



ESG Performance Report for Listed Companies in 2024

Royal Plus Public Company Limited

Fiscal Year End 31 December 2024

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ESG Performance

Company Name : Royal Plus Public Company Limited

Symbol : PLUS

Market : SET

Industry Group : Agro & Food Industry

Sector : Food & Beverage

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Environmental Management Plans

- Reviewing the environmental policy to align with both internal and external factors of the organization
- The company has participated in the "Solar Orchestra" project, a collaboration between the Export-Import Bank of Thailand (EXIM Bank) and leading organizations to support investment in the installation of solar power systems
- Planning to use lightweight glass packaging and plastic packaging to replace glass packaging, which has a high level of greenhouse gas emissions during the production process
- Developing a greenhouse gas emissions accounting system for the organization, based on calculation methods according to the ISO 14064-1:2018 standard
- Achieved ISO 14001:2015 certification for the organization's environmental management system
- Received ISO 14064-1:2018 certification, an international standard for verifying the measurement and reporting of greenhouse gas emissions and reductions at the organizational level
- Elevated the factory to Green Industry Level 3
- Promoting environmental management training programs for employees and executives at all levels to raise awareness of environmentally friendly and climate-conscious business practices
- Setting performance indicators for the organization's energy use to reduce electricity consumption and fuel use per unit of production.
- Implementing the solar rooftop project to generate electricity from renewable energy sources, which has been completed and is now utilizing the generated energy.
- Determine water management indicators to mitigate the Company's water consumption per unit produced
- There are no complaints, cases, and penalties of non-compliance with environmental laws.

Reference link for environmental policy and guidelines : <https://investor.royalplus.co.th/storage/document/cg/environmental-policy-en.pdf>

Information on review of environmental policies, guidelines, and/or goals over the past year

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

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

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Compliance with energy management principles and standards

Compliance with water management principles and standards

Compliance with waste management principles and standards

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 incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management

In 2024, global energy consumption continues to rise due to population growth and the increasing demand for resources. Industries, especially the food and beverage production sector, are facing challenges in managing energy to support the growing production processes driven by the rising demand for food and beverages.

As the global population increases, the consumption of resources, particularly energy, is also escalating. This is especially critical for the food and beverage industry, which plays a significant role in meeting the daily food requirements of people. According to the World Population Data Sheet 2024 by the Population Reference Bureau (PRB) and the World Population Prospects 2024 by the United Nations, the global population is projected to reach about 9.6 billion by 2050, peaking at around 10.3 billion by the middle of the 22nd century.

This population change impacts various sectors, including resource usage, healthcare planning, and economic and social development. Consequently, the food and beverage industry must prepare for an increase in food and beverage production, which will drive higher energy demand. Energy consumption in food and beverage production accounts for about 30% of total energy use, making it essential for companies to manage energy efficiently. Efficient energy use not only helps reduce environmental impacts but also lowers production costs and mitigates the risk of rising energy prices in the future. The company recognizes the importance of energy efficiency and has continuously prioritized the sustainable use of energy. Energy conservation is a key performance indicator for the organization in terms of green industry and governance, and the company has established an energy conservation policy as a guiding framework for everyone within the organization to follow.

Energy Conservation Policies

1. The Company will develop an energy management system appropriately by embracing energy conservation as a part of the Company's operations in accordance with law and other related regulations.
2. The Company will continuously improve energy efficiency, which aligns with business operations, technology adoption, and good practice guidance.
3. The Company will lay out the plan and energy conservation targets annually and communicate to all employees to enhance understanding and practice precisely.
4. The Company will hold that the energy conservation is the responsibility of the business owner, executives, and employees across the levels to cooperate in the Company's energy management measures, monitor, and report to the Energy Management Committee.
5. The Company will uphold necessary resources, including human resources, budget, operational time, training, and listening to feedback for further improvements in energy management.
6. The executives and Energy Management Committee will revise and improve on energy targets and plans annually.

Energy Management Plans

1. The replacement of lighting devices with more energy-efficient ones across the organization.
2. The replacement of the previous fixed speed air compressor with a variable speed drive (VSD) air compressor helps to control production output to match demand.
3. The installation of exterior lighting by using devices primarily powered by solar energy.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 3,692,272.00 Kilowatt-Hours	2024 : Reduced by 31.81%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Key Performance

- The total amount of non-renewable energy consumed 9,749,460 kWh (electricity)
- The total amount of non-renewable energy consumed 975,000 LTR (furnace oil)
- The total amount of non-renewable energy consumed 9,749,460 kg. (Palm Kernel shell)
- Total energy consumption from solar cells 1,175,300 kWh
- Total Palm Kernel shell fuel consumption in the manufacturing process accounts for 85%

Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	6,101,144.00	7,228,414.25	11,562,688.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	6,101,144.00	6,086,005.01	10,387,388.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	N/A	1,142,409.24	1,175,300.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	9,577.93	10,152.27	14,471.45

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

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Person (employee))	9,577.93000000	10,152.27000000	14,471.45000000

Electricity Expense ^(*)

	2022	2023	2024
Total electricity expense (Baht)	23,628,039.92	24,852,244.97	40,199,299.13
Percentage of total electricity expense to total expenses (%) ^(**)	1.97	2.07	2.93
Percentage of total electricity expense to total revenues (%) ^(**)	1.62	1.73	2.81
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	37,092.68	34,904.84	50,312.01

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

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

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	18,567.25	23,296.33	17,080.97
Gasoline (Litres)	39,736.28	33,598.83	231.65
Fuel oil (Litres)	504,530.00	591,500.00	1,002,000.00
LPG (Kilograms)	15.00	24,285.93	31,305.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2022	2023	2024
Total fuel expense (Baht)	25,860,493.90	23,689,140.88	33,868,580.68
Percentage of total fuel expense to total expenses (%) ^(**)	2.16	1.97	2.47
Percentage of total fuel expense to total revenues (%) ^(**)	1.77	1.65	2.37

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

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

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan : Yes

In 2024, Thailand faces severe and diverse environmental issues resulting from climate change and significant natural phenomena such as El Nino and La Nina. These events have greatly impacted water levels in various regions across the country, leading to both droughts in some areas and floods in others. Particularly, the drought situation has caused a significant reduction in the water levels of crucial water sources, such as dams, reservoirs, and major rivers. This shortage of water has affected communities and the agricultural sector, leading to difficulties in irrigation and daily living, with agricultural production declining. This situation has also resulted in economic challenges and a decrease in the quality of life for people in the affected areas. Addressing both the drought and flood problems requires cooperation between the government, private sector, and communities to develop comprehensive solutions and reduce long-term impacts.

According to the pivot product of the Company "Beverage," it is undeniable that the production process consumes a large amount of water. As a leading beverage company, the Company recognizes and places importance on efficient water management. Moreover, the Company is conscious of the water shortage situation, which can threaten the business in the future. Therefore, the Company strictly complies with regulations and related laws. Additionally, our commitment extends to proactive water management practices aimed at optimizing efficiency, reducing water consumption, and minimizing environmental and societal impact.

Water Management Plans

For water management in the production process, the Company will first check for water scarcity problems in the public canal area around the factory before drawing surface water to storage in the Company's dug wells. The water will then be used in high-pressure water production (Reverse Osmosis - R.O.). After the production process completed, the water treatment process began. The wastewater discharged from the production process will be delivered to a treatment process to meet the controlled standard before being discharged into the environment. The water quality will be checked before being released into the public canal. In an emergency, the Company has designated a responsible person to control the quality of water used in the factory and create guidelines for wastewater management practices. Additionally, the Company conducts annual inspections following organizational measures. Based on the inspection results, the water management meets the standards, and there are no complaints from the nearby community and water scarcity problems in the area.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 256,790.00 Cubic meters	2024 : Reduced by 10.96% or 28,142.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Key Performance

- The total water consumption 222,101 cubic meter, which accounted for water consumption quantity per unit produced, equal to 9.11 (cubic meter/ton)
- The total water discharged 104,500 cubic meter, which accounted for water discharged per unit produced, equal to 3.30 (cubic meter/ton)

Water Management Projects

1. The Company installed a water circulation system for the water used in the production process.
2. Improve the efficiency of the R.O. water production system to maximize water-generating capability.

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	2,381.00	285,610.00	246,773.00
Water withdrawal by third-party water (cubic meters)	2,381.00	75,509.00	11,235.00
Water withdrawal by surface water (cubic meters)	0.00	210,101.00	235,538.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	3.74	401.14	308.85
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.20	0.17

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

Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	N/A	138,550.00	112,020.00
Wastewater discharged to surface water (cubic meters)	N/A	138,550.00	112,020.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	2,381.00	147,060.00	134,753.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00163372	0.10236544	0.09418203

	2022	2023	2024
Intensity of total water consumption (Cubic meters / Person (employee))	N/A	206.54000000	168.65000000

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	325,195.47	2,718,324.00	5,550,311.50
Total water withdrawal expense from third-party water (Baht)	325,195.47	2,718,324.00	5,550,311.50
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.03	0.23	0.40
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.02	0.19	0.39
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	510.51	3,817.87	6,946.57

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company prioritizes waste management, including industrial waste, by adhering to the principle of maximizing resource utilization based on the 3Rs (Reduce, Reuse, Recycle). Emphasizing the significance of minimizing waste in the production process, the company advocates for efficient waste management, encompassing the reuse of raw materials and waste throughout the supply chain, detailed in the following measures:

1. The Company has consistently advanced and enhanced operational processes in both production and production support activities. The primary objective is to minimize waste generation, and when waste does occur, the company meticulously manages each type based on its potential for reuse or recycling. This approach aims to minimize the volume of waste requiring disposal in landfills.
2. The Company ensures environmentally responsible disposal of non-recyclable industrial waste, following strict compliance with legal requirements and Department of Industrial Works guidelines. This involves efficient waste sorting by type, and subsequent transportation and disposal in accordance with established standards.
3. The Company prioritizes strict adherence to air pollution control laws to ensure occupational health and safety while minimizing environmental impact. Recognizing potential pollution effects on nearby communities, the Company proactively collaborates with them to implement measures and establishes a mechanism for community feedback or complaints on environmental issues caused by factory activities.
4. The Company will assess the effectiveness of the factory's waste management system, analyzing the root causes of any inefficiencies or deviations from its objectives. This evaluation will encompass continuous improvement and the ongoing development of waste management activities within the factory, guided by the principles of 3Rs.

The Company has determined that employees at all levels within the organization, including staff, directors, and executives of Royal Plus Public Company Limited, are obligated to endorse, advocate, and align their actions with the prescribed environmental policy. The Company is committed to collaborating, supporting, and actively participating in initiatives led by various entities, both public and private, aimed at advancing environmental practices and ongoing energy conservation.

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	2024 : non-hazardous waste 500,000.00 Kilograms	2025 : Reduced by 100,000.00 Kilograms	<ul style="list-style-type: none">• Recycle• Landfilling

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Key Performance

- The company has general waste was 211,790 kg. from the target of 400,000 kg.
- The company has recyclable waste was 420,493.70 kg. from the target of 500,000 kg.
- The company has hazardous waste was 3,198 kg. from the target of 3,500 kg.
- All employees understand and are able to separate waste according to specified containers, achieving a rate of 100%.
- Number of hazardous chemicals of 31 types.
- There are no environmental complaints from neighboring communities.

General waste

Quantity : 211,790 kg.

Waste management : Delivered to the contractor for landfill disposal.

Recyclable waste collection

- Plastic bottles

Quantity : 25,691.60 kg.

Waste management : Sold for recycling purposes.

- Glass bottles

Quantity : 132,004.30 kg.

Waste management : Sold for recycling purposes.

- Plastic baskets

Quantity : 3,652 kg.

Waste management : Sold for recycling purposes.

- Aluminum tanks

Quantity : 59 kg.

Waste management : Sold for recycling purposes.

- Cardboard boxes

Quantity : 207,695.80 kg.

Waste management : Sold for recycling purposes.

- Cans

Quantity : 0 kg.

Waste management : Sold for recycling purposes.

- Other plastics, such as soiled bags and film scraps.

Quantity : 49,098.50 kg.

Waste management : Sold for recycling purposes.

- Plastic strap

Quantity : 2,147 kg.

Waste management : Sold for recycling purposes.

- scrap paper

Quantity : 145.50 kg.

Waste management : Sold for recycling purposes.

Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	101,570.00	189,311.00	214,988.00
Total non-hazardous waste (kilograms)	100,870.00	187,380.00	211,790.00
Total hazardous waste (kilograms)	700.00	1,931.00	3,198.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.07	0.13	0.15
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.07	0.13	0.15
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

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

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

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	332,620.00	351,620.00	420,438.00
Reused/Recycled non-hazardous waste (Kilograms)	332,620.00	351,620.00	420,438.00
Percentage of total reused/recycled waste to total waste generated (%)	327.48	185.74	195.56
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	329.75	187.65	198.52

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Climate Change and Greenhouse Gas Emissions

In 2024, the world is facing more intense natural and environmental challenges due to the impact of the El Nino phenomenon, which has been ongoing for some time. This phenomenon has significantly raised sea surface temperatures in the Pacific Ocean, affecting global weather patterns, leading to natural disasters such as drought in some areas that lack water for agriculture and living, while other areas experience severe flooding from abnormal heavy rainfall. Countries in the Pacific region with economies heavily reliant on agriculture, such as Southeast Asian countries and Central America, are the most affected. The lack of water in arid regions results in a decrease in agricultural output, while flooded areas face damaged infrastructure and displaced populations.

Furthermore, the severe climate change is linked to the continuous increase in greenhouse gas emissions, which are still rising due to human activities such as the use of fossil fuels in industry and transportation. While many countries around the world have made efforts to reduce greenhouse gas emissions, there remains a significant gap that must be addressed urgently to prevent increasingly severe impacts. In 2024 is another clear example that climate change is not only a threat to the environment but also deeply impacts the economy, society, and quality of life globally. International cooperation, the use of clean energy, and the development of sustainable policies are thus urgently needed to prevent more severe consequences in the future.

As a result, the company places great importance on the quantity of greenhouse gases and the changes occurring in nature today. The company cooperates with government policies aimed at reducing the country's greenhouse gas emissions and establishing guidelines for managing its own emissions. In 2021, the company began establishing a greenhouse gas accounting system in line with ISO 14064-1:2018 standards, starting with the headquarters and later expanding to its factories by 2022, as well as regularly reporting its emissions.

In 2024, the company conducted monitoring, maintained standards, and received ISO 14001:2015 certification for its Environmental Management System, establishing a globally recognized standard for the company's environmental management system to enhance internal environmental performance and ensure environmental sustainability. Additionally, the company received ISO 14064-1:2018 certification and elevated its factory to the Green Industry Level 3, confirming its commitment to reducing greenhouse gas emissions and participating in global efforts to combat climate change. Furthermore, in the past year, the company provided environmental management training for employees and executives at all levels to align with its environmental management policies and practices, sharing training materials through the company's Intranet and notice boards, with 80% employee participation in the training.

Climate Change and Greenhouse Gas Emissions Management Plans

In 2024, the Company set the indicators for efficient resource consumption and lowered the impact on the environment in relation to the Company's operations as well as monitored and enhanced the efficiency of the performance.

Indicators - Lessen the cost of fuel

Measurement Criteria - The cost of fuel (furnace oil and Palm Kernel shell), consumed per month or 1 ton of products produced

Reporting Frequencies - Monthly

Indicators - Better the rate of fuel consumption

Measurement Criteria	-	Increase the rate of Palm Kernel shell fuel by 85% of total fuel consumption
Reporting Frequencies	-	Monthly

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Carbon Neutrality

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2022 : Greenhouse gas emissions 37,918.00 tCO ₂ e	2027 : Reduced by 20% in comparison to the base year	2030 : Reduced by 40% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : Net zero Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-3	-	2050	None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Key Performance

- Total GHG emissions Scope 1 was equal to 3,745.00 tons of CO₂ equivalent
- Total GHG emissions Scope 2 was equal to 5,300 tons of CO₂ equivalent
- Total GHG emissions Scope 3 was equal to 30,840 tons of CO₂ equivalent
- Total GHG emissions intensity was equal to 1.146 m³ of CO₂ equivalent per unit produced (Unit: Ton)

The Company developed its GHG emissions report in 2024, and the GHG emissions inventory was verified and certified for its carbon footprint according to the ISO 14064-1:2018 Standard. The verification process was conducted by Bureau Veritas Certification (Thailand) Company Limited. Additionally, the company proceeded with the carbon footprint label registry for the Carbon Footprint of Organization (CFO) through the Thailand Greenhouse Gas Management Organization (TGO).

The installation of a solar power generation system

Aligned with our commitment to promote the use of renewable energy in accordance with circular economy principles and the organization's sustainable development guidelines, the company achieved a significant milestone in 2023. A rooftop solar capacity of 984.96 KWP was successfully installed at the main production building in Amphawa District, Samut Songkhram Province. This initiative serves as an alternative source of electrical energy for the production process, contributing to a substantial annual reduction of 666 tons of CO₂ greenhouse gas emissions. Moreover, it plays a pivotal role in decreasing overall electricity consumption, resulting in a positive impact on energy costs. The project has been officially registered as a carbon dioxide reduction initiative with the Thailand Greenhouse Gas Management Organization (Public Organization) or TAO and has successfully reached completion.

Reducing the use of glass for packaging

The Company is environmentally conscious and has a sustainability management policy that aligns with its business direction and strategy. In 2023, the Company reduced the thickness of glass for bottle packaging, decreasing the amount of glass used from 185 grams to 170 grams while maintaining product quality. The Company also focused on applying technology and innovation in modern production processes to reduce the environmental impact caused by its packaging production.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	37,918.00	30,905.00	39,885.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,030.00	2,297.00	3,745.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	3,050.00	3,043.00	5,300.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	32,838.00	25,565.00	30,840.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.026017	0.021512	0.027877
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	59.53	43.41	49.92

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Other : BUREAU VERIFICATION (THAILAND) COMPANY LIMITED

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

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

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : Royal Plus Public Company Limited

Symbol : PLUS

Market : SET

Industry Group : Agro & Food Industry

Sector : Food & Beverage

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Supplier rights

3.4 Social Sustainability Management

Social Sustainable Success

The Company believes that the foundation of our business is important and can drive the organization to grow efficiently with sustainable society in order to face many challenges, bringing risks and opportunities. Therefore, the Company emphasizes the importance of a strong social foundation, which contributes to the development and enhancement of sustainable management systems, as well as good corporate governance, social responsibility, and environmental stewardship.

The staff are the cornerstone for driving organizations to grow efficiently and collaborating with external societies (communities and stakeholders) to promote sustainable development. This collaboration leads to excellent results, innovation, social care, business ethics, and confidence. This aligns with the company's goal of growing alongside society and consumers in a sustainable manner.

3.4.1 Social Practice Policy

Human Rights Operation

Royal Plus Public Company Limited recognizes that every human being is born with inherent rights, dignity, and equality in their humanity. Throughout the past year, the company has remained committed to treating all employees equally and fairly, without discrimination. The company embraces and promotes diversity among its employees, allowing them to fully demonstrate their potential in the workplace.

In addition to respecting the human rights of all employees, the company has also been proactive in ensuring that labor practices comply with international standards, as well as the labor laws of the countries where the company operates, and the requirements set by clients as follow:

- Civil and Political Rights
 - Promote the acceptance of differences and foster the ability to live together equally based on those differences.
 - Refrain from any actions that may create a work environment that is intimidating, harassing, or unfriendly, including physical, verbal, emotional, or written harassment.
 - Avoid any actions that disturb the work of other employees, causing inconvenience or disruption.
 - Refrain from any unethical conduct or sexual harassment towards other employees. Such actions include, but are not limited to, unwanted physical contact, obscene behavior, or sexual harassment, whether verbal or physical, that could cause distress, embarrassment, loss of face, or undermine morale.
 - Avoid any actions that limit the freedom of speech or participation in political activities, as these are personal rights and opinions. Employees must not use the name of Royal Plus Public Company Limited or company assets for any political activities.
- Economic, Social, and Cultural Rights
 - The company does not engage in any actions that restrict employees' rights to practice their cultural traditions, customs, and religious beliefs.
 - The company provides employees with social security and other benefits as required by law.
 - The company ensures that employees have rest periods during working hours, working hours, as well as annual

leave and other holidays with full pay, in accordance with legal requirements.

- **Labor Practices**

- The company does not employ child labor, nor does it engage in or support the employment of child labor in any form that is illegal.
- The company will not engage in or support the use of illegal forced labor in any form. This includes any form of coercion or punishment to force individuals to work against their will. This means no forced labor, threats, physical violence, sexual abuse, confinement, debt bondage, withholding or delaying wages, restricting freedom of movement, social isolation, or confiscation of personal identification documents unless such actions are in accordance with the law.
- The company practices non-discrimination and provides equal opportunities in the recruitment and selection of employees, irrespective of age, gender, race, nationality, disability, or religion, and will consider candidates based on the qualifications required for the job position being advertised.
- The company pays wages, compensation, and benefits in various forms that comply with labor laws, on time as stipulated, and will not deduct employee wages. Furthermore, the company provides equal wages and compensation for male and female employees for work of equal value.
- The company develops its personnel fairly and equally, without discrimination, considering the suitability of each position and career advancement.
- The company respects the rights and freedoms of association or group formation in any form, including employees' participation in bargaining groups, as long as it is in accordance with the law. This is a fundamental right that leads to the protection of other rights for social progress and sustainable development.
- The company respects the personal rights and freedoms of employees, ensuring equal rights and protecting employees' personal data. The company will retain employees' personal information only to the extent necessary for the company's operations or as required by law, and will implement processes to safeguard the personal data from unauthorized access or misuse, which would violate employees' privacy rights.
- The company ensures the working environment, safety, and hygiene of employees by promoting adherence to occupational health and safety measures, rules, regulations, and procedures set by the company.
- The company provides training for employees at all levels to enhance their knowledge and skills to align with the rapidly changing business environment.

The company has designated that executives and supervisors at all levels are responsible for ensuring that the company's operations do not violate human rights. They are required to strictly adhere to the company's policies and practices in treating all employees. Additionally, employees have the right to file complaints, grievances, or report violations of personal or human rights, abuse, harassment, bullying, or any unfair actions that occur to themselves or others. Employees can report these issues to their supervisors or the human resources department at any time.

Human Rights Performance in 2024

- There were no cases of lawsuits or labor disputes.
- There were no cases of lawsuits or complaints regarding human rights violations, either from the company's employees or from the surrounding community.

Operational Plan

Human Resource Management and Development

- Reviewing operational structure, value, and corporate culture to create effective change.
- Creating and maintaining employee satisfaction rate.
- Planning strategy, organization, and employee development constantly.
- Planning workforce appropriately.
- Retaining employee.
- Personnel are cared for and developed to maintain a balance between work and life, ensuring their work efficiency and playing a crucial role in driving the organization forward.
- Improving employee's evaluation to be fair and accepted by all.
- Reviewing employee development and training plan regularly.
- Increasing the total average number of training hour.
- Reduce the occurrence of accidents leading to severe impacts and eliminate work-related illness, ensuring a safe working environment for employees.

Occupational Health and Safety

- There were no work-related illnesses among employees in 2025.

- Train employee on safety protocol before start working.
- Encouraging safe working condition.
- Taking into account and paying attention to employee's safety.
- Increase safe working conditions by providing safety equipment to employee.
- Assessing operational risk regularly.
- Plan, analyze, and fix any flaw in the operational process to reduce accident.

Participation in Community Development

- Continue to support community engagement.
- Creating a good relationship with the community.
- Taking responsibility and support community and society appropriately with regard to local culture, custom, and tradition.
- Encouraging local employment.
- Promoting volunteering activity to improve community and society.
- Assessing the risks which the community may be impacted by business operation.
- Nurture responsibility to community and society in employee of all level, business partner, and all stakeholder.

Customer health and safety

- Prioritizing customer health and safety.
- Developing product to serve customer's needs and lifestyle.
- Maintaining operation to meeting international standards.

Overall Performance

- Total number of employees: 799
- Employee with disability: 6 (not yet in full compliance with the number required by law, but the company regularly contributes to the • Disability Fund as required by law every year)
- Complaint from employee: 0
- Employee satisfaction rate: 89.29%
- Average training hour: 0.82 hour/person/year
- Total amount spent on training and capacity building: 1,571,819.12 THB
- Injury Rate (IR): 0 case
- Lost time injury frequency rate (LTIFR): 0 case
- Occupational Disease Rate (ODR): 0 case
- Loss day rate (LDR): 0 case
- Number of fatalities as a result of work-related injury/ill-health: 0 case
- Total amount spent on community development: 736,456.85 THB
- Complaint from surrounding communities: 0 case
- Recruitment in the local community: 52 (other Sub-districts 40 / Phraek Nam Daeng Sub-district 12)
- Community satisfaction with the company's activities: 87.62%
- Compliance with product safety standards: 100%

The Company recognizes the importance of operating business with social responsibility which adhere to rules, transparency, considering benefits and impacts on all stakeholders. In 2024, the Company committed to operating its business with social responsibility, which includes upholding human rights, adhering to labor practices, promoting good governance, ensuring safety and good working conditions, and focusing on product development to deliver quality products to customers. This commitment aligns with the Responsible Business Conduct Guidelines of the Stock Exchange of Thailand.

