board under the supervision of the Executive Committee

10. Appoint and/or assign executive directors or any person or persons to take any action within the scope of the Executive Committee's authority as the Executive Committee deems appropriate, whereas the Executive Committee may cancel or revoke or amend such authority.
11. Consider and approve the operational authority manual to make the appointees and/or authorized persons aware of their scope of responsibility and authority and to be used as a manual in practice with reference evidence and according to a systematic procedure.
12. Prepare a succession plan for the position of managing director.
13. Have any powers, duties and responsibilities as assigned or in accordance with the policies assigned by the Board of Directors.

Scope of powers, duties and responsibilities of the Executive Committee above are under the basis of relevant laws and rules, as well as the regulations of the Company. And in the event that any operation or transaction that have or may have a conflict of interest and/or entering into a transaction with a connected person according to relevant laws and regulations or the Company's Articles of Association requiring the shareholders' or the Board of Directors' meeting to consider and approve, then the Executive Committee shall give opinions and propose to the Board of Directors to consider and take action as required by relevant laws and regulations or the Company's Articles of Association further.

Reference link for the charter

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Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Scope of duties and responsibilities of the Nomination and Remuneration Committee

1. Determine the criteria and policy for recruiting suitable persons to serve as directors of the Company and sub-committees to propose to the shareholders' meeting, including an opportunity for minority shareholders to nominate qualified persons to be considered for selection as directors of the Company as another way.
2. Determine the criteria and policy for recruiting qualified persons for the position of managing director to propose to the Board of Directors for consideration and appointment.
3. Regularly review the succession plan for managing director positions.
4. Determine criteria for consideration of remuneration for company directors, sub-committees and Managing Director.
5. Consider proposing remuneration for the Company directors, sub-committee to the Board of Directors for approval and then present to the shareholders' meeting for approval.
6. Consider salary proposals and salary adjustments, including other remuneration of the managing director, then present to the Board of Directors for approval.
7. Set guidelines for evaluating the performance of the Board of Directors, sub-committees and Managing Director annually, taking into account the duties, responsibilities and risks that arise.
8. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

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Audit and Risk Management Committee

Role

- Audit of financial statements and internal controls
- Risk management

Scope of authorities, role, and duties

The Audit and Risk Management Committee of the company has the scope of duties and responsibilities to the Board of Director on the following matters:

1. To review the financial statements of the Company to ensure that they are disclosed accurately and adequately by coordinating with the external auditor and the Management who are responsible for the preparation of quarterly and yearly financial statements. The Audit Committee may have the au-ditor review or audit any transactions necessarily or importantly while auditing the Company's ac-count.
2. To provide some advice to the Board of Directors and the Management on the improvement of the Company's working process or system in order to reduce related risks to ensure that the financial statements of the Company are accurate and efficiently utilized.
3. To review the internal control system and internal audit system of the Company to ensure that they are run appropriately and proficiently; to verify the independence of the Internal Audit Department; and to give approval of the appointment, removal and dismissal of the Head of Internal Audit De-partment or those of other departments which is responsible for the internal audit activities of the Company.
4. To verify that the Company conforms to laws on securities and stock exchange, regulations of the stock exchange and any other laws on the business of the Company.
5. To consider, recruit and nominate an independent person to be the Company's auditor; to propose the remuneration for such and auditor; and to have the meetings with the auditor at least once a year without the attendance of the Management.
6. To consider any connected transactions or those with potential conflicts of interest to be in conformi-ty with laws on securities and stock exchange, and regulations of the stock exchange in order to en-sure that such transactions are reasonable and enhance the best benefit for the Company; and to consider to ensure the Company's disclosure of connected transactions or those possible causing the conflicts of interest which is accurate and adequate.
7. To disclose the reports of the Audit Committee, which signed by the Audit Committee Chairman, in the annual reports of the Company.
8. In performing duties, if the Audit Committee finds or suspects, the following transactions may have the material impact on the financial status and operation results of the Company, the Audit Commit-tee shall report them to the Board of Directors prior to the improvement within the timeframe of the Audit Committee who deems appropriately:
 - (a) Transactions causing conflicts of interest
 - (b) Dishonest or irregularity or important defect in the internal control system
 - (c) Violation of laws on securities and stock exchange, regulations of the stock exchange or laws on the business of the CompanyIf the Board of Directors or the Management of the Company fails to remedy such within the timeframe specified in paragraph one, any of the Audit Committee members may report the transac-tion or act stated in paragraph one to the Securities and Exchange Commission or the Stock Exchange or Thailand.
9. If the Board of Directors or the Management of the Company fails to remedy such within the timeframe specified in paragraph one, any of the Audit Committee members may report the transac-tion or act stated in paragraph one to the Securities and Exchange Commission or the Stock Ex-change of Thailand.
10. To perform other duties specifically assigned by the Board of Directors with consent of the Audit Committee.
11. To set the policy and suggest how to manage the risk in concern to the business company.
12. To set the Risk Management Plan.
13. To follow up and evaluation according the Risk Management plan.
14. To appoint and change the person in the Risk Management Team.
15. To prepare any other act as assigned by the Company's board of directors, with the approval of the audit and risk management committee.

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. Mrs. SUVIMOL CHRITYAKIERNE^(*) Gender: Female Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	15 May 2024	Budgeting, Audit, Data Analysis, Internal Control, Accounting
<p>2. Mr. VINIT SAMRITPRICHA^(*) Gender: Male Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	15 May 2024	Risk Management, Corporate Management, Audit, Accounting, Finance & Securities
<p>3. Mr. SUKDA PUNKLA Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Engineering 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) Director type : Existing director</p>	15 May 2024	Risk Management, Audit, Data Analysis, Energy & Utilities, Engineering

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. TAKON TAWINTERMSUP Gender: Male Age : 70 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : none Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	5 Aug 2013
2. Mr. SOMKIAT TWILTERMSUP Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	30 Nov 2010
3. Mr. ISSARA TWILTERMSUP Gender: Male Age : 46 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	30 Nov 2010

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. VINIT SAMRITPRICHA	The chairman of the subcommittee (Independent director)
	Mr. SOMKIAT TWILTERMSUP	Member of the subcommittee
	Mr. TAKON TAWINTERMSUP	Member of the subcommittee
	Mr. ISSARA TWILTERMSUP	Member of the subcommittee
	Mr. SRAN SMUTKOCHORN	Member of the subcommittee (Independent director)
Audit and Risk Management Committee	Mrs. SUVIMOL CHRITYAKIERNE	The chairman of the subcommittee (Independent director)
	Mr. VINIT SAMRITPRICHA	Member of the subcommittee (Independent director)
	Mr. SUKDA PUNKLA	Member of the subcommittee (Independent director)

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. TAKON TAWINTERMSUP Gender: Male Age : 70 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : none Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>MANAGING DIRECTOR (ACTING) (The highest-ranking executive)</p>	30 Nov 2018	<p>Leadership, Food & Beverage, Agribusiness, Strategic Management, Corporate Management</p>
<p>2. Mr. ISSARA TWILTERMSUP Gender: Male Age : 46 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>Assistant Managing Director of Corporate Affairs</p>	16 Oct 2012	<p>Strategic Management, Data Management, Corporate Management, Data Analysis, Agribusiness</p>
<p>3. Mr. SOMKIAT TWILTERMSUP Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Deputy Managing Director of Marketing</p>	1 Mar 2015	<p>Marketing, Data Analysis, Finance, Strategic Management, Agribusiness</p>
<p>4. Mr. Rathavudh Sae tang Gender: Male Age : 65 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>Assistant Director of Marketing</p>	1 Apr 2018	<p>Transportation & Logistics, Marketing</p>

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Rangsan Tawintermsup Gender: Male Age : 41 years Highest level of education : Master'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	Assistant Managing Director, Production	15 May 2015	Economics, Agribusiness, Energy & Utilities, Marketing, Data Analysis
6. Mr. Cholachart Worawuthichongsathit ^(*) Gender: Male Age : 43 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief of Finance	1 Aug 2022	Economics, Banking, Finance & Securities, Accounting, Finance

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

Remuneration policy for executive directors and executives

Remuneration for Directors and Executives

The Company has a policy to determine remuneration for directors at a rate comparable to that of the same industry and sufficient to motivate and retain quality directors. For the remuneration of executive directors and executives, it is in line with the performance of the Company and the performance of each executive. Nomination and Remuneration Committee shall determine necessary and appropriate monetary compensation for company directors, sub-committee and managing director. The Nomination and Remuneration Committee will present to the Board of Directors' meeting for approval and at the Annual General Meeting of Shareholders for approval annually.

