



# ESG Performance Report for Listed Companies in 2025

**KHONBURI SUGAR PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



# Table of Contents

	page
<b>Environment</b>	
Environmental management	1
Energy management	4
Water management	8
Waste management	11
Greenhouse gas management	14
<b>Social</b>	
Human rights	18
Fair labor practice	22
Responsibility to customers/ consumers	35
Responsibility to community/ society	38
<b>Corporate Governance and Economy</b>	
Corporate Governance Policy	42
Corporate Governance Structure	49
Performance Report on Corporate Governance	77
Corporate Sustainability Policy	98
Sustainability risk management	103
Sustainable supply chain management	110
Innovation development	111

# ESG Performance

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

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

Environmental policy and guidelines : Yes  
Environmental guidelines : Electricity management, 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 : Yes  
goals over the past year

The company has strengthened its environmental governance by strictly maintaining ISO 14001:2015 standards. We have placed a strong emphasis on annual internal audits to verify that our operations consistently align with

established environmental protocols and targets. This rigorous verification process ensures the continued effectiveness and transparency of our environmental management system, which remains officially certified through June 13, 2027.

## **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 water management principles and standards**

Water management principles and standards : Other : Water is treated and reused within the company's operations.

### **Compliance with waste management principles and standards**

Waste management principles and standards : Other : The company provides communication and training to employees on waste segregation

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

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO), ISO 14064 - Greenhouse gases

## **Information on other environmental management**

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

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

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

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

## Energy management

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

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

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

Committed to improving the efficiency of biomass electricity generation by controlling fuel moisture content to achieve higher calorific values, improving production processes through heat loss prevention, ensuring complete combustion, and managing waste and pollution with a dust collection system under Real time real-time monitoring, to enable sustainable factory operations, reduce costs, and minimise environmental impact.

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel<sup>(1)</sup>

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

#### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2025 : purchased electricity for consumption 3,860,983.00 Kilowatt-Hours	2030 : Reduced by 20% or 3,088,786.00 Kilowatt-Hours
Reduction of fuel consumption	2025 : fuel consumption 676,909.00 Litres	2030 : Reduced by 10% or 609,218.00 Litres

Remark: <sup>(1)</sup> This figure represents the total consolidated amount of all affiliated companies within the Group.

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The company generates electricity from biomass (bagasse, fuel wood, and cane leaves) for internal factory use and sale to the Provincial Electricity Authority (PEA) and the Electricity Generating Authority of Thailand (EGAT). Total installed generation capacity is approximately 52 MW (EGAT: 22 MW firm through 2039; PEA: 20 MW non-firm including a new 4 MW agreement added in BE 2568; KBS Power: 18 MW biomass). Electricity segment revenue was THB 823 million in BE 2568 (2025), with segment profit rising 10% year-on-year to THB 497 million, demonstrating the resilience of the renewable energy business. The company has installed solar panels at its factories and has been trading Renewable Energy Certificates (REC) under the TIGR and I-REC standards since BE 2564 (2021). Additionally, the company has registered a T-VER greenhouse gas reduction project at the Sikeaw factory, with a maximum reduction potential of 140,000 T-VER credits per year, effective from BE 2567 (2024).

## Information on electricity management

### Company's electricity consumption <sup>(\*)</sup>

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	365,574,119.00	345,956,186.03	372,458,495.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	336,005.62	315,365.71	331,368.77

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

### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	80,507,908.84000000	79,456,029.80000000	85,069,938.15000000

## Information on fuel management

### Company's fuel consumption

	2023	2024	2025

	2023	2024	2025
(2) Diesel (Litres)	N/A	1,445,735.00	676,908.71
(3) Gasoline (Litres)	N/A	10,005.00	11,584.00
(4) LPG (Kilograms)	N/A	149,118.00	149,127.00

Additional explanation : Not include external fuel consumption

Remark: (2) This figure represents the total consolidated amount of all affiliated companies within the Group

(3) This figure represents the total consolidated amount of all affiliated companies within the Group

(4) This figure represents the total consolidated amount of all affiliated companies within the Group

### Company's fuel expense <sup>(\*)</sup>

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

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

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

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

#### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	N/A

#### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00000000	0.00000000	N/A

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

## Water management

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

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

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

The initiative aims to strengthen sustainable water management by emphasizing water reuse to maximize value, alongside enhancing water storage capacity during the rainy season to ensure sufficient water reserves for the dry season. This approach helps reduce the risk of water shortages across all sectors of the country.

### 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% Cubic meters

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : Yes

Treated water is reused at a rate of 3,000 cubic meters per day.

### Information on water management

#### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	2,267,232.36	2,357,799.00	2,348,706.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	2,083.85	2,149.32	2,089.60
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.18	0.20	0.21

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

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	2,267,232.36	2,357,799.00	2,348,706.00

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	1,095,000.00	1,095,000.00	1,095,000.00

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.17814166	0.19598709	0.21119602

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

#### Water withdrawal expenses

	2023	2024	2025
<sup>(5)</sup> <b>Total water withdrawal expense (Baht)</b>	831,807.26	333,703.20	393,153.50
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.01	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.01	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	764.53	304.20	349.78

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

Remark: <sup>(5)</sup> The water usage expenses cover data from KBS and all affiliated companies within the KBS Group.

## Waste management

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

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

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

The organization implements waste segregation by categorizing waste into general waste, recyclable waste, hazardous waste, and industrial waste to support proper disposal and resource utilization in accordance with environmental principles. Residual resources, such as bagasse, are utilized as fuel for electricity generation, while ash is appropriately used as a soil improvement material for the agricultural sector.

### 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"><li>• Reuse</li><li>• Landfilling</li></ul>

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

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

The company has demonstrated continuous improvement in waste management performance, with total waste volume decreasing from 546,060 kg in 2023 to 494,210 kg in 2024, and further declining to 377,274.40 kg in 2025. This reflects enhanced efficiency in waste management practices. In addition, the company provides training for new employees to ensure proper understanding of waste segregation and disposal, promoting waste reduction at the source and fostering environmental awareness within the organization.

## Information on waste management

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

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	546,060.00	494,210.00	377,274.40
<b>Total non-hazardous waste (kilograms)</b>	303,390.00	346,320.00	316,564.40
Non-hazardous waste - Landfilling (Kilograms)	1,070.00	48,010.00	19,170.40
Non-hazardous waste - Incineration without energy recovery (Kilograms)	N/A	N/A	297,394.00
Non-hazardous waste Others (kilograms)	302,320.00	298,310.00	N/A
<b>Total hazardous waste (kilograms)</b>	242,670.00	147,890.00	60,710.00
Hazardous waste - Incineration with energy recovery (Kilograms)	14,950.00	146,050.00	38,750.00
Hazardous waste Others (kilograms)	227,720.00	1,840.00	21,960.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.04	0.04	0.03
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.02	0.03	0.03
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.02	0.01	0.01

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

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

### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	310.00	1,400.00	1,400.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	310.00	1,400.00	1,400.00
<b>Recycled hazardous waste (Kilograms)</b>	310.00	1,400.00	1,400.00
Percentage of total reused/recycled waste to total waste generated (%)	0.06	0.28	0.37
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.13	0.95	2.31

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

## Greenhouse gas management

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

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

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

KBS has established a greenhouse gas management plan aligned with the Carbon Footprint of Organization (CFO) standard by TGO (8th edition) and ISO 14064-1:2018. The company completed its first externally verified CFO for BE 2568 (2025), covering all four facilities: KBS-KB (Khon Buri sugar factory), KBS-SK (Si Khio sugar factory), KPP (Khon Buri power plant), and KBSP (KBS Power, Si Khio power plant). Verification was conducted by AEP Co., Ltd. with Limited Assurance. The company has registered a T-VER carbon credit reduction project at the Sikeaw factory (up to 140,000 credits/year from BE 2567) and trades Renewable Energy Certificates (I-REC/TIGR) from its biomass power plants. GHG reduction targets are now established see Target T-7 in the Energy Management section.