Policy for Promoting Jobs Opportunity for Persons with Disabilities

The Company is committed to sustainable development and upholding human rights by implementing a policy to recruit and provide job opportunities for persons with disabilities. The company does not discriminate in the recruitment and selection of personnel based on strengthening their skills and training them to be ready for available job positions. The goal is to build their trust and confidence in their ability to work, participate, and be equal with other employees. The aim is to improve the livelihoods of persons with disabilities, enabling them to live proudly in society and achieve stable self-sustainability.

In 2024, the company employed 6 persons with disabilities in its workplace. Of these, 3 were hired as permanent employees in suitable positions, and 3 were supported in pursuing occupations aligned with their skills. For the latter group, the

company promoted a career in health massage for employees, which not only provided a welfare benefit to the general staff by relieving work-related fatigue but also offered a professional opportunity for people with disabilities, creating value for all disabled individuals working within the company.

Since the company is required to employ persons with disabilities according to the legal criteria, the company needed to employ 8 individuals in total in 2024. However, with only 6 individuals employed, the company contributed to the Disability Development and Welfare Fund for 2 positions, amounting to 240,900 baht.

Nevertheless, the company remains committed to recruiting persons with disabilities in the coming years, providing opportunities for qualified individuals to demonstrate their potential, have careers, support their families, and live without feeling undervalued. The company aims to ensure that they can continue to thrive sustainably in society.

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

3.4.2 Overall goal on social dimension

“The Company is committed to moving toward a sustainable future by focusing on building awareness of occupational health and safety, promoting the well-being of employees, and enhancing employee performance through a culture of learning. Additionally, the company is committed to respecting human rights across its value chain and collaborating with communities and society to improve quality of life and livelihoods.”

Targets

Number of complaints from the employee on the business activities

Year 2023 : 0

Year 2024 : 0

Number of training hour (hours)

Year 2023 : 1.50 hours

Year 2025 : 4 hours

Employee satisfaction survey (percentage)

Year 2023 : 80%

Year 2024 : 80%

Number of accidents which cost more than 3 days of lost time (case)

Year 2023 : 0 case

Year 2024 : 0 case

Total amount spent on supporting community (Baht)

Year 2023 : 300,000 Baht

Year 2024 : 300,000 Baht

Community satisfaction around the factory

Year 2023 : 80%

Year 2024 : 80%

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

Comprehensive Human Rights Due Diligence Process

In 2024, the company began implementing a comprehensive human rights due diligence process across the entire value chain by adhering to the United Nations Guiding Principles on Business and Human Rights (UNGPs). This is to prevent and avoid human rights violations involving the company's employees, its business partners, suppliers, contractors, customers, and local communities. The following guidelines have been established:

- (1) The company has a responsibility to protect and uphold the human rights of all employees, ensuring that there are no human rights violations from any parties involved in the company's operations.
- (2) The company has a duty to respect human rights and comply with applicable laws, avoiding actions that violate or contribute to human rights impacts.
- (3) In cases where human rights violations occur due to the company or its business group, the company provides channels for remedying the victims whose rights have been violated.

Guidelines for Comprehensive Human Rights Risk Assessment

- (1) Defining the Scope of the Audit

The company defines the scope of its comprehensive human rights audit process clearly and comprehensively, covering all relevant stakeholders, including high-risk and vulnerable groups in the company's operations, as well as stakeholders in the supply chain. This includes considering human rights issues related to the company's operations, such as forced labor, child labor, discrimination, sexual harassment or abuse, human trafficking, and other human rights issues.

- (2) Identifying Relevant Human Rights Issues

The company ensures that human rights issues are reviewed comprehensively throughout the value chain, continuously updating the risk assessment list for human rights issues related to the business. Departments involved are assigned to identify potential risk issues arising from the company's operations.

- (3) Human Rights Risk Assessment

The company conducts a human rights risk assessment to identify risks that have occurred or may occur throughout the supply chain. This involves considering both internal and external stakeholders who may be directly or indirectly impacted by the company's business activities. The issues identified from the departments involved in the assessment are used to define human rights risk criteria, based on two factors: the likelihood of occurrence and the impact as below.

Risk Assessment Criteria: Likelihood

Levels of Likelihood and Characteristic of Likelihood

4 High Probability : The event is likely to occur in industries of the same type as the operational area, but the likelihood of it occurring in the operational area is low.

3 Moderate Probability : The event is very unlikely to occur in the operational area, but there is a possibility it could happen.

2 Low Probability : The event may occur occasionally in the operational area.

1 Very Low Probability : The event is likely to occur multiple times per year within the operational area.

Risk Assessment Criteria: Impact

Levels of Impact and Characteristic of Impact

4 High Impact :

- Human rights impacts that extend beyond the scope of the operational area or affect populations beyond its boundaries.
- The Company cannot directly control or mitigate human rights impacts to restore the violated rights of individuals.
- The impacts/events related to human rights issues require assistance from independent and trustworthy external organizations to effectively address them in collaboration with The Company.

3 Moderate Impact :

- The Company provides assistance or support in carrying out activities that may lead to human rights violations (Legal Complicity).
- Human rights impacts resulting from The Company's operations or the value chain of The Company, affecting stakeholders in some operational areas.
- The Company has human rights conflicts with vulnerable groups.

2 Low Impact :

- The Company benefits from activities that result in human rights violations carried out by other entities (Non-Legal Complicity), but it does not participate or support them in any way.
- The Company is unable to address concerns related to human rights from stakeholders, whether internal or external.

1 Very Low Impact :

- The potential impacts arising from concerns regarding human rights received from affected stakeholders, both internally and externally, are addressed and mitigated at the operational area level. This includes the management mechanisms for handling company complaints.

(4) Establishing Mitigation and Prevention Measures

The company prevents potential impacts arising from the risks identified in the human rights risk assessment. This includes setting measures to mitigate and prevent such impacts, particularly in high and very high-risk areas. These measures serve as guidelines to control the impacts, keeping them at a low or acceptable level. The company also develops and enhances the awareness of those involved in the identified risk areas, ensuring they understand the impacts and consistently follow the established measures.

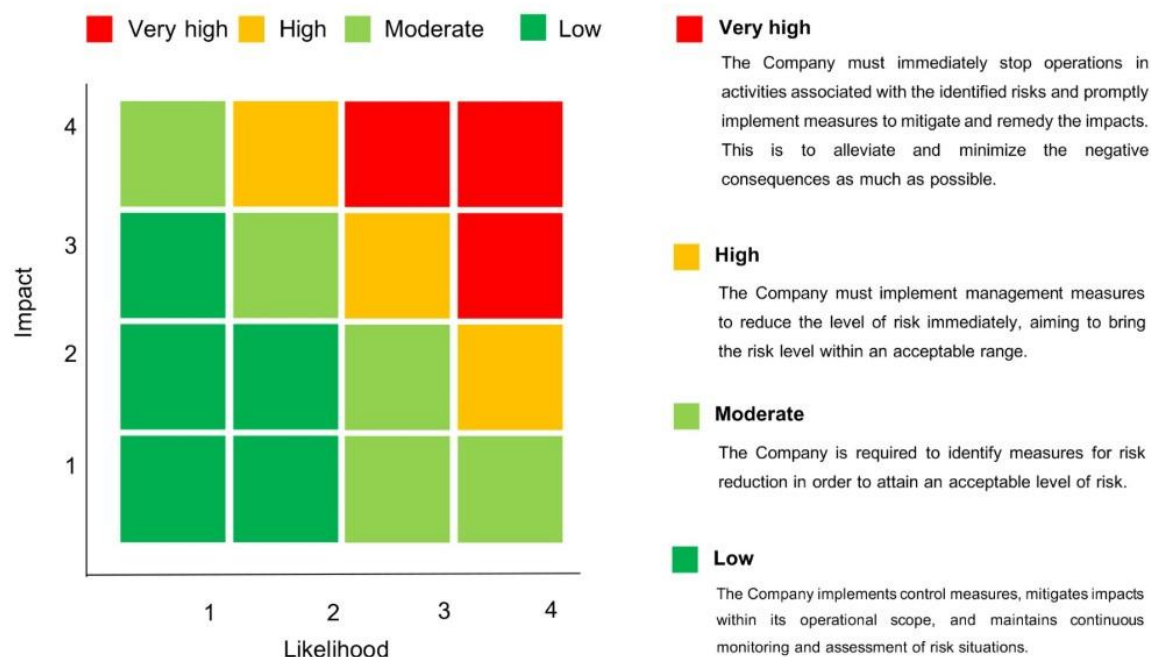
(5) Monitoring and Reviewing Human Rights Performance

The company conducts an annual review of human rights risk issues, as well as the mitigation and prevention measures for human rights risks. This is because human rights risk issues may change as activities and stakeholders evolve. Additionally, the company ensures ongoing communication through employee training programs that cover human rights and non-discrimination to raise continuous awareness among employees.

(6) Corrective Actions and Remediation

The company will take corrective actions and provide remediation to those affected by human rights violations resulting from the company's activities and stakeholders throughout the value chain. This will be done through a fair investigation process and the establishment of corrective and remedial measures for the damages caused. These may include formal apologies directly to the affected parties, compensation for the damages, payment of compensation, or non-monetary restitution, such as creating development opportunities, acceptance, or other benefits, as well as providing assistance in accessing and addressing other forms of remediation. The company will also summarize the lessons learned and develop measures to prevent recurrence, reducing the risk and likelihood of similar incidents happening again.

HRDD process diagram



Information on other social management

Plans, performance, and outcomes related to other social management

Sustainability Management in the Economic Dimension

Driving Innovation and Technology

In an era where consumer demands are rapidly changing, the food and beverage industry faces the challenge of developing products that respond to trends in health, sustainability, and providing positive consumer experiences. Driven by innovation and technology, these are key mechanisms that help enhance competitiveness and promote sustainability in all dimensions of business operations. Meeting the current consumer demands requires modern innovation and technology, with the following main objectives:

- **Research and Development (R&D)**

Focuses on creating new products that meet consumer needs, such as health drinks, plant-based products, low-sugar products, and drinks without preservatives, in response to the growing demand for health-conscious and environmentally aware choices.

- **Production Efficiency Improvement**

Incorporates modern technologies such as automation systems and data analytics in the production process to reduce waste, enhance efficiency, and minimize the use of natural resources.

- **Promotion of Circular Economy**

Innovation in sustainable packaging and the use of production waste in industrial applications, as well as the creation of new products from waste materials. This includes using recycled materials, designing packaging to reduce waste, and developing processes for managing production waste, all to help minimize environmental impact.

Recognizing the importance of this, the company places a strong emphasis on driving innovation and technology. This includes investing in research and development, applying highly efficient technologies in the production process, and creating products that meet international quality standards to satisfy consumer demands. Additionally, the company is focused on building a unique identity for its products and promoting a competitive advantage in the food and beverage industry in a sustainable manner.

Operational Goals

- Launch at least 20 new SKUs (Stock Keeping Units) of products.
- Allocate an investment budget to support research and development of innovations, accounting for 0.2% of total revenue.

Operational Plan

Research and Development to Create Distinctive Products

The company places great importance on product research and development, focusing on creating distinctive, diverse products that meet the needs of target consumers. The meticulous approach in research and development, along with attention to detail in gathering in-depth data, enables the company to understand the true needs of its target audience. Additionally, the company emphasizes analyzing global consumer behavior and conducting thorough market research, which is crucial for creating value and new experiences for consumers. In 2024, the company developed innovative and outstanding products, including "MABU COCO,"

a fruit juice mixed with coconut jelly, and "COCO ROYAL," 100% coconut water in high-quality PET plastic bottles. Both products received excellent feedback from consumers and were successfully distributed to 30 countries worldwide within less than a year. This achievement underscores the success of the company's product development, aligning with market demands and its ability to compete on an international stage.

Modern Production Process

The company is one of the pioneers in the beverage industry, being among the first to adopt the innovative beverage filling process with pulp inclusion. This process not only enhances the flavor and texture of the product but also meets the demand from consumers seeking unique and novel drinking experiences. With advanced production technology and specialized expertise, the company is able to develop beverages containing fruit pulp or unique ingredients, such as coconut jelly or fresh fruit pieces, while maintaining quality, freshness, and the authentic taste of the raw materials. The production process complies with international standards in terms of safety and sustainability. This innovation is a significant step in strengthening the brand's identity and making the company's products memorable both domestically and internationally. It reinforces the company's leadership in the beverage industry, focused on continuous development to ensure the highest consumer satisfaction.

In 2023, the company invested in innovative cold aseptic filling technology, which is the most advanced production technology in the beverage industry, meeting international standards. With a production capacity of up to 48,000 bottles per hour, this technology enhances the company's ability to meet the increasing demand both domestically and internationally. It also helps reduce production costs, increase efficiency, and promote sustainability through the development and investment in modern technologies. In 2024, the company launched new products in the global market, including "MABU COCO" (fruit juice mixed with coconut jelly) and "COCO ROYAL" (100% coconut water), both produced using advanced PET production processes. These products have received excellent feedback from consumers worldwide.

In Present, the company operates a total of 7 production lines, including 5 glass bottles production lines and 2 PET plastic bottles production lines, with a total production capacity of up to 450 million bottles per year. The focus on innovation, technology, and sustainability allows the company to maintain its leadership in the food and beverage industry and be poised for sustainable growth in the future.

Overall Performance Results

- Number of New Products Sold in 2024 : 23 SKUs
- Expenditure for Promoting Product Research and Development of Innovations in 2024

Tax Operations

The company is committed to conducting its business with transparency, integrity, and a strong sense of duty and responsibility regarding tax operations. We are dedicated to establishing tax planning guidelines and practices, formulating relevant tax policies, and defining procedures for risk management. This includes implementing tax risk management measures and ensuring the proper and complete utilization of tax benefits, in order to maximize efficiency within the legal framework. We also comply with regulations on the disclosure of financial and tax information to government agencies and all stakeholders. This approach aligns with the principles of good corporate governance, business ethics, and sustainability practices.

The company believes that a strong sense of tax responsibility contributes to the economic and social development of the country in the future. Therefore, to achieve these goals, the company has established the following tax policies.

Tax Planning and Practices

- 1) Comply with all relevant laws and regulations concerning tax management in each country where the company operates, ensuring accuracy and completeness.

- 2) Plan taxes and utilize tax benefits in full compliance with laws and regulations, including structuring operations in a way that does not result in tax avoidance.
- 3) Ensure timely submission and claim of tax refunds within the legally prescribed period, to maximize benefits for the company, government agencies, and the country.
- 4) Regularly study and assess the tax implications whenever new laws or tax policies are enacted, or when the company engages in new transactions, always considering the maximum benefit to the company.
- 5) Establish a knowledgeable and competent tax department to ensure correct operations and minimize tax dispute risks. Additionally, appoint individuals responsible for providing accurate information on the company's operations when requested or audited by government authorities.
- 6) Encourage relevant personnel to develop their knowledge of taxation to ensure that they can perform their duties correctly and comprehensively.

Tax Reporting

The company manages corporate income tax in compliance with the tax laws of the respective countries, ensuring accuracy, transparency, and fairness. The company regularly monitors and evaluates its operations according to the relevant tax laws, regulations, and practices to ensure that all parties involved are informed and comply correctly. In 2024, the company did not engage in any activities that violated tax laws or regulations, resulting in no penalties. The company reported a pre-tax profit of 56,894,941 THB and income tax expenses of 13,930,295 THB, which reflects an effective tax rate of 24.5%. This effective tax rate is higher than the corporate income tax rate of 20% stipulated in Thailand due to differences between accounting and tax calculations. For further details, refer to the “Notes to the Financial Statements of the Company.”

Supply Chain Management

The Company treats its business partners with equality, fairness, and respect, while considering mutual benefits in all business dealings. It has set guidelines for selecting partners in the supply chain in accordance with legal standards for occupational health and safety, as well as environmental-friendly standards. The Company values the development of its partners' potential for sustainable growth, using the ISO 9001:2015 - Quality Management Systems Standard as a guide for selecting partners and the procurement of goods and, environmental management systems (ISO : 14001) standards for standard operating procedures, procurement procedures, contract award procedures, legal personality, and performance evaluation. This approach ensures an efficient procurement process from partners, while considering environmental impact and maximizing efficiency and value.

Operational Targets

- 100% of new vendors or service providers qualified the supply-chain selection criteria
- 100% On-Site Audit for new partners
- Increasing number of suppliers for the main raw materials such as coconut water and coconut meat to reduce a shortage of main raw materials during off-season
- Providing annual training on quality and safety to vendors.

Action Plan

The Company has established a code of conduct for its partners with the objective of ensuring fairness and honesty, maintaining mutual benefits with integrity and ethics. Moreover, the Company and business partners will not engage in any unethical practices, such as receiving or providing any benefits that are illegitimate. The Company will also strictly adhere to the terms and conditions of the agreements and work together to find solutions to any issues that may arise. In case of any breach of the agreement, the Company will report the business partner in advance and work towards finding a resolution.

Supply-chain Selection Criteria

The criteria for supply-chain selection include the following: 1) Production Group, including Main Raw Material and Main Packaging, and 2) Service & Maintenance Group. The Company will evaluate the new prospect suppliers (only for those in the Production Group) via the Evaluation Assessment Form submitted by the suppliers or service providers. The assessment will be performed only for agricultural raw materials. For suppliers who do not meet the criteria, they will need to make corrections as specified by the Company. Once they have passed the evaluation and verification process, they can then register as a supplier with the Company.

New Supply-chain Selection

The company gives importance on the process of selecting new partners, adhering carefully and systematically to

established criteria. All new partners must undergo evaluation based on criteria related to their potential and qualifications concerning ESG (Environment, Social, Governance) aspects. The evaluation considers various factors, such as

- Environmental management, such as receiving Green Industry certification or ISO 14001
- Organizing training to raise awareness of energy conservation
- Workplace and building infrastructure, including cleanliness and readiness of public utilities
- Expertise and skill development of personnel
- Efficient production process control
- Safe and effective transportation management

The company will evaluate and select partners based on the criteria mentioned above. Partners who pass the evaluation must score at least a B grade or achieve a total score of over 70%. This is to ensure that the company's partners possess the capabilities and quality that align with the company's standards and operational goals.

Existing partners (partners on the Approved Vendor List, or AVL)

The company has established a systematic and consistent process for evaluating current partners, considering key factors such as product quality and safety, pricing appropriateness, operational efficiency, and ESG (Environment, Social, Governance) assessments, which are conducted annually. This is to maintain standards and strengthen effective collaboration between the company and its partners.

All partners must undergo an annual quality assessment, including an on-site audit for key partners at least once a year, conducted according to the company's random inspection plan. The evaluation criteria include:

- Environmental management: For example, receiving Green Industry certification or ISO 14001
- Product quality: Products must meet the specified standards, be safe, and comply with legal requirements
- Delivery: Products must be delivered on time and in the quantities specified in the purchase order
- Communication: Coordination must be convenient, fast, and efficient
- Pricing and payment terms: Must be reasonable and in accordance with the agreed terms

These criteria enable the company to maintain partner standards, promote sustainability, and build trust for ongoing and sustainable business collaboration.

Criteria for Evaluating Key Supplier

The company has established guidelines for effectively managing and evaluating both existing and new partners by categorizing them into different groups to determine appropriate operational approaches, as follows:

- Critical Tier 1 Partners are those with high order volumes, supplying essential raw materials or specific materials critical to the company's product strategy, which cannot be easily replaced. The loss of such partners would pose a high to very high level of risk. Examples include partners who supply key raw materials and packaging. In 2024, the company had 988 Critical Tier 1 partners, representing 46.6% of the total number of partners.
- Critical Non-Tier 1 Partners are those with lower order volumes, supplying goods that are easily replaceable. In 2024, the company had 1,132 Critical Non-Tier 1 partners, representing 53.4% of the total number of partners.
- Partners Subject to On-Site Audits: The company places special emphasis on auditing Critical Tier 1 partners, particularly in terms of production processes and raw material sourcing, to assess their ability to provide products or services in compliance with the company's requirements and standards.

These guidelines are part of the company's sustainable partner relationship management, focusing on reducing risks in the supply chain and supporting business operations to be efficient and aligned with the company's strategy.

Supply-chain Management Performance

- Total number of suppliers: 2,120
- Number of key suppliers related to the core business operation: 988
- Number of new suppliers: 202

Supplier evaluation and assessment

The Company conducts an annual audit for suppliers according to the Audit Supplier Plan of the Quality Control Department and the Supply Chain Management Department. The objective is to inspect and improve the standard operating procedures of suppliers to comply with the Company's standards. In 2024, there were 988 main suppliers, representing 46.6% of the main suppliers evaluated. Over 90% of these suppliers were able to improve and adjust their operations to comply with the standards set by the company.

Additionally, the Company provides communication channels to suppliers through telephone, email, and online platforms such as Line and WeChat. It also performs onsite visits to inspect the suppliers' operations.

Green Procurement

The Company has established its policy of "Green Procurement" for implementation within the organization, along with its supply chain. This policy is the mechanism created to reduce resource usage and minimize release of waste and pollution, including the abolition and reduction of hazardous chemicals use, and the goal to reduce greenhouse gas emissions. The Company also encourages its internal operational units to gain knowledge and understanding of the criteria and regulations related to environment-friendly procurement

The Company proactively cooperates with its trade alliances in its initiatives relating to environmental protection. The Company determines and requests its sellers to comply to its practices, starting by laying out environmental qualifications as the regulations for submission of tenders or as its conditions and demands. This includes the plan for the establishment of Green Purchasing Guidelines in order for sellers to conduct socially responsible businesses that do not affect the environment and the community. Guidelines for new trade partners are as follows:

1. Find resources from the trade companies which give serious concern to environment preservation by selecting partners who have been certified with ISO 14001, Green Industry, Green Label in its crucial goods and services. As for recycling process, there are considerations of the effects throughout the products' life cycle, including preparation of an environmental management system along with continuous compliance with any laws and regulations relating to environmental issues.
2. Has an environmental management system in place, with effective natural resources and energy monitoring for any products sent to the Company.
3. Initiate environmental activities of the producers and procurers of goods and services for the Company.
4. Reduce carbon dioxide and component parts of packaging, with consideration to their usage on materials and parts of packaged products shipped including in delivery to the Company

In addition, the company plans to increase the number of environmentally-friendly partners by sourcing partners certified with international environmental standards such as ISO 14001 and Carbon Footprint certification. The company also supports the use of eco-friendly packaging, such as Preform PET (RPT) caps, among others.

The payment terms for partners (Credit Term)

The company has established clear policies and practices for managing the payment system to partners, setting appropriate and fair payment terms. According to the company's policy, the average payment term to partners should not exceed 45 days, in order to support the partners' financial liquidity and enable continuous business operations. The determination of the payment term takes into account various key factors, including the type and quantity of goods, product quality, and the management of the partner's liquidity.

The company adheres to practices that align with good corporate governance principles, implementing thorough checks to ensure transparency and fairness between the company and its partners. In 2024, the average payment term to partners was 45 days, which is consistent with the policy that the company has strictly established

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

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

	2022	2023	2024

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Data disclosure coverage (%) : 0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by the Company in the past year : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Others : Human Resource Policy

Employee Engagement and Development

Employees are the key workforce for our business operations. The Company strongly believes that employee engagement and development can contribute to achieving the Company's goals. This engagement fosters a good relationship between employees and the company, leading to reduced expenses and opportunities lost due to employee turnover. It also plays a part in attracting talent to work for the Company.

Sourcing and recruiting employee

The Company recognizes and acknowledges that "employee" is the key force to drive our business operations to achieve business goals and generate growth in this current situation, as well as support sustainable development. Therefore, the Company has committed and has given importance to efficient sourcing and recruiting employee, by complying with the related law, regulations, orders, and standards, so that the human resource management would create a great value to the Company.

In this regard, the Company has a recruitment plan which starts from planning the recruitment to fill out the vacancy by clearly set a time frame for recruitment process and qualification for each position, then start the recruitment process, both internally and externally. There is an evaluation before the selection process to ensure the most suitable employee to work with the Company.

Talent Attraction and Retention

The Company has committed to analyze employee capacity by using the in-depth information from the performance evaluation to elevate employee's well-being, attract new talent and retain the existing talent, so that the employee would support in driving business to grow and advance, and create competitive advantage with other businesses. Therefore, the Company has developed the strategy, plan of action, and guideline by taking into account all welfare, compensation, benefit, equal treatment, recreational activities for employee, and encouraging collective bargaining.

In addition, the Company has established criteria to measure employee success and a system to evaluate employee performance in terms of both ability and potential. This approach aims to enhance company success and create fairness for employees, ultimately attracting and retaining current employees.