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

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	41,940,832.00	37,311,678.00	40,354,052.00
Total remuneration of executive directors (baht)	1,302,000.00	1,514,400.00	1,685,400.00
Total remuneration of executives (baht)	40,638,832.00	35,797,278.00	38,668,652.00

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Thippawan Ard-narong	thippawan.a@kbs.co.th	-

List of the company secretary

General information	Email	Telephone number
1. Ms. nannapat borwornsirikiat	nannapat.b@kbs.co.th	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. manawin kongto	manawin.k@kbs.co.th	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Chonatee Twiltermsup	chonatee.t@kbs.co.th	-

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone number +66 2264 9090	2,560,000.00	-	<p>1. Mr. CHAYAPOL SUPPASEDTANON Email: Chayapol.suppasedtanon@th.ey.com License number: 3972</p> <p>2. Ms. PIMJAI MANITKAJOHNKIT Email: pimjai.manitkajohnkit@th.ey.com License number: 4521</p> <p>3. Ms. SUMANA PUNPONGSANON Email: sumana.punpongsanon@th.ey.com License number: 5872</p> <p>4. Ms. KIRDSIRI KANJANAPRAKASIT Email: kirdsiri.kanjanaprakasit@th.ey.com License number: 6014</p> <p>5. Ms. NARAYA SRISUKH Email: naraya.srisukh@th.ey.com License number: 9188</p>

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees
1,360,000.00	<p>Types of non-audit service : Investment Promotion Card Verification Fee (BOI)</p> <p>Details of non-audit service : Investment Promotion Card Verification (BOI)</p> <p>Total non-audit fee 120,000.00 baht</p>

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

Performance of the Board of Directors in the past year

- The Company arranges the meeting of the Board of Directors regularly. The Board of Directors' meeting is scheduled to be held at least once every 3 months to consider the financial statements, follow up performance, including giving advice and setting business directions, policies and goals of the Company.

- Board of Directors schedules the meeting dates in advance for each year by informing each director in order to have time to allocate other appointments to be able to attend the Board of Directors' meetings every time. The directors should attend at least 75% of the Board of Directors' meetings throughout the year. In 2024, the Company held a total of 4 Board of Directors meetings, with the attendance ratio of the entire Board of Directors at 100%. In 2024, the date of the 2025 Board of Directors' meetings have been scheduled in advance (this schedule is subject to change), excluding special meetings as follows:

No. Board of Directors / Audit and Risk Management Committee Nomination and Remuneration Committee

1	Monday, 24 February 2025	Monday, 24 February 2025
2	Tuesday, 13 May 2025	
3	Monday, 11 August 2025	
4	Monday, 10 November 2025	

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. TAKON TAWINTERMSUP	Director	1 Feb 1991	Leadership, Food & Beverage, Agribusiness, Strategic Management, Corporate Management
Mr. SUKDA PUNKLA	Director	30 Apr 2018	Risk Management, Audit, Data Analysis, Energy & Utilities, Engineering

Selection of independent directors

Criteria for selecting independent directors

Independent Director

The Company has determined qualifications of independent directors in accordance with the announcement of the Securities and Exchange Commission and the Stock Exchange of Thailand as follows:

1. Holding shares not exceeding one percent of total number of shares with voting rights of the Company, subsidiary company, major shareholder or a controlling person of the Company, including shares held by related persons
2. Not being or having been an executive director, employee, staff, consultant with regular salary or controlling person of the Company, subsidiary company, major shareholder or of the person having control over the Company unless he or she has retired from such position for not less than two years before the date of appointment or consultant of the government which is a major shareholder or a controlling person of the Company.
3. Not being a person with relationship by blood to or by legal registration as parents, spouses, siblings and children, including spouses of children of executives, major shareholders, controlling person or the person who will be nominated as executive or controlling person of the Company or its subsidiaries.

4. Not having or having had a business relationship with the Company, subsidiaries, major shareholders or a controlling person of the Company in a manner that may obstruct exercise of independent judgment, including not being or never been a significant shareholder or a controlling person of persons having business relationship with the Company, subsidiaries, major shareholders or a controlling person of the Company, unless he or she has retired from such a position for not less than two years before the date of appointment. The business relationship as mentioned above includes commercial transactions that are normally done for business operations, renting or renting out real estate, transactions relating to assets or services or giving or receiving financial assistance by means of borrowing or lending, guaranteeing, placing assets as liabilities collateral, including other similar circumstances, resulting in the Company or a contract party having an obligation to pay to the other party from three percent of the net tangible assets of the applicant for permission or from twenty million baht or more whichever is lower. The calculation of such indebtedness shall be in accordance with the method to calculate the value of connected transactions pursuant to the Notification of the Capital Market Supervisory Board on Rules for Connected Transactions mutatis mutandis. However, in considering such indebtedness, the indebtedness incurred during one year prior to the prior to the date of business relationship with the same person shall be included.
5. Not being or having been an auditor of the Company, subsidiary company, major shareholder or a controlling person of the applicant for permission and not being a significant shareholder, controller or partner of the audit firm which the auditors of the Company, subsidiaries, major shareholders or the controlling person of the Company are affiliated with unless he or she has retired from such position for not less than two years before the date of appointment.
6. Not being or having been any professional service provider, including those providing legal or financial advisory services with receives service fees of more than two million baht per year from the Company, subsidiaries, major shareholders or a controlling person of the Company and not being a significant shareholder, controller or partner of that professional service provider as well unless he or she has retired from such a position for not less than two years from the date of appointment.
7. Not being a director who is appointed as a representative of the Company's directors, major shareholder or shareholders who are related to major shareholders.
8. Not operating a business of the same nature and in significant competition with the business of the Company or its subsidiaries or not being a significant partner in a partnership or being an executive director, employee, staff, consultant who receives regular salary or holding more than one percent of total shares with voting rights of other companies operating businesses of the same nature and in significant competition with the business of the Company or its subsidiaries.
9. Not having any other characteristics that make him unable to express independent opinions on the operations of the Company.

Nomination and Appointment of the Board of Directors

The Company has established a Nomination and Remuneration Committee to be responsible for determining the criteria and policy for recruiting suitable and capable persons to serve as directors to propose to the shareholders' meeting, including the opportunity for minority shareholders to nominate suitable persons to be elected as the Company's directors.

The Company has given shareholders the opportunity to propose matters for inclusion in the meeting agenda in advance between 24 October 2024 and 15 January 2025, by notifying shareholders through the news system of the Stock Exchange of Thailand along with announcing criteria and specifying procedures clearly on the Company's website at www.kbs.co.th, Investor Relations Section under Information for Shareholders.

The shareholders' meeting shall appoint directors in accordance with the rules and procedures prescribed in the Company's Articles of Association as follows:

1. One shareholder has one vote per share.
2. In the event that the number of persons nominated as directors exceeds the number of directors to be elected in that election, the voting method shall be used individually. Each person elected by the shareholder will receive votes from the shareholders according to the number of shares held by the shareholder under Clause 1. Such shareholders shall not divide their votes into any number to any person. Those who receive the highest number of votes in descending order will be elected as directors equal to the number of directors to be elected at that time. In the event that the number of votes for candidates in descending order are equal, which would otherwise exceed the number required or elected at that time, the presiding chairman shall have a casting vote.
3. In the event that a director's position becomes vacant due to reasons other than retirement by rotation, the Board of Directors shall elect persons with complete qualifications and without prohibited characteristics under the law on public limited companies and the law on securities and stock exchange as a replacement director at the next Board of Directors' meeting unless the remaining term of the director is less than 2 months. A replacement director will be in

office only for the remaining term of the director he replaces. And the resolution of the Board of Directors must consist of votes of not less than three-fourths of the number of remaining directors.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors : No
over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

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

Rights of minority shareholders on director appointment

Criteria for shareholder to propose the nominee as the Director.