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes  
goals

Company's existing targets : Setting other greenhouse gas reduction targets

#### Setting other greenhouse gas reduction targets<sup>(6)</sup>

#### Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2024 : Greenhouse gas emissions 0.04 tCO <sub>2</sub> e	-	2030 : Reduced by 3% or 0.04 in comparison to the base year

Remark: <sup>(6)</sup> T-7: Reduce Scope 1 and 2 greenhouse gas emission intensity by 5% to ≤ 0.048 tCO<sub>2</sub>e per ton of product by 2030, compared to the base year 2024 intensity of 0.048 tCO<sub>2</sub>e per ton.

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management <sup>(7)</sup>

Performance and outcomes of greenhouse gas management : Yes

Total GHG emissions for BE 2568 (2025): Scope 1 = 53,703 tones of carbon dioxide equivalent; Scope 2 = 1,834 tones of carbon dioxide equivalent; Scope 3 = 122,127 tones of carbon dioxide equivalent ; Total (Scope 1+2+3) = 177,664 tones of carbon dioxide equivalent. Biogenic emissions reported separately: 1,026,145 tones of carbon dioxide equivalent (primarily from combustion of bagasse 813,637 tones of carbon dioxide equivalent, fuel wood 201,449 tones of carbon dioxide equivalent, and cane leaves 10,967 tones of carbon dioxide equivalent). Scope 1 emissions increased 29% vs base year BE 2567 (41,531 tones of carbon dioxide equivalent), primarily due to higher methane emissions from wastewater treatment (32,192 tones of carbon dioxide equivalent, 60% of Scope 1). Scope 2 decreased 29% vs base year (2,575 tones of carbon dioxide equivalent) reflecting reduced grid electricity purchase. Carbon intensity (Scope 1+2) for base year BE 2567: 0.0895 tones of carbon dioxide equivalent per tone of product (492,806 tones output). BE 2568 product output not yet finalized. External verification: Limited Assurance by AEP Co., Ltd. (5% materiality threshold).

Remark: <sup>(7)</sup> This figure represents the total consolidated amount of all affiliated companies within the Group

## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	0.00	23,738.00	34,634.23

	2023	2024	2025
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	N/A	23,627.00	34,567.93
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	N/A	111.00	66.30

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000000	0.001973	0.003114
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	21.64	30.81

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

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

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

Verification of the company's greenhouse gas : Yes  
emissions

List of greenhouse gas verifier entity : Other : Bureau Veritas

### Information on reduction and absorption of greenhouse gas

#### Reduction of Greenhouse Gas

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

#### Absorption and removal of Greenhouse Gas

	2023	2024	2025
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

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## Human rights

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

#### Social and human rights policy and guidelines

- Social and human rights policy and guidelines : 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 goals over the past year : Yes
- Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work

The Company has reviewed and reaffirmed its commitment to the existing policy framework as previously announced, particularly the Human Rights Policy

**Information on compliance with human rights principles and standards**

**Compliance with human rights principles and standards**

- Human rights management principles and standards : Others : NDPE standards

**Information on Human Rights Due Diligence : HRDD**

**Human Rights Due Diligence : HRDD**

- Does the company have an HRDD process : Yes

The Company undergoes annual assessments to ensure that its operations do not cause human rights impacts or violations and that equal treatment practices are upheld. Examples of related audit plans on ethics and human rights are as follows.

**HRDD process diagram**

Social Audit Plan Itinerary for 1.5 Manday (FUA: 1 auditors x 1.5 day)	
Factory Name: KHONBURI SUGAR PUBLIC COMPANY LIMITED	Audit Window Date (s): 11-12 Sep 2025
Time	Team A/ Team Leader
<b>Day 1</b>	
11:45 – 12:00	Arrive site
13:00 – 13:30	Opening meeting/ Quick tour interview
13:30 – 13:45	<b>Select employees to interview</b> (direct and in-direct employee (if any)) <b>– Focus only Opened NCs</b> <ul style="list-style-type: none"> <li>• Focus group interviews</li> <li>• One to one Interview</li> </ul>
13:45 – 14:30	<b>Factory observation</b> (site tour <b>production area and surrounding area</b> for Safety and Hygienic Conditions) <b>– Focus only Opened NCs</b> <ul style="list-style-type: none"> <li>• Process</li> <li>• Workshops</li> <li>• Clinic</li> <li>• Power station and other external facilities</li> <li>• Wastewater Treatment</li> <li>• Waste Storage</li> <li>• Dormitories, etc.</li> </ul>
14:30 – 17:00	<b>Interview (direct and in-direct employee</b> (if any)) <ul style="list-style-type: none"> <li>• Focus group interviews</li> <li>• One to one Interview</li> </ul>
12:00 - 13:00	Lunch Break / Auditor meeting
17:00 – 17:30	Clarification / Briefing audit result of Day 1
17:30 - 18:00	End of Day 1
<b>Day 2</b>	
08:45 – 09:00	Arrive site
09:00-12:00	<b>Administration Department documented review (direct and in-direct employee</b> (if any)) <b>– Focus only Opened NCs</b>  (Documents & Records review such as Social accountability systems/policy Control of supplier/subcontractors, Personnel record, Employment contracts, Factory rules, Disciplinary practices, Workers representatives' meetings, Time records, daily job record, payroll records, Recruitment Practices, etc) <ul style="list-style-type: none"> <li>• Human Rights</li> <li>• Freely chosen Employment</li> <li>• Freedom of Association</li> <li>• Child Labour</li> <li>• Living Wages and Benefits</li> <li>• Working Hours</li> </ul>
	<ul style="list-style-type: none"> <li>• Discrimination</li> <li>• Regular Employment</li> <li>• Sub-Contracting and Homeworking</li> <li>• Harsh or Inhumane Treatment</li> <li>• Business Ethics Bribery, Corruption, Transparent system or any type of <u>fraudulent Business Practice</u></li> </ul>
13:00-17:00	<b>Safety &amp; Hygienic Conditions documented review</b> (Documents & Records review such as Risk assessment, Policy, Procedures, Trainings record, Inspection report, Certificates, etc) <b>– Focus only Opened NCs</b> <ul style="list-style-type: none"> <li>• Safety and Hygienic Conditions</li> <li>• Environment</li> </ul>
12:00 - 13:00	Lunch Break / Auditor meeting
17:00 - 17:30	Clarification / Pre-closing meeting / Preparation of Corrective Action Plan
17:30 - 18:00	Closing meeting / End of Audit