1. Create incentives and offer rewards for employees who meet or exceed performance standards.
2. Maintain fairness in salary management, compensation, and personnel management.
3. Use evaluation as a tool to teach and develop new employees, as it is a part of the process for developing employees at all levels.
4. Help employees understand their knowledge and abilities in the eyes of their supervisors, colleagues, and other relevant parties.
5. Assist in analyzing organizational issues, such as determining the goals of employee training, which may include improving employee knowledge, abilities, or skills.
6. Serve as information to prevent issues related to unfair employee assessment and management.

Training and Capacity Building

The Company has committed to employee development including capacity building through trainings, workshops, fieldtrips,

and knowledge sharing activities. The Company sees the benefits of skilled employee who has a good attitude towards the Company, which would help the Company to efficiently achieve the goals and development.

In addition, the Company always reviews work plans and structures to collect, improve, and enhance workflows. The Company has developed the evaluation system which identify efficiency level of organization and each function and review the nature of the job to be aligned with business plan which led to complete and comprehensive employee development systems and take the result for next year employee development planning. This would enhance employee capacity in response to business operation in the future.

Occupational Health and Safety

Occupational health and safety are crucial aspects of business operations. Accidents and other related risks can significantly impact operations, leading to expenses for remediation or mitigation. The company's occupational health and safety practices encompass the health and well-being of employees and contractors engaged in activities on the premises, as well as ensuring safe and conducive working conditions.

Operational Plan

The Company has established the Committee on Occupational Health and Safety and Working Conditions which comply with Occupational Safety, Health and Environmental Act, and Labor Relation Act which require the composition of the Committee to include the representatives from both employer and employee, members of the Committee, the Secretariat, and the Occupational Health and Safety Officer. The regulations require the Committee to conduct the meeting once a month to discuss on the policy and plan of action regarding occupational safety, to prevent and reduce the accident to employee, contractor, as well as others who has an activity in the facility. The Committee has a responsibility to provide safety training as well.

Moreover, the Company has developed Occupational Health and Safety and Working Conditions Policy which is a guideline for preventing accident and other incidents and protecting life and property of employee, customer, and others who have an activity in the facility. Head of each unit will be responsible for implementing the policy continuously and efficiently. Employee, customer, and others who have an activity in the facility need to comply with these occupational health and safety law and regulations which the Company has complied with as follows.

1. Create a proactive culture in safety, occupational health, and working environment through the commitment of management and the participation of all employees in the company. Additionally, ensure that safety, occupational health, and working environment are the responsibilities of every employee.
2. Commit to improving the management system to effectively reduce workplace accidents and work-related diseases, aiming to eliminate accidents entirely and implement preventive measures to ensure sustainable safety. This will be done by complying with safety, occupational health, and working environment standards, following the relevant regulations under the Occupational Safety, Health, and Environment Law strictly.
3. Strive to promote awareness among employees, contractors, customers, and external individuals who engage with the company regarding their responsibilities to themselves and their colleagues. Encourage employee participation in safety, occupational health, and working environment activities, fostering a safety-conscious mindset to enable continuous development and improvement.
4. Ensure that risk assessments are conducted regarding work activities and working conditions. Implement sufficient preventive measures to eliminate, reduce, and control potential hazards. Encourage and support employees to provide feedback, including rejecting tasks that involve high risks but lack proper assessment and/or preventive measures.

The performance on occupational health and safety in 2024 can be categorized in 3 aspects as follow :

1. Safety

The Company has organized various safety training programs for employees to prepare them and enhance their skills in handling accidents and emergency situations, whether in the case of a fire, injured persons, or illness in the workplace. In 2024, the Company supported the following safety training activities:

Fundamental Fire Drill and Annual Basic Fire Drill

The Company organizes 2 fire drills per year. These fire drill to raise awareness of fire evacuation and extinguishing procedures, as well as to prepare employees to handle such situations. At least 40% of our employees are required to be able to use fire extinguishing equipment correctly and know how to extinguish fires, which helps prevent loss of life and

property.

Fundamental first aid and life-saving training

This first aid and life-saving training aims first aid training is to enable employees to assist themselves and others during emergency situations. In this training, employees will learn basic first aid techniques and life-saving skills, such as hemostasis, cardiopulmonary resuscitation (CPR), artificial respiration, and first aid for all types of wounds, as well as proper procedures for safely transferring patients before they are taken to a hospital.

Safety in the Workplace Training

All employees must be trained on safety at work. New employee will be trained on safety in the workplace during the staff orientation. This training would enable the employee to understand more on safety at work and raise the awareness on the prevention of work-related injury.

2. Occupational Health

The Company complies with the related Occupational Health and Safety standards to ensure safety to our employee and prevent any accident which may impact the health of our employee and others who presence in the Company's facility. The Company has provided Personal Protective Equipment (PPE) such as, earmuff, metal gloves, face mask, etc. to employee who work in the area where requires such equipment. The employee in such area need to wear PPE at all times while working in the area.

Moreover, the Company has provided medical check up to the current employee and new employee and specific medical checkup, apart from annual medical checkup. This specific checkup will be provided for workers who are exposed to risk at work, the specific medical checkup includes liver function test, urine test for Toluene, Acetone, and Ketone, blood test for lead, hearing test, and pulmonary function test, to find any impact which may related to work. For the prevention measures for work related ill-health, the new employee in 2024 will have a medical checkup within 30 days from date of on boarding.

In addition to those activities mentioned above, the company has recorded data on work-related accidents, maintaining a record and comparing data over the past 3 years. For the year 2024, there were no work-related accidents reported (accident statistics = 0). The company remains committed to maintaining the goal of zero fatalities and permanent disabilities resulting from work-related incidents.

3. Working Conditions

The Company conducts annual working conditions inspection which includes light, noise, heat, dust, wastewater, and chemical, to ensure the safety working conditions. The result of inspection of all aspect meets the standards. The result will be included in the prevention and mitigation measures as well, to ensure safe working conditions and no risks of work-related ill-health.

Work Related Injury

Severity

- Minor injury, no lost time (case)

Year 2023 = 0 case

Year 2024 = 0 case

- Serious case cause less than 3 days lost time (case)

Year 2023 = 0 case

Year 2024 = 0 case

- Serious case cause more than 3 days lost time (case)

Year 2023 = 0 case

Year 2024 = 0 case

- Number of fatalities as a result of work-related injury/ill-health (case)

Year 2023 = 0 case

Year 2024 = 0 case

Number of incidents segregated by injured body part

- Head

Year 2023 = 0 case

Year 2024 = 0 case

- Eye, eyebrow

Year 2023 = 0 case

Year 2024 = 0 case

- Hand

Year 2023 = 0 case

Year 2024 = 0 case

- Finger

Year 2023 = 0 case

Year 2024 = 0 case

- Arm

Year 2023 = 0 case

Year 2024 = 0 case

- Body, hip

Year 2023 = 0 case

Year 2024 = 0 case

- Leg

Year 2023 = 0 case

Year 2024 = 0 case

- Foot

Year 2023 = 0 case

Year 2024 = 0 case

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

Overall Performance of Employee Engagement and Development

- Total number of employee : 799
- Complaint from employee : 0
- Employee satisfaction rate : 89.29%
- Average training hour : 0.82 hour/person/year

Overall Performance of Occupational Health and Safety

- Number of business units which has been assessed in safety and working conditions. 6 units
- Injury Rate (IR) 0 case
- Lost time injury frequency rate (LTIFR) 0 case
- Occupational Disease (ODR) 0 case
- Lost Day Rate (LDR) 0 case
- Number of fatalities as a result of work-related injury/ill-health. 0 case

- Complaint regarding occupational health and safety. 0 case

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	637	712	799
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	637	712	799
Male employees (persons)	365	409	453
Percentage of male employees (%)	57.30	57.44	56.70
Female employees (persons)	272	303	346
Percentage of female employees (%)	42.70	42.56	43.30

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	260	328	317
Percentage of employees under 30 years old (%)	40.82	46.07	39.67
Total number of employees 30-50 years old (Persons)	357	363	458
Percentage of employees 30-50 years old (%)	56.04	50.98	57.32
Total number of employees over 50 years old (Persons)	20	21	24
Percentage of employees over 50 years old (%)	3.14	2.95	3.00

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	166	211	191
Percentage of male employees under 30 years old (%)	45.48	51.59	42.16
Total number of male employees 30-50 years old (Persons)	186	185	247
Percentage of male employees 30-50 years old (%)	50.96	45.23	54.53
Total number of male employees over 50 years old (Persons)	13	13	15
Percentage of male employees over 50 years old (%)	3.56	3.18	3.31

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	94	117	126
Percentage of female employees under 30 years old (%)	34.56	38.61	36.42
Total number of female employees 30-50 years old (Persons)	171	178	211
Percentage of female employees 30-50 years old (%)	62.87	58.75	60.98
Total number of female employees over 50 years old (Persons)	7	8	9
Percentage of female employees over 50 years old (%)	2.57	2.64	2.60

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	590	658	736
Percentage of employees in operational level (%)	92.62	92.42	92.12
Total number of employees in management level (Persons)	42	48	55
Percentage of employees in management level (%)	6.59	6.74	6.88
Total number of employees in executive level (Persons)	5	6	8
Percentage of employees in executive level (%)	0.78	0.84	1.00

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	351	390	427
Percentage of male employees in operational level (%)	96.16	95.35	94.26
Total number of male employees in management level (Persons)	12	16	22
Percentage of male employees in management level (%)	3.29	3.91	4.86
Total number of male employees in executive level (Persons)	2	3	4
Percentage of male employees in executive level (%)	0.55	0.73	0.88

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	239	268	309
Percentage of female employees in operational level (%)	87.87	88.45	89.31
Total number of female employees in management level (Persons)	30	32	33
Percentage of female employees in management level (%)	11.03	10.56	9.54
Total number of female employees in executive level (Persons)	3	3	4
Percentage of female employees in executive level (%)	1.10	0.99	1.16

Significant changes in the number of employees

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

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	0	2	6
Percentage of disabled workers to total employment (%)	0.00	0.28	0.75
Total number of employees with disabilities (Persons)	0	2	6
Percentage of disabled employees to total employees (%)	0.00	0.28	0.75
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	119,448,768.86	129,260,287.00	155,010,343.83
Total male employee remuneration (baht)	54,225,095.86	68,471,407.00	84,512,064.83
Percentage of remuneration in male employees (%)	45.40	52.97	54.52
Total female employee remuneration (baht)	65,223,673.00	60,788,880.00	70,498,279.00

	2022	2023	2024
Percentage of remuneration in female employees (%)	54.60	47.03	45.48
Average remuneration of employees (Baht / Person)	187,517.69	181,545.35	194,005.44
Average remuneration of male employees (Baht / Person)	148,561.90	167,411.75	186,560.85
Average remuneration of female employees (Baht / Person)	239,792.92	200,623.37	203,752.25
Ratio of average remuneration of female employees to male employees	1.61	1.20	1.09

Provident fund management policy

Provident fund management policy : Have

The Company set up a provident fund with BBL Asset Management Co., Ltd. under the name 'Sinsathaphon Provident Fund' on 15 February 2015. In 2024, the Company designated that provident fund contributions would be 3 – 5% of the employee's salary, based on their length of employment. The total contributions for 2024 amounted to 1,941,944.53 baht for a total of 275 employees (87.02% of total employees) who had completed their probationary period and were members of the Provident Fund.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	197	204	275
Proportion of employees who are PVD members (%)	30.93	28.65	34.42
Total amount of provident fund contributed by the company (baht)	1,354,937.44	1,547,485.07	1,941,944.53
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	1.13	1.20	1.25

Information on employee development

Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	1.05	1.54	1.05
Total amount spent on employee training and development (Baht)	705,433.25	995,189.00	1,571,819.12
Percentage of training and development expenses to total expenses (%) ^(*)	0.000589	0.000828	0.001145

	2022	2023	2024
Percentage of training and development expenses to total revenue (%) ^(*)	0.000484	0.000693	0.001099

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

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	N/A	1,691,712.00	1,911,208.00
Total number of hours worked by employees (Hours)	N/A	1,691,712.00	1,911,208.00

Statistic of accident and injuries of employees from work

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

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

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

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	294	244	101
Total number of male employee turnover leaving the company voluntarily (persons)	169	132	58
Total number of female employee turnover leaving the company voluntarily (persons)	125	112	43

	2022	2023	2024
Proportion of voluntary resignations (%)	46.15	34.27	12.64
Percentage of male employee turnover leaving the Company voluntarily (%)	26.53	18.54	7.26
Percentage of female employee turnover leaving the Company voluntarily (%)	19.62	15.73	5.38
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : No

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Security measures of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

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

Customer Health and Safety

"The health and safety of our customers are our top priority. Therefore, we pay great attention to and emphasize the standards of health and cleanliness of our products. We believe that this is our duty and responsibility to deliver high-quality products to our customers."

The Company is a leading beverage producer, and our products are mainly for consumption. Therefore, it is undeniable that our production needs to prioritize customer health and safety. The Company firmly believes that it is the Company's duty and responsibility to deliver safe product to the customer. This mindset leads to the improvement in production processes and facilities to meet international standards, as well as our product development primarily considers customer health and safety and international standards.

Operational Plan

Due to the growing global health and coconut trends, the company recognizes the opportunity and importance of further developing coconut-related products to meet the demands of today's and future consumers. The company plans to develop new coconut products that align with both health and sustainability trends, with the goal of significantly increasing coconut product sales in 2024.

The company plans to focus on developing products in the health beverage category. The key criteria for product

development will emphasize nutritional value while maintaining great taste. Additionally, the company aims to ensure that all products meet food and beverage safety standards and are certified to international quality standards.

In addition, the company combines meticulous attention to detail and expertise in developing products rooted in local wisdom, alongside the use of world-class production technology. This approach ensures quality and safety throughout every stage of production. Furthermore, the company undergoes evaluations by various standard-setting organizations to continuously improve and develop both products and facilities, maintaining existing standards and meeting new, higher standards in the future. This ensures that every product meets global consumer demands in terms of quality and sustainability

Moreover, the Company identifies mitigation and remediation measures from the feedbacks of our business partners and customers by verifying that information and mitigating such impact. The Company usually receives complaints and feedbacks from our customer relations and sales office.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Overall Performance

- Customer satisfaction rate with the products: 88%
- Compliance with safety standards: 100%
- Zero complaint from customer on the safety and the quality of our products.

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 0-2416-9209 ext. 1109

Fax : -

Email : chairman.ac@royalplus.co.th

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

Address : Royal Plus PLC (Headquarters)
84/3-7 Rama II (Soi 69), Samae Dam Sub-District, Bang
Khunthian District, Bangkok 10150

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <https://investor.royalplus.co.th/storage/document/cg/corporate-social-responsibility-policy-en.pdf>

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

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

In 2024, the Company recognized the significance of community development, considering it a key stakeholder. The Company has developed a policy to build a strong relationship and create value with the community, particularly with the surrounding communities. This aims to establish trust and increase brand awareness within the community. These efforts are expected to create significant value for the company and foster a stronger bond between the company and its employees.

Operational Plan

The Company has planned to engage with the communities by responding to their needs and creating a relationship with the communities through supporting in various activities/projects in the community as well as creating a relationship with the local authorities. Community development is also a great way for the Company to engage employee in every activity.

Moreover, the Company is aware of creating job opportunity to the local community which would create incomes and create bond with the surrounding communities. This local recruitment starts in the Company located at Phraek Nam Daeng Sub-district, which is the community located near the Company's factory site.

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

Overall Performance

- No local community has been impacted from business operation.
- 376,456.85 THB has been spent on community support projects.
- No complaint has been raised from surrounding communities.
- 52 employees from the surrounding communities have been recruited.
- Communities satisfactory toward the Company 87.62 %

Community Development Activities

In 2024, Royal Plus Company Limited has taken into account its responsibility for actions that create positive effects for society in various aspects. This includes all stakeholders such as the company itself, its employees, customers, business partners, competitors, citizens, society, environment, agencies, and organizations. All parties need to consider the impact of their actions on every aspect of social, economic, and environmental sustainability to coexist effectively

in society.

The company has established relationships with various external and internal organizations, with a focus on comprehensive support. This includes supporting students, who are the future of the nation, assisting the elderly, promoting the quality of life for persons with disabilities, and providing aid to those affected by national disasters. These efforts help to build trust in the organization. In 2024, the company took the following actions to strengthen its relationships with different organizations:

- 1.The company provided scholarships to students from Ampha Vocational College, Prak Nam Daeng Subdistrict, Amphawa District, Samut Songkhram Province, totaling 10 scholarships, each worth 2,500 THB, for a total amount of 25,000 THB. These scholarships were given to support students who demonstrate good behavior, diligence in studying, determination, perseverance, and good academic performance but are financially disadvantaged.
- 2.The company provided beverage products to support the annual sports day activities in 2024 at Ban Prak Nam Daeng School, Amphawa District, Samut Songkhram Province. The objective was to encourage children to participate in activities with refreshment and enjoyment, promoting their healthy development.
- 3.The company provided 15 scholarships, each worth 1,500 THB, to students at Wat Woraphum School (Worawitthayawass) in Plai Pong Pang Subdistrict, Amphawa District, Samut Songkhram Province. Additionally, the company supported the provision of essential equipment, such as plates, spoons, forks, gas stoves, etc., totaling 32,500 THB. This support aims to assist students who demonstrate good behavior, dedication to their studies, perseverance, and excellent academic performance but lack financial resources, to improve their quality of life.
- 4.The company supported the installation of solar cells with a total amount of 264,846 THB and provided its beverage products, along with learning equipment and lunch for the students at Ban Phu Khem School, in Kaeng Krachan Subdistrict, Kaeng Krachan District, Phetchaburi Province. This initiative aims to provide electricity to the remote school, which lacks access to power, allowing students to study computer skills and expand their knowledge for better learning opportunities and keeping up with modern advancements.
- 5.The company supported 150 activity shirts for the elderly, totaling 27,000 THB, for senior citizens in the Praek Nam Daeng Subdistrict, Amphawa District, Samut Songkhram Province. The purpose is to support various activities for the elderly, such as exercise and community events, aiming to promote their health and well-being, as well as to encourage their participation in ongoing activities with increased morale.
- 6.The company supported and hosted the annual Kathin ceremony in 2024, including the provision of a sound system truck, food, and drinks, totaling 374,000 THB. The event was held on October 26, 2024, at Wat Charoen Rattanaram (Petchrat) in Village No. 6, Praek Nam Daeng Subdistrict, Amphawa District, Samut Songkhram Province. The purpose of the event was to promote religion and culture, preserve local art, customs, and traditions, as well as to support the local community's wisdom and good practices. The company also participated in making merit by offering cloth for robes, water-absorbent cloths, and donations to the monks and novices.
- 7.The company allocated a budget of 15,000 THB to support the construction of a bathroom for individuals with mobility disabilities in the neighboring community of Praek Nam Daeng Subdistrict, Amphawa District, Samut Songkhram Province. The purpose of this support is to improve the quality of life for individuals with mobility impairments, providing them with a convenient and safe bathroom facility for their use.
- 8.The company met with individuals with mobility disabilities to discuss and support the creation of job opportunities through the establishment of a wellness massage program for employees. This initiative aims to support job creation, provide career opportunities, and boost morale.
- 9.The company supported with beverages worth 300,000 THB to assist organizations in their good deeds, helping those affected by flooding in various regions of Thailand. This support is aimed at promoting acts of kindness and helping the Thai people overcome this disaster more effectively.

The Company is committed to carrying out various project activities and encouraging employees to participate more in community and social activities in 2025. By prioritizing organizational development and fostering good relationships with the community and society, the Company ensures that its operations do not cause any distress to the surrounding community

and society. The Company also cooperates with communities and society to promote development, while providing the community with opportunities to voice complaints or request assistance, and exchanging opinions. All of these efforts aim to help and develop the community and society for the better in a sustainable way

Diagram of performance and outcomes in community and social management









Benefit from implementing social development project

Financial benefits

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

	2022	2023	2024
Donations / Grants (Baht)	207,000.00	400,550.44	736,456.85

Non-financial benefits

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

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 : Royal Plus Public Company Limited

Symbol : PLUS

Market : SET

Industry Group : Agro & Food Industry

Sector : Food & Beverage

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company adheres to the law, objectives, regulations, and resolutions of the Annual General Shareholders' Meeting, as well as follows the corporate governance guidelines for listed companies. The Board of Directors governs according to good governance principles and regulations set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). It follows the Good Corporate Governance Code (CG Code) and the Good Corporate Governance Principles, following the criteria of the ASEAN CG Scorecard, to support the framework for business operations. The Board of Directors reviews and updates these practices annually to suit changing circumstances, emphasizing the fair, equitable, transparent treatment of all shareholders and the presentation of accurate and sufficient information.

The Board of Directors has appointed a sub-committee to oversee the internal control system, risk management, and corporate governance, while encouraging all executives and employees to act with transparency and equality. This ensures all stakeholders that the Company follows good governance principles and will continue to grow sustainably. The Board of Directors has announced 8 good corporate governance principles, as follows:

Principle 1 Role and responsibilities of the Board of Directors as a leader conducive to sustainable growth

1. The Board of Directors understands its responsibilities as a leader that needs to make sure that the Company has good governance that includes the adequate designation of objectives, goals, strategy, operation policy and adequate resource management that contributes the fulfilment of the said objectives, while ensuring that the adequate evaluation, monitoring and report system is in place.
2. The Board of Directors has announced policies that include the corporate governance policy and corporate social responsibility policy that is conducive to sustainability. These will encourage the Company's operation that is morally good, while remaining responsible towards all stakeholders and shareholders. Thus, the Company can attain its intended goals while reducing impact on the environment and remaining adaptable.
3. The Board of Directors has the duty to ensure that all directors and executives act with accountability and responsibility, the duty of care and the duty of loyalty, while keeping the Company's benefits above all. They have to follow the law, objectives, regulations and resolutions of the General Shareholders' Meeting, as well as the Company's policies. Adequate mechanism has to be set up towards this end. The policies that have to be followed include the Related Party Transaction Policy and the Anti-Corruption Policy, to name a few. Adequate mechanism also has to exist to approve important undertakings such as investment and any transactions that have significant impact on the Company like dividend payment.
4. The Board of Directors has to understand its roles, responsibilities and the limit thereof, and has to clearly define these of all sub-committees and executives. They also have to make sure that they fulfil their intended roles according to the Charter set by the Board, which is to be reviewed at least once a year to ensure compliance with the Company's direction.

Principle 2 The objectives and main goals of the Company must be sustainable

1. The Board of Directors must outline the objectives and main goals of the Company to ensure that it can grow alongside the society sustainably, creating values and benefits for itself, employees, partners, customers, shareholders, stakeholders and the society. The Board must communicate and encourage the objectives and main goals of the Company to be reflected in all undertakings at every level, essentially creating the corporate culture that follows good corporate governance.
2. The annual and long-term business objectives, goals and strategy must coincide with the Company's objectives, environment, factors and risks that may impact all stakeholders, and must ensure that adequate technology and innovation are used. Additionally, any undertakings must take into account the risk of unethical conduct and make sure that these objectives and goals are communicated throughout the Company.