In order to comply with the good corporate governance principle and allow the shareholders the chance to propose the director nominee via Nominating Procedure, the Company has set up the criteria of shareholder who can propose the director nominee:

1. Being the shareholder of the Company which can be either one shareholder or several shareholders combined.
2. Holding minimum shares in an amount of 5 percent of total shares and candidate to be nominated for election to the position of only one person.
3. Holding those shares until such propose date.
4. To propose the person who possess the knowledge and experiences that will be beneficial to the Company and eligible persons according to concerning rules and regulations.
5. The Company shall take into consideration only the person who possess the qualifications as required by the Stock Exchange of Thailand and the office of the Securities and Exchange Commission.

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

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. TAKON TAWINTERMSUP (Director)	Non-participating	Thai Institute of Directors (IOD) • 2003: Director Certification Program (DCP)
2. Mr. SOMKIAT TWILTERMSUP (Director)	Non-participating	Thai Institute of Directors (IOD) • 2011: Director Accreditation Program (DAP)
3. Mr. ISSARA TWILTERMSUP (Director)	Non-participating	Thai Institute of Directors (IOD) • 2010: Director Certification Program (DCP) • 2010: Financial Statements for Directors (FSD) • 2009: Director Accreditation Program (DAP)
4. Mr. SUTHEP WONGVORAZATHE (Chairman of the Board of Directors)	Non-participating	Thai Institute of Directors (IOD) • 2005: Director Accreditation Program (DAP)
5. Mr. AMNART RUMPOEYONG (Director)	Non-participating	Thai Institute of Directors (IOD) • 2010: Director Accreditation Program (DAP)
6. Mrs. SUVIMOL CHRITYAKIERNE (Director)	Non-participating	Thai Institute of Directors (IOD) • 2017: Advanced Audit Committee Program (AAP) • 2017: Ethical Leadership Program (ELP) • 2007: Director Certification Program (DCP)
7. Mr. SUKDA PUNKLA (Director)	Non-participating	-
8. Mr. VINIT SAMRITPRICHA (Director)	Non-participating	Thai Institute of Directors (IOD) • 2023: Advanced Audit Committee Program (AAP) • 2002: Director Certification Program (DCP)
9. Mr. SRAN SMUTKOCHORN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2005: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board of Directors shall assess the performance of the Board of Directors once a year so that the Board of Directors can jointly consider their performance and problems for further improvement by referring to the sample self-assessment form of the board of directors of the Stock Exchange of Thailand. The Company secretary will send the self-assessment form to all directors at the end of every year and collects and reports the evaluation results to the Board of Directors for acknowledgment together with analyzing the results of the assessment to determine guidelines and practices for improving the performance of the Board of Directors continuously.

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

The Company's directors assesses performance of Board of Directors once a year so that the Board of Directors can jointly consider their performance and problems for further improvement by referring to the form from the sample self-assessment form of the board of directors of the Stock Exchange of Thailand. The Company Secretary will send the self-assessment form to all directors at the end of every year and collects and reports the assessment results to the Board of Directors for acknowledgment, along with analyzing the assessment results to determine guidelines and practices for continuously improving the Board's performance, which the assessment criteria are calculated as a percentage of the full score as follows: More than 80% = excellent, more 60% = good, more than 40% = fair, more than 20% = poor and less than 20% = no action has been taken. In the Board of Directors Meeting No. 1/2025 on 24 February, there was a self-assessment of the Board of Directors to assess the overall performance of the Board of Directors. The topics used in the assessment

included structure and qualifications of the Board of Directors, Roles and Responsibilities of the Board of Directors, Board of Directors' Meeting, Director's Duties, Relationship with Management, and Self-development of Directors and Development of Executives. The results of the 2024 annual assessment showed an average score of 95.83% and the results of self-assessment of the Board of Directors individually showed an average score of 96.75%, which is at an excellent level.

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	95.83	100
	Self-assessment	96.75	100
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 4
(times)

Date of AGM meeting : 29 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. TAKON TAWINTERMSUP (Director)	4	/	4	1	/	1	N/A	/	N/A
2. Mr. SOMKIAT TWILTERMSUP (Director)	4	/	4	1	/	1	N/A	/	N/A
3. Mr. ISSARA TWILTERMSUP (Director)	4	/	4	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
4. Mr. SUTHEP WONGVORAZATHE (Chairman of the Board of Directors, Independent director)	4	/	4	1	/	1	N/A	/	N/A
5. Mr. AMNART RUMPOEYPONG (Director)	4	/	4	1	/	1	N/A	/	N/A
6. Mrs. SUVIMOL CHRITYAKIERNE (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
7. Mr. SUKDA PUNKLA (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
8. Mr. VINIT SAMRITPRICHA (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
9. Mr. SRAN SMUTKHOCHORN (Director, Independent director)	2	/	4	0	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

The Company has a policy to determine remuneration for directors at a rate comparable to that of the same industry and sufficient to motivate and retain quality directors. For the remuneration of executive directors and executives, it is in line with the performance of the Company and the performance of each executive. Nomination and Remuneration Committee shall determine necessary and appropriate monetary compensation for company directors, sub-committee and managing director. The Nomination and Remuneration Committee will present to the Board of Directors' meeting for approval and at the Annual General Meeting of Shareholders for approval annually.

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	

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. TAKON TAWINTERMSUP (Director)			1,280,500.00		0.00
Board of Directors	100,000.00	285,200.00	385,200.00	No	
Executive Committee	420,000.00	285,200.00	705,200.00	No	
Nomination and Remuneration Committee	0.00	190,100.00	190,100.00	No	
2. Mr. SOMKIAT TWILTERMSUP (Director)			1,178,767.00		0.00
Board of Directors	100,000.00	285,200.00	385,200.00	No	
Executive Committee	300,000.00	190,100.00	490,100.00	No	
Nomination and Remuneration Committee	50,000.00	253,467.00	303,467.00	No	
3. Mr. ISSARA TWILTERMSUP (Director)			988,667.00		0.00
Board of Directors	100,000.00	285,200.00	385,200.00	No	
Executive Committee	300,000.00	190,100.00	490,100.00	No	
Nomination and Remuneration Committee	50,000.00	63,367.00	113,367.00	No	
4. Mr. SUTHEP WONGVORAZATHE (Chairman of the Board of Directors)			900,400.00		0.00
Board of Directors	140,000.00	760,400.00	900,400.00	No	
5. Mr. AMNART RUMPOEY PONG (Director)			385,200.00		0.00
Board of Directors	100,000.00	285,200.00	385,200.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mrs. SUVIMOL CHRITYAKIERNE (Director)			857,867.00		0.00
Board of Directors	100,000.00	285,200.00	385,200.00	No	
Audit Committee	70,000.00	0.00	70,000.00	No	
Audit and Risk Management Committee	70,000.00	332,667.00	402,667.00	No	
7. Mr. SUKDA PUNKLA (Director)			706,967.00		0.00
Board of Directors	100,000.00	285,200.00	385,200.00	No	
Audit Committee	50,000.00	0.00	50,000.00	No	
Audit and Risk Management Committee	50,000.00	221,767.00	271,767.00	No	
8. Mr. VINIT SAMRITPRICHA (Director)			1,062,167.00		0.00
Board of Directors	100,000.00	285,200.00	385,200.00	No	
Audit Committee	50,000.00	0.00	50,000.00	No	
Nomination and Remuneration Committee	70,000.00	285,200.00	355,200.00	No	
Audit and Risk Management Committee	50,000.00	221,767.00	271,767.00	No	
9. Mr. SRAN SMUTKOCHORN (Director)			287,634.00		0.00
Board of Directors	25,000.00	79,200.00	104,200.00	No	
Nomination and Remuneration Committee	25,000.00	158,434.00	183,434.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	865,000.00	2,836,000.00	3,701,000.00
2. Audit Committee	170,000.00	0.00	170,000.00
3. Executive Committee	1,020,000.00	665,400.00	1,685,400.00
4. Nomination and Remuneration Committee	195,000.00	950,568.00	1,145,568.00
5. Audit and Risk Management Committee	170,000.00	776,201.00	946,201.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	2,420,000.00
Other monetary remuneration (Baht)	5,228,169.00
Total (Baht)	7,648,169.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

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

Supervision of subsidiaries and associates

The Company has established an effective corporate governance, risk management and internal control system to supervise the operations of subsidiaries and associates through rules, policies and regulations, such as clear operating authority, practices and work processes, as well as a systematic reporting system to relevant executives, with periodic reports to the Audit Committee and the Board of Directors to ensure that the operations of subsidiaries and associates are consistent with the Company's operations and in accordance with the objectives of their establishment, which will help drive the Company to achieve its long-term goals and achieve sustainable growth.