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

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

	2023	2024	2025

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

## Fair labor practice

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

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

### Information on employees and labor management plan

#### Employees and labor management plan

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

#### 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)
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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	2025: -	2025: -Establish a labor network for workforce sourcing -Implement job rotation with a multifunctional approach -Consider internal position adjustments within production / agricultural machinery lines
• Employee training and development	Training according to the plan not less than 85 %	2025: -	2025: -Training completion rate in 2025: 96.20% of the planned training programs.
• Child labor	Zero incidents of child labor violations were reported.	2025: -	2025: No violations or encouragement of child labor practices were identified.
• Others : Wage payment	-100% on-time wage payment. -0% wage payment error rate.	2025: -	2025: Wages were paid on time in accordance with the payroll schedule at a 100% rate.
• Others : Overtime work	More than 80% of employees complied with the overtime policy, with voluntary consent and working hours not exceeding legal limits.	2025: -	2025: Employees voluntarily agreed to work overtime in accordance with assigned shift schedules based on operational requirements, with no forced overtime
• Others : Prevention of forced labor	No labor complaints related to forced labor.	2025: -	2025: No complaints related to forced labor were reported.

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Freedom of association and collective bargaining.	Number of complaints and suggestions submitted to the organization	2025: -	2025: Number of complaints and suggestions Employee feedback is provided through the Welfare Committee during scheduled meetings, with no labor-related complaints reported.

## 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

	2023	2024	2025
<b>Total Employment (Person)</b>	1,088	1,097	1,124
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	1088	1097	1124
Male employees (persons)	868	869	882

	2023	2024	2025
Percentage of male employees (%)	79.78	79.22	78.47
Female employees (persons)	220	228	242
Percentage of female employees (%)	20.22	20.78	21.53

**Number of employees categorized by age**

	2023	2024	2025
Total number of employees under 30 years old (Persons)	336	289	294
Percentage of employees under 30 years old (%)	30.88	26.34	26.16
Total number of employees 30-50 years old (Persons)	576	620	612
Percentage of employees 30-50 years old (%)	52.94	56.52	54.45
Total number of employees over 50 years old (Persons)	176	188	218
Percentage of employees over 50 years old (%)	16.18	17.14	19.40

**Number of male employees categorized by age**

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	255	213	218
Percentage of male employees under 30 years old (%)	29.38	24.51	24.72
Total number of male employees 30-50 years old (Persons)	456	487	470
Percentage of male employees 30-50 years old (%)	52.53	56.04	53.29

	2023	2024	2025
Total number of male employees over 50 years old (Persons)	157	169	194
Percentage of male employees over 50 years old (%)	18.09	19.45	22.00

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	81	76	76
Percentage of female employees under 30 years old (%)	36.82	33.33	31.40
Total number of female employees 30-50 years old (Persons)	120	133	142
Percentage of female employees 30-50 years old (%)	54.55	58.33	58.68
Total number of female employees over 50 years old (Persons)	19	19	24
Percentage of female employees over 50 years old (%)	8.64	8.33	9.92

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	1,027	1,039	1,066
Percentage of employees in operational level (%)	94.39	94.71	94.84
Total number of employees in management level (Persons)	49	43	44

	2023	2024	2025
Percentage of employees in management level (%)	4.50	3.92	3.91
Total number of employees in executive level (Persons)	12	15	14
Percentage of employees in executive level (%)	1.10	1.37	1.25

#### Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	823	827	839
Percentage of male employees in operational level (%)	94.82	95.17	95.12
Total number of male employees in management level (Persons)	33	27	29
Percentage of male employees in management level (%)	3.80	3.11	3.29
Total number of male employees in executive level (Persons)	12	15	14
Percentage of male employees in executive level (%)	1.38	1.73	1.59

#### Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	204	212	227
Percentage of female employees in operational level (%)	92.73	92.98	93.80
Total number of female employees in management level (Persons)	16	16	15

	2023	2024	2025
Percentage of female employees in management level (%)	7.27	7.02	6.20
Total number of female employees in executive level (Persons)	0	0	0
Percentage of female employees in executive level (%)	0.00	0.00	0.00

### Significant changes in the number of employees

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

### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	868	869	882

### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	220	228	242

### Number of employees working abroad

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

### Employment of workers with disabilities

	2023	2024	2025
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	2023	2024	2025
<b>Total employment of workers with disabilities ( persons)</b>	17	17	19
Percentage of disabled workers to total employment (%)	1.56	1.55	1.69
<b>Total number of employees with disabilities (Persons)</b>	17	17	19
Total male employees with disabilities (persons)	17	17	19
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	1.56	1.55	1.69
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	0	0
<b>Contributions to empowerment for persons with disabilities fund</b>	No	No	No

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	382,293,830.00	521,586,524.00	560,730,269.00
Total male employee remuneration (baht)	313,578,103.00	407,441,411.00	433,611,264.00
Percentage of remuneration for male employees (%)	82.03	78.12	77.33
Total female employee remuneration (baht)	68,715,727.00	114,145,113.00	127,119,005.00
Percentage of remuneration for female employees (%)	17.97	21.88	22.67

	2023	2024	2025
Average of remuneration of employees (Baht/persons)	351,373.01	475,466.29	498,870.35
Average of remuneration for male employees (Baht/persons)	361,265.10	468,862.38	491,622.75
Average of remuneration for female employees (Baht/persons)	312,344.21	500,636.46	525,285.14
Rate of average of remuneration between female employees and male employees	0.86	1.07	1.07

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The company has established a provident fund policy with the following objectives:

1. To promote long-term savings among employees, ensuring financial security for retirement, disability, or upon termination of employment.
2. To provide welfare benefits that enhance employee morale and foster a strong, positive relationship between employees and the company.

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

Criteria for Payment of Employee Contributions and Employer Contributions upon Termination of Membership

1. Employee Contributions and Related Benefits  
Members are entitled to receive 100% of their accumulated contributions and the benefits thereon in all cases.
2. Employer Contributions and Related Benefits
  - 2.1 Cases where members are NOT entitled to employer contributions and related benefits:
    - Termination of employment due to dismissal or termination by the employer as a result of serious violations of the companys work regulations, rules, or lawful and fair orders.
    - Resignation from the provident fund without terminating employment.
  - 2.2 Cases where members are entitled to 100% of employer contributions and related benefits:
    - Termination of membership due to the employer withdrawing from participation in the provident fund.
    - Transfer of employment under the employers policy to a parent company or affiliated company, where the member elects to transfer their entitled provident fund balance to the new employers fund.
  - 2.3 Cases where members are entitled to employer contributions and related benefits based on years of service: (Including termination due to death, disability, retirement, termination without misconduct, or resignation in accordance with the funds rules)
    - Less than 3 years of service: 0%
    - 3 years but less than 5 years: 25%

- 5 years but less than 7 years: 50%
- 7 years but less than 10 years: 75%
- 10 years or more: 100%

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

### Participation in provident fund membership

#### Details of provident fund participation

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

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	998	998	998
Number of employees joining in PVD (persons)	671	722	826
Number of PVD members / Total employees (%)	61.67	65.82	73.49
Number of PVD members / Total eligible employees (%)	67.23	72.34	82.77

##### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	13,624,826.00	14,929,422.00	15,520,297.00
Total amount of provident fund contributed by employee (baht)	16,736,209.00	18,820,133.00	20,602,089.00

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

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
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Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
KHONBURI SUGAR PUBLIC COMPANY LIMITED	Yes	1,124	998	826	73.49	82.77

### Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

### Providing education or information on selecting appropriate investment policies

The K Master Pool Fund provident fund report outlines investment trends for 2025 and tax planning for investments in ThaiESGX, which will be beneficial to all.