Principle 3 The strengthen an effective of the Board of Directors

1. The Board of Directors has the duty and responsibility to define its own structure in terms of composition, qualifications, expertise, experience and size in order to remain suitable for the business. The proportion of independent directors must align with the objectives and main goals of the Company. The guidelines for this are as follows:

- (1) The General of Shareholders' Meeting appoints the Board of Directors, with tenure not exceeding 3 years. Director whose office has elapsed can be re-elected by the Shareholders' Meeting.
 - (2) The Directors must have the required qualities and must not possess any qualities deemed unsuitable by the law.
 - (3) The Board of Directors must have a proportion that 1 in 3 directors is independent but the number of independent directors must not be less than 3 directors. These independent directors have to be free from any supervision by the executives, major shareholders and must not have any stakes in the finance and management of the Company. They must have all the qualifications required as announced by the SEC and have the duty as required by the law and relevant regulations.
 - (4) Directors and high-level management have the duty to report the information on their positions inside other PLCs, limited companies and other limited partnerships to the Company in ways deemed appropriate by the Board of Directors.
 - (5) The Board of Directors must define its own duty inside the Board of Directors' Charter. The relevant details such as the composition, appointment and tenure of the Directors have to be described inside the Charter.
 - (6) The Board of Directors must disclose inside the annual report and the Company's website its policies on the appointment of Directors that are diverse in terms of experience and backgrounds such as age, education, experience, shares held, years in office and positions inside other listed companies.
 - (7) The Board of Directors must appoint a Company Secretary to function in the roles as required by the law, and other roles as required by the Board of Directors.
2. The Board of Directors will appoint a suitable person as Chairman to ensure that the composition and operation of the Board remain conducive to independent decision-making with clear separation of responsibilities between the Directors and Company's management in order to ensure check-and-balance, adequate performance review and that the Company's management remains efficient and transparent. Details are as follows;
- (1) The Board of Directors: plays important roles in determining the direction, policies, and strategies of business operations to maximize profits for shareholders. They also evaluate and monitor the management's operations to ensure compliance with laws, regulations, objectives, and resolutions of the Shareholders' Meeting.
 - (2) Management Team: has the duty to carry out effective management of the Company that coincides with the direction, policies and business strategy as laid out by the Board, as well as to fulfil day-to-day management in an orderly manner.
 - (3) Chairman of the Board: have the role as the leader of the Company with key roles in supervising and overseeing the operation of the Board in accordance with law and other regulations as specified in (1).
 - (4) Chairman of the Executive Committee: has the power to oversee the Company's operation to ensure compliance with the policies as laid out by the Board within the boundary of the law, Company's regulations and the resolutions of the Board and the Shareholders' Meeting.
 - (5) Managing Director: functions as the leader of the Company's executives with roles as laid out by the Board of Directors to carry out day-to-day management within the budget and plan as approved by the Board of Directors, while ensuring transparency and remaining free from the conflict of interest that may affect the Company or subsidiaries.
3. The Board of Directors must make sure that the appointment of Directors is done by transparent and clearly defined process to ensure that the Directors have all the required qualification.
4. The Shareholders' Meeting has the power to determine the Directors' remunerations. Thus, the Board of Directors will make sure that the structure and pay rate as proposed to the Shareholders' Meeting remain appropriate, while providing the incentives for the Directors to successfully fulfil the Company's short and long-term goals.
5. The Board of Directors will ensure that all Directors have enough time to successfully fulfil their duties.
6. The Board of Directors will set up the framework to oversee the policies, mutual understanding of policies and operation of all partner companies and sub-companies that fit with their own profiles.
7. The Board of Directors will monitor and evaluate their own performance, and that of the sub-committees and individual directors annually to ensure compliance with the Good Practices. This is to evaluate the performance of the Board, and to review the challenges and problems faced during the past year. These reviews will be used to further enhance the operation of the Board of Directors.
8. The Board of Directors will make sure that each Director has adequate understanding of the roles, business nature and relevant laws, as well as encourage each Director to improve upon their own understandings regularly.
9. The Board of Directors will ensure that it remains able to fulfil their operation with adequate access to information, and that the person who is appointed as Company Secretary has the necessary experience and knowledge.
10. The Board of Directors will appoint a number of directors from the Board of Directors to be members of the sub-committees to perform special duties to strengthen the effectiveness of the Board of Directors. The Board of Directors has appointed 5 sub-committees as follow The Audit Committee, The Nominating and Remuneration Committee, The Corporate

Governance and Sustainability Committee, The Risk Management Committee and The Executive Committee. The qualifications, term of office and scope of responsibilities are determined in accordance with the charter of each sub-committee.

11. The Board of Directors will ensure the disclosure of the information on the roles and duties of the Board of Directors and sub-committees, the number of meetings, attendance of each Director in the past year, and will add the said information into the performance report of all sub-committees.

Principle 4 Appointment and improvement of high-level management and personnel administration

1. The Board of Directors will make sure that the Chairman of the Executive Committee and high-level management are appointed from the persons whose knowledge, skills, experience and attributes will contribute to the Company's success.
2. The Board of Directors will make sure that the structure of remunerations is defined and adequately evaluated
3. The Board of Directors must understand the structure and relationship between each shareholder that may impact the management of the Company to avoid potential complications that may affect the Board of Directors. They also have to make sure that the above-mentioned information is adequately disclosed.
4. The Board of Directors will make sure that personnel administration is carried out in a way that encourages every employee to have adequate knowledge, skills, experience and incentives.

Principle 5 Innovation promotion and responsible business operation

1. The Board of Directors has importance to and supports innovation that creates value for the business along with creating benefits for all stakeholders involved, with responsibilities towards the society and environment. These are done by taking into account the ever-changing environmental factors that may include the Company's business model, thinking framework and views on how to improve the production, operation and partnership cooperation process.
2. The Board of Directors will ensure that the management is done by taking into account the Company's social and environmental responsibilities, as reflected by the Operational Plan. The Company must also operate by taking into account the Company's strategies and roles of stakeholders. The Board of Directors must also make sure that Company's operation is morally good and conducive to sustainable attainment of main objectives and goals. To this end, the Company will add the guidelines on how to interact with stakeholders into the business ethics policies, and will disclose the relevant information to these stakeholders in a timely manner. The Board of Directors realizes the importance of the roles of stakeholders, and will interact with them—including shareholders, employees, customers, partners and the society—in a transparent, equal and suitable manner with guidelines, as follows;
 - (2.1) Shareholders, investors and analysts All shareholders and investors are treated equally. The Board of Directors, executives and employees will fulfill their roles with transparency and with the Company's benefits foremost in mind, refraining from conflict of interest, misuse of Company's information and unauthorized disclosure of confidential information. Shareholders' rights are to be respected in terms of adequate access to Company's performance and other information.
 - (2.2) Employees Employees are the Company's most valuable assets. The Company closely follows labor and welfare laws and remains committed to ensuring that all employees have good mindset, realize their duties and responsibilities, are proud and believe in the Company and in being a team player. The Company encourages their employees to participate in every training that is relevant to their works. The Company attaches importance to the wellbeing of employees, carrying out annual health check-ups for every employee, supporting safe workplace environment, ensuring adequate remuneration and welfare. Thus, these remunerations are made by taking into account individual employees' performance and the Company's overall operation in comparison to others' short-term and long-term performance in the same industry. The Company is open to complaints from the employees should they be mistreated. This can be done through complaint box or through the human resource department. The Company also has the duty to ensure safe, sanitary and suitable workplace environment.
 - (2.3) Customers Long-term partnerships and cooperation are formed with the customers on the basis of transparency and mutual trust. The Company has the duties to ensure maximum satisfaction for the customers. All executives and employees must fulfil this duty to make sure that the Company continues to offer quality products and continues developing new quality products for customers.
 - (2.4) Creditors Good relationships are made with creditors on the basis of honesty, mutual trust and respect, while fulfilling all the terms agreed with the creditors.
 - (2.5) Partners All partners are treated equally to ensure that the Company's business operation continues to be appropriate and generates mutual benefits, while being sustainable. The Company will select its partners by considering wide-ranging factors, from price, quality, environmental impact, technical expertise, compliance with law, moral quality, to fulfilment of contracts. The Company will ensure that partners' confidential information remains confidential, and will not use the information to seek more profits, except if the partners allow it.
 - (2.6) Society, community and environment The Company realizes its responsibilities towards the society, community and environment. To this end, the Company seeks to create values for the society and preserve the environment by efficiently managing its resources, reducing energy consumption, while making sure that its operation does not interfere with the

public quality of life. The Company remains committed to responsible operation, existing in cooperation with society, ensuring corporate social responsibility and sustainability.

(2.7) Competitors The Company will operate transparently and will not create unfair competitive advantage. In the past year, the company had no disputes with business competitors.

(2.8) Government agencies Make sure that the Company follows relevant laws and regulations, while supporting the activities of government agencies. Products the Company offers must be quality products, coinciding with the standards set by the Government. Additionally, all interactions with government agencies have to be politically unbiased, as described in the Code of Conduct and the anti-corruption policy.

3. The Board of Directors will make sure that the management uses the Company's resources efficiently, taking into account the impact throughout the value chain in order to be able to sustainably attain its objectives and goals.

4. The Board of Directors will dictate the mechanism to regulate the use of corporate information technology, and to make sure that the information technology is used to improve business opportunities, operation, risk management and the attainment of the Company's objectives and goals.

Principle 6 Make sure that the risk management and internal control systems are in place

1. The Board of Directors will make sure that the Company has the risk management and internal control systems are in place in order to achieve the Company's objectives and ensures the lawful operation of the Company.

2. The Board of Directors will appoint at least 3 members to the Audit Committee, all of which have to be independent Directors and must not have any qualities as prohibited by the law. They must have the attributes as specified by the SEC and SET to ensure effective and independent operation. They will fulfill the roles as required by the Board of Directors, including financial auditing, internal control system auditing, selection of auditors, disclosure of Company's information and the formulation of the Audit Committee's report. These details are further elaborated in the Audit Committee's Charter.

3. The Board of Directors will see to it that any conflict of interest between the Company and the Management, the Board of Directors and shareholders is dealt with. This includes the misuse of Company's assets, information and opportunities as well as other transactions that involve Company's stakeholders in an inappropriate manner. These details are to be elaborated in the Code of Conduct and the international information usage policy.

4. The Board of Directors must have a clear anti-corruption policy, and communicate it to all levels of the Company to ensure implementation. The Board of Directors will conduct activities that promote anti-corruption and compliance with the law and relevant regulations.

5. The Board of Directors will set up a device to receive complaints and to act on the information received with clear guidelines on how to do it. The complaint channels will be outlined in the Company's website and its annual report.

Principle 7 Financial trustworthiness preservation and information disclosure

1. The Board of Directors will make sure that financial report is made and disclosed in a correct, sufficient and timely manner in accordance with the relevant standards and regulations.

2. The Board of Directors will oversee that the Company has enough financial liquidity and capabilities to meet its debt obligations.

3. The Board of Directors will make sure that operation plans are made in the event of financial difficulties so that the problems are dealt with through mechanisms that take into account all stakeholders and operational plausibility.

4. The Board of Directors will formulate the sustainability report as needed in order to disclose its operation according to the law, charter, ethics, code of conduct and the anti-corruption policy. The Company will interact with its employees and stakeholders equitably, with respect to human rights, social and environmental responsibilities. These details may be disclosed in the annual report or in a separate report as deemed appropriate.

5. The Board of Directors will make sure that the Management has a division to deal with investors' relations to communicate necessary information to the investors, shareholders, analysts and other stakeholders in an appropriate, equal and timely manner.

6. The Board of Directors will encourage the use of information technology in disclosing information. In addition to the information released as required by SET, the Board will also disclose information, in both English and Thai, through other channels such as the Company's website in a timely manner.

7. The Board of Directors will make the transparent disclosure of information part of the Company's business ethics.

Principle 8 Support the participation and communication with shareholders'

The Board of Directors gives importance to the Company's shareholders by ensuring that shareholders are treated equally and that shareholders can exercise their fundamental rights as shareholders such as (1) the right to sell or transfer shares (2) the right to have dividends from the profits (3) the right to access adequate information through the Company's website or that of the SET or others (4) the right to attend and vote in the Shareholders' Meeting independently to

appoint or relieve Directors, to determine their remunerations, appoint auditors, determine dividend payment, determine whether to increase the capitals or offer new shares, and the right to question the Board of Directors on the Board of Directors' report or on other topics on the table, the right to add to the meeting agenda, to nominate persons to be voted in as Directors, and to participate in important Company's consideration. All shareholders can vote based on the shares held, with one share equaling one vote.

The Board of Directors must be aware of the shareholders' rights, and will not do anything that will decrease these rights. The Board of Directors support the exercise of shareholders' rights through policies, as follows;

1. The Board of Directors will make sure that shareholders participate in important Company's considerations, including;

(1.1) Protect and respect the shareholders' basic rights, including the rights to share sales or transfer, dividend payment, adequate access to information, attend shareholders' meeting to appoint or relieve Directors, appoint auditors, adjust dividend payment, make or adjust regulations or the memorandum of association, increase or decrease capitals, as well as approve special articles.

(1.2) Support and encourage the use of shareholders' rights during the Annual General of Shareholders' Meeting, including the rights to add to the meeting agenda, nominate persons as Directors, send questions to the meeting, explain their opinions and ask the Board. The Board must also facilitate minor shareholders' participation in Director nomination by opening channels to receive the profiles and letters of consent from the nominee to the Chairman based on relevant regulations and process.

(1.3) Make sure that shareholders are invited via letter to the shareholders' meeting with date, time, venue and agenda clearly defined. Relevant documents must also be released on the Company's website beforehand according to the law and relevant regulations. The notice of Annual General of Shareholders' Meeting must be available in both English and Thai.

(1.4) Support the use of proxy form in a way that shareholders can participate in voting via the use of the Proxy Form A, B and C (Proxy Form for Custodians) to encourage the exercise of rights of those who could not attend the meetings in person. To this end, independent Directors are asked to attend the meetings in the absent shareholders' steads.

(1.5) Refrain from doing anything that may infringe upon the rights of shareholders in accessing adequate information. This information must be readily accessible based on relevant regulations. No agenda or documents will be presented without advance notice to the shareholders, for instance. (1.6) Facilitate the shareholders' exercise of rights such as making important information available via the Company's website.

2. The Board of Directors will ensure the orderly organization of shareholders' meeting in a transparent and convenient manner.

(2.1) Facilitate the exercise of shareholders' rights in voting, and the Board will refrain from doing anything that may prohibit shareholders from participating. If a shareholder cannot participate, proxies must be permitted to attend.

(2.2) Inform via letter the shareholders in advance on how to attend the meeting. Meeting facilitators have to use the regulations as specified in the letters, with all voting process being priority informed and elaborated in terms of procedures. This elaboration must be in the minutes of annual general meeting.

(2.3) Hold the meetings in an appropriate manner that allows shareholders to ask questions relevant to the agenda or the Company. Chairman must ask the attendees in each agenda item whether anyone want to make inquiries, and those inquiries, as well as their responses, must be documented in the minutes of annual general meeting. (2.4) The meetings must proceed according to agenda priorities, and shareholding director will not add any unnecessary agenda, especially those agenda that requires careful inspection before proper consideration.

(2.5) Support the use of technology in holding meetings such as barcode, voting cards and others. Technology can be used in registering shareholders and counting votes so that the voting can be done in a timely, transparent and accurate manner. All voting and its details must be elaborated in the minutes of annual general meeting. (2.6) Independent persons must be appointed as witnesses of all vote counting, or may function as vote counters / checkers. These persons include company auditors or legal consultants, who, after the counting finishes, must declare the result to the meeting and add the result to the minutes of annual general meeting.

(2.7) The Annual General of Shareholders' Meeting is of central importance to the Company. Thus, all Directors and high-level Management team are encouraged to attend to show respect to shareholders.

3. The Board of Directors will ensure the timely and complete disclosure resolution of the annual general of shareholders' meeting and arrange the minutes of annual general meeting including;

(3.1) Make sure that the date, time, venue, agenda and relevant information of the shareholders' meeting are made available in advance before the meeting, with enough time for shareholders to study the information via the Company's website or letters before attending the meeting.

(3.2) After each shareholders' meeting, the Director will ensure that the details of the meeting—including its attendance, resolution, inquiries and opinions—are compiled into the "the minutes of annual general meeting" which are then made available on the Company's website and sent to the SET and /or other relevant agencies within 14 days after the meeting in accordance with the regulations by the SET and SEC. The general public must also be able to access the meeting resolution and voting results via the SET's system within the legally specified timeframe based on the regulations of the

SEC and SET.

(3.3) Encourage the exercise of shareholders' rights by disclosing information via the Company's website in advance.

Documents with important information will not be presented for the first time during the meetings, and the Company will not add to agenda or change important information without prior notice.

(3.4) Ensure that the shareholders receive adequate information that is up-to-date via the Company's website regularly.

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Director Development, Board Performance Evaluation

Nomination of Directors

Please see the information No. 8.1.1 Nomination, Development and Performance Assessment of the Board's Performance

Determination of Director Remuneration

Please see the information No. 8.1.1 Nomination, Development and Performance Assessment of the Board's Performance

Director Development

Please see the information No. 8.1.1 Nomination, Development and Performance Assessment of the Board's Performance

Board Performance Evaluation

Please see the information No. 8.1.1 Nomination, Development and Performance Assessment of the Board's Performance

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

All shareholders and investors are treated equally. The Board of Directors, executives and employees will fulfill their roles with transparency and with the Company's benefits foremost in mind, refraining from conflict of interest, misuse of Company's information and unauthorized disclosure of confidential information. Shareholders' rights are to be respected in terms of adequate access to Company's performance and other information.

Employee

Employees are the Company's most valuable assets. The Company closely follows labor and welfare laws and remains committed to ensuring that all employees have good mindset, realize their duties and responsibilities, are proud and believe in the Company and in being a team player. The Company encourages their employees to participate in every training that is relevant to their works. The Company attaches importance to the wellbeing of employees, carrying out annual health check-ups for every employee, supporting safe workplace environment, ensuring adequate remuneration and welfare. Thus, these remunerations are made by taking into account individual employees' performance and the Company's overall operation in comparison to others' short-term and long-term performance in the same industry. The Company is open to complaints from the employees should they be mistreated. This can be done through complaint box or through the human resource department. The Company also has the duty to ensure safe, sanitary and suitable workplace environment.

Customer

Long-term partnerships and cooperation are formed with the customers on the basis of transparency and mutual trust. The Company has the duties to ensure maximum satisfaction for the customers. All executives and employees must fulfil this duty to make sure that the Company continues to offer quality products and continues developing new quality products for customers.

Business competitor

The Company will operate transparently and will not seek to create unfair competitive advantages. Over the past year, there were no disputes with business competitors.

Business partner

All partners are treated equally to ensure that the Company's business operation continues to be appropriate and generates mutual benefits, while being sustainable. The Company will select its partners by considering wide-ranging factors, from price, quality, environmental impact, technical expertise, compliance with law, moral quality, to fulfilment of contracts. The Company will ensure that partners' confidential information remains confidential, and will not use the information to seek more profits, except if the partners allow it.

Creditor

The Company fosters strong relationships with creditors based on honesty, mutual trust, and respect, while fully complying with all agreed-upon terms.

Government agencies

The Company ensures compliance with all relevant laws and regulations while supporting government agency activities. All products must meet the quality standards established by the Government. Furthermore, interactions with government agencies must remain politically neutral, in alignment with the Code of Conduct and the Anti-Corruption Policy.

Community and society

The Company realizes its responsibilities towards the society, community and environment. To this end, the Company seeks to create values for the society and preserve the environment by efficiently managing its resources, reducing energy consumption, while making sure that its operation does not interfere with the public quality of life.

The Company remains committed to responsible operation, existing in cooperation with society, ensuring corporate social responsibility and sustainability.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Business Code of Conduct

1. The Company will adhere to the law used to govern commerce and will conduct itself in the most honest and correct manner, even if the law does not expressly demand.
2. The Company believes that honest and morally good conduct is the right way to do business. Thus, it will continue to do good for the society, general public and environment.
3. The Company will respect the customs, culture and traditions of Thailand.
4. The Company will conduct itself honestly, with accurate accounting, transparent and efficient budget usage, evaluation of all investment projects in an honest and transparent manner, with nondiscriminatory and equitable practices in interacting with customers, and follow the law and regulations closely.
5. The Company will not disclose any customers' information unless required by law.
6. Customers can make complaints if products are found to be damaged. Adequate information on products and services is also made available, and if any agreements are found to be untenable, customers must be informed in advance to work out the solutions.
7. The Company seeks honesty from employees from all levels in following the policies, accounting procedures and other internal control measures. If employees find potential violations that may result in corruption or damages, they must inform their superiors at once.

Prohibition and Practice Guidelines

The Company prohibits the employees to carry out any acts that may damage themselves or the Company, as follows;

1. Must not embezzle the Company's time to do anything irrelevant to work.
2. Must not operate any businesses that compete with the Company, be they for their own interest or others'. This includes being a major shareholder in companies that may affect the Company, both directly and indirectly.
3. Must not conduct themselves in a way that may damage the Company's reputation.

4. Must not give false statements or conceal the Company from any facts.
5. Must work recklessly or do anything that may negatively affect their roles as good executives.
6. Must not conceal any information for their own gains, which may damage the Company.
7. Must not do anything that prohibits the rightful undertakings of the Company or issue any orders that require the employees to do wrong.
8. Must not violate property and criminal laws that may damage themselves or others whether knowingly or unknowingly.
9. Must not disclose their pay rates or pay increase to others whether knowingly or unknowingly.
10. Must not give bribes whether directly or through third parties, and must not use their influence incorrectly towards government representatives, partners or customers.
11. Must not adjust the content of any documents that may change the meaning of the documents and may affect the accurate documenting of accounts.
12. Must not make transactions or hold business activities which can be interpreted as intending to do things other than those specified by the transaction documents.
13. Must preserve the Company's intellectual property, including those obtained through employees.
14. Must not do anything that constitute abandonment of duties so that to allow others to seek gains from the Company, including access to the computer and data system without the Company's express permission.

Disciplines and punishments

1. If the violation is not serious and is the first time, the executives and employees will be warned in writing that indicates the nature of violations as well as the intents behind them. These persons can challenge these warnings and appeal to the disciplinary committee—convened by orders of managing directors—who has the final decision in all disciplinary matters.
2. If the violation is serious, or non-serious but is repeated or is a violation that is the result from reluctance to correct their own wrong (as described in 1.), the executives and employees in question may get severe disciplinary action that may include dismissal. Serious violations include bribery, disclosure of confidential information, fraud, disclosure of intellectual properties to third parties or anything that severely damage the reputation of the Company, including the concealment of information or important documents from their superiors. The disciplinary actions for this may include dismissal without compensation and without written warning in advance. The disciplinary punishments are elaborated in the Company's work regulations.

Policy and guidelines related to business code of conduct

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

Compliance with laws, regulations, and rules

1. The Company will adhere to the law used to govern commerce and will conduct itself in the most honest and correct manner, even if the law does not expressly demand.
2. The Company believes that honest and morally good conduct is the right way to do business. Thus, it will continue to do good for the society, general public and environment.
3. The Company will respect the customs, culture and traditions of Thailand.
4. The Company will conduct itself honestly, with accurate accounting, transparent and efficient budget usage, evaluation of all investment projects in an honest and transparent manner, with nondiscriminatory and equitable practices in interacting with customers, and follow the law and regulations closely.
5. The Company will not disclose any customers' information unless required by law. 6. Customers can make complaints if products are found to be damaged. Adequate information on products and services is also made available, and if any agreements are found to be untenable, customers must be informed in advance to work out the solutions.
7. The Company seeks honesty from employees from all levels in following the policies, accounting procedures and other internal control measures. If employees find potential violations that may result in corruption or damages, they must inform their superiors at once.

Promotion of compliance with the business code of conduct

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

The Company intends for directors, executives and employees at all levels to be responsible for understanding and complying with the standards set out in the Company's Code of Business Conduct which covers and takes into account the

following issues:

- Convincing, motivating and motivating directors, executives and employees at all levels to cooperate in creating value for the Company.
- Expectations and benefits of directors, executives and employees at all levels, including stakeholders or related parties.
- Ensuring that stakeholders' legal rights are protected.
- Treating stakeholders with honesty, transparency and fairness. In case there is a problem in the practice or there is a need to improve, it should be reported to the supervisors in the hierarchy.

Participation in anti-corruption networks

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

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

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

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

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

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

The Board of Directors recognizes the importance of good corporate governance. As such, corporate governance, business ethics, and anti-corruption policies have been enacted as the Company's key policies. These policies are reviewed at least once a year to ensure they remain up-to-date and in accordance with the guidelines set by the SET and SEC. In 2024, the Company implemented the following actions:

1. Reviewed the good corporate governance policy and the practice of good corporate governance to make them relevant to the current business landscape.
2. Reviewed the Charters of the Board of Directors and sub-committees to clarify the scope of responsibilities.
3. Reviewed the Company's anti-corruption and other important policies to ensure they remain up-to-date with the current business landscape.
4. The Company received a full score of 100, rated as "Very Good," in the quality assessment at the 2024 Annual General Meeting of Shareholders by the Thai Investors Association (TIA).
5. The Company received an "Excellent" rating the second consecutive year in the Corporate Governance Scoring Report of Thai Listed Companies 2024, and ranked in the TOP QUARTILE within the same Market Capitalization group by the Thai Institute of Directors Association (IOD).
6. The Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC Certified) in the third quarter of 2024.

Implementation of the CG Code for listed companies

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

The Company adheres to the law, objectives, regulations, and resolutions of the Annual General Shareholders' Meeting, as well as follows the corporate governance guidelines for listed companies. The Board of Directors governs according to good governance principles and regulations set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). It follows the Good Corporate Governance Code (CG Code) and the Good Corporate Governance Principles, following the criteria of the ASEAN CG Scorecard, to support the framework for business operations. The Board of Directors reviews and updates these practices annually to suit changing circumstances, emphasizing the fair, equitable, transparent treatment of all shareholders and the presentation of accurate and sufficient information. The Board of Directors has appointed a sub-committee to oversee the internal control system, risk management, and corporate governance, while encouraging all executives and employees to act with transparency and equality. This ensures

all stakeholders that the Company follows good governance principles and will continue to grow sustainably. The Board of Directors has announced 8 good corporate governance principles, as follows:

Principle 1 Role and responsibilities of the Board of Directors as a leader conducive to sustainable growth

1. The Board of Directors understands its responsibilities as a leader that needs to make sure that the Company has good governance that includes the adequate designation of objectives, goals, strategy, operation policy and adequate resource management that contributes the fulfilment of the said objectives, while ensuring that the adequate evaluation, monitoring and report system is in place.
2. The Board of Directors has announced policies that include the corporate governance policy and corporate social responsibility policy that is conducive to sustainability. These will encourage the Company's operation that is morally good, while remaining responsible towards all stakeholders and shareholders. Thus, the Company can attain its intended goals while reducing impact on the environment and remaining adaptable.
3. The Board of Directors has the duty to ensure that all directors and executives act with accountability and responsibility, the duty of care and the duty of loyalty, while keeping the Company's benefits above all. They have to follow the law, objectives, regulations and resolutions of the General Shareholders' Meeting, as well as the Company's policies. Adequate mechanism has to be set up towards this end. The policies that have to be followed include the Related Party Transaction Policy and the Anti-Corruption Policy, to name a few. Adequate mechanism also has to exist to approve important undertakings such as investment and any transactions that have significant impact on the Company like dividend payment.
4. The Board of Directors has to understand its roles, responsibilities and the limit thereof, and has to clearly define these of all sub-committees and executives. They also have to make sure that they fulfil their intended roles according to the Charter set by the Board, which is to be reviewed at least once a year to ensure compliance with the Company's direction.