In addition, the Company has provided for the disclosure of important financial information of subsidiaries and associates, including financial position and performance, transactions between subsidiaries/companies and related

persons, acquisition or disposal of assets, and significant transactions. Such transactions must be disclosed correctly and completely and must not violate the criteria and methods announced by the Stock Exchange of Thailand.

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 : No / In progress
over the past year

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

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

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

Supervision of the use of inside information

The Company has measures to prevent the use of inside information. Employees at all levels of the company should maintain information and documents that cannot be disclosed to outsiders. The use of internal information by employees of the Company must be within the framework of duties and responsibilities which the employees have been assigned only. The Company has prepared a written guideline for prevention of use of inside information. It was approved by the Board of Directors Meeting No. 3/2010 on 13 October 2010 and the Company sent a circulating letter to employees and executives for their acknowledgement and strict compliance.

The Company has policies and procedures for supervision to prevent its directors, executives and employees from using the inside information for their own benefit, including for the trading of the Company's securities as follows:

1. The Company has set up a protection against the use of the Company's information, with prohibition being set in the Company's Code of Conduct and work regulations that prohibit its directors, executives and employees from disclosing material inside information of the Company or using it for their own benefit.
2. Directors, executives and employees of the Company should avoid insider trading for their own benefit in trading shares of the Company or providing inside information to other persons for the benefit of trading the Company's stocks.
3. Directors, executives and employees of the Company should avoid and refrain from trading the Company's securities during the period of 1 month prior to the disclosure of financial statements, including other important information to the public and should wait at least 24-48 hours after the information has been disclosed to the public before trading the Company's stock.
4. The Company provides knowledge and understanding to its directors and executives regarding the duty to report the holding of the company's securities for the first time (Form 59-1) and to report changes in securities holding (Form 59-2), including their spouses and minor children as well as related persons, including related penalties according to Section 59 of the Securities and Exchange Act B.E. 2535. The changes in securities holding (Form 59-2) must be reported within 3 business days from the date of purchase, sale, transfer or acceptance of transfer to the Office of the Securities and Exchange Commission.
5. Directors and executives are responsible for reporting to the Board of Directors or person assigned by the Board of Directors on trading of the Company's stocks at least 1 day before trading.

The Company Secretary shall notify the directors, executives and departments that receive inside information not to disclose inside information to third parties or people who do not have relevant responsibilities, and not to trade the Company's securities during the 1-month period prior to the public disclosure of the financial statements.

In the past year 2024, the Board of Directors and executives strictly complied with this rule. Therefore, there was no case of violation or failure to comply with the rules for insider trading of securities and asset trading according to the regulations of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission. In addition, the Board of Directors and executives had a report on the holding of the Company's securities when taking the position for the first time and report on changes in securities holdings. This includes their spouses and minor children.

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

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

Requirements on Implementation

1. This Anti-Corruption Policy shall have an effect covering the whole personnel management process since the recruitment or selection of personnel, promotion, training, employee performance assessment and compensation and punishment of employees, requiring supervisors at all levels to communicate with employees for use in business activities under their responsibilities and supervise the implementation to be effective.

2. Any actions under the anti-corruption policy shall follow the guidelines set forth in the Company's Code of Conduct, policies and guidelines to treat different groups of stakeholders, including related regulations and operating manuals of the Company, as well as any other guidelines to be determined further by the Company.

3. For clarity on actions that are at high risk for corruption, the Company directors, executives and employees at all levels must exercise caution in the following matters:

3.1 Gifts, Entertainment and Expenses

Giving or accepting gifts and entertainments must be done openly, transparently and in accordance with the Company's Code of Conduct and guidelines for accepting/giving gifts, assets or any other benefits and entertainment of the Company.

3.2 Charitable donations or support

Giving or receiving donations or sponsorship must be transparent and legal and accountable. It must be ensured that the donation or support fund will not be used as an excuse for bribery. In addition, political funding must be transparent and only comply with applicable laws.

3.3 Business relationship and procurement with the government sector

Do not give or accept bribes of all kinds in business operation. The Company's operations and working with the government must be transparent, honest and comply with relevant laws.

3.4 Political Contributions

The Company is a politically neutral organization, who does not favor political parties, political group or any politician whether globally, domestically or internationally as specified in the Company's Code of Conduct.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Operations related to whistleblowing over the past year

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

Whistleblower Policy

Khonburi Sugar Public Company Limited and its subsidiaries (the Company) have set a policy for reporting clues. This is a measure to protect and provide fairness to directors, employees and other persons to notify information or give clues about fraud, corruption or non-compliance with the law and the Company's regulations in order to achieve effective improvements.

Clues that should be reported:

1. Acts of corruption and/or fraud
2. Abusive use of power
3. Use of money, assets and/or facilities of the Company without approval
4. Involved in a conflict of interest and/or a business opportunity position.
5. Non-compliance with rules, regulations and/or code of conduct for the Company's business operations.
6. Involved in political and dangerous acts and/or other illegal activities
7. Negligence and/or corruption in duty
8. Illegal actions
9. Disclosure of the Company information without permission
10. Actions that pose a risk to safety and security of property, facilities and/or employees of the Company.
11. Actions that do not meet professional standards
12. Concealment of the above information
13. Actions that threaten or intimidate the Board of Directors, executives or employees of the Company.

Guidelines for reporting clues:

1. Types of corruption or unusual acts
2. Name of person concerned
3. Time, place and date of corruption
4. Methods for committing corruption
5. Persons who witness corruption
6. Documentary or relevant evidence

Persons who have the right to report a complaint:

1. Employees and/or those who witness acts that violate laws, rules and regulations of the Company or ethics in conducting business of the Company.
2. Employees who are harassed, intimidated, subjected to disciplinary action such as salary cuts, suspension, dismissal, or being discriminated against in undue ways related to employment conditions, arising from their complaints, providing information, or providing information to assist in the investigation process or collect facts for the recipient of the complaint. This includes litigation, witnessing, testimony or any cooperation to a court or government agency.

Channels for reporting clues or complaints:

The Board of Directors provides opportunities for stakeholders to communicate with the Board of Directors and will protect the rights of stakeholders who report clues or make complaints on various issues with communication channels through the Audit Committee of the Company to proceed in accordance with the process set by the Company and report to the Board of Directors. The contact channels are as follows:

1. By post, sent to: Chairman of the Audit Committee
Khonburi Sugar Public Company Limited
P.O. Box 419, Phra Khanong, Bangkok
2. By e-mail, sent to the Chairman of the Audit Committee at anticorruption.kbs@gmail.com In case the complainant chooses to remain anonymous, he/she must specify details, facts or evidence that is clear enough to show that there is a reasonable cause to believe that there is an action that violates the law, rules and regulations of the Company or ethics in conducting business of the Company.

However, the complaints will be treated as confidential. And the complainants may file a complaint through more than one channel and the identity of the complainant is not required to be disclosed. In the event that the complainant reveals himself or herself, it will enable the Company to notify the result of the action or additional details in the complained matter.