### Information on employee development

#### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	No	Yes	Yes
Average employee training hours (Hours / Person / Year)	20.82	27.56	22.54
Total amount spent on employee training and development (Baht)	2,198,661.00	5,969,012.00	4,273,157.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000194	0.000573	0.000425
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000173	0.000496	0.000384

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

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

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	2,532,864.00	2,504,691.00	2,539,440.00
Total number of hours worked by employees (Hours)	2,532,864.00	2,504,691.00	2,539,440.00

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

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	4	14	7
Total number of employees that lost time injuries for 1 day or more (Persons)	4	13	7
Percentage of employees that lost time injuries for 1 day or more (%)	0.37	1.19	0.62
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	1.58	5.19	2.76
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.32	1.04	0.55

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

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

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	98	95	59
Total number of male employee turnover leaving the company voluntarily (persons)	69	71	42
Total number of female employee turnover leaving the company voluntarily (persons)	29	24	17
Proportion of voluntary resignations (%)	9.01	8.66	5.25
Percentage of male employee turnover leaving the Company voluntarily (%)	70.41	74.74	71.19
Percentage of female employee turnover leaving the Company voluntarily (%)	29.59	25.26	28.81

	2023	2024	2025
Evaluation result of employee engagement	No	No	No

**Employee internal groups**

Employee internal groups : Yes  
Types of employee internal groups : Welfare committee, Labor relations 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 : Yes
- Responsible sales and marketing guidelines : Others : Marketing communications play a key role in building a positive corporate image and values. All communications must present product information accurately, transparently, and without distortion, while ensuring fairness to all stakeholders.
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : 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 : Increase domestic sales volume	Sales Volume	2019: Domestic customer sales 53,000 tons	2026: Domestic customer sales 100,000 tons

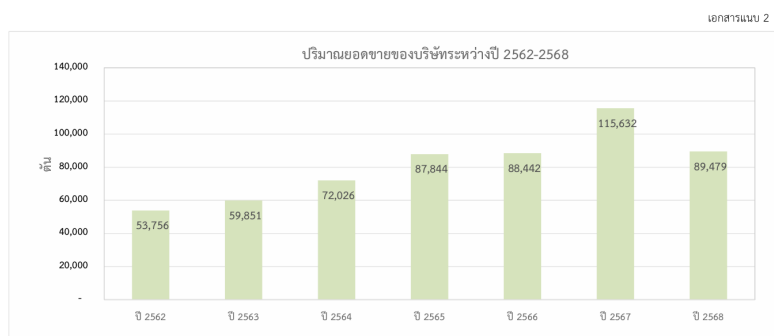
### Information on performance and results of customer management

#### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The domestic sales volume has shown an increasing trend since 2019, driven by the expansion of the customer base in areas surrounding the factory and nearby regions. However, in 2025, domestic sales declined due to weakened consumer purchasing power, along with border issues with neighboring countries

#### Diagram of performance and outcomes of customer management



### Customer satisfaction

	2023	2024	2025
(1) Evaluation results of customer satisfaction	Yes	Yes	Yes

Remark:

(1) Customer satisfaction assessment results 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% 2024 = Total Score 94% - Product and packaging quality = 95% - Product delivery quality = 92% - Pre- and after-sales service quality = 95%

### 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

#### Social, Community, and Environmental Activities

In 2025, Khonburi Sugar Public Company Limited and its group continued to uphold its policy of conducting business alongside community engagement and corporate social responsibility (CSR), in alignment with the Sustainable Development Goals (SDGs). The Company has driven various projects and activities based on the fundamental principle of sustainable community and social development known as BWR (Ban, Wat, School), which consists of Home, Temple, and School. This approach supports and aligns with the Sustainable Development Goals (SDGs) established by the United Nations.

##### 1. B Homes, Villages, and Communities

In addition to taking care of the quality of life of employees and their families, Khonburi Sugar Public Company Limited and its group also recognize the importance of supporting and caring for surrounding communities, particularly those located near the factories, in accordance with Environmental Impact Assessment (EIA) requirements. The Company has continuously implemented community projects and activities and further developed initiatives from the previous fiscal year, including the following:

The Company implemented the **KBS Care and Share** project by visiting communities together with community leaders, village headmen, and village health volunteers to visit and provide essential consumer goods to bedridden patients, persons with disabilities, and underprivileged residents living in communities surrounding the factory on a monthly basis. The Company provided financial support and participated in monthly meetings of 12 villages surrounding the factory to promote good relationships with the community, support democratic governance under the constitutional monarchy, and facilitate public relations and information exchange in a local tripartite cooperation framework among the public sector, government agencies, local administrative organizations, and the Company as a private sector organization. The Company provided financial support and participated in the monthly mobile meetings of village headmen in Chorakhe Hin Subdistrict, Khon Buri District, Nakhon Ratchasima Province, which helped strengthen relationships between the Company and community leaders and served as a communication channel between local authorities and the Company.

The Company supported local administrative organizations in housing construction and renovation projects for underprivileged residents living in communities surrounding the factory.

The Company supported local authorities and local administrative organizations in improving and repairing public utilities within the communities, including public road repairs, removal of water hyacinth weeds from canals and water sources, and repair of village public announcement towers.

The Company supported community enterprise projects of the Nakhon Ratchasima Provincial Industry Office under the Ministry of Industry's MIND policy by providing raw materials such as molasses, filter cake, and bagasse ash for the production of bio-fertilizer to improve soil quality sustainably.

The Company supported the construction of wild elephant control points, survival supply kits, and equipment for wild elephant surveillance networks outside conservation areas in Chorakhe Hin Subdistrict, Khon Buri District, Nakhon Ratchasima Province, to support operations in driving wild elephants away from community areas, which typically occurs annually from mid-year to late year.

The Company supported forest fire prevention by providing funding and purchasing firefighting equipment for local administrative authorities and the Thap Lan National Park protection unit for annual forest fire control operations.

## Information on setting of community and social management goals

### Setting of community and social management goals

Does the company set community and social management goals : No

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

### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

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 : No  
from social development?

#### Non-financial benefits

Does the company measure the non-financial : Yes

benefits from social development?