Principle 2 The objectives and main goals of the Company must be sustainable

1. The Board of Directors must outline the objectives and main goals of the Company to ensure that it can grow alongside the society sustainably, creating values and benefits for itself, employees, partners, customers, shareholders, stakeholders and the society. The Board must communicate and encourage the objectives and main goals of the Company to be reflected in all undertakings at every level, essentially creating the corporate culture that follows good corporate governance.
2. The annual and long-term business objectives, goals and strategy must coincide with the Company's objectives, environment, factors and risks that may impact all stakeholders, and must ensure that adequate technology and innovation are used. Additionally, any undertakings must take into account the risk of unethical conduct and make sure that these objectives and goals are communicated throughout the Company.

Principle 3 The strengthen an effective of the Board of Directors

1. The Board of Directors has the duty and responsibility to define its own structure in terms of composition, qualifications, expertise, experience and size in order to remain suitable for the business. The proportion of independent directors must align with the objectives and main goals of the Company. The guidelines for this are as follows:
 - (1) The General of Shareholders' Meeting appoints the Board of Directors, with tenure not exceeding 3 years. Director whose office has elapsed can be re-elected by the Shareholders' Meeting.
 - (2) The Directors must have the required qualities and must not possess any qualities deemed unsuitable by the law.
 - (3) The Board of Directors must have a proportion that 1 in 3 directors is independent but the number of independent directors must not be less than 3 directors. These independent directors have to be free from any supervision by the executives, major shareholders and must not have any stakes in the finance and management of the Company. They must have all the qualifications required as announced by the SEC and have the duty as required by the law and relevant regulations.
 - (4) Directors and high-level management have the duty to report the information on their positions inside other PLCs, limited companies and other limited partnerships to the Company in ways deemed appropriate by the Board of Directors.
 - (5) The Board of Directors must define its own duty inside the Board of Directors' Charter. The relevant details such as the composition, appointment and tenure of the Directors have to be described inside the Charter.
 - (6) The Board of Directors must disclose inside the annual report and the Company's website its policies on the appointment of Directors that are diverse in terms of experience and backgrounds such as age, education, experience, shares held, years in office and positions inside other listed companies.
 - (7) The Board of Directors must appoint a Company Secretary to function in the roles as required by the law, and other roles as required by the Board of Directors.
2. The Board of Directors will appoint a suitable person as Chairman to ensure that the composition and operation of the

Board remain conducive to independent decision-making with clear separation of responsibilities between the Directors and Company's management in order to ensure check-and-balance, adequate performance review and that the Company's management remains efficient and transparent. Details are as follows;

- (1) The Board of Directors: plays important roles in determining the direction, policies, and strategies of business operations to maximize profits for shareholders. They also evaluate and monitor the management's operations to ensure compliance with laws, regulations, objectives, and resolutions of the Shareholders' Meeting.
- (2) Management Team: has the duty to carry out effective management of the Company that coincides with the direction, policies and business strategy as laid out by the Board, as well as to fulfil day-to-day management in an orderly manner.
- (3) Chairman of the Board: have the role as the leader of the Company with key roles in supervising and overseeing the operation of the Board in accordance with law and other regulations as specified in (1).
- (4) Chairman of the Executive Committee: has the power to oversee the Company's operation to ensure compliance with the policies as laid out by the Board within the boundary of the law, Company's regulations and the resolutions of the Board and the Shareholders' Meeting.
- (5) Managing Director: functions as the leader of the Company's executives with roles as laid out by the Board of Directors to carry out day-to-day management within the budget and plan as approved by the Board of Directors, while ensuring transparency and remaining free from the conflict of interest that may affect the Company or subsidiaries.
3. The Board of Directors must make sure that the appointment of Directors is done by transparent and clearly defined process to ensure that the Directors have all the required qualification.
4. The Shareholders' Meeting has the power to determine the Directors' remunerations. Thus, the Board of Directors will make sure that the structure and pay rate as proposed to the Shareholders' Meeting remain appropriate, while providing the incentives for the Directors to successfully fulfil the Company's short and long-term goals.
5. The Board of Directors will ensure that all Directors have enough time to successfully fulfil their duties.
6. The Board of Directors will set up the framework to oversee the policies, mutual understanding of policies and operation of all partner companies and sub-companies that fit with their own profiles.
7. The Board of Directors will monitor and evaluate their own performance, and that of the sub-committees and individual directors annually to ensure compliance with the Good Practices. This is to evaluate the performance of the Board, and to review the challenges and problems faced during the past year. These reviews will be used to further enhance the operation of the Board of Directors.
8. The Board of Directors will make sure that each Director has adequate understanding of the roles, business nature and relevant laws, as well as encourage each Director to improve upon their own understandings regularly.
9. The Board of Directors will ensure that it remains able to fulfil their operation with adequate access to information, and that the person who is appointed as Company Secretary has the necessary experience and knowledge.
10. The Board of Directors will appoint a number of directors from the Board of Directors to be members of the sub-committees to perform special duties to strengthen the effectiveness of the Board of Directors. The Board of Directors has appointed 5 sub-committees as follow The Audit Committee, The Nominating and Remuneration Committee, The Corporate Governance and Sustainability Committee, The Risk Management Committee and The Executive Committee. The qualifications, term of office and scope of responsibilities are determined in accordance with the charter of each sub-committee.
11. The Board of Directors will ensure the disclosure of the information on the roles and duties of the Board of Directors and sub-committees, the number of meetings, attendance of each Director in the past year, and will add the said information into the performance report of all sub-committees.

Principle 4 Appointment and improvement of high-level management and personnel administration

1. The Board of Directors will make sure that the Chairman of the Executive Committee and high-level management are appointed from the persons whose knowledge, skills, experience and attributes will contribute to the Company's success.
2. The Board of Directors will make sure that the structure of remunerations is defined and adequately evaluated
3. The Board of Directors must understand the structure and relationship between each shareholder that may impact the management of the Company to avoid potential complications that may affect the Board of Directors. They also have to make sure that the above-mentioned information is adequately disclosed.
4. The Board of Directors will make sure that personnel administration is carried out in a way that encourages every employee to have adequate knowledge, skills, experience and incentives.

Principle 5 Innovation promotion and responsible business operation

1. The Board of Directors has importance to and supports innovation that creates value for the business along with creating benefits for all stakeholders involved, with responsibilities towards the society and environment. These are done by taking into account the ever-changing environmental factors that may include the Company's business model, thinking framework and views on how to improve the production, operation and partnership cooperation process.
2. The Board of Directors will ensure that the management is done by taking into account the Company's social and

environmental responsibilities, as reflected by the Operational Plan. The Company must also operate by taking into account the Company's strategies and roles of stakeholders. The Board of Directors must also make sure that Company's operation is morally good and conducive to sustainable attainment of main objectives and goals. To this end, the Company will add the guidelines on how to interact with stakeholders into the business ethics policies, and will disclose the relevant information to these stakeholders in a timely manner. The Board of Directors realizes the importance of the roles of stakeholders, and will interact with them—including shareholders, employees, customers, partners and the society—in a transparent, equal and suitable manner with guidelines, as follows;

(2.1) Shareholders, investors and analysts All shareholders and investors are treated equally. The Board of Directors, executives and employees will fulfill their roles with transparency and with the Company's benefits foremost in mind, refraining from conflict of interest, misuse of Company's information and unauthorized disclosure of confidential information. Shareholders' rights are to be respected in terms of adequate access to Company's performance and other information.

(2.2) Employees Employees are the Company's most valuable assets. The Company closely follows labor and welfare laws and remains committed to ensuring that all employees have good mindset, realize their duties and responsibilities, are proud and believe in the Company and in being a team player. The Company encourages their employees to participate in every training that is relevant to their works. The Company attaches importance to the wellbeing of employees, carrying out annual health check-ups for every employee, supporting safe workplace environment, ensuring adequate remuneration and welfare. Thus, these remunerations are made by taking into account individual employees' performance and the Company's overall operation in comparison to others' short-term and long-term performance in the same industry. The Company is open to complaints from the employees should they be mistreated. This can be done through complaint box or through the human resource department. The Company also has the duty to ensure safe, sanitary and suitable workplace environment.

(2.3) Customers Long-term partnerships and cooperation are formed with the customers on the basis of transparency and mutual trust. The Company has the duties to ensure maximum satisfaction for the customers. All executives and employees must fulfil this duty to make sure that the Company continues to offer quality products and continues developing new quality products for customers.

(2.4) Creditors Good relationships are made with creditors on the basis of honesty, mutual trust and respect, while fulfilling all the terms agreed with the creditors.

(2.5) Partners All partners are treated equally to ensure that the Company's business operation continues to be appropriate and generates mutual benefits, while being sustainable. The Company will select its partners by considering wide-ranging factors, from price, quality, environmental impact, technical expertise, compliance with law, moral quality, to fulfilment of contracts. The Company will ensure that partners' confidential information remains confidential, and will not use the information to seek more profits, except if the partners allow it.

(2.6) Society, community and environment The Company realizes its responsibilities towards the society, community and environment. To this end, the Company seeks to create values for the society and preserve the environment by efficiently managing its resources, reducing energy consumption, while making sure that its operation does not interfere with the public quality of life. The Company remains committed to responsible operation, existing in cooperation with society, ensuring corporate social responsibility and sustainability.

(2.7) Competitors The Company will operate transparently and will not create unfair competitive advantage. In the past year, the company had no disputes with business competitors.

(2.8) Government agencies Make sure that the Company follows relevant laws and regulations, while supporting the activities of government agencies. Products the Company offers must be quality products, coinciding with the standards set by the Government. Additionally, all interactions with government agencies have to be politically unbiased, as described in the Code of Conduct and the anti-corruption policy.

3. The Board of Directors will make sure that the management uses the Company's resources efficiently, taking into account the impact throughout the value chain in order to be able to sustainably attain its objectives and goals.

4. The Board of Directors will dictate the mechanism to regulate the use of corporate information technology, and to make sure that the information technology is used to improve business opportunities, operation, risk management and the attainment of the Company's objectives and goals.

Principle 6 Make sure that the risk management and internal control systems are in place

1. The Board of Directors will make sure that the Company has the risk management and internal control systems are in place in order to achieve the Company's objectives and ensures the lawful operation of the Company.

2. The Board of Directors will appoint at least 3 members to the Audit Committee, all of which have to be independent Directors and must not have any qualities as prohibited by the law. They must have the attributes as specified by the SEC and SET to ensure effective and independent operation. They will fulfill the roles as required by the Board of Directors, including financial auditing, internal control system auditing, selection of auditors, disclosure of Company's information and the formulation of the Audit Committee's report. These details are further elaborated in the Audit

Committee's Charter.

3. The Board of Directors will see to it that any conflict of interest between the Company and the Management, the Board of Directors and shareholders is dealt with. This includes the misuse of Company's assets, information and opportunities as well as other transactions that involve Company's stakeholders in an inappropriate manner. These details are to be elaborated in the Code of Conduct and the international information usage policy.

4. The Board of Directors must have a clear anti-corruption policy, and communicate it to all levels of the Company to ensure implementation. The Board of Directors will conduct activities that promote anti-corruption and compliance with the law and relevant regulations.

5. The Board of Directors will set up a device to receive complaints and to act on the information received with clear guidelines on how to do it. The complaint channels will be outlined in the Company's website and its annual report.

Principle 7 Financial trustworthiness preservation and information disclosure

1. The Board of Directors will make sure that financial report is made and disclosed in a correct, sufficient and timely manner in accordance with the relevant standards and regulations.

2. The Board of Directors will oversee that the Company has enough financial liquidity and capabilities to meet its debt obligations.

3. The Board of Directors will make sure that operation plans are made in the event of financial difficulties so that the problems are dealt with through mechanisms that take into account all stakeholders and operational plausibility.

4. The Board of Directors will formulate the sustainability report as needed in order to disclose its operation according to the law, charter, ethics, code of conduct and the anti-corruption policy. The Company will interact with its employees and stakeholders equitably, with respect to human rights, social and environmental responsibilities. These details may be disclosed in the annual report or in a separate report as deemed appropriate.

5. The Board of Directors will make sure that the Management has a division to deal with investors' relations to communicate necessary information to the investors, shareholders, analysts and other stakeholders in an appropriate, equal and timely manner.

6. The Board of Directors will encourage the use of information technology in disclosing information. In addition to the information released as required by SET, the Board will also disclose information, in both English and Thai, through other channels such as the Company's website in a timely manner.

7. The Board of Directors will make the transparent disclosure of information part of the Company's business ethics.

Principle 8 Support the participation and communication with shareholders'

The Board of Directors gives importance to the Company's shareholders by ensuring that shareholders are treated equally and that shareholders can exercise their fundamental rights as shareholders such as (1) the right to sell or transfer shares (2) the right to have dividends from the profits (3) the right to access adequate information through the Company's website or that of the SET or others (4) the right to attend and vote in the Shareholders' Meeting independently to appoint or relieve Directors, to determine their remunerations, appoint auditors, determine dividend payment, determine whether to increase the capitals or offer new shares, and the right to question the Board of Directors on the Board of Directors' report or on other topics on the table, the right to add to the meeting agenda, to nominate persons to be voted in as Directors, and to participate in important Company's consideration. All shareholders can vote based on the shares held, with one share equaling one vote.

The Board of Directors must be aware of the shareholders' rights, and will not do anything that will decrease these rights. The Board of Directors support the exercise of shareholders' rights through policies, as follows;

1. The Board of Directors will make sure that shareholders participate in important Company's considerations, including; (1.1) Protect and respect the shareholders' basic rights, including the rights to share sales or transfer, dividend payment, adequate access to information, attend shareholders' meeting to appoint or relieve Directors, appoint auditors, adjust dividend payment, make or adjust regulations or the memorandum of association, increase or decrease capitals, as well as approve special articles.

(1.2) Support and encourage the use of shareholders' rights during the Annual General of Shareholders' Meeting, including the rights to add to the meeting agenda, nominate persons as Directors, send questions to the meeting, explain their opinions and ask the Board. The Board must also facilitate minor shareholders' participation in Director nomination by opening channels to receive the profiles and letters of consent from the nominee to the Chairman based on relevant regulations and process.

(1.3) Make sure that shareholders are invited via letter to the shareholders' meeting with date, time, venue and agenda clearly defined. Relevant documents must also be released on the Company's website beforehand according to the law and relevant regulations. The notice of Annual General of Shareholders' Meeting must be available in both English and Thai.

(1.4) Support the use of proxy form in a way that shareholders can participate in voting via the use of the Proxy Form A, B and C (Proxy Form for Custodians) to encourage the exercise of rights of those who could not attend the meetings in

person. To this end, independent Directors are asked to attend the meetings in the absent shareholders' steads.

(1.5) Refrain from doing anything that may infringe upon the rights of shareholders in accessing adequate information. This information must be readily accessible based on relevant regulations. No agenda or documents will be presented without advance notice to the shareholders, for instance. (1.6) Facilitate the shareholders' exercise of rights such as making important information available via the Company's website.

2. The Board of Directors will ensure the orderly organization of shareholders' meeting in a transparent and convenient manner.

(2.1) Facilitate the exercise of shareholders' rights in voting, and the Board will refrain from doing anything that may prohibit shareholders from participating. If a shareholder cannot participate, proxies must be permitted to attend.

(2.2) Inform via letter the shareholders in advance on how to attend the meeting. Meeting facilitators have to use the regulations as specified in the letters, with all voting process being priority informed and elaborated in terms of procedures. This elaboration must be in the minutes of annual general meeting.

(2.3) Hold the meetings in an appropriate manner that allows shareholders to ask questions relevant to the agenda or the Company. Chairman must ask the attendees in each agenda item whether anyone want to make inquiries, and those inquiries, as well as their responses, must be documented in the minutes of annual general meeting. (2.4) The meetings must proceed according to agenda priorities, and shareholding director will not add any unnecessary agenda, especially those agenda that requires careful inspection before proper consideration.

(2.5) Support the use of technology in holding meetings such as barcode, voting cards and others. Technology can be used in registering shareholders and counting votes so that the voting can be done in a timely, transparent and accurate manner. All voting and its details must be elaborated in the minutes of annual general meeting. (2.6) Independent persons must be appointed as witnesses of all vote counting, or may function as vote counters / checkers. These persons include company auditors or legal consultants, who, after the counting finishes, must declare the result to the meeting and add the result to the minutes of annual general meeting.

(2.7) The Annual General of Shareholders' Meeting is of central importance to the Company. Thus, all Directors and high-level Management team are encouraged to attend to show respect to shareholders.

3. The Board of Directors will ensure the timely and complete disclosure resolution of the annual general of shareholders' meeting and arrange the minutes of annual general meeting including;

(3.1) Make sure that the date, time, venue, agenda and relevant information of the shareholders' meeting are made available in advance before the meeting, with enough time for shareholders to study the information via the Company's website or letters before attending the meeting.

(3.2) After each shareholders' meeting, the Director will ensure that the details of the meeting—including its attendance, resolution, inquiries and opinions—are compiled into the "the minutes of annual general meeting" which are then made available on the Company's website and sent to the SET and /or other relevant agencies within 14 days after the meeting in accordance with the regulations by the SET and SEC. The general public must also be able to access the meeting resolution and voting results via the SET's system within the legally specified timeframe based on the regulations of the SEC and SET.

(3.3) Encourage the exercise of shareholders' rights by disclosing information via the Company's website in advance. Documents with important information will not be presented for the first time during the meetings, and the Company will not add to agenda or change important information without prior notice.

(3.4) Ensure that the shareholders receive adequate information that is up-to-date via the Company's website regularly.

Other corporate governance performance and outcomes

The Board of Directors recognizes the importance of good corporate governance. As such, corporate governance, business ethics, and anti-corruption policies have been enacted as the Company's key policies. These policies are reviewed at least once a year to ensure they remain up-to-date and in accordance with the guidelines set by the SET and SEC. In 2024, the Company implemented the following actions:

1. Reviewed the good corporate governance policy and the practice of good corporate governance to make them relevant to the current business landscape.
2. Reviewed the Charters of the Board of Directors and sub-committees to clarify the scope of responsibilities.
3. Reviewed the Company's anti-corruption and other important policies to ensure they remain up-to-date with the current business landscape.
4. The Company received a full score of 100, rated as "Very Good," in the quality assessment at the 2024 Annual General Meeting of Shareholders by the Thai Investors Association (TIA).
5. The Company received an "Excellent" rating the second consecutive year in the Corporate Governance Scoring Report of Thai Listed Companies 2024, and ranked in the TOP QUARTILE within the same Market Capitalization group by the Thai Institute of Directors Association (IOD).

6. The Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC Certified) in the third quarter of 2024.

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram

Information on the board of directors

Information on the board of directors

Composition of the board of directors

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

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	70.00	30.00
Executive directors	30.00	
	20.00	10.00
Non-executive directors	70.00	
	50.00	20.00
Independent directors	60.00	
	50.00	10.00
Non-executive directors who have no position in independent directors	10.00	
	0.00	10.00

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

	2024	
	Male (years)	Female (years)
Average director age	55	
	54	55

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. NILSUWAN LEELARASAMEE</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Pharmaceutics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 855,700 Shares (0.127716 %) 	<p>Chairman of the Board of Directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	4 Jul 2016	Strategic Management, Data Analysis, Data Management, Marketing, Business Administration
<p>2. Mr. THASANA BOONKWAN</p> <p>Gender: Male</p> <p>Age : 56 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : International Marketing</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,000,000 Shares (0.149254 %) 	<p>Vice-chairman of the Board of Directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	4 Jul 2016	Economics, Banking, Marketing, Finance, Audit

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. COMEPISITH RATCHATAKANJANEMAS</p> <p>Gender: Male</p> <p>Age : 46 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	4 Jul 2016	Accounting, Finance, Governance/ Compliance, Sustainability, Risk Management
<p>4. Mr. SUNTI CHIRAWATTHANAGKON</p> <p>Gender: Male</p> <p>Age : 46 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	4 Jul 2016	Strategic Management, Risk Management, IT Management
<p>5. Mr. THAWATCHAI VORAWANDTHANACHAI</p> <p>Gender: Male</p> <p>Age : 67 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Apr 2023	Accounting, Finance, Risk Management, Audit

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. PINMANEE MEKMONTANA</p> <p>Gender: Female</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Apr 2023	Economics, Accounting, Finance, Internal Control, Risk Management
<p>7. Mr. PHONSAENG SAEBE</p> <p>Gender: Male</p> <p>Age : 49 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Innovation Management Program</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 230,680,600 Shares (34.429940 %) <p><u>Indirect shareholding details</u></p> <p>Spouse / minor children</p> <p>100,656,200 shares (15.02%)</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	24 Mar 1998	Food & Beverage, Marketing, Corporate Management, Strategic Management, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Ms. AMORN RAT KETVESATE</p> <p>Gender: Female</p> <p>Age : 53 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 100,656,200 Shares (15.023313 %) <p><u>Indirect shareholding details</u></p> <p>Spouse / minor children</p> <p>230,680,600 shares (34.43%)</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	31 Oct 2005	Accounting, Data Management, Finance
<p>9. Mrs. NUSARA MA</p> <p>Gender: Female</p> <p>Age : 54 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 3,272,000 Shares (0.488358 %) <p><u>Indirect shareholding details</u></p> <p>Spouse / minor children</p> <p>37,275,400 shares (5.56%)</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	4 Jul 2016	Data Management

List of directors	Position	First appointment date of director	Skills and expertise
10. Mr. KITTI WACHIRAJIRAKORN Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Management Information System Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No Shareholding in the company • Direct shareholding : 1,930,200 Shares (0.288090 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	1 Jul 2021	Accounting, Finance, IT Management, Data Analysis, Risk Management

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. NILSUWAN LEELARASAMEE	Chairman of the Board of Directors		✓	✓		
2. Mr. THASANA BOONKWAN	Vice-chairman of the Board of Directors		✓	✓		
3. Mr. COMEPISITH RATCHATAKANJANEMAS	Director		✓	✓		
4. Mr. SUNTI CHIRAWATTHANAGKON	Director		✓	✓		
5. Mr. THAWATCHAI VORAWANDTHANACHAI	Director		✓	✓		
6. Ms. PINMANEE MEKMONTANA	Director		✓	✓		
7. Mr. PHONSAENG SAEBE	Director	✓				✓
8. Ms. AMORNRAT KETVESATE	Director	✓				✓
9. Mrs. NUSARA MA	Director		✓		✓	✓
10. Mr. KITTI WACHIRAJIRAKORN	Director	✓				✓
Total (persons)		3	7	6	1	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	20.00
2. Food & Beverage	1	10.00
3. Banking	1	10.00
4. Marketing	3	30.00
5. Accounting	5	50.00
6. Finance	6	60.00
7. Sustainability	1	10.00
8. IT Management	2	20.00
9. Data Management	3	30.00
10. Data Analysis	2	20.00
11. Corporate Management	1	10.00
12. Strategic Management	3	30.00
13. Risk Management	5	50.00
14. Audit	2	20.00
15. Internal Control	1	10.00
16. Governance/ Compliance	1	10.00
17. Business Administration	2	20.00

Information about the other directors

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

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

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

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

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

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

(1) **Check and Balance** the Company specifies that the Board of Directors may not be made up of less than 5 Directors, with qualifications as a normal person with the following qualities;

- (1) Is of legal age
- (2) Is not a bankrupt person, an incompetent nor quasi-incompetent person
- (3) Has not been jailed as a result of a court's judgement regarding legal assets
- (4) Has not been dismissed or dishonorably discharged from government agencies as a result of fraudulent activities

In 2024, the Board of Directors consists of 10 members, comprising 3 executive directors (30%), 7 non-executive directors (70%), and 6 independent directors (60%). There are 7 non-executive directors, including **6 independent directors and 1 representative director. The chairman of the board is an independent director.** All directors are committed to their roles as set by the Board of Directors and shareholders. They are free to provide opinions, consider various matters, and make decisions with the Company's interests in mind.