Procedures to investigate:

1. The complaint recipient will submit the matter to the Complaint Acceptance and Consideration Committee to investigate and gather facts or may assign a reliable person or entity to verify the facts.
2. The Committee accepts and considers complaints and/or the authorized person invites any employee to give information or ask to send any documents related to fact-finding.
3. If the investigation reveals that the action according to the complaint exists, the Company will proceed as follows.
 - 3.1 In the event that the complaint is a matter of the Company's violation of laws, rules, regulations or code of conduct, it will be presented with comments and guidelines for proper conduct to authorized persons in the Company to consider taking actions. And in case of important matters such as matters that affect the reputation, image or financial position of the Company, contrary to the Company's business policy or related to high-ranking executives, etc., it shall be submitted to the Audit Committee or the Board of Directors for consideration.

3.2 In case the complaint causes damage to any person, a mitigation method which is appropriate and fair to the sufferers shall be proposed.

Protection of those who report or provide clues:

1. The complainant can choose to remain anonymous if he/she believes that disclosure may cause damage to himself/herself but must specify details, facts or evidence that is clear enough to show that there is a reasonable cause to believe that there is an action that violates the law, rules, regulations of the Company or the Company's business ethics truly. However, if choosing to disclose themselves, it will allow the recipient of the complaint to act more quickly.
2. The Company-related information is treated confidential and will be disclosed as necessary regarding safety and damage of the reporter, source of information or related person. In this regard, the person responsible for every step must keep the information received in the utmost confidentiality and will not disclose to anyone else. Failure to comply shall be subject to a disciplinary action.
3. In the event that the complainant considers that he or she may be unsafe or suffer damage, the complainant may request the Company to set up appropriate protection measures or the Company may set protective measures without the complainant requesting if it is deemed that it is likely to cause damage or insecurity.
4. Employees who treat others with unfair means and discrimination by inappropriate means or causing damage to other person, which has a motive from the persons who have complained, reported a complaint or given a clue about corruption or non-compliance with laws, rules, regulations or business ethics of the Company, including the fact that such persons sue and prosecute, witness or provide any cooperation to a court or government agency, shall be considered a disciplinary offense that must be punished. However, it may be punished according to the law if the action is considered an offense under the law.
5. Persons who have suffered damage will receive a relief by means or procedures that are appropriate and fair.
6. Any person who retaliates or threatens the whistleblower will be properly treated under a disciplinary action, including being prosecuted according to the law

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 2

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mrs. SUVIMOL CHRITYAKIERNE (Chairman of the audit committee)	2	/	2

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
2 Mr. VINIT SAMRITPRICHA (Member of the audit committee)	2	/	2
3 Mr. SUKDA PUNKLA (Member of the audit committee)	2	/	2

The results of duty performance of the audit committee

In the year 2024, the Audit and Risk Management Committee held a total of 4 meetings and 1 meeting with the auditor without the presence of executives in order to independently discuss important issues in preparing financial statements and disclosing information useful to users of financial statements, including acknowledging the results of auditing, observations as well as problems and obstacles during the performance of the audit.

The Audit and Risk Management Committee performed its duties as assigned by the Board of Directors, which is specified in the Charter of the Audit Committee which is completely in line with the requirements of the SEC and the SET, including reviewing financial statements and reviewing internal control systems. The review results of the audit committee can be summarized as follows:

Review of financial statements. The Audit and Risk Management Committee has reviewed the quarterly financial statements and the 2024 financial statements ended 31 December 2024 to present to the Board of Directors for approval, with a meeting to discuss and exchange opinions with the internal audit office, auditors and the management to ensure that the Company's financial reports are accurate, complete and reliable, and are prepared in accordance with generally accepted accounting standards, including disclosing information in the financial report in a sufficient and timely manner for the benefit of investors and users of consolidated financial statements. including the disclosure of material information, observations and suggestions of the auditor to be considered and used to improve for the benefit of the Company appropriately.

Consideration and review of related party transactions. The Audit and Risk Management Committee has reviewed the disclosure of related party transactions of the Company and its subsidiaries and associated companies which may have a conflict of interest in accordance with the announcement of the SEC and the SET. According to the review, the Company has proceeded according to normal business conditions, fairly and reasonably, without causing a transfer of benefits, including complete and adequate disclosure of information by adhering to the corporate governance policy and the announcement of the Stock Exchange of Thailand.

Good corporate governance. The Board of Directors and executives place importance on management in accordance with the corporate governance code for the confidence of shareholders and all related parties.

Review of risk management at the policy level. The Board of Directors and executives attach importance to and are careful about risk management. The Audit and Risk Management Committee also plays a part in considering and establishing a risk management system covering the entire organization by systematically assessing risk factors covering all aspects that may affect the Company's business operations, as well as monitoring progress and reviewing risks regularly to be consistent with the current situation.

Review of the internal control system. The Audit and Risk Management Committee has reviewed the sufficiency of the Company's internal control system in 2024 to support the Company to achieve its goals and objectives. The Company has followed up to make improvements according to the recommendations in the audit report and the opinions of the Audit Committee continuously, including improving the internal control system to be in line with the situation.

Supervision of internal audit work. The Audit and Risk Management Committee has considered the audit report of the Internal Audit Office, including monitoring performance of the Company and its subsidiaries according to the observations and recommendations of the Internal Audit Office and the auditor and approved the audit plan for the year 2025 of the Internal Audit Office which was prepared by considering potential risk factors. The Audit Committee could effectively perform its duties according to the charter of the audit and risk management committee, as well as approving the performance evaluation of the Internal Audit Office.

Review compliance with laws on securities and exchange, requirements of the Stock Exchange of Thailand and laws related to the Company. The Audit and Risk Management Committee has reviewed and supervised to strictly comply with the laws on securities and exchange, the regulations of the SEC and the SET, and other laws related to the Company's business operations.

Appointment of auditors for the year 2025. The Audit and Risk Management Committee has considered selecting auditors,

considering the independence of the auditor, and determined appropriate compensation and made recommendations to the Board of Directors for proposing to the 2025 Annual General Meeting of Shareholders for approval to appoint Ms. Pimjai Manitkajohnkit, CPA No. 4521, or Ms. Sumana Punpongsanon, CPA No. 5872, or Ms. Kirdsiri Kanjanaprakasi, CPA No. 6014, or Ms. Naraya Srisukh, CPA No. 9188, or Ms. Yuchira Tuaton as the auditor, CPA No. 10725 under the EY Office Company Limited, as a certified public accountant of the Company.

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) : 12

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. TAKON TAWINTERMSUP (The chairman of the executive committee)	12	/	12
2 Mr. SOMKIAT TWILTERMSUP (Member of the executive committee)	12	/	12
3 Mr. ISSARA TWILTERMSUP (Member of the executive committee)	12	/	12

The results of duty performance of Executive Committee

In 2024, there were 12 meetings to consider, screen, supervise and provide recommendations on important matters related to the management of the organization and the business operations of the Group as assigned by the Board of Directors and in accordance with the scope of duties and responsibilities specified in the Executive Committee Charter, summarized as follows:

Monitor the performance of the Company and its subsidiaries on a monthly basis and provide recommendations that are beneficial to the management of the organization and business operations in order for the Group's operations to be in accordance with the plans and budgets.

Ensure that financial reports are prepared for the auditors to review or audit and approve such financial statements before presenting them to the Audit Committee and the Board of Directors, respectively, and monitor the overall performance of the Company and each unit on a monthly basis and provide recommendations for further development of work efficiency.

Consider transactions with related persons and transactions of acquisition or disposal of assets with prudence, caution and reasonableness in terms of price and other related conditions, adhering to the interests of the Company and shareholders as the main principle, whereby executive directors with vested interests will not participate in decision-making before presenting them to the Audit Committee and the Board of Directors for consideration and approval in the size of significant transactions.