	2023	2024	2025
Hiring local partners or suppliers (Persons)	0.00	0.00	50.00
Beneficiaries of the company's community development projects (Persons)	0.00	0.00	5,000.00
Educational beneficiaries (Persons)	0.00	0.00	100.00
Hiring local employees (Persons)	0.00	0.00	700.00

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

## ESG Performance

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

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### Corporate Governance Policy

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

##### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

##### 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](http://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 : Yes  
of directors

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](http://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](http://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

**Other corporate governance performance and outcomes**

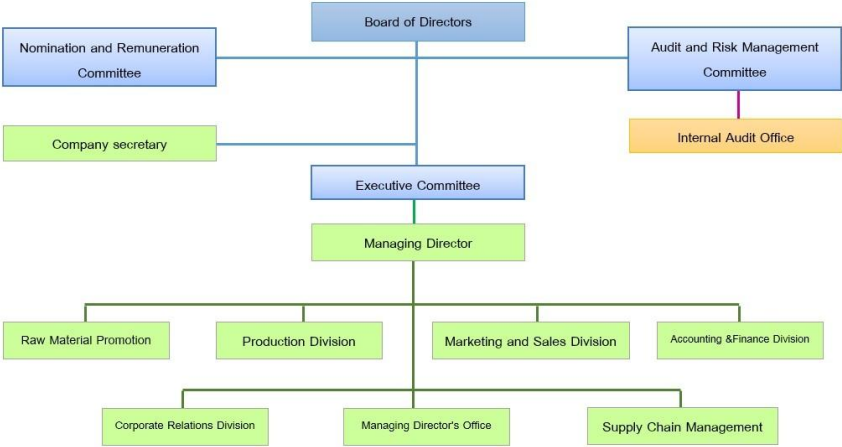
Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

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

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	88.89	11.11	87.50	12.50	87.50	12.50
Executive directors	44.44		50.00		50.00	
	44.44	0.00	50.00	0.00	50.00	0.00
Non-executive directors	55.56		50.00		50.00	
	44.44	11.11	37.50	12.50	37.50	12.50
Independent directors	55.56		50.00		50.00	
	44.44	11.11	37.50	12.50	37.50	12.50
Non-executive directors who have no position in independent directors	0.00		0.00		0.00	
	0.00	0.00	0.00	0.00	0.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	63		64		65	
	62	71	63	72	64	73

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 : 71 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 <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 4,131,250 Shares (0.688542 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	27 May 2011	Leadership, Food & Beverage, Agribusiness, Strategic Management, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. SOMKIAT TWILTERMSUP  Gender: Male  Age : 63 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 <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 31,520,700 Shares (5.253450 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	27 May 2011	Marketing, Data Analysis, Finance, Strategic Management, Agribusiness

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. ISSARA TWILTERMSUP Gender: Male Age : 47 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 <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 18,023,525 Shares (3.003921 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 May 2011	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</p> <p>Gender: Male</p> <p>Age : 77 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Chairman of the board of directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	27 May 2011	Strategic Management, Change Management, Data Analysis, Finance, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. AMNART RUMPOEYPONG  Gender: Male  Age : 49 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 250,000 Shares (0.041667 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  No</p> <p>Type of director :  Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 May 2011	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 : 73 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 May 2011	Budgeting, Audit, Data Analysis, Internal Control, Accounting
<p>7. Mr. SUKDA PUNKLA Gender: Male Age : 69 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 : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	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 : 74 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director)  Authorized directors as per the companys 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 the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		4	4	4	0	3

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. 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 RUMPOEYPONG	Director	✓				
6. Mrs. SUVIMOL CHRITYAKIERNE	Director		✓	✓		
7. Mr. SUKDA PUNKLA	Director		✓	✓		
8. Mr. VINIT SAMRITPRICHA	Director		✓	✓		
<b>Total (persons)</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>3</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Agribusiness	4	50.00
2. Food & Beverage	1	12.50

Skills and expertise	Number (persons)	Percent (%)
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** <sup>(\*)(\*\*)</sup>

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No

	2023	2024	2025
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	No	No	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 : Doesnt 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 auditor review or audit any transactions necessarily or importantly while auditing the Company's account.
  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 Department 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 conformity with laws on securities and stock exchange, and regulations of the stock exchange in order to ensure 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 Committee 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 Company
- 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 transaction 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 transaction or act stated in paragraph one to the Securities and Exchange Commission or the Stock Exchange 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 Companys 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 <sup>(1)</sup>

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mrs. SUVIMOL CHRITYAKIERNE<sup>(*)</sup>            Gender: Female            Age : 73 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 : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Dec 2013	Budgeting, Audit, Data Analysis, Internal Control, Accounting
<p>2. Mr. SUKDA PUNKLA            Gender: Male            Age : 69 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 2018	Risk Management, Audit, Data Analysis, Energy & Utilities, Engineering

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. VINIT SAMRITPRICHA (*) Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	22 Feb 2021	Risk Management, Corporate Management, Audit, Accounting, Finance & Securities

Additional explanation :

(\*) Directors with expertise in accounting information review

Remark: <sup>(1)</sup> This committee refers to the Audit and Risk Management Committee.

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

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. TAKON TAWINTERMSUP Gender: Male Age : 71 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

List of committee members	Position	Appointment date of executive committee member
2. Mr. SOMKIAT TWILTERMSUP Gender: Male Age : 63 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 : 47 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

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

**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
Audit and Risk Management Committee	Mrs. SUVIMOL CHRITYAKIERNE	The chairman of the subcommittee (Independent director)
	Mr. VINIT SAMRITPRICHA	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. SUKDA PUNKLA	Member of the subcommittee (Independent director)

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. TAKON TAWINTERMSUP Gender: Male Age : 71 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	Chairman of Executive Committee (The highest-ranking executive)	30 Nov 2018	Leadership, Food & Beverage, Agribusiness, Strategic Management, Corporate Management

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mr. ISSARA TWILTERMSUP Gender: Male Age : 47 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>	Managing Director	1 Jul 2025	Strategic Management, Data Management, Corporate Management, Data Analysis, Agribusiness
<p>3. Mr. SOMKIAT TWILTERMSUP Gender: Male Age : 63 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>	Deputy Managing Director of Marketing	1 Mar 2015	Marketing, Data Analysis, Finance, Strategic Management, Agribusiness

List of executives	Position	First appointment date	Skills and expertise
<p>4. Mr. Rathavudh Sae tang  Gender: Male  Age : 66 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>	<p>1 Apr 2018</p>	<p>Transportation &amp; Logistics, Marketing</p>
<p>5. Mr. Rangsan Tawintermsup  Gender: Male  Age : 42 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</p>	<p>Deputy Managing Director</p>	<p>1 Jul 2025</p>	<p>Economics, Agribusiness, Energy &amp; Utilities, Marketing, Data Analysis</p>

List of executives	Position	First appointment date	Skills and expertise
6. Mr. Cholachart Worawuthichongsathit <sup>(*)(**)</sup> Gender: Male Age : 44 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 : Yes	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

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

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

#### Remuneration policy for executive directors and executives

##### Remuneration 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 have : Have  
 an opinion on the remuneration policy for executive directors and  
 executives

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.