The Company has compiled the **Board Skill Matrix** to document the diverse skills and expertise of the Board, especially those that align with the Company's business operations and needs. The directors meet all qualifications specified by law, without discrimination based on gender, nationality, or religion.

- Expertise in business and marketing : 2 people
- Expertise in Risk Management : 5 people
- Expertise in crisis management : 1 person
- Expertise in international competition : 3 people
- Expertise in economics and banking : 2 people
- Expertise in accounting and finance : 5 people
- Expertise in research and development : 1 person
- Expertise in information technology : 2 people
- Expertise in corporate governance and sustainability : 3 people

(2) **Director tenure** follows the Company's regulations. Once their office is completed, they may be re-elected. The Board will recruit and screen the persons fit to be a Director. He/she has to be knowledgeable, skilled, experienced in a wide range of areas as required by the Company's.

The Company has disclosed the names of the Directors and in case if they are independent Directors, **their backgrounds, experience, number of shares held and the total time spent in the capacity of Directors.** Information on whether the Directors also hold the position of directors for other companies is also elaborated. The said profile is in attachment 1: details regarding executives and directors. The present, the current Directors hold office in no more than 5 listed companies.

(3) **Merger and separation of positions** the Chairman of the Board of Directors must not be the same person as the Managing Director, but need to be separate to ensure check and balance, and clear separation of duties with the Chairman being the lead policymaker and supervisor for the Management, as well as chairing the Board's Meeting and Shareholders' Meeting. Directors must be allowed to express themselves freely and shareholders must be permitted to make inquiries. The Chairman of the Executive Committee is the same person as the Managing Director, with the former role being the key managing and planning executive to ensure compliance with the Board's policies, while the Managing Director ensures that all operations follow the guidelines, policies and responsibilities of the Managing Director. The Company also defines the separation of powers of each committee in the form of each committee's charter with clear specification of the Managing Director's role and responsibilities to ensure transparency.

(4) **The Board of Directors must not be one of the partners of the external auditor hired by the Company.**

(5) **Independent Directors in the Board of Directors must not simultaneously hold directorial offices in 5 listed companies.**

In the past year,

- No serious violations of regulations are found in accordance with the regulations announced by the SEC and SET.
- No instances of corruption or moral misconducts are found
- No resignations of Company's directors are filed because of incidents involving corporate governance, serious damage to Company's image or failure to adequately oversee the operation of the Company

Information on the roles and duties of the board of directors

Board charter : Have

Roles and Responsibilities of the Board of Directors

- 1) Fulfil their roles while following the law, objectives, Company's regulations and the resolutions of annual general of shareholders 'meeting honestly to preserve the Company's interest.
- 2) Consider important matters pertaining to undertakings of the Company such as the vision, mission, strategy, financial goals, risk, operational plan and budget, as well as monitoring and supervision, and make sure that the Management fulfils their functions while following the policies and operational plan, with a view to maximize economic value and shareholders' wealth.
- 3) Monitor and evaluate the performance of the Management, as well as specify the remuneration and review succession plan.
- 4) Formulate the corporate governance policy that is statute, approve such policy and carry out regular review and implementation review of the policy.
- 5) Formulate the business ethical code to ensure compliance among the Directors, executives and all employees. Foster the understanding of the business ethics and follow up on the implementation of the ethics.
- 6) Carefully consider any matters that may have the conflict of interest with clear guidelines to preserve the Company's and shareholders' interest. Ensure compliance with the guidelines on how to deal with and disclose information on matters that may contain potential conflict of interest.
- 7) Establish an operational control system in terms of financial report and observance of rules, regulations and policies, and ensure that independent persons are appointed to evaluate the said control system with periodic review.
- 8) Formulate the risk management policy to be applied Company-wide, with the Management being the one responsible for the policy implementation and regular reports to the Directors. The risk management system is to be regularly reviewed every time any factors change that may affect the Company's direction or if any suspicious activities are found.
- 9) Formulate the anti-corruption policy and make sure that support system exists to help employees at every level realize the importance of the policy with regular reviews being held to evaluate the appropriateness of the policy.
- 10) Appointment sub-committee or any persons to help in monitoring, evaluating and controlling the administration of the Company. Evaluate the performance of the sub-committee or give extra power to the sub-committee to carry out specific tasks within a specified timeframe as the Board of Directors sees fit.
However, the powers given to the sub-committee or persons as described above must not involve any powers that make them capable of approving any matters that contain conflict of interest involving the Company. The annual general of shareholders' meeting needs to approve any matters that involve the purchase or sale of Company's property in accordance with regulations laid out by the Securities and Exchange Commission (SEC) and/or the Stock Exchange of Thailand (SET). In the event that any matters containing potential conflict of interest come up, the Directors and persons that are involved in the said conflict of interest may not vote or approve such matter.
The Board of Directors may consider empowering any sub-committee or persons to make transactions that involve the day-to-day operation and / or investment of the Company with a clearly defined scope of power and budget. Empowerment without specified budget limit is not permitted.
- 11) Appointment the Company Secretary to carry out tasks on behalf of the Company or the Board such as the Board's registration, the Board's meeting invitation, and the shareholders' meeting invitation.
- 12) Compose an annual the Director report and oversee the formulation and disclosure of financial report that exhibits the financial status and operation of the Company in the past year, and submit these reports for the shareholders' information.

In 2024, the Board of Directors held a total of 6 meetings to review the vision, mission, goals, and values of the Company. The Board determined that these are still relevant to the present business landscape. The Board also ensured

that common objectives, business policies, and budget policies were defined to serve as the common goals for Directors, executives, and employees, with regular reviews to evaluate compliance with relevant laws, regulations, and charters. **The attendance of individual Directors is described in the Attendance and Individual Directors’ Remunerations section.**

In 2024, the Company has determined non-executive directors held 1 meeting among themselves on November 13, 2024 to discuss key issues related to the Company’s business operations. The results of this discussion were reported to the Managing Director and the Board of Directors for their information

Chairman

The Board of Directors 1 qualified director will be elected as Chairman of the Board of Directors and qualified as an independent director who have no interest in the Company’s management

Roles and Responsibilities of Chairman of the Board of Directors are as follows;

- 1) Oversee, monitor, and ensure that the Board of Directors performs its duties effectively and achieves the organization's objectives and goals, while promoting the Board's performance to achieve successful outcomes.
- 2) Ensure that all directors are actively involved in promoting a corporate culture of ethics and good corporate governance.
- 3) Consider setting the agenda for the Board of Directors meetings in consultation with the Managing Director and ensure that important matters are included in the agenda. Additionally, preside over the Board meetings and, in the case of a tie in votes, the Chairman of the Board will cast an additional vote to break the tie (Manage Board Meetings).
- 4) Allocate sufficient time for thoughtful discussion of important agenda items and encourage independent viewpoints.
- 5) Foster good relationships between executive directors and non-executive directors, as well as between the Board of Directors and the management team (Manage Key Relationships).
- 6) Is calling of the Board of Directors meeting, or may appoint others to function in them stead.
- 7) The Chairman in the shareholders’ meeting and control the meeting in compliance with the Company’s regulations on meeting and meeting agenda, except in the case that 2 in 3 of the shareholders vote to move up or move down the agenda items.
- 8) Support the collaboration between the Board of Directors, management, and the company secretary to ensure effective teamwork, and other tasks as specified by the Board of Directors.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee
Role
• Audit Subcommittee
Scope of authorities, role, and duties
-
Reference link for the charter
-

Executive Committee

Role

- Other
 - -

Scope of authorities, role, and duties

-

Reference link for the charter

-

null

Role

- Nomination Subcommittee
- Remuneration Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Role

- Nomination Remuneration Subcommittee
- Sustainability Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Role

- RiskManagement Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. THASANA BOONKWAN^(*)</p> <p>Gender: Male</p> <p>Age : 56 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : International Marketing</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	4 Jul 2016	Economics, Banking, Marketing, Finance, Audit
<p>2. Mr. THAWATCHAI VORAWANDTHANACHAI^(*)</p> <p>Gender: Male</p> <p>Age : 67 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	27 Apr 2023	Accounting, Finance, Risk Management, Audit
<p>3. Ms. PINMANEE MEKMONTANA^(*)</p> <p>Gender: Female</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	27 Apr 2023	Economics, Accounting, Finance, Internal Control, Risk Management

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. PHONSAENG SAEBE Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Innovation Management Program Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	24 Mar 1998
2. Ms. AMORN RAT KETVESATE Gender: Female Age : 53 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	31 Oct 2005
3. Mr. KITTI WACHIRAJIRAKORN Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Management Information System Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Jul 2021

Other Subcommittees

Subcommittee name	Name list	Position
-	Mr. THAWATCHAI VORAWANDTHANACHAI	The chairman of the subcommittee (Independent director)
	Mr. COMEPISITH RATCHATAKANJANEMAS	Member of the subcommittee (Independent director)
	Mr. PHONSAENG SAEBE	Member of the subcommittee
-	Ms. PINMANEE MEKMONTANA	The chairman of the subcommittee (Independent director)
	Mr. COMEPISITH RATCHATAKANJANEMAS	Member of the subcommittee (Independent director)
	Mr. KITTI WACHIRAJIRAKORN	Member of the subcommittee

Subcommittee name	Name list	Position
-	Mr. THAWATCHAI VORAWANDTHANACHAI	The chairman of the subcommittee (Independent director)
	Mr. SUNTI CHIRAWATTHANAGKON	Member of the subcommittee (Independent director)
	Mr. PHONSAENG SAEBE	Member of the subcommittee
	Mr. KITTI WACHIRAJIRAKORN	Member of the subcommittee
	Ms. Phatraporn Kaweesuttikul	Member of the subcommittee

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. PHONSAENG SAEBE</p> <p>Gender: Male</p> <p>Age : 49 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Innovation Management Program</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	- (The highest-ranking executive)	24 Mar 1998	Food & Beverage, Marketing, Corporate Management, Strategic Management, Business Administration
<p>2. Ms. AMORN RAT KETVESATE</p> <p>Gender: Female</p> <p>Age : 53 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	- (The highest-ranking executive)	31 Oct 2005	Accounting, Data Management, Finance
<p>3. Mr. KITTI WACHIRAJIRAKORN</p> <p>Gender: Male</p> <p>Age : 47 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management Information System</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	- (The highest-ranking executive)	1 Jul 2021	Accounting, Finance, IT Management, Data Analysis, Risk Management
<p>4. Mr. Parawee Sriviriyaporn^(*)</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	-	29 Apr 2024	Business Administration, Accounting, Finance, Data Analysis

List of executives	Position	First appointment date	Skills and expertise
5. Ms. Phatraporn Kaweesuttikul Gender: Female Age : 38 years Highest level of education : Bachelor's degree Study field of the highest level of education : B.S. Microbiology Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	-	8 May 2017	Risk Management, Data Management, Data Analysis, Business Administration
6. Mr. Phattharawat Bilanglod Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration in Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	- (The highest-ranking executive)	2 Sep 2024	Data Management, Data Analysis, Project Management, Risk Management, Business Administration
7. Ms. Irin Phatthawatwekin Gender: Female Age : 36 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	- (The highest-ranking executive)	1 Jan 2023	Business Administration, Marketing, Data Analysis, Brand Management, Data Management
8. Mr. Songthep Hongsuwannkate Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : B.PA. Political Sciences Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	- (The highest-ranking executive)	1 Jun 2023	Human Resource Management, Corporate Social Responsibility

List of executives	Position	First appointment date	Skills and expertise
9. Ms. Namfon Cambunrueng Gender: Female Age : 35 years Highest level of education : Master's degree Study field of the highest level of education : Human and Community Resource Development Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	- (The highest-ranking executive)	12 Mar 2024	Human Resource Management, Corporate Social Responsibility, Business Administration

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

Remuneration policy for executive directors and executives

The Company has criteria for remunerations for the Executives based on the knowledge, skills, experience and past achievements in comparison with those of comparable companies.

The Board of Directors will determine the remunerations for the Managing Director by taking into account the evaluation based on the KPI of the Company. The Managing Director will determine the remunerations for High-Level Executives by taking into account their evaluations based on the KPI of the Company, in accordance with the policies and criteria of the Company.

Does the board of directors or the remuneration committee : No
 have an opinion on the remuneration policy for executive
 directors and executives

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	15,552,000.00	25,206,000.00	29,762,000.00

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	478,805.76	748,863.60	924,716.94

The Company has set up a provident fund, with contributions ranging from 3 – 5% of the salaries. In 2024, the 9 Executives have received a total of Baht 924,716.94 in provident fund, while in 2023 and 2022, they received a total of Baht 748,863.60 and Baht 478,805.76, respectively.

Outstanding remuneration or benefits of executive directors and executives

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

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms.	arissa.c@royalplus.co.th	-

List of the company secretary

General information	Email	Telephone number
1. Mr.	Parawee.s@royalplus.co.th	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr.	sutee.t@iasignature.co.th	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms.	napharat.p@royalplus.co.th	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms.	ir@royalplus.co.th	0-2416-9209 ต่อ 1108

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone 0 2677 2000	2,400,000.00	-	-

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

The Board of Directors has important roles in making the Company's policies. The Board of Directors also designates the visions, missions, business goals, strategy, operation plan, risk management plan, budget and oversees to make sure the annual strategy and operation plan coincide with the Company's goals. In doing so, business environment, capabilities, challenges, competitive factors and the sufficiency of internal control system are also taken into account when formulating strategic objectives and the Company's main strategy.

The Board of Director and Sub-Committees Meeting

1. The Company has the Board of Directors and Sub-Committees' meeting according to objective of each charter with every Director encouraged to attend the meeting regularly to consider important matters of the company business operation. In Additional, the minimum number of directors to constitute a quorum to vote for a resolution at the Board of Directors meeting is no less than two-thirds of the total number of directors.
2. The Company encourages every director to record at least 75% attendance rate for the entire year, with the meetings' dates being formally communicated to every Director on a yearly basis to allow the Directors to manage their schedules. However, additional meetings may be called in special cases that require approvals from the Board or in urgent matters. In 2024, all members of the Board participated in 100% of the meetings.
3. The Company will send the meeting invitations and attachments containing details on every agenda item to each Director at least 7 days in advance. This ensures that Directors have ample time to study the topics of discussion. During this process, every Director has the right to request further elaboration on the details in question.
4. In the past year, every Director has participated actively and prudently during the meetings, with rigorous and independent debates to preserve the interest of all shareholders and stakeholders. If a Director is found to have a conflict of interest in any particular matters, he/she has to stay out of the meeting when that topic is being discussed. The Chairman of the Board also spared enough time for the meeting to allow thorough discussion and examination with the participation of key executives in giving details on the matters.
5. After the Board's meeting, the Company Secretary will compose arranging minutes meeting and seeks the minutes meeting approval from the Directors, with the approved copies being kept at the Company Secretariat, so that they may be examined when required.

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

Information about the selection of the board of directors

Selection of independent directors

Criteria for selecting independent directors

(1) Independent Directors

The Board of Directors may select and appoint persons who do not have any characteristics that are prohibited by the Company's regulations nor the Securities and Exchange Commission's announcement regarding the persons who can hold managing positions in listed companies. The selection process takes into account the knowledge, skills, experience, expertise, vision, moral qualities and independence, as well as other attributes as specified by the Company. Persons who have passed the selection process would then be considered for approval and elected by the Board of Directors and the Shareholders' Meeting.

Independent Directors mean the qualified persons who are independent from the management and majority shareholders. Their definition, as defined by the SEC, is as follows;

- 1) Hold no more than 1% of the Company's total voting shares. This also includes the shares held by majority shareholders or those with controlling power over the Company if they are related to the said Independent Directors.

2) Is not a Director who has been instructed by the Board of Directors to make policies or have power pertaining to the Company's management. Is not an employee or consultant that receives salaries from the Company, its major shareholders, those with controlling power over the Company or other legal persons with conflict of interest—be they during or less than 2 years before the beginning of their tenure.

3) Is not individuals with blood ties —by blood or by marriage or by kinship—of other Directors, Executives, major shareholders, those with controlling power over the Company or any persons who are to be nominated as Directors, Executives or those with controlling power.

4) Do not possess any business relationship with the Company, major shareholders or those with controlling power in a way that may interfere with unbiased decision-making. Is not or not used to be a significant shareholder or those with controlling power over the Company's partners and major shareholders, except if those qualities have elapsed for more than 2 years.

The mentioned business relationships include commercial transaction, leading or leasing, financial assistance, surety or any other similar relationships that require the Company to pay debts in a proportion of more than 3% of the total tangible assets of the Company or more than 20 million THB. The calculation method pertaining to this is the same as that used to calculate the related subjects according to the SEC's announcement regarding the simplified related subjects. This debt includes those starting to exist no more than a year before the beginning of business relationships with the mentioned persons.

5) Is not or not used to be the auditor of the Company, major shareholders or those with controlling powers. Is not a significant shareholder or partner of the audit company that has a contract with the Company, major shareholders or those with controlling power, except if that quality has elapsed for more than 2 years.

6) Is not, or has not been, a person who provides any services relating to legal or financial counsel and has received more than 2 million baht per year from the Company, major shareholders, or those with controlling power. Is not a significant shareholder or partner of the audit company that has a contract with the Company, major shareholders, or those with controlling power, except if that relationship has elapsed for more than 2 years.

7) Is not a Director who has been appointed as the representative of the Board, major shareholders, and the shareholders who are related to major shareholders

8) Does not own or is not affiliated with any companies that have similar or competitive characteristics in comparison to the Company. This includes being an employee, staff, consultant or managing directors or shareholders who hold more than 1% of the total voting shares of the Company that has similar characteristics and is competing with the Company or its subsidiaries

9) Does not possess any other characteristics that may inhibit independent opinions with regards to the Company's operation

As of December 31, 2024, the Company has 6 independent directors with qualifications as specified by the announcement of the Capital Market Supervisory Board out of a total of 10 directors. Their names are:

- Mr. Nilsuwan Leelarasamee Chairman of the Board of Directors
- Mr. Thasana Boonkwan Vice Chairman of the Board of Directors and Chairman of the Audit Committee
- Mr. Comepisith Ratchatakanjanemas Member of the Nominating and Remuneration Committee and Member of the Corporate Governance and Sustainability
- Mr. Sunti Chirawatthanagkoon Member of the Risk Management Committee
- Mr. Thawatchai Vorawandthanachai Chairman of the Nominating and Remuneration Committee, Chairman of the Risk Management Committee and Member of the Audit Committee
- Ms. Pinmanee Mekmontana Chairman of the Corporate Governance and Sustainability Committee and Member of the Audit Committee

In the past accounting period, the Company's Independent Directors as well as the candidates for the position were not found to have or used to have any business relationship or professional services with values exceeding the amount specified by the SEC's announcement regarding the permission to sell newly issued shares.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

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

Rights of minority shareholders on director appointment

The Company provides shareholders with the opportunity to propose qualified individuals for consideration as director candidates in advance, following the Company's nomination process. This ensures compliance with good corporate governance principles and promotes shareholder participation. The election of directors takes place at the shareholders' meeting, where each shareholder is entitled to one vote per share for each agenda item. Directors may be elected either individually or as a group in a single voting session for the full number of positions available. Shareholders may vote for nominated individuals, but the total votes cast must not exceed the number of directors to be elected, and votes cannot be split. A majority vote shall determine the election outcome. In the event of a tie, the chairman of the meeting shall cast the deciding vote.

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

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. NILSUWAN LEELARASAMEE (Chairman of the Board of Directors)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Ethical Leadership Program (ELP) • 2023: Role of the Chairman Program (RCP) • 2016: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: Leading with Urgency Climate Action for Boards 2/2024 (Display information in Thai language only) • 2016: Independent Observe Program (IOP) (Display information in Thai language only)
2. Mr. THASANA BOONKWAN (Vice-chairman of the Board of Directors)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Ethical Leadership Program (ELP) • 2016: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: หลักสูตรบทบาทหน้าที่ของ AC IA และ CFO โดยสมาคมบริษัทจดทะเบียนไทย (Display information in Thai language only)
3. Mr. COMEPISITH RATCHATAKANJANEMAS (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2016: Director Accreditation Program (DAP)
4. Mr. SUNTI CHIRAWATTHANAGKON (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: The Board's Roles in Climate Governance (BCG) • 2016: Director Certification Program (DCP)
5. Mr. THAWATCHAI VORAWANDTHANACHAI (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2006: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Leading with Urgency Climate Action for Boards 2/2024 (Display information in Thai language only)
6. Ms. PINMANEE MEKMONTANA (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Role of the Chairman Program (RCP) • 2016: Ethical Leadership Program (ELP) • 2011: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: หลักสูตรบทบาทหน้าที่ของ AC IA และ CFO โดยสมาคมบริษัทจดทะเบียนไทย (Display information in Thai language only)
7. Mr. PHONSAENG SAEBE (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: The Board's Roles in Climate Governance (BCG) • 2023: Ethical Leadership Program (ELP) • 2016: Director Accreditation Program (DAP)
8. Ms. AMORN RAT KETVESATE (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2016: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: หลักสูตรมาตรฐานบัญชีที่เกี่ยวข้องกับการออกหลักทรัพย์ด้าน ESG (TLCA CFO CPD) โดยสมาคมบริษัทจดทะเบียนไทย (Display information in Thai language only)

List of directors	Participation in training in the past financial year	History of training participation
9. Mrs. NUSARA MA (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2016: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: หลักสูตรมาตรฐานบัญชีที่เกี่ยวข้องกับการออกหลักทรัพย์ด้าน ESG (TLCA CFO CPD) โดยสมาคมบริษัทจดทะเบียนไทย (Display information in Thai language only)
10. Mr. KITTI WACHIRAJIRAKORN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Ethical Leadership Program (ELP) • 2021: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: หลักสูตรประเด็นทุจริตที่ต้องรู้เท่าทัน โดยสภาวิชาชีพบัญชี (Display information in Thai language only) • 2024: หลักสูตร Financial Fraud กลโกงทางการเงินใกล้ตัวกว่าที่คิด โดยสภาวิชาชีพบัญชี (Display information in Thai language only) • 2024: หลักสูตร Leading a Winning Team คัมภีร์สร้างยอดคน ปลดล็อกศักยภาพองค์กร โดยสถาบัน Future Skill (Display information in Thai language only) • 2024: หลักสูตรศักยภาพองค์กร โดยสถาบัน Future Skill (Display information in Thai language only) • 2021: Company Secretary Program (CSP) (Display information in Thai language only)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company has designated the criteria for evaluating the Board of Directors, including

Self-Assessment of the Board of Director

- 1) Board structure and qualifications
- 2) Role, Duty and Responsibilities of the Board
- 3) The Board meeting
- 4) Duties of directors
- 5) Relationships with the Management
- 6) Director's self-improvement and management training

Self-Assessment of an Individual

- 1) Structure and Qualifications
- 2) Role, Duty and Responsibilities
- 3) The Board Meeting
- 4) Independence
- 5) Relationships with the Management and Stakeholders

In 2024, the evaluation results of the Board of Directors' performance assessment was

- Self-Assessment of the Board of Director **"Most Satisfactory" (96.90%)**
- Self-Assessment of an Individual **"Most Satisfactory" (95.29%)**

Annual Performance Evaluation of the Sub-Committees

The Board of Directors provided evaluate the performance of the sub-committees by allowing each sub-committee to evaluate the performance of the sub-committees in which they hold positions on an individual basis.

Self-Assessment of Sub-Committees

- 1) Board structure and qualifications
- 2) The efficient operation of a committee meeting on matters

- 3) The duties and responsibilities of particular committee
- 3.1 The Audit Committee
- 3.2 The Nominating and Remuneration Committee
- 3.3 The Corporate Governance and Sustainability Committee
- 3.4 The Risk Management Committee
- 3.5 The Executive Committee

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

The Board of Directors are provided to self-assessment in 2024 by giving their opinions on efficiency of the Board of Directors in general and per each individual. The result is collected every year to compare and reviewed their performance and challenges in order to improve.

In 2024, the Company Secretary sent the self- assessment form to all members of the directors. All Directors were independent to fill in these forms and send back to the Company Secretary, who would gather the result and submit it for the Board of Director's information during the next Board of Director's meeting. As the result, the Company will use recommendations received from the performance evaluation of directors to improve the effective of work and the most benefits of corporate governance.