The Board of Directors is committed to managing the business to achieve the Company's vision, mission, goals and business strategies under the principles of good corporate governance with transparency and accountability, along with conducting business with social and environmental responsibility, so that the organization can grow steadily and sustainably.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 2

List of Directors	Meeting attendance of Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. VINIT SAMRITPRICHA (The chairman of the subcommittee)	2	/	2
2 Mr. SOMKIAT TWILTERMSUP (Member of the subcommittee)	2	/	2
3 Mr. TAKON TAWINTERMSUP (Member of the subcommittee)	0	/	0
4 Mr. ISSARA TWILTERMSUP (Member of the subcommittee)	2	/	2
5 Mr. SRAN SMUTKCHORN (Member of the subcommittee)	1	/	2

The results of duty performance of Nomination and Remuneration Committee

In 2024, the Nomination and Remuneration Committee of Khonburi Sugar Public Company Limited held 2 meetings as follows:

Meeting 1/2024 - Consider selecting directors to replace directors whose terms are due to expire

- Consider the remuneration of the Board of Directors

Meeting 2/2024 - Consider proposing the names of the Audit Committee to replace the Audit Committee whose terms are due

- Consider adjusting the positions of the subcommittees

The Nomination and Remuneration Committee has duties and responsibilities in proposing criteria, guidelines, and selection procedures, and proposing names of qualified persons to hold positions as directors of the Company, various subcommittees, and senior executives to the Board of Directors for consideration.

For determining the remuneration of directors, the Nomination and Remuneration Committee has considered and found that it is appropriate and consistent with the duties and responsibilities, and has taken into account the operating results, performance, business environment, and overall economic conditions.

Meeting attendance of Audit and Risk Management Committee

Meeting Audit and Risk Management Committee : 2
(times)

List of Directors	Meeting attendance of Audit and Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mrs. SUVIMOL CHRITYAKIERNE (The chairman of the subcommittee)	2	/	2
2 Mr. VINIT SAMRITPRICHA (Member of the subcommittee)	2	/	2
3 Mr. SUKDA PUNKLA (Member of the subcommittee)	2	/	2

The results of duty performance of Audit and Risk Management Committee

In the year 2024, the Audit and Risk Management Committee held a total of 4 meetings and 1 meeting with the auditor without the presence of executives in order to independently discuss important issues in preparing financial statements

and disclosing information useful to users of financial statements, including acknowledging the results of auditing, observations as well as problems and obstacles during the performance of the audit.

The Audit and Risk Management Committee performed its duties as assigned by the Board of Directors, which is specified in the Charter of the Audit Committee which is completely in line with the requirements of the SEC and the SET, including reviewing financial statements and reviewing internal control systems. The review results of the audit committee can be summarized as follows:

Review of financial statements. The Audit and Risk Management Committee has reviewed the quarterly financial statements and the 2024 financial statements ended 31 December 2024 to present to the Board of Directors for approval, with a meeting to discuss and exchange opinions with the internal audit office, auditors and the management to ensure that the Company's financial reports are accurate, complete and reliable, and are prepared in accordance with generally accepted accounting standards, including disclosing information in the financial report in a sufficient and timely manner for the benefit of investors and users of consolidated financial statements. including the disclosure of material information, observations and suggestions of the auditor to be considered and used to improve for the benefit of the Company appropriately.

Consideration and review of related party transactions. The Audit and Risk Management Committee has reviewed the disclosure of related party transactions of the Company and its subsidiaries and associated companies which may have a conflict of interest in accordance with the announcement of the SEC and the SET. According to the review, the Company has proceeded according to normal business conditions, fairly and reasonably, without causing a transfer of benefits, including complete and adequate disclosure of information by adhering to the corporate governance policy and the announcement of the Stock Exchange of Thailand.

Good corporate governance. The Board of Directors and executives place importance on management in accordance with the corporate governance code for the confidence of shareholders and all related parties.

Review of risk management at the policy level. The Board of Directors and executives attach importance to and are careful about risk management. The Audit and Risk Management Committee also plays a part in considering and establishing a risk management system covering the entire organization by systematically assessing risk factors covering all aspects that may affect the Company's business operations, as well as monitoring progress and reviewing risks regularly to be consistent with the current situation.

Review of the internal control system. The Audit and Risk Management Committee has reviewed the sufficiency of the Company's internal control system in 2024 to support the Company to achieve its goals and objectives. The Company has followed up to make improvements according to the recommendations in the audit report and the opinions of the Audit Committee continuously, including improving the internal control system to be in line with the situation.

Supervision of internal audit work. The Audit and Risk Management Committee has considered the audit report of the Internal Audit Office, including monitoring performance of the Company and its subsidiaries according to the observations and recommendations of the Internal Audit Office and the auditor and approved the audit plan for the year 2025 of the Internal Audit Office which was prepared by considering potential risk factors. The Audit Committee could effectively perform its duties according to the charter of the audit and risk management committee, as well as approving the performance evaluation of the Internal Audit Office.

Review compliance with laws on securities and exchange, requirements of the Stock Exchange of Thailand and laws related to the Company. The Audit and Risk Management Committee has reviewed and supervised to strictly comply with the laws on securities and exchange, the regulations of the SEC and the SET, and other laws related to the Company's business operations.

Appointment of auditors for the year 2025. The Audit and Risk Management Committee has considered selecting auditors, considering the independence of the auditor, and determined appropriate compensation and made recommendations to the Board of Directors for proposing to the 2025 Annual General Meeting of Shareholders for approval to appoint Ms. Pimjai Manitkajohnkit, CPA No. 4521, or Ms. Sumana Punpongsanon, CPA No. 5872, or Ms. Kirdsiri Kanjanaprakasit, CPA No. 6014, or Ms. Naraya Srisukh, CPA No. 9188, or Ms. Yuchira Tuaton as the auditor, CPA No. 10725 under the EY Office Company Limited, as a certified public accountant of the Company.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : No

Sustainability management goals

Does the company set sustainability management goals : No

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

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

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

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

Information on impacts on stakeholder management in business value chain

Business value chain

Business drive for sustainability

Managing the impacts on stakeholders in the business value chain

Business value chain

The Company has business chain management with awareness of sustainable value creation for all stakeholders which involves conducting business from upstream to downstream by identifying it as a business value chain.

The main activities

consist of 5 activities according to the overall business operations as follows:

1. Management of means of production Sourcing and purchasing quality raw materials, giving precedence to the use of local raw materials and procurement with fairness to contract farmers of the Company
2. Operations Give precedence to production control, raw material processing that reduce the amount of waste from the production process and will affect the environment, with safety in the production process; control the product quality to meet the standards as specified; pack products in standardized packaging to maintain the quality of the product.
3. Distribution The warehouse can store products to maintain the quality of the product well. Storage and transport of products are convenient. Transport service providers, that meet standards in transporting goods through various distribution channels covering both retail and wholesale, are selected.
4. Marketing and Sales Set the right price. Provide production information on the label with a clear expiration date and display a mark on the packaging to show the quality and standard of the product. There are various distribution channels, covering wholesale and retail including foreign sales
5. After-sales service Product warranty; supplier satisfaction assessment; service department receiving comments, suggestion and criticism about the product.

Supporting activities

For the main activities to proceed smoothly and achieve that goal, there must be effective support, operating properly on development of technology for the product, organization management, human resources management, accounting and finance system that will help the main activities run smoothly to help save costs, shorten working time with outputs being more productive.