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	37,311,678.00	40,354,052.00	38,210,340.00
Total remuneration of executive directors (baht)	1,514,400.00	1,685,400.00	1,793,480.00
Total remuneration of executives (baht)	35,797,278.00	38,668,652.00	36,416,860.00

### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	0.00	0.00	0.00

None

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

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

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

### Other significant information

Other significant information

Assigned person

### List of persons assigned for accounting oversight

General information	Email	Telephone number
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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	-

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

#### Head of investor relations

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

#### List of the head of investor relations

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

#### Company's auditor

#### Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	2,600,000.00	-	1. Ms. PIMJAI MANITKAJOHNKIT Email: pimjai. manitkajohnkit@th.ey.com License number: 4521  2. Ms. SUMANA PUNPONGSANON Email: sumana. punpongsanon@th.ey.com License number: 5872  3. Ms. KIRDSIRI KANJANAPRAKASIT Email: kirdsiri. kanjanaprakasit@th.ey.com License number: 6014  4. Ms. NARAYA SRISUKH Email: naraya.srisukh@th. ey.com License number: 9188  5. Ms. YUCHIRA TUATON Email: Yuchira.tuaton@th. ey.com License number: 10725

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees		

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

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

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

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

## Performance Report on Corporate Governance

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

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

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. ISSARA TWILTERMSUP	Director	27 May 2011	Strategic Management, Data Management, Corporate Management, Data Analysis, Agribusiness
Mr. AMNART RUMPOEYPONG	Director	27 May 2011	Data Management, Corporate Management, Data Analysis, Procurement, Agribusiness
Mrs. SUVIMOL CHRITYAKIERNE	Director	27 May 2011	Budgeting, Audit, Data Analysis, Internal Control, Accounting

List of newly appointed director to replace the ex-director

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

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 22 October 2025 and 15 January 2026, 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](http://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 over the past year : No

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

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

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

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

#### **Number of directors from major shareholders**

## 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

## Setting qualifications for the selection of directors

### Details of qualifications for the selection of directors

## Information on the development of directors

### Development of directors over the past year

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

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. TAKON TAWINTERMSUP (Director)	Non-participating	Thai Institute of Directors (IOD)  • 2003: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
2. Mr. SOMKIAT TWILTERMSUP (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2011: Director Accreditation Program (DAP)</li> </ul>
3. Mr. ISSARA TWILTERMSUP (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2010: Director Certification Program (DCP)</li> <li>• 2010: Financial Statements for Directors (FSD)</li> <li>• 2009: Director Accreditation Program (DAP)</li> </ul>
4. Mr. SUTHEP WONGVORAZATHE (Chairman of the board of directors, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2005: Director Accreditation Program (DAP)</li> </ul>
5. Mr. AMNART RUMPOEYPONG (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2010: Director Accreditation Program (DAP)</li> </ul>
6. Mrs. SUVIMOL CHRITYAKIERNE (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2017: Advanced Audit Committee Program (AACP)</li> <li>• 2017: Ethical Leadership Program (ELP)</li> <li>• 2007: Director Certification Program (DCP)</li> </ul>
7. Mr. SUKDA PUNKLA (Director, Independent director)	Non-participating	-
8. Mr. VINIT SAMRITPRICHA (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2023: Advanced Audit Committee Program (AACP)</li> <li>• 2002: Director Certification Program (DCP)</li> </ul>

## 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 assess 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. 1/2026 on 23 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 2025 annual assessment showed an average score of 95.38% and the results of self-assessment of the Board of Directors individually showed an average score of 97.40%, which is at an excellent level.

### 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 : 4  
past year (times)  
Date of AGM meeting : 28 Apr 2025  
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. TAKON TAWINTERMSUP (Director)	4	/	4	1	/	1		/	
2. Mr. SOMKIAT TWILTERMSUP (Director)	4	/	4	1	/	1		/	
3. Mr. ISSARA TWILTERMSUP (Director)	4	/	4	1	/	1		/	
4. Mr. SUTHEP WONGVORAZATHE (Chairman of the board of directors, Independent director)	4	/	4	1	/	1		/	
5. Mr. AMNART RUMPOEYPONG (Director)	4	/	4	1	/	1		/	
6. Mrs. SUVIMOL CHRITYAKIERNE (Director, Independent director)	4	/	4	1	/	1		/	
7. Mr. SUKDA PUNKLA (Director, Independent director)	4	/	4	1	/	1		/	
8. Mr. VINIT SAMRITPRICHA (Director, Independent director)	4	/	4	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. TAKON TAWINTERMSUP (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
2. Mr. SOMKIAT TWILTERMSUP (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
3. Mr. ISSARA TWILTERMSUP (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
4. Mr. SUTHEP WONGVORAZATHE (Chairman of the board of directors)	4/4 (100.00%)	1/1 (100.00%)	N/A
5. Mr. AMNART RUMPOEYPONG (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
6. Mrs. SUVIMOL CHRITYAKIERNE (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
7. Mr. SUKDA PUNKLA (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
8. Mr. VINIT SAMRITPRICHA (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>100.00%</b>	<b>100.00%</b>	<b>N/A</b>

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

none

### 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	
<b>1. Mr. TAKON TAWINTERMSUP (Director)</b>			<b>1,447,600.00</b>		<b>0.00</b>
Board of Directors (Director)	100,000.00	342,240.00	442,240.00	No	
Executive Committee (The chairman of the executive committee)	385,000.00	342,240.00	727,240.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	50,000.00	228,120.00	278,120.00	No	
<b>2. Mr. SOMKIAT TWILTERMSUP (Director)</b>			<b>1,248,480.00</b>		<b>0.00</b>
Board of Directors (Director)	100,000.00	342,240.00	442,240.00	No	
Executive Committee (Member of the executive committee)	300,000.00	228,120.00	528,120.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	50,000.00	228,120.00	278,120.00	No	
<b>3. Mr. ISSARA TWILTERMSUP (Director)</b>			<b>980,360.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	100,000.00	342,240.00	442,240.00	No	
Executive Committee (Member of the executive committee)	310,000.00	228,120.00	538,120.00	No	
<b>4. Mr. SUTHEP WONGVORAZATHE (Chairman of the board of directors, Independent director)</b>			<b>1,052,480.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	140,000.00	912,480.00	1,052,480.00	No	
<b>5. Mr. AMNART RUMPOEYPONG (Director)</b>			<b>442,240.00</b>		<b>0.00</b>
Board of Directors (Director)	100,000.00	342,240.00	442,240.00	No	
<b>6. Mrs. SUVIMOL CHRITYAKIERNE (Director, Independent director)</b>			<b>1,009,920.00</b>		<b>0.00</b>
Board of Directors (Director)	100,000.00	342,240.00	442,240.00	No	
Audit Committee (Chairman of the audit committee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit and Risk Management Committee (The chairman of the subcommittee)	140,000.00	427,680.00	567,680.00	No	
<b>7. Mr. SUKDA PUNKLA (Director, Independent director)</b>			<b>827,360.00</b>		<b>0.00</b>
Board of Directors (Director)	100,000.00	342,240.00	442,240.00	No	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Audit and Risk Management Committee (Member of the subcommittee)	100,000.00	285,120.00	385,120.00	No	
<b>8. Mr. VINIT SAMRITPRICHA (Director, Independent director)</b>			<b>1,239,600.00</b>		<b>0.00</b>
Board of Directors (Director)	100,000.00	342,240.00	442,240.00	No	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Nomination and Remuneration Committee (The chairman of the subcommittee)	70,000.00	342,240.00	412,240.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit and Risk Management Committee (Member of the subcommittee)	100,000.00	285,120.00	385,120.00	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	840,000.00	3,308,160.00	4,148,160.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	995,000.00	798,480.00	1,793,480.00
4. Nomination and Remuneration Committee	170,000.00	798,480.00	968,480.00
5. Audit and Risk Management Committee	340,000.00	997,920.00	1,337,920.00