The evaluation criteria are calculated by the maximum score, as follows;

- Most Satisfactory More than 90%
- Satisfactory More than 70%
- Average More than 50%
- Below Average More than 30%
- Not Satisfactory 30% or less

Annual Performance Evaluation of the Managing Director

The Board of Directors assigned the Chairman of the Board of Directors to evaluate the performance of the Managing Director every year, with the result being used to consider the remunerations; with criteria as follows;

- 1) Company's Performance and Planning
- 2) Vision and Business Strategy
- 3) Business Skills and Knowledge
- 4) Leadership, Teamwork and Grooming of Successor
- 5) Self-Development to Attain the Goals

In 2024, the annual performance evaluation result of the Managing Director was “**Satisfactory**” **76.30%**

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

- 1) Company's Performance and Planning
- 2) Vision and Business Strategy
- 3) Business Skills and Knowledge
- 4) Leadership, Teamwork and Grooming of Successor
- 5) Self-Development to Attain the Goals
- 6) Achieve the company's financial goals and market share targets set

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 6
(times)

Date of AGM meeting : 26 Apr 2023

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. NILSUWAN LEELARASAMEE (Chairman of the Board of Directors, Independent director)	6	/	6	1	/	1	N/A	/	N/A
2. Mr. THASANA BOONKWAN (Vice-chairman of the Board of Directors, Independent director)	6	/	6	1	/	1	N/A	/	N/A
3. Mr. COMEPISITH RATCHATAKANJANEMAS (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
4. Mr. SUNTI CHIRAWATTHANAGKON (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
5. Mr. THAWATCHAI VORAWANDTHANACHAI (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
6. Ms. PINMANEE MEKMONTANA (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
7. Mr. PHONSAENG SAEBE (Director)	6	/	6	1	/	1	N/A	/	N/A
8. Ms. AMORN RAT KETVESATE (Director)	6	/	6	1	/	1	N/A	/	N/A
9. Mrs. NUSARA MA (Director)	6	/	6	1	/	1	N/A	/	N/A
10. Mr. KITTI WACHIRAJIRAKORN (Director)	6	/	6	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

Monetary Remunerations

1.1 Attendance Fee

The 2024 Annual General Meeting of Shareholders, held on April 26, 2024, approved the remuneration of the Board

of Directors with a total amount not exceeding 10,000,000 baht. The paid meeting allowances and annual remuneration, which did not include remuneration or benefits received by the Company's directors as employees of the Company.

1.2 Remuneration (Pension) for Director

The Company paid a remuneration to directors in the form of a pension, not exceeding 5% of the dividend paid to shareholders. In the year 2024, a total remuneration of 2,010,000 baht was paid to non-executive directors only

Year 2022	Amount	430,000	Baht
Year 2023	Amount	4,020,000	Baht
Year 2024	Amount	2,010,000	Baht

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. NILSUWAN LEELARASAMEE (Chairman of the Board of Directors)			100,000.00		0.00
Board of Directors	100,000.00	0.00	100,000.00	No	
2. Mr. THASANA BOONKWAN (Vice-chairman of the Board of Directors)			130,000.00		0.00
Board of Directors	50,000.00	0.00	50,000.00	No	
Audit Committee	80,000.00	0.00	80,000.00	No	
3. Mr. COMEPISITH RATCHATAKANJANEMAS (Director)			90,000.00		0.00
Board of Directors	50,000.00	0.00	50,000.00	No	
-	20,000.00	0.00	20,000.00	No	
-	20,000.00	0.00	20,000.00	No	
4. Mr. SUNTI CHIRAWATTHANAGKON (Director)			90,000.00		0.00
Board of Directors	50,000.00	0.00	50,000.00	No	
-	40,000.00	0.00	40,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
5. Mr. THAWATCHAI VORAWANDTHANACHAI (Director)			190,000.00		0.00
Board of Directors	50,000.00	0.00	50,000.00	No	
Audit Committee	40,000.00	0.00	40,000.00	No	
-	40,000.00	0.00	40,000.00	No	
-	60,000.00	0.00	60,000.00	No	
6. Ms. PINMANEE MEKMONTANA (Director)			120,000.00		0.00
Board of Directors	50,000.00	0.00	50,000.00	No	
Audit Committee	40,000.00	0.00	40,000.00	No	
-	30,000.00	0.00	30,000.00	No	
7. Mr. PHONSAENG SAEBE (Director)			110,000.00		0.00
Board of Directors	50,000.00	0.00	50,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
-	20,000.00	0.00	20,000.00	No	
-	40,000.00	0.00	40,000.00	No	
8. Ms. AMORNRAT KETVESATE (Director)			50,000.00		0.00
Board of Directors	50,000.00	0.00	50,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
9. Mrs. NUSARA MA (Director)			50,000.00		0.00
Board of Directors	50,000.00	0.00	50,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
10. Mr. KITTI WACHIRAJIRAKORN (Director)			110,000.00		0.00
Board of Directors	50,000.00	0.00	50,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
-	20,000.00	0.00	20,000.00	No	
-	40,000.00	0.00	40,000.00	No	
11. Ms. Phatraporn Kaweesuttikul (Member of the subcommittee)			40,000.00		0.00
-	40,000.00	0.00	40,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	550,000.00	0.00	550,000.00
2. Audit Committee	160,000.00	0.00	160,000.00
3. Executive Committee	0.00	0.00	0.00
4. -	80,000.00	0.00	80,000.00
5. -	70,000.00	0.00	70,000.00
6. -	220,000.00	0.00	220,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	1,080,000.00
Other monetary remuneration (Baht)	0.00
Total (Baht)	1,080,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	: No
Mechanism for overseeing subsidiaries and associated companies	: Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	: The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, 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

Currently, the Company has no subsidiaries or associated companies. The Board of Directors has designed a plan to control the operations of any subsidiaries or associated companies that may be established in the future. This plan aims to protect the benefits from the Company's investments and ensure effective oversight as follows;

- 1) The Company will appoint its representative to a directorial position in its subsidiaries, partner companies and affiliates according to its share proportion. This person will oversee the governance of the subsidiaries, partner companies or affiliates to make sure that it is in line with the policies of the Company. The aforementioned appointments must be considered and approved by the Board of Directors.
- 2) If any transactions of the subsidiaries involve the sale or purchase of properties according or related to the relevant announcements that may require the approval by the Company's Board of Directors and/or Shareholders' Meeting and/or authorization by the relevant agencies, the subsidiaries are allowed to make that transaction only if the aforementioned approval / authorization has been secured.
- 3) If any transactions or any incidents occur in the subsidiaries that may compel the Company to disclose the information according to the relevant measures, the Directors of the mentioned subsidiaries are required to inform the Company's management immediately of the subsidiaries' plan to make the said transactions or if the incidents occur.
- 4) Directors and executives of the Company's subsidiaries, partner companies and affiliates have their duties and responsibilities in accordance with the relevant laws such as the disclosure of information with regards to finance and performance to the Company. These requirements are based on the announcements by SEC and SET. The Directors and executives are also required to disclose their information regarding their status as stakeholders or persons with transactions with the said subsidiaries, partner companies and affiliates, as well as the status of their related persons. This is to prevent potential conflict of interest from arising.
- 5) The Company has maintained an operation plan to ensure that its subsidiaries, partner companies and affiliates have a mechanism to disclose its financial and operational information. The Company will also oversee the monitoring of its subsidiaries, partner companies and affiliates to ensure that the said disclosure mechanism exists.

Moreover, the Company will closely monitor the revenue and operation of its subsidiaries, partner companies and associates to compile an analysis and opinions on their performance and submit the suggestions to the Board of Directors as well as to the mentioned subsidiaries, partner companies and affiliates with a view to improve further the operation of the said subsidiaries, partner companies and associates.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

Action against Conflict of Interest

The Company has dealt with the issue of conflict of interest with prudence, reasonableness and with the Company's interest in mind. Price specification is done on a sound and rational basis with transparency and adherence to the announcements made by the SEC. This action is one of the good corporate governance policies that ensure adequate information disclosure and equality of information. **More details could be accessed via www.royalplus.co.th under the Section "Corporate Governance Policy".**

In 2024, the Company provided online information on conflicts of interest to directors, executives, and employees via the Company's Intranet system. This was done to communicate and raise awareness among directors, executives, and employees to understand the relationships or interests that may create a conflict with any party. The training reached 100% of the total number of directors, executives, and employees of the Company.

In the past year, the Company did not identify any actions that violated the conflict of interest policy.

(1) Property Exchange Supervision and Stakeholders Report

The Company has specified the measures to regulate the Company's property exchange inside the internal data usage protection policy by forbidding its Directors, executives and employees from undertaking the transactions of any of their Company's stocks within 30 days before that internal data is given public access and within 24 hours after that data is released. Members of the Board and Management must also inform the Chairman of the Board of their own exchange of properties at least 1 day prior to the purchase. Directors and executives (including their spouses and non-legal-age children) who have the duty to report on the exchange of the Company's properties must inform the SEC and SET and submit a copy to the Company Secretary in order to inform the Board of Directors during the next Board Meeting. During every Board Meeting, there is to be an agenda regarding the Company's ownership of properties, as well as those owned by Directors and Management, and if any changes occur, the Company Secretary will inform the Directors and Management alongside the announcement letters issued by the SEC and SET regarding the same matter.

Changes in the Directors and Management's ownerships of the Company's shares (As of 31 December 2024)

1. Mr. Nilsuwan Leelarasamee : Independent Director, Chairman of the Board of Directors

Total of shares held as of December 31, 2023 : 1,032,600

Increase (Decrease) during the Year 2024 : (176,900)

Total of shares held as of December 31, 2024 : 855,700 (0.13%)

Spouse and minor children

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : 1,660,900 (0.24%)

2. Mr. Thasana Boonkwan : Independent Director, Vice Chairman of the Board of Directors

Total of shares held as of December 31, 2023 : 1,000,000

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : 1,000,000 (0.15%)

Spouse and minor children

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : -

3. Mr. Comepisith Ratchatakanjanemas : Independent Director

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : -

Spouse and minor children

Total of shares held as of December 31, 2023 : -
Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : -

4. Mr. Sunti Chirawatthanagkoon : Independent Director

Total of shares held as of December 31, 2023 : -
Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : -

Spouse and minor children

Total of shares held as of December 31, 2023 : -
Increase (Decrease) during the Year 2024 : 1,660,900
Total of shares held as of December 31, 2024 : 1,660,900 (0.24%)

5. Mr. Thawatchai Vorawandthanachai : Independent Director

Total of shares held as of December 31, 2023 : -
Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : -

Spouse and minor children

Total of shares held as of December 31, 2023 : -
Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : -

6. Ms. Pinmanee Mekmontana : Independent Director

Total of shares held as of December 31, 2023 : -
Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : -

Spouse and minor children

Total of shares held as of December 31, 2023 : -
Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : -

7. Mr. Phonsaeng Saebe : Director , Managing Director

Total of shares held as of December 31, 2023 : 230,680,600
Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : 230,680,600 (34.43%)

Spouse and minor children

Total of shares held as of December 31, 2023 : 100,656,200
Increase (Decrease) during the Year 2024 : 17,082,300
Total of shares held as of December 31, 2024 : 117,738,500 (17.57%)

8. Ms. Amornrat Ketvisate : Director , Deputy Managing Director Finance and Accounting

Total of shares held as of December 31, 2023 : 100,656,200
Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : 100,656,200 (15.02%)

Spouse and minor children

Total of shares held as of December 31, 2023 : 230,680,600
Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : 230,680,600 (34.43%)

9. Mrs. Nusara Ma : Director

Total of shares held as of December 31, 2023 : 3,272,000
Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : 3,272,000 (0.49%)

Spouse and minor children

Total of shares held as of December 31, 2023 : 37,275,400

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : 37,275,400 (5.56%)

10. Mr. Kitti Wachirajirakorn : Director, Deputy Managing Director Operation and Business Development

Total of shares held as of December 31, 2023 : 1,930,200

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : 1,930,200 (0.29%)

Spouse and minor children

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : -

11. Mr. Parawee Sriviriyaporn : Finance and Accounting Director , Company Secretary

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : -

Spouse and minor children

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : -

12. Ms. Phatraporn Kaweesuttikul : Manufacturing Director

Total of shares held as of December 31, 2023 : 400,000

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : 400,000 (0.06%)

Spouse and minor children

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : -

13. Mr. Phattharawat Bilanglöd : Manufacturing Director

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : -

Spouse and minor children

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : -

14. Ms. Irin Phatthawatwekin : Sales & Marketing Director

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : 960,000

Total of shares held as of December 31, 2024 : 960,000 (0.14%)

Spouse and minor children

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : -

15. Ms. Namfon Cambunrueng : Human Resource Management Director

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -

Total of shares held as of December 31, 2024 : -

Spouse and minor children

Total of shares held as of December 31, 2023 : -

Increase (Decrease) during the Year 2024 : -
Total of shares held as of December 31, 2024 : -

(2) Stakeholders 'Report

The Company has measures to oversee the stakeholder ship of the Directors and Management by maintaining that the Directors and Management must submit their (and their related persons') stakeholders' report, with details as follows;

1. An initial report is due when the Director / Management first assumes office.
2. A report is required when any changes in stakeholder ship occur.
3. Directors and Management submit their stakeholders' report to the Company Secretary, who will submit a copy to the Board of Directors and the Audit Committee within 7 working days after the reports are received.

In 2024, the Company's directors and executives complied with the specified criteria and established a clear and transparent shareholding structure. There were no cross-shareholdings with major shareholders.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company has monitored the implementation of the good corporate governance principles, as follows;

1. Internal Data Usage Control

The Company follows the good corporate governance principles by making sure there exists a written measure to control internal data usage.

The Company forbids its Directors, Executives, Employees and other Staff from leaking its confidential and/or internal information to the public for their own interest, both direct and indirect. They are moreover forbidden from selling or buying the Company's properties via using internal data. The Company has the internal data usage prevent policies, as follows;

- 1) Familiarize the Directors and Executives with their roles to compile and send the report form on their ownerships of properties, held by themselves, their spouses—both legal and non-legal—offspring that is not of legal age, as well as other joint ownership legal persons (over 30% ownership) to the SEC. They must also report on their sale / purchase of said properties to the SEC.
- 2) Directors, executives and accounting / finance managers, as well as their spouses—both legal and non-legal—offspring that is not of legal age, as well as other joint ownership legal persons (over 30% ownership) must compile and disclose the property ownership report as well as its changes to the SEC, and simultaneously submit a copy of that report to the Company.
- 3) Directors, executives and employees who have received internal data that may affect the stock price of the Company must not undertake the transactions of any of their Company's stocks within 30 days before that internal data is given public access and within 24 hours after that data is released. These concerned persons have the duty to keep the confidentiality of the data until that data is publicly released.
- 4) Directors, executives and employees as well as other persons suspected to know the internal data that may affect the Company's stock price must not use this knowledge to buy, sell or make any transactions regarding the Company's stocks, both direct or indirect, as well as to influence others in undertaking similar transactions notwithstanding whether the benefits of these investments involve themselves or not.
- 5) Directors, executives and employees must not disclose the Company's data and must not use their positions or capacities with regards to internal data to seek their own interest or undertake anything that may benefit others based

on the knowledge of this internal data, both direct or indirect, and notwithstanding whether the benefits of these investments involve themselves or not.

6) Directors, executives and employees must follow the internal data usage guidelines as specified in the Stock and Stock Market Act B.E. (amended) (1992) as well as other relevant laws.

If any violations of the aforementioned stipulations are found, they would constitute a disciplinary misconduct that may result in punishments, ranging from verbal warning, written warning and probate to dismissal.

In 2024, the Company provided online information on the guidelines for preventing the misuse of insider information to directors, executives, and employees via the Company's Intranet system. This was done to communicate and raise awareness among directors, executives, and employees to strictly adhere to the guidelines for using insider information. The training reached 100% of the total number of directors, executives, and employees of the Company.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

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

The Board of Directors has a policy against corruption and bribery. This policy and operational guidelines **can be accessed via www.royalplus.co.th under the Corporate Governance Section “Corporate Governance Policy” “Anti-Corruption Policy”**. The Company seeks to imbue the mindset and values that encourage the adherence to the laws and regulations. The Company also forbids its Directors, Executives and Employees to ask for or hand out bribes or any unwarranted perquisites in order to obtain any services or compel others to undertake anything unlawful or unfitting with their positions. The Company has designated the disciplinary punishments for any violators in addition to their legal accountabilities.

The Company has a mechanism to monitor and analyze the corruption risk, and has composed a plan to minimize said risk, with the head of internal audit serving as an auditor who will submit the findings to the Audit Committee. The Committee will function as per the internal control and evaluation system. If any acts of corruption are found, the internal audit department will notify the Audit Committee, who will then notify the Board of Directors.

In 2024, the Company has demonstrated its commitment to anti-corruption and reported its performance as follows: the notification of the No Gift Policy, Political Impartiality Policy, Charitable Donations and Support Policy and Hospitality and Reception Services Policy. These policy was communicating to outsiders, customers, business partners, and business participants through internal and external communication channels on the Company's website, and providing online information on conflicts of interest to executives and employees via the Company's intranet system to reach executives and employees at all levels. Additionally, the Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC Certified) in the third quarter of 2024.

In 2024, the Company did not find any significant deficiencies related to corruption, non-compliance with relevant laws

or regulations, or violations of business ethics.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. THASANA BOONKWAN (Chairman of the audit committee)	4	/	4
2 Mr. THAWATCHAI VORAWANDTHANACHAI (Member of the audit committee)	4	/	4
3 Ms. PINMANEE MEKMONTANA (Member of the audit committee)	4	/	4

The results of duty performance of the audit committee

The Audit Committee has carried out its duties within the scope of authority assigned by the Board of Directors and in accordance with the Audit Committee Charter. In 2024, the Audit Committee held 4 meetings, with full attendance by all committee members in every session, achieving a 100% participation rate. The key duties performed as assigned by the Board of Directors can be summarized as follows:

1. Review the Financial Reports of the Company for each quarterly period and the full year 2024 as review and audit by Auditor. The financial statements are prepared in accordance with generally accept Accounting Standards & Financial Reporting, with explaining for Auditor and Accounting and Finance executives. In order to ensure adequately disclose the required information in an accurate manner.

The Audit Committee met with auditors, without any members of the management being present, to discuss key operational issues and Accounting Standards and Financial Reporting Standards in a fully independent manner.

2. Audit the internal control system, risk management, sustainable corporate governance, accordance with anti-corruption policies and to approve the yearly audit plan and follow up on the internal control system evaluation. Auditors will

report to the Board of Directors every quarter to ensure that the Company's internal control system remains sufficient and suitable to the business environment

3. Consider and review the related transaction or conflict of interests. The Audit Committee is of the view that every Company's transaction is transparent and beneficial to the Company, comprising proper and sufficient disclosure as per the announcement of the Securities and Exchange Commission. Review the Audit Committee's Charter on a yearly basis as well as the self-evaluation of the performance with the result being "most satisfactory"

4. Consider the appointment and determination the audit fee for the year 2024. The Audit Committee has proposed to the Board of Directors the appointment of Mr. Natthaphong Tantichattanont C.P.A. License No. 8829 and/or Ms. Chanarat Chanwa C. P.A. License No. 9052 and/or Ms. Sophit Prompol C.P.A. License No. 10042 and/or Ms. Sawitree Ongksirimongkol C.P.A. License No. 10449 of KPMG Phoomchai Audit Limited are qualified and independent, working standard results as the Company's auditor for 2024. These are qualified, independent, working standards and performance results are appropriate as auditors of the Company with the audit fee of 2,400,000 Baht. This shall be proposed for approval at the 2023 Annual General Meeting of Shareholder.

Having completed the duties above, the Audit Committee did not find any significant defect with any possible effect on the Financial Statements of the Company. The Audit Committee's Report has been reported to the Board of Directors of the performance above.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Royal Plus Public Company Limited is a leading producer and distributor of beverages made from high-quality raw materials sourced in Thailand, renowned for their international value. From its humble beginnings as a small enterprise, the Company has grown into a thriving business with a production capacity exceeding 350 million bottles per year. Its products are recognized worldwide and distributed in over 111 countries, establishing it as one of Thailand's top exporters of fruit juice.

The Company continuously strives to develop products while adhering to the vision of "Creating quality beverages through continuous innovation to provide a great customer experience worldwide and enhance the quality of life sustainably". As such, the Company recognizes the importance of efficient business operations, aiming to grow together with society in a sustainable manner and benefit all stakeholders, including employees, investors, shareholders, and other stakeholders. Society and the environment are major pillars under the themes of integrity, fairness, transparency, and accountability to all stakeholders.

Sustainability management goals

Does the company set sustainability management goals : Yes

Sustainability Management Policies and Goals

The Company's vision emphasizes its role, duties, and responsibilities in setting objectives, goals, and social responsibility policies to create sustainable shared value. It encourages employees to recognize the importance of and contribute to the creation of innovations that add value to the business while benefiting all stakeholders. The Company ensures that management operates with social and environmental responsibility, which is reflected in its operational plans. This approach guarantees that all organizational efforts align with the Company's objectives, key goals, and strategies, while also considering the roles and interests of stakeholders. In addition, the Board of Directors oversees the planning of strategies and directions to align with the United Nations Sustainable Development Goals (SDGs). This includes ensuring that management allocates and manages resources effectively and efficiently, taking into account the impacts and development of resources across the entire value chain to achieve the Company's objectives and goals in a sustainable manner.

The Company has disseminated "Corporate Sustainability Policy" on website (www.royalplus.co.th / Investor Relations / Corporate Governance / CG Policies & Compliance / Corporate Sustainability Policy)

Corporate Sustainability Strategy

The Company is committed to achieving sustainable profits to deliver stable and valuable returns for shareholders, while also enhancing the quality of life for people under **the concept of "PLUS Quality of Life for ALL."** Its goal is to improve the well-being of all stakeholders by creating positive impacts throughout the entire value chain—from sourcing raw materials (upstream) to delivering the final products (downstream). Furthermore, the Company aspires to be a leader in excellence by developing innovative products that enhance consumers' quality of life. By offering nutritious, sustainable beverages, the Company seeks to bring happiness to every moment of life.

In 2024, the Company integrated the core principles of economic, social, and environmental pillars (ESG) into its business management processes in a systematic manner. This approach aims to enhance sustainability operations and create meaningful positive impacts for all stakeholders. Key sustainability goals have been established, as outlined below:

Economic and Governance Dimension

- Introduce at least 20 new product SKUs per year
- Achieve sales growth of 4,000 million baht by 2026
- Achieve AGM Checklist certification with 100 Full Scores by 2024
- Achieve CGR Checklist certification with 5 stars by 2024
- Achieve CAC certification by 2025

Social Dimension

- Achieve an employee engagement rate of more than 80%
- Turn Over rate of monthly employees less than 10%
- Achieve a Community Satisfaction rating around the factory of more than 80%

Environmental Dimension

- Reduce greenhouse gas emissions by 30% - 40% by 2030
- The Carbon Neutrality within 2050
- The Zero Emission within 2065

Sustainability Framework

Sustainability Strategy

- **PLUS Business Value** : Creating business value by enhancing profits and fostering sustainable growth for the future, with the goal of delivering value to all stakeholders.
- **PLUS Innovation** : Continuously enhancing products through Smart Innovation and Technology to establish a unique identity, driving sustainable growth for the organization.
- **PLUS People** : Creating high-quality products that enhance consumers' quality of life, while striving to meet international standards and fostering sustainable care for society and communities.
- **PLUS Planet** : Committed to sustainably reducing greenhouse gas emissions throughout the entire supply chain.

Sustainability Management

- **PLUS Business Value**
 - Foster Business Growth
 - Expand Opportunities through Strategic Partnerships
 - Good Corporate Governance
 - Strengthen Anti-Corruption Initiatives
 - Sustainable Supply Chain Management
- **PLUS Innovation**
 - Innovation & Technology Driven Solution
 - Creating Innovative Products that Meet Consumer Needs
 - Cybersecurity and Data Privacy
- **PLUS People**
 - Product Responsibility
 - Data Privacy Protection
 - Community Development Participation
 - Human Resource Development
 - Occupational Health and Safety
- **PLUS Planet**
 - Reducing greenhouse gas emissions
 - Enhancing Energy Efficiency
 - Water Resource Management
 - Waste Management

Economic and Governance Dimension

Strategic Direction

Conducting business in an ethical, transparent, and fair manner, prioritizing the collective benefit of all stakeholders. This includes enhancing operational efficiency, adding value to the business, and fostering product innovations to deliver sustainable business value and long-term benefits to stakeholders.

Operational Targets

- Create a distinct product identity through innovation and technology
- No complaints regarding corruption and ethics
- No legal lawsuits of any kind, especially those related to corruption
- Free from serious cyber theft
- Effectively maintain data privacy

- The rise of innovation to create operational efficiency
- Drive and enhance the operations of sustainability partners

Social Dimension

Strategic Direction

Develop high-quality products to enhance consumers' lives, while raising awareness of workplace safety and promoting employee well-being. Uphold human rights throughout the entire value chain and expand the workforce by attracting talented individuals, fostering a culture of continuous learning, and driving the organization toward a sustainable future.

Operational Targets

- Employee Engagement more than 80%
- Community Satisfaction more than 80%
- Turnover rate of monthly employees less than 10%
- Free from complaints from the community and enhance community satisfaction rate
- No complaints from customers about the safety and quality of goods
- Enhance customer satisfaction
- Maintain and enhance employee knowledge and abilities
- Encourage employees to have a quality of life and well-being at work
- Reduce accidents and work-related deaths
- No human rights complaints have been reported.

Environment Dimension

Strategic Direction

Commit to reducing greenhouse gas emissions by optimizing energy and water efficiency, while enhancing business operations to minimize environmental impact across the entire beverage production process and supply chain.