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
Internal stakeholders			
<ul style="list-style-type: none"> • Shareholders 	<ul style="list-style-type: none"> o Continuous growth of operating results o Dividend payment o Disclosure of correct and complete information o Good corporate governance o Good auditing and internal control systems 	<ul style="list-style-type: none"> o Generating good performance and paying dividends appropriately o Transparent and timely disclosure of information o Establish and comply with policies and business ethics. 	-
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> o Appropriate compensation and welfare system o Career advancement and stability o Good and safe working environment o Training to develop work knowledge o Fair treatment without exclusion or discrimination. 	<ul style="list-style-type: none"> o Provide compensation appropriate to the position. o Support potential and stability and progress in work and growth with the organization. o Work safely, properly manage workspace according to ISO 14001 and ISO45001 systems. o Support the development of working abilities. 	-
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> o Receive quality products. o Attentive after-sales service with warranty. o Manage quality complaints o Protect customer information and maintain confidentiality. 	<ul style="list-style-type: none"> o Develop and maintain product quality to meet customer requirements. o Address issues quickly and efficiently o Measures are in place to protect customer information and confidentiality. 	-

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> o Treat business partners fairly, transparently and equally. o Comply with agreements. o Build long-term business relationships 	<ul style="list-style-type: none"> o Follow the framework of honest purchases and services o Principles for selecting partners and clear audit processes o Evaluate results fairly. o Strictly comply with trade conditions. 	-
External stakeholders			
<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> o Social responsibility taking into account the overall benefits. o Promote and support development of activities beneficial to society, the environment and safety. o Efficient use of shared resources 	<ul style="list-style-type: none"> o Participate in activities beneficial to the community and society. o Promote and support what is beneficial to the environment and community safety o Receive suggestions and complaints from the community to find solutions together. 	-
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> o Obey the law and government policy o Cooperate in submission of information, reports and various documents to the designated government agencies completely. 	<ul style="list-style-type: none"> o Comply with relevant laws on environment and safety. o Submit reports and documents to designated government agencies completely. 	-

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : No

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesn't Have data

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk Management Policy

The Board of Directors of Khonburi Sugar Public Company Limited is committed and gives precedence to risk management by establishing a risk management process covering risks on strategy, operations, finance, liquidity, laws and regulations, corruption, information technology, marketing, human rights, including social and environmental issues and external events that affect the Company to enable the Company to manage risks systematically, reduce the chance or potential damages caused by the risk that will affect the achievement of the Company's objectives to be at an acceptable level and in line with the Company's strategic plan, covering

- Cause of the risks that affect the Company both in cash and in kind, including arranging for a risk factor review whenever there is a change in risk factor that affects the Company.
- Type of risk and determining the acceptable level of risk to be used as a basis for responding to the Company's risks.
- Risk assessment taking into account likelihood and impact of risks in both quantitative and/or qualitative aspects.
- Risk management and monitoring each type of risk in order of priority on a regular basis and in a timely manner.

Guidelines

1. The Company operates under acceptable risk to achieve the Company's objectives. The risk management is part of the preparation of the annual business plan, administration and decision making, including project management processes
2. The Company provides processes, guidelines and measures for risk management with quality that is internationally appropriate and sufficient, including identifying, analyzing, evaluating, prioritizing, managing, controlling, monitoring, reporting, assessing and communicating information about risks on a continuous, regular basis and throughout the Company.
3. Set up an internal control system that covers all types of important risks in terms of strategy, operation, finance, and liquidity, laws and regulations, corruption, marketing, information technology, consumer protection, human rights, including social and environmental issues so that the Company has an appropriate and efficient internal control system.
4. All executives and employees of the Company own the risks and are responsible for identifying and assessing the risks of the units under their responsibility, including determining appropriate measures to manage the risk.
5. Encourage employees at all levels to manage risks proactively. A Business Continuity Plan has also been prepared for issues that are material to the business.
6. All the risks that may affect the Company's business plans and strategies and are at high and very high levels must be reported to the Executive Committee, Risk Management Committee and the Board of Directors.
7. The Company promotes a risk management culture to create understanding, consciousness and shared responsibility on risks, controls and effects of risks on the Company in the process of management and operations throughout the Company.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk of fluctuation in revenue from sugar sales

Related risk factors	:	<u>Strategic Risk</u>
		• Volatility in the industry in which the company operates
ESG risk factors	:	No

Risk characteristics

Sugar production and distribution will be under seasonal effect. Normally, sugar cane cutting season in Thailand starts from the end of November to the beginning of December and the cane milling in the sugar production process will end in late March or early April. As for the sugar production process, it still continues its operation. Sugar mills will start selling sugar from January onwards and will gradually decrease in sales until the end of the year.

Risk-related consequences

The Company considers the timing of sugar sales from various factors such as the level of available inventory, yield estimation and sugar prices in the world market. The Company's sugar sales are therefore uneven from quarter to quarter.

Risk management measures

-

Risk 2 Risk from the volatility of world sugar prices

Related risk factors	:	<u>Strategic Risk</u>
		• Economic risk
ESG risk factors	:	No

Risk characteristics

In the world market sugar trading, sugar is considered one of the commodities with high price volatility compared to other agricultural commodities. The price of sugar in the world market depends on many factors such as demand and supply of producing countries, consumers, exporters and importers, as well as speculation from speculators in the commodity market, climate that favors or hinders the cultivation of each country, policy for promotion, intervention, export, import of sugar industry by the government, especially in developed countries. In addition, sugar prices are now partly related to fuel prices because sugarcane includes molasses which can be used to produce alcohol, known as ethanol, for mixing with oil to be used as fuel in cars as well/ These factors resulted in the high volatility of sugar prices in the world market.

Risk-related consequences

The volatility of sugar prices in the world market causes the Company to manage risks by using appropriate financial instruments, such as options in sugar trading to reduce the volatility of the Company's profit from the risk of fluctuating sugar prices in the world market. Hedging against the risks as mentioned may negatively affect the Company's quarterly performance. This is because the Company has to record profit and loss from hedging in the income statement according to the fair value of financial instruments at the end of every accounting period. This may not correspond to the period in which the Company delivers sugar products.

Risk management measures

the Company has invested in further projects such as the project to produce electricity from biomass fuel. Therefore, in the future, the Company's performance will be less dependent on world sugar prices.

Risk 3 Exchange rate risk

Related risk factors	:	<u>Strategic Risk</u>
		• Government policy
		• Economic risk
ESG risk factors	:	Yes

Risk characteristics

Because the Company exports about 75% of its total sugar sales, most of which is based on the US dollar currency. Therefore, the Company's sales fluctuate with the exchange rate.

Risk-related consequences

the price of sugarcane that the Company has to pay to farmers under the 70:30 benefit sharing system. So, the cost of

sugar cane of the Company fluctuates according to the exchange rate as well. Therefore, most of the Company's revenues and costs are related to the exchange rate in the same direction (Natural Hedge).

Risk management measures

the Company considers the use of foreign exchange contracts to reduce the impact of exchange rate fluctuations on the Company's performance. This may negatively affect the Company's quarterly performance.

Risk 4 Risk from procurement of raw materials - sugar cane

Related risk factors	:	<u>Strategic Risk</u>
		<ul style="list-style-type: none">• Volatility in the industry in which the company operates• Climate change and disasters
ESG risk factors	:	Yes

Risk characteristics

The Company is a manufacturer and distributor of sugar products and by-products which uses sugarcane as the main raw material for production. There is therefore a risk associated with the amount of sugarcane that can be procured into the production process. The factors affecting the amount of sugarcane consist of

- (1) a change in area of sugarcane cultivation (number of rais), which may be caused by farmers switching to other crops that yield higher returns than sugar cane or caused by the government's promotion policy in growing other types of field crops, and;
- (2) the climate and rainfall, which will affect the amount of sugar cane per plantation area. If these factors are changed, the amount of sugarcane per rai may decrease as well. The Company has a policy to help farmers in such matters, such as the development of irrigation systems by digging artesian wells to deal with during the dry season or during periods of lack of rain, etc., and;
- (3) farmers' sugar cane varieties. The Company has allocated the use of sugarcane varieties suitable for the planting area. The Company has set up test plots and selected new sugarcane varieties that could give high returns to farmers and able to produce more sugar per ton of cane.

Risk-related consequences

If sugarcane cultivation area is reduced or the dry climate causes the amount of sugar cane production across the country to decrease, it will result in a decrease in the Company's production of sugar and the cost per unit, especially in terms of fixed cost per unit, will be higher, then profit per unit decreases, and finally result in a decrease in the Company's profit. Moreover, in the year when the amount of sugarcane throughout the country is very low, sugar mills nearby will compete to buy more sugarcane to maintain the proportion of sugarcane to be milled. This may result in higher raw material costs of the Company and result in a decrease in the Company's profits.