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

	2023	2024	2025
Meeting allowance (Baht)	2,245,000.00	2,420,000.00	2,345,000.00
Other monetary remuneration (Baht)	4,910,400.00	5,228,169.00	5,903,040.00
Total (Baht)	7,155,400.00	7,648,169.00	8,248,040.00

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

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

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

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

## Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated 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 over the past year : No / In progress

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

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

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

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

Has the company operated in preventing the use of : No / In progress  
inside information to seek benefits over the past year

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

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

## Anti-corruption action

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

Has the company operated in anti-corruption over : No / In progress  
the past year

### Number of cases or issues related to corruption

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

## Whistleblowing

### Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : No / In progress  
 procedures over the past year

There were no tips or whistleblowings reported last year.

### Number of cases or issues related to whistleblowing

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

### 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) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. SUVIMOL CHRITYAKIERNE (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. SUKDA PUNKLA (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. VINIT SAMRITPRICHA (Member of the audit committee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of the audit committee

The Audit and Risk Management Committee has performed its duties as assigned by the Board of Directors, as stipulated in the Audit and Risk Management Committee Charter, in full compliance with the requirements of the SEC and the SET. These duties include reviewing financial statements and internal control systems. The Audit Committee's review results are material and can be summarized as follows: Review of Financial Statements: The Audit and Risk Management Committee reviewed the quarterly and annual financial statements for the year ended December 31, 2025, for presentation to the Board of Directors for approval. This involved discussions and exchanges of opinions with the Internal Audit Office, the auditors, and management to ensure the accuracy, completeness, and reliability of the financial reports; their preparation in accordance with generally accepted accounting standards; and the timely and sufficient disclosure of information for the benefit of investors and users of the financial statements. This included considering material disclosures, observations, and recommendations from the auditors for appropriate improvement and benefit to the company. Review of Related Party Transactions: The Audit and Risk Management Committee reviewed the disclosure of related party transactions with the company's subsidiaries and associated companies, which may involve conflicts of interest, in accordance with the regulations of the SEC and the SET. The review found that... The company has operated under normal business conditions, with fairness and reasonableness, without causing any transfer of benefits, and has disclosed complete and sufficient information, adhering to the good corporate governance policy and the regulations of the Stock Exchange of Thailand. Good Corporate Governance: The Board of Directors and management prioritize management based on the principles of good corporate governance to ensure confidence among shareholders and all stakeholders. Review of Internal Control System: The Audit and Risk Management Committee reviewed the adequacy of the company's internal control system in 2025 to support the company's ability to achieve its goals and objectives. The company has continuously monitored the implementation of improvements based on the recommendations in the audit report and the opinions of the Audit and Risk Management Committee, and has updated the internal control system to reflect changing circumstances. The Audit and Risk Management Committee is of the opinion that the company has an adequate and effective internal control system. Oversight of Internal Audit: The Audit and Risk Management Committee reviewed the audit report of the Internal Audit Office, and monitored the performance of the company and its subsidiaries based on observations and recommendations from the Internal Audit Office and the auditors. The committee approved the Internal Audit Office's 2026 annual audit plan,

which was prepared considering potential risk factors. The Audit and Risk Management Committee is able to perform its duties effectively in accordance with its charter. This includes approving the performance evaluation of the Internal Audit Department. Reviewing compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, and other laws related to the company, the Audit and Risk Management Committee reviewed and oversaw strict compliance with the Securities and Exchange Act, the regulations of the SEC and SET, and other laws related to the company's business operations. Considering the appointment of the auditor for 2026, the Audit and Risk Management Committee considered and selected the auditor, reviewed their independence, determined appropriate remuneration, and submitted an opinion to the Board of Directors for presentation to the 2026 Annual General Meeting of Shareholders for approval. The committee recommended appointing Ms. Pimjai Manitkhajornkit, Certified Public Accountant No. 4521, or Ms. Kedsiri Kanjanaprakasi, Certified Public Accountant No. 6014, or Ms. Naraya Srisuk, Certified Public Accountant No. 9188, or Ms. Yuchira Tuantawoon, Certified Public Accountant No. 10725, all from EY Thailand, as the company's certified public accountant.

## 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			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. TAKON TAWINTERMSUP (The chairman of the executive committee)	11	/	12	11/12 (91.67%)
2 Mr. SOMKIAT TWILTERMSUP (Member of the executive committee)	12	/	12	12/12 (100.00%)
3 Mr. ISSARA TWILTERMSUP (Member of the executive committee)	12	/	12	12/12 (100.00%)
<b>Average meeting attendance rate</b>				<b>(97.22%)</b>

#### The results of duty performance of Executive Committee

Report from the Executive Committee The Executive Committee consists of 3 directors: Names: In 2025, 12 meetings were held to consider, review, oversee, and provide recommendations on important matters related to organizational management and business operations of the Group, as assigned by the Board of Directors and within the scope of duties and responsibilities defined in the Executive Committee Charter. The summary is as follows: • Regularly monitoring the performance of the company and its subsidiaries on a monthly basis, and providing useful recommendations for organizational management and business operations to ensure the Group's operations are in line with plans and budgets. • Overseeing the preparation of financial reports for auditors to review and approve before presentation to the Audit Committee and the Board of Directors, respectively. This also includes regularly monitoring

the overall performance of the company and each unit on a monthly basis, and providing recommendations for improving efficiency. • Carefully and prudently considering transactions with related parties and acquisitions or disposals of assets, ensuring reasonable pricing and other related conditions, and prioritizing the interests of the company and shareholders. Executive directors with conflicts of interest will not participate in decision-making before presenting significant transactions to the Audit Committee and the Board of Directors for approval. 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, coupled with conducting business responsibly towards society and the environment, in order to ensure the organization's stable and sustainable growth.

### Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2  
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. VINIT SAMRITPRICHA (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. SOMKIAT TWILTERMSUP (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. TAKON TAWINTERMSUP (Member of the subcommittee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee of Khonburi Sugar Public Company Limited held 2 meetings as follows:

Meeting 1/2025 - Consider selecting directors to replace directors whose terms are due to expire

- Consider the remuneration of the Board of Directors

Meeting 2/2025 - Consider nominating a Managing Director to replace the Acting Managing Director who resigned.

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 : 4  
(times)

List of Directors	Meeting attendance of Audit and Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. SUVIMOL CHRITYAKIERNE (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. VINIT SAMRITPRICHA (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mr. SUKDA PUNKLA (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Audit and Risk Management Committee

In 2025, the Audit and Risk Management Committee held a total of four meetings and one meeting with the auditors without management present. These meetings were held to independently discuss key issues related to the preparation of financial statements and disclosures beneficial to financial statement users, as well as to review the audit results, findings, and challenges encountered during the audit process.