Risk management measures

However, since Thailand is the second largest sugar exporter in the world and is the main sugar exporter for Asian countries, in the year when the quantity of sugar cane supplied to the sugar production decreases in Thailand, this will result in a sugar shortage in Asia. This will pressure the selling price of sugar in foreign countries to increase. This helps offset the impact from the decreased amount of sugar cane milled and the burden of increasing costs. In addition, the Company has provided assistance to sugarcane farmers through Ngoen Kiao loan for cultivation, fertilizer, sugar cane varieties, irrigation system and introduction of technology to increase productivity and cultivation efficiency. The main goal is for farmers under the care of the Company to receive good returns from long-term sugarcane cultivation as an incentive for the farmers to grow sugarcane and deliver sugarcane to the Company continuously.

Risk 5 Risk of cane cost

Related risk factors	:	<u>Strategic Risk</u>
		<ul style="list-style-type: none">• Government policy• Competition risk• Economic risk
ESG risk factors	:	Yes

Risk characteristics

The cane and sugar industry in Thailand has established a benefit allocation system between sugarcane farmers and sugar factories based on 70:30 system, which the factory must pay the price of sugar cane to the farmers according to the price calculated by the Cane and Sugar Board (CSB) in order to share the benefits from sugar production to the farmers at 70 out of 100. The cost of sugar cane that the sugar factory must pay to the farmers will be calculated based on the average selling price of sugar that Thai Cane and Sugar Corporation Ltd. or TCSC can actually sell.

Risk-related consequences

If the Company is unable to sell sugar in foreign markets (according to Quota C.) at a price higher than the average price that the TCSC can actually sell, the Company will have to pay a high price for sugar cane compared to the Company's sales. As a result, the Company's profit margins and profits decrease.

Risk management measures

the Company has a risk management by closely monitoring the sales period and volume of the TCSC to ensure that the Company can sell sugar at a reasonable price compared to the TCSC. the average selling price for foreign sales (according to the Company's quota C.) for the last 3 years is higher than the average selling price that the Company can actually sell each year.

Risk 6 Risk from the quality of raw materials - sugar cane

Related risk factors : Strategic Risk
• Climate change and disasters
ESG risk factors : Yes

Risk characteristics

The quality of sugar cane or sugar cane's sweetness is a factor that affects the amount of sugar produced by the Company. The factors impact on the quality of sugarcane includes climatic variations such as unseasonable rain during sugarcane harvesting, which is the main cause of sugarcane quality decreasing in terms of sweetness. In addition, most sugar sales are sold through futures contracts, namely agreements to buy and sell by specifying the quantity and price before the actual sugar delivery about 6 months to 1 year.

Risk-related consequences

In the event that the sugarcane supplied to the production process is less sweet than usual, the Company will produce less sugar than the expected amount. And if the Company has already sold in advance, the Company may encounter problems with insufficient products to be delivered to customers.

Risk management measures

the Company has closely monitored the risks that may arise from the quality of sugarcane. In case the sugar cane's sweetness is lower than normal, the Company may consider procuring products for delivery to customers or selecting appropriate financial instruments, such as options to buy or sell sugar to manage the above risks.

Risk 7 Risk of bad debt from the loan to sugarcane farmers (Ngoen Kiao Loan)

Related risk factors : Strategic Risk
• Reliance on large partners / distributors or few partners / distributors
ESG risk factors : Yes

Risk characteristics

In operation of a sugar factory, there will be support for investment in sugarcane plantation to the farmers for use in planting sugar cane to deliver to the factory. This support will be in the form of financing from banks and may be in other forms that are not financial, such as helping with fertilizers, sugarcane varieties, agricultural machinery, etc. This is the practice that almost every sugar factory does. This is known as "Ngoen Kiao Loan" which is like reserving sugar cane for milling in the factory. After the sugarcane grows enough to be cut, it will be the same period when the sugar factory starts milling cane.

Risk-related consequences

In the year when the climate is dry or epidemic occurs, farmers may not be able to deliver sugar cane as agreed, resulting in an increase in the Company's doubtful debt and resulting in a decrease in the Company's profits.

Risk management measures

The Company attaches importance to risk management from the lending of such loan. Therefore, there is a control from the beginning of the process of lending to the debt collection system. The Company has set up a financial support management committee to approve lending of the Ngoen Kiao. In considering the amount of loan to be lent to the farmers, the Committee must consider sugar cane plantation, amount of sugarcane expected to be planted, including the history of sugarcane delivery and debt repayment of each debtor, follow up on the sugarcane cultivation of the farmers who receive the support from the Company continuously by using a satellite system to monitor and measure the size of sugarcane plantations called GIS (Geographic Information System) as a tool. This makes the sugarcane area data more accurate and makes tracking the sugarcane production more efficient.

Risk 8 Risk on environmental impacts

Related risk factors : Strategic Risk

- ESG risk

ESG risk factors : Yes

Risk characteristics

Dust from production processes.

Risk-related consequences

The Company gives precedence to management so that its business operations do not have a negative impact on the environment and has a policy to control production processes to always be under industry standards. Regarding dust from the factory, the Company has repaired and installed dust collector equipment, including further improving the dust filtration system of the chimney by installing a wet scrubber and electrostatic precipitator. In addition.

Risk management measures

the Company has been certified for the environmental management system, ISO 14001: 2004, which means that the Company gives precedence to management of the environment systematically. However, the Company cannot guarantee that it will not receive complaints about environmental impact in the future, including the impact on the Company's performance and financial position from being complained about the impact on the environment.

Risk 9 Risk of corruption in the organization

Related risk factors : Strategic Risk

- Damage to company image and reputation

ESG risk factors : Yes

Risk characteristics

Corruption with business partners or external agencies

Risk-related consequences

The company adheres to ethics and morality as the main principles in doing business and does not ignore any actions that may lead to corruption and fraud, even if those actions benefit the company.

Risk management measures

There are clear and tangible responsibilities, guidelines and operating requirements. The company still takes the fight against corruption seriously.

Risk 10 Government Policy Risk

Related risk factors : Strategic Risk

- Government policy

ESG risk factors : Yes

Risk characteristics

The cane and sugar industry in Thailand is regulated and supervised by the Cane and Sugar Board (CSB) under the Cane and Sugar Act B.E. 2527 which has been amended to the Cane and Sugar Act B.E. 2527, even after going through a public hearing and through various committees even to screen, but at this time, the matter has not been proposed to the Cabinet for approval at all, the system of revenue sharing between sugar mills and sugar cane farmers under the 70:30 benefit-sharing system and controlling the entry of new entrepreneurs into the business, etc. It can be seen that all the policies and regulations issued by the Cane and Sugar Board (KSB) have an impact on the Company's production cost and performance, for example, the 70:30 benefit-sharing system will be the source of sugarcane price calculation that the sugar mills must pay to the farmers, sugar export regulations in case of domestic sugar price adjustment policy.

Risk-related consequences

the Company's performance may also be affected by changes in government policies in other areas than those that directly control the cane and sugar industry, such as the policy to support ethanol, a renewable energy, which affects the domestic sales volume of ethanol, or the policy to promote planting and price guarantee for cassava or other agricultural crops, which may have a negative effect on the Company due to the reduction of sugar cane plantations as the farmers turn to higher-yielding crops, etc.

Risk management measures

The Company realizes the importance of government policies in determining the direction of the cane and sugar industry. The Company therefore cooperates with 3 sugar factory associations and the association of sugar cane farmers in understanding the government sector to see the importance of sugar cane and sugar industry, which is an industry of source to supply the food and processed food industries. Moreover, at present, it can be converted into fuel energy for cars (ethanol) and can also be used to further increase the production of chemicals. Cane and sugar industry is also an

industry that brings a lot of currency into the country since 60 - 70 percent of the total sugar produced is for export, while almost 100 percent of the raw materials used are from domestic sources. In the past, communication, clarification, understanding with the government sector through the sugar factory associations and the farmers' association were doing well. The government sector has increasingly understood the problems and needs of sugar mills and sugar cane farmers. This helps reduce the risk from government policy on direction of the cane and sugar industry.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines : No

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : No

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : No

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : No

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : No

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

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

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

Information on organization's innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No
innovation culture

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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