The Audit and Risk Management Committee fulfilled its duties as assigned by the Board of Directors, as stipulated in the Audit and Risk Management Committee Charter, and fully complied with the requirements of the SEC and the SET. These duties included reviewing financial statements and internal control systems. The audit results are material and can be summarized as follows:

**Review of Financial Statements:** The Audit and Risk Management Committee reviewed the quarterly and annual financial statements for the year ended December 31, 2025, for submission to the Board of Directors for approval. This involved discussions and exchanges of opinions with the Internal Audit Office, the auditors, and management to ensure the accuracy, completeness, and reliability of the financial reports; their preparation in accordance with generally accepted accounting standards; and the timely and sufficient disclosure of information for the benefit of investors and financial statement users.

The key points are the auditor's observations and recommendations, which should be considered and incorporated to benefit the company appropriately.

Regarding the review of related party transactions, the Audit and Risk Management Committee reviewed the disclosure of related party transactions with subsidiaries and associated companies, which may involve conflicts of interest, in accordance with the regulations of the SEC and the SET. The review found that the company has conducted its business in a normal manner, fairly and reasonably, and has not resulted in the transfer of benefits. Furthermore, the information disclosed was complete and sufficient, adhering to the good corporate governance policy and the regulations of the Stock Exchange of Thailand.

**Good Corporate Governance:** The Board of Directors and management prioritize management based on the principles

of good corporate governance to ensure confidence among shareholders and all stakeholders.

Regarding the review of the internal control system, the Audit and Risk Management Committee reviewed the adequacy of the company's internal control system in 2025 to support the company's ability to achieve its goals and objectives. The company has continuously monitored the implementation of improvements based on the recommendations in the audit report and the opinions of the Audit and Risk Management Committee, and has updated the internal control system to reflect changing circumstances. The Audit and Risk Management Committee concluded that the company has an adequate and effective internal control system.

Oversight of Internal Audit: The Audit and Risk Management Committee... The Audit and Risk Management Committee reviewed the Internal Audit Department's audit report, followed up on the performance of the company and its subsidiaries based on observations and recommendations from the Internal Audit Department and the external auditors, and approved the Internal Audit Department's 2026 annual audit plan, which was prepared considering potential risk factors. The Audit and Risk Management Committee effectively performed its duties in accordance with the committee's charter, and also approved the Internal Audit Department's performance evaluation.

The Audit and Risk Management Committee reviewed compliance with the Securities and Exchange Act, the Stock Exchange of Thailand regulations, and other laws related to the company. The committee reviewed and ensured strict compliance with the Securities and Exchange Act, SEC and SET regulations, and other laws related to the company's business operations.

Regarding the appointment of the 2026 external auditor, the Audit and Risk Management Committee considered the selection of the auditor, assessed their independence, and determined appropriate remuneration. The committee submitted its opinion to the Board of Directors for presentation to the 2026 Annual General Meeting of Shareholders for approval of Ms. Pimjai Manitkhajornkit, Auditor License No. 4521, or Ms. Kedsiri Kanjanaprakasit. Certified Public Accountant No. 6014, or Ms. Naraya Srisuk, Certified Public Accountant No. 9188, or Ms. Yuchira Tuantawoon, Certified Public Accountant No. 10725, affiliated with EY Thailand Limited, are the certified public accountants 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 : No  
goals

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

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

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

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

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

#### Business value chain

##### 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
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>o Continuous growth of operating results</li> <li>o Dividend payment</li> <li>o Disclosure of correct and complete information</li> <li>o Good corporate governance</li> <li>o Good auditing and internal control systems</li> </ul>	<ul style="list-style-type: none"> <li>o Generating good performance and paying dividends appropriately</li> <li>o Transparent and timely disclosure of information</li> <li>o Establish and comply with policies and business ethics.</li> </ul>	-

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>o Appropriate compensation and welfare system</li> <li>o Career advancement and stability</li> <li>o Good and safe working environment</li> <li>o Training to develop work knowledge</li> <li>o Fair treatment without exclusion or discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>o Provide compensation appropriate to the position.</li> <li>o Support potential and stability and progress in work and growth with the organization.</li> <li>o Work safely, properly manage workspace according to ISO 14001 and ISO45001 systems.</li> <li>o Support the development of working abilities.</li> </ul>	-
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>o Receive quality products.</li> <li>o Attentive after-sales service with warranty.</li> <li>o Manage quality complaints</li> <li>o Protect customer information and maintain confidentiality.</li> </ul>	<ul style="list-style-type: none"> <li>o Develop and maintain product quality to meet customer requirements.</li> <li>o Address issues quickly and efficiently</li> <li>o Measures are in place to protect customer information and confidentiality.</li> </ul>	-
<ul style="list-style-type: none"> <li>• Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>o Treat business partners fairly, transparently and equally.</li> <li>o Comply with agreements.</li> <li>o Build long-term business relationships</li> </ul>	<ul style="list-style-type: none"> <li>o Follow the framework of honest purchases and services</li> <li>o Principles for selecting partners and clear audit processes</li> <li>o Evaluate results fairly.</li> <li>o Strictly comply with trade conditions.</li> </ul>	-

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>External stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>o Social responsibility taking into account the overall benefits.</li> <li>o Promote and support development of activities beneficial to society, the environment and safety.</li> <li>o Efficient use of shared resources</li> </ul>	<ul style="list-style-type: none"> <li>o Participate in activities beneficial to the community and society.</li> <li>o Promote and support what is beneficial to the environment and community safety</li> <li>o Receive suggestions and complaints from the community to find solutions together.</li> </ul>	-
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>o Obey the law and government policy</li> <li>o Cooperate in submission of information, reports and various documents to the designated government agencies completely.</li> </ul>	<ul style="list-style-type: none"> <li>o Comply with relevant laws on environment and safety.</li> <li>o Submit reports and documents to designated government agencies completely.</li> </ul>	-

### Information on organization's material sustainability topics

#### Organization's material sustainability topics

The company has identified its sustainability : No  
materiality topics

Over the past year, the company has reviewed its :

sustainability materiality topics

Details of organization's material sustainability topics

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

## 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 : Strategic Risk

- 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

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##### Risk 2 Risk from the volatility of world sugar prices

Related risk factors : Strategic Risk

- 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 : Strategic Risk

- 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 : Strategic Risk

- 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 : Strategic Risk

- 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 : No  
policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : No  
plan

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

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

### Information on supplier code of conduct

#### Supplier code of conduct

Supplier code of conduct : No

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

#### Key suppliers acknowledging compliance with the supplier code of conduct

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

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

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

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	148,500.00	445,500.00

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

Development of formulations and production processes for alternative sweetener products under a research and development project on Luo Han Guobased sweeteners, an innovation for healthier sweetening solutions, with the Company collaborating with and providing financial support to Chiang Mai University.

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : 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 : No  
from innovation development?

##### Non-financial benefits

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

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