Operational Targets

- Carbon Neutrality by 2050
- Reduce greenhouse gas emissions 30%-40% by 2030
- Achieve net zero carbon emissions by 2065
- Reduce energy consumption
- Increase the use of palm kernel shell fuel usage to 85% of total fuel consumption
- Use renewable energy in business operations
- Reduce water consumption
- Ensure that the amount of water returned to nature meets the standards required by law

Sustainability Management Structure

The Company has established a Sustainability Committee and supporting working groups to effectively address key sustainability challenges and drive progress. The primary goal is to align operations with planned sustainability initiatives and objectives, ensuring seamless and efficient implementation.

This is facilitated by a well-defined management structure, detailed as follows:

- **Board of Directors** : Approves sustainability strategies and goals to maximize benefits for the organization and its stakeholders.
- **The Corporate Governance and Sustainable Committee** : Oversees the development of sustainability policies, strategies, and frameworks, while providing assurance and recommendations to ensure sustainability operations align with international standards.
- **Management Team** : Reviews and audits policies, strategies, budgets, and action plans to ensure effective sustainability operations.
- **Sustainability Working Group** : Studies and implements the framework, policies, and action plans for the company's sustainability development to achieve the sustainability development framework and goals, covering economic, social, and environmental dimensions.
- **All Employees** : Acknowledge and adhere to the policies, strategies, and goals outlined in the sustainability

development framework.

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals
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Information on review of policy and/or goals of sustainable management over the past year

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

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

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

Information on impacts on stakeholder management in business value chain

Business value chain

Guided by the Company's vision, the Board of Directors acknowledges its role, duties, and responsibilities in setting objectives, goals, and corporate social responsibility policies to create sustainable value for the Company. This includes fostering a culture where all employees recognize the importance of innovation and actively contribute to developing business solutions that drive organizational growth while benefiting all stakeholders. The Board prioritizes social and environmental responsibility, ensuring these principles are integrated into operational plans. It also oversees management to ensure that business activities align with the Company's objectives, key goals, and strategies while considering the interests of stakeholder. Additionally, the Board of Directors will oversee and ensure that the management team allocates and manages resources efficiently and effectively, with a strong focus on impact assessment and resource development throughout the value chain. This approach supports the achievement of the Company's key objectives and fosters sustainable growth. Furthermore, the Board promotes value creation and development across the entire supply chain, from upstream to downstream, alongside continuous research and the advancement of innovation and modern technology. These efforts aim to enhance product quality to meet international standards, optimize management efficiency, and consistently deliver long-term value to customers and shareholders.

In 2024, the Company is committed to solidifying its position as a leader in beverage production and export, with a mission to enhance stakeholder confidence and promote sustainability. The Company aims to align its sustainability strategy and direction with the United Nations Sustainable Development Goals (SDGs), thereby reinforcing its leadership in the industry. This strategy focuses on creating shared value across the entire value chain, from upstream to downstream, to improve the quality of life for all stakeholders. The comprehensive approach encompasses every stage of operations, including raw material procurement, production processes, inventory management, product delivery, customer service, and data analysis to drive the development of products that meet consumer needs sustainably. The key components of this strategy are as follows:

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
<ul style="list-style-type: none"> • Employees 	-	-	<ul style="list-style-type: none"> • Internal Meeting • Employee Engagement Survey • Others <ul style="list-style-type: none"> • - • - • - • -
External stakeholders			
<ul style="list-style-type: none"> • Investors or investment institutions • Analysts • Shareholders 	-	-	<ul style="list-style-type: none"> • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • - • - • - • -
<ul style="list-style-type: none"> • Customers 	-	-	<ul style="list-style-type: none"> • Visit • Satisfaction Survey • Others <ul style="list-style-type: none"> • - • - • - • -
<ul style="list-style-type: none"> • Suppliers • Business partners 	-	-	<ul style="list-style-type: none"> • Satisfaction Survey • Others <ul style="list-style-type: none"> • -
<ul style="list-style-type: none"> • Community • Society 	-	-	<ul style="list-style-type: none"> • Social Event • Others <ul style="list-style-type: none"> • - • - • -
<ul style="list-style-type: none"> • Educational institution or academic agency • Government agencies and Regulators 	-	-	<ul style="list-style-type: none"> • Online Communication • Others <ul style="list-style-type: none"> • -
<ul style="list-style-type: none"> • Competitors 	-	-	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • -

Information on organization's material sustainability topics

Organization's material sustainability topics

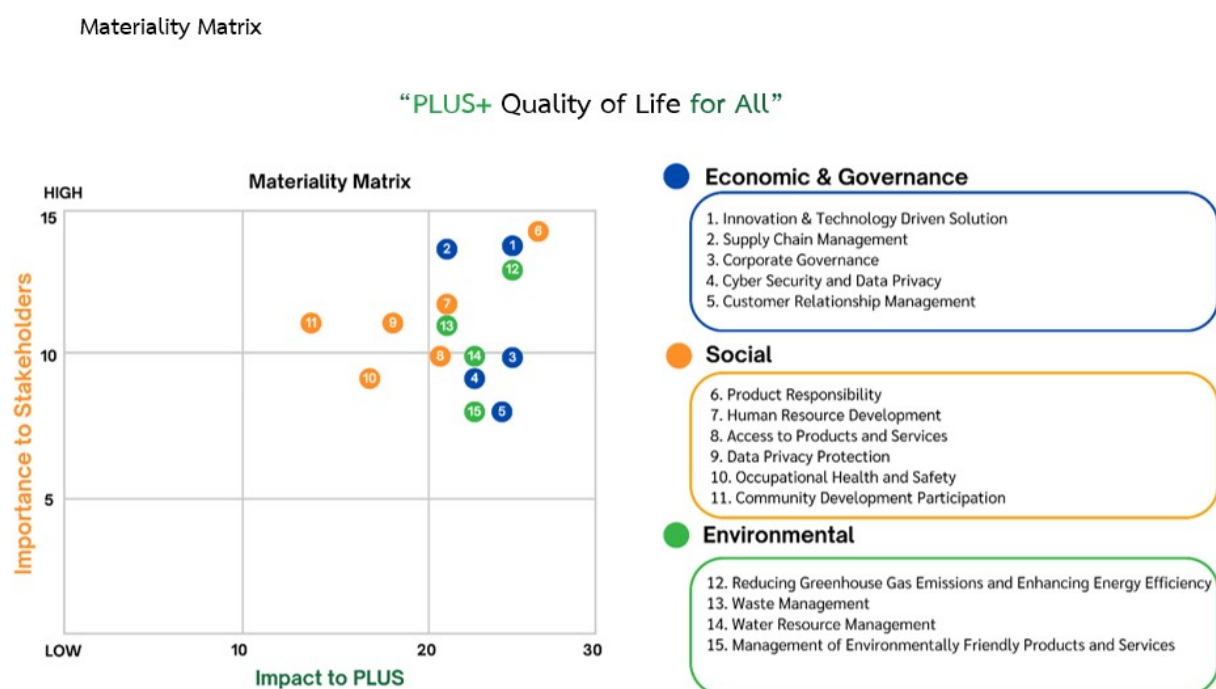
The company has identified its sustainability materiality topics : Yes

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Economic & Governance	<ul style="list-style-type: none"> • Customer / Consumer Responsibility • Good Governance • Sustainable Supply Chain Management • Innovation Development
Social	<ul style="list-style-type: none"> • Human Rights • Customer / Consumer Responsibility • Community / Social Responsibility • Others : Human Resource Development
Environmental	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management

Diagram of organization’s material sustainability topics



Materiality Matrix

Information on sustainability report

Corporate sustainability report

The company’s corporate sustainability report : Have data

Reference link for corporate sustainability report : <https://www.royalplus.co.th/en/document/sustainability-reports>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines : GRI Standards

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk Management

Risk Management Policy and Plan

The Company has enacted policy and operational framework for risk management that concerns every dimension, from the Company's vision, business goals, strategies financial in accordance with corporate ethics and compliance policies and regulations. As well as considering the risk and severity of the impact to establish clear measures to prevent, correct and assign responsible persons, as well as conduct reporting and evaluation for improvement. Therefore, PLUS has determined a risk management policy in Board of Directors Meeting No. 5/2024 on November 13, 2024, reviewed, improved, and approved the company's risk management policy for monitoring and reviewing risk management for the year 2024 as follows:

- 1) All executives and employees have a responsibility to manage risks within their workplaces by adhering to the corporate risk management policy and enhancing the policy to improve their chances for success and minimize potential impacts.
- 2) The Company's management will organize its risk management by analyzing the linkages between every factor that affects the company, while ensuring that proper steps are taken to ensure success according to the company's goals.
- 3) The Company will evaluate its risks by considering every factor, both inside and outside the Company. These risks are divided into 5 categories, namely 1) strategic risk, 2) financial risk, 3) operational risk, 4) fraud and corruption risk, and 5) business continuity risk.
- 4) To determine the acceptable risk profile of the organization's significant risks, and to promote effective risk management tools, manuals, and processes that are appropriate for changes in business operations, as well as continuous reporting of risk management performance to the Board of Directors.
- 5) Designating the corporate risk management mechanism that meets international standards, while formulating the acceptable strategic risk level to be used as criteria for the selection of appropriate business strategies that align with the company's objectives and risk management operations and directions.
- 6) Supporting and fostering the appropriate mindset that highlights the importance of risk management and encourages its proper implementation.

Risk Management Plan

Category of Risk divided into 5 groups, namely

- 1) Strategic Risk: This risk arises from the formulation and implementation of strategies and operational plans, both influenced by internal and external factors, which can impact the achievement or failure to achieve the Company's vision, mission, and brand image.
- 2) Financial Risk: This risk affects the Company's performance and financial status, including fluctuations in foreign currency exchange rates, raw material prices, and the inability to achieve suitable outbound shipment of goods within the specified timeframe (no more than 60 days after the goods leave the factories).
- 3) Operation Risk: This risk stems from the lack of proper control measures, including technological risks, information cybersecurity, information protection, and the failure to select technology that aligns with current information technology standards, thereby hindering the Company's growth.
- 4) Fraud and Corruption Risk: This risk arises from actions that exploit legal loopholes for personal gain or for the benefit of others, including actions such as embezzlement, creative accounting, and corruption.
- 5) Business Continuity Risk: This risk encompasses risks that may affect businesses beyond those mentioned above,

potentially impacting all stakeholders, such as shareholders, partners, customers, employees, and the Company itself.

Risk management structure is divided into 3 stages, as follows

- 1) Risk Management Committee: determine policy, strategy, guidelines, and risk management structure revision that contributes to the Company's efficient operation that coincides with the international standard. The Committee will also provide suggestions to improve the Company's operation and direction, while carrying out the annual risk evaluation and reporting the result to the Board of Directors.
- 2) Executive Committee: regulate the implementation of risk management plan inside the Company, gauge and follow up on the implementation, while supporting the improvement of the plan Company-wide, with the result being reported to the Risk Management Committee. Moreover, the Executive Committee ensures a timely report to the Risk Management Committee in urgent matters.
- 3) All employees: have the duty to follow the approved risk management plan and process. This must be strictly followed at the division, operation and corporate levels.

Information on ESG risk factors management standards

ESG risk factors management standards

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

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1

Related risk topics : Strategic Risk
• Reliance on large customers or few customers
• Other : -
Operational Risk
• Shortage or fluctuation in pricing of raw materials or productive resources
• Climate change and disasters
• Impact on human rights
• Corruption
• Other : -
Compliance Risk
• Corporate Governance
Financial Risk
• Fluctuation in exchange rates, interest rates, or the inflation rate
ESG risks : Yes

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Risk and Crisis Management Guidelines of the Company

The company has established a systematic approach and framework for risk and crisis management, covering enterprise-level risk management, operational-level risk management, and communication to ensure that all employees are informed. This approach enables the company to effectively handle situations that may impact the operations and objectives of the organization. The company has developed a Risk Control Plan and a Business Continuity Plan (BCP) to

prepare for rapid changes in circumstances and ensure the continuity of operations without disruption. The plan covers risk management in the event of crises or emergencies within the company's premises, including:

- Flooding
- Fire
- Power outages
- Storms
- Protests/riots
- Infectious disease outbreaks
- Terrorism

Business Continuity Management Structure

To ensure the most effective business continuity management, the company has appointed a Business Continuity Plan team, which consists of a Business Continuity Steering Committee, a Business Continuity Management Team, and a Continuity Coordination Officer, each with clearly defined roles and responsibilities as follows:

1. Business Continuity Steering Committee
 - o Assess the nature, scope, and trends of occurring incidents
 - o Decide to activate the Business Continuity Plan
 - o Execute the steps and guidelines for continuity management
 - o Allocate necessary resources as per the Business Continuity Plan
2. Business Continuity Management Team
 - o Support the operations of the Business Continuity Steering Committee
 - o Implement the steps and guidelines for continuity management
 - o Procure the necessary resources for their departments or sections
3. Continuity Coordination Officer
 - o Act as a liaison between different departments
 - o Support communication and coordination with relevant departments or sections
 - o Follow the prescribed continuity management guidelines

Testing and Developing the Business Continuity Plan

To ensure that the Business Continuity Plan can be implemented effectively, the company has set a requirement to conduct at least one drill per year and prepare a test report to be submitted to the management committee. This report will be used to improve and develop the risk management approach to align with the ever-changing business environment. This approach reflects the company's commitment to strengthening business stability and continuity, while also building confidence among employees, partners, and all stakeholders, ensuring that the company can operate securely and grow sustainably.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and : Yes
guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

The Company treats its business partners with equality, fairness, and respect, while considering mutual benefits in all business dealings. It has set guidelines for selecting partners in the supply chain in accordance with legal standards for occupational health and safety, as well as environmental-friendly standards. The Company values the development of its partners' potential for sustainable growth, using the ISO 9001:2015 - Quality Management Systems Standard as a guide for selecting partners and the procurement of goods and, environmental management systems (ISO : 14001) standards for standard operating procedures, procurement procedures, contract award procedures, legal personality, and performance evaluation. This approach ensures an efficient procurement process from partners, while considering environmental impact and maximizing efficiency and value.

Operational Targets

- 100% of new vendors or service providers qualified the supply-chain selection criteria
- 100% On-Site Audit for new partners
- Increasing number of suppliers for the main raw materials such as coconut water and coconut meat to reduce a shortage of main raw materials during off-season
- Providing annual training on quality and safety to vendors.

Action Plan

The Company has established a code of conduct for its partners with the objective of ensuring fairness and honesty, maintaining mutual benefits with integrity and ethics. Moreover, the Company and business partners will not engage in any unethical practices, such as receiving or providing any benefits that are illegitimate. The Company will also strictly adhere to the terms and conditions of the agreements and work together to find solutions to any issues that may arise. In case of any breach of the agreement, the Company will report the business partner in advance and work towards finding a resolution.

Supply-chain Selection Criteria

The criteria for supply-chain selection include the following: 1) Production Group, including Main Raw Material and Main Packaging, and 2) Service & Maintenance Group. The Company will evaluate the new prospect suppliers (only for those in the Production Group) via the Evaluation Assessment Form submitted by the suppliers or service providers. The assessment will be performed only for agricultural raw materials. For suppliers who do not meet the criteria, they will need to make corrections as specified by the Company. Once they have passed the evaluation and verification process, they can then register as a supplier with the Company.

New Supply-chain Selection

The company gives importance on the process of selecting new partners, adhering carefully and systematically to established criteria. All new partners must undergo evaluation based on criteria related to their potential and qualifications concerning ESG (Environment, Social, Governance) aspects. The evaluation considers various factors, such as

- Environmental management, such as receiving Green Industry certification or ISO 14001
- Organizing training to raise awareness of energy conservation
- Workplace and building infrastructure, including cleanliness and readiness of public utilities
- Expertise and skill development of personnel
- Efficient production process control
- Safe and effective transportation management

The company will evaluate and select partners based on the criteria mentioned above. Partners who pass the evaluation must score at least a B grade or achieve a total score of over 70%. This is to ensure that the company's partners possess the capabilities and quality that align with the company's standards and operational goals.

Existing partners (partners on the Approved Vendor List, or AVL)

The company has established a systematic and consistent process for evaluating current partners, considering key factors such as product quality and safety, pricing appropriateness, operational efficiency, and ESG (Environment, Social, Governance) assessments, which are conducted annually. This is to maintain standards and strengthen effective collaboration between the company and its partners.

All partners must undergo an annual quality assessment, including an on-site audit for key partners at least once a year, conducted according to the company's random inspection plan. The evaluation criteria include:

- Environmental management: For example, receiving Green Industry certification or ISO 14001
- Product quality: Products must meet the specified standards, be safe, and comply with legal requirements
- Delivery: Products must be delivered on time and in the quantities specified in the purchase order
- Communication: Coordination must be convenient, fast, and efficient
- Pricing and payment terms: Must be reasonable and in accordance with the agreed terms

These criteria enable the company to maintain partner standards, promote sustainability, and build trust for ongoing and sustainable business collaboration.

Criteria for Evaluating Key Supplier

The company has established guidelines for effectively managing and evaluating both existing and new partners by categorizing them into different groups to determine appropriate operational approaches, as follows:

- Critical Tier 1 Partners are those with high order volumes, supplying essential raw materials or specific materials critical to the company's product strategy, which cannot be easily replaced. The loss of such partners would pose a high to very high level of risk. Examples include partners who supply key raw materials and packaging. In 2024, the company had 988 Critical Tier 1 partners, representing 46.6% of the total number of partners.
- Critical Non-Tier 1 Partners are those with lower order volumes, supplying goods that are easily replaceable. In 2024, the company had 1,132 Critical Non-Tier 1 partners, representing 53.4% of the total number of partners.
- Partners Subject to On-Site Audits: The company places special emphasis on auditing Critical Tier 1 partners, particularly in terms of production processes and raw material sourcing, to assess their ability to provide products or services in compliance with the company's requirements and standards.

These guidelines are part of the company's sustainable partner relationship management, focusing on reducing risks in the supply chain and supporting business operations to be efficient and aligned with the company's strategy.

Supply-chain Management Performance

- Total number of suppliers: 2,120
- Number of key suppliers related to the core business operation: 988
- Number of new suppliers: 202

Supplier evaluation and assessment

The Company conducts an annual audit for suppliers according to the Audit Supplier Plan of the Quality Control Department and the Supply Chain Management Department. The objective is to inspect and improve the standard operating procedures of suppliers to comply with the Company's standards. In 2024, there were 988 main suppliers, representing 46.6% of the main suppliers evaluated. Over 90% of these suppliers were able to improve and adjust their operations to comply with the standards set by the company.

Additionally, the Company provides communication channels to suppliers through telephone, email, and online platforms such as Line and WeChat. It also performs onsite visits to inspect the suppliers' operations.

Green Procurement

The Company has established its policy of “Green Procurement” for implementation within the organization, along with its supply chain. This policy is the mechanism created to reduce resource usage and minimize release of waste and pollution, including the abolition and reduction of hazardous chemicals use, and the goal to reduce greenhouse gas emissions. The Company also encourages its internal operational units to gain knowledge and understanding of the criteria and regulations related to environment-friendly procurement

The Company proactively cooperates with its trade alliances in its initiatives relating to environmental protection. The Company determines and requests its sellers to comply to its practices, starting by laying out environmental qualifications as the regulations for submission of tenders or as its conditions and demands. This includes the plan for the establishment of Green Purchasing Guidelines in order for sellers to conduct socially responsible businesses that do not affect the environment and the community. Guidelines for new trade partners are as follows:

1. Find resources from the trade companies which give serious concern to environment preservation by selecting partners who have been certified with ISO 14001, Green Industry, Green Label in its crucial goods and services. As for recycling process, there are considerations of the effects throughout the products’ life cycle, including preparation of an environmental management system along with continuous compliance with any laws and regulations relating to environmental issues.
2. Has an environmental management system in place, with effective natural resources and energy monitoring for any products sent to the Company.
3. Initiate environmental activities of the producers and procurers of goods and services for the Company.
4. Reduce carbon dioxide and component parts of packaging, with consideration to their usage on materials and parts of packaged products shipped including in delivery to the Company

In addition, the company plans to increase the number of environmentally-friendly partners by sourcing partners certified with international environmental standards such as ISO 14001 and Carbon Footprint certification. The company also supports the use of eco-friendly packaging, such as Preform PET (RPT) caps, among others.

The payment terms for partners (Credit Term)

The company has established clear policies and practices for managing the payment system to partners, setting appropriate and fair payment terms. According to the company's policy, the average payment term to partners should not exceed 45 days, in order to support the partners' financial liquidity and enable continuous business operations. The determination of the payment term takes into account various key factors, including the type and quantity of goods, product quality, and the management of the partner's liquidity.

The company adheres to practices that align with good corporate governance principles, implementing thorough checks to ensure transparency and fairness between the company and its partners. In 2024, the average payment term to partners was 45 days, which is consistent with the policy that the company has strictly established

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

	2022	2023	2024
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

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

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge : Yes
compliance with the supplier code of conduct?

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

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Research and development policy (R&D) (Yes/No) : Yes

Reference link for Research and development policy : <https://investor.royalplus.co.th/storage/document/cg/innovation-development-policy-en.pdf>

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	2,074.68	1,804.17	3,783.95

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

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

The Company focuses on the importance of product research and development by prioritizing the creation of a diverse range of products that cater the demands of target groups. The research and development processes are meticulously managed, starting from detailed information gathering to define the real needs of customers, to conducting consumer behavioral surveys that span the global market. Additionally, the company conducts marketing research to differentiate its products from others by offering new values, experiences, and innovations to global consumers.

For the past successes, the Company has developed the “coconut milk beverage” into a well-known product worldwide, from “coconut milk”—a popular ingredient for both food and dessert. This illustrates the Company’s innovativeness in introducing new products and experiences to consumers, which has resulted in the product’s popularity to this day, not to mention the continuous research and development that seek to introduce even more products to the world.

Apart from research and development, the Company also takes care of its production process by encouraging its employees to develop their skills by participating in training and educational programs in leading educational institutions in Thailand. This knowledge will ensure appropriate transfer of expertise that leads to added values for the products. In the “Lean Manufacturing Project,” educational tools and theories are utilized in gathering and analysing information as well as in developing production process that is without unnecessary components, succeeding in both cost and time reduction and creation of new working standards. Humans and machineries balance their workloads to reduce the consumption of resources, waste and products with higher quality, with a view to achieve lean automation in the future.

Product Research and Development of the Company take the following factors into account;

- 1. Personnel:** Personnel’s expertise in product research and development is crucial to the development success rate. Hence, the Company emphasizes and supports the honing of the research team’s skills via their participation in training programs, academic programs with leading institutions and the fostering of networks with other leading research teams from the private and public sector as well as educational institutions. This network also includes other researchers with expertise in a wide range of areas.
- 2. Research and Development Method:** A well-maintained research and development method will help the research team continue their works with efficiency. To this end, the team is committed to developing products with added values that will gratify consumers. The research team studies marketing and consumer behaviour data, designs a research method that seeks to gain customer insight and develops each product with innovativeness. As a result, the whole research process, from design to trial and survey, takes wholly into account what consumers really want.
- 3. Products:** The Company realizes that its products have to satisfy and introduce new experiences to the consumers, in addition to being quality and safe products. This can only be done by the utilization of innovation and the diversification of its products, while making sure that they remain environment-friendly, being able to meet the

customers' demands in a sustainable manner.

The Product Concept

1. Juice with Nata de Coco under the brand "MABU COCO"

This product allows consumers to enjoy a delicious, refreshing, and beneficial beverage made with quality ingredients, including coconut jelly. It encourages Thai coconut farmers to process raw materials into coconut jelly, which is then combined with Royal Plus's unique juice recipe. The product provides a source of energy, minerals, and vitamins from fruit juice, suitable for all ages. It is available in a wide variety of flavors, including apple, lychee, melon, orange, grape, strawberry, and yogurt.

2. Coconut Water 100% under the brand "COCO ROYAL"

This product meets consumers' needs by offering delicious 100% pure coconut juice sourced directly from Thailand's famous coconut gardens. It also provides refreshment and contains magnesium and potassium, essential minerals for neurological and brain health. The beverage is produced using Royal Plus's state-of-the-art technology, ensuring that it maintains its nutritional value. It can be stored at normal temperature conditions and has a shelf life of 12 months.

3. 3 in 1 non-dairy creamer

This product was developed to meet the needs of consumers seeking a unique drinking experience by combining various textures from basil seeds, coconut jelly, and noodle konjac in a single bottle. This fusion adds intrigue and creates a new dimension to daily beverage consumption. The selected ingredients are cost-effective and make efficient use of resources. Basil seeds and coconut jelly, which are regularly used by Royal Plus, are combined with noodle konjac—an ingredient that attracts consumers looking for something new in the market. All three ingredients are locally sourced, promoting community economies, reducing reliance on imported materials, and supporting sustainability. When combined with Non-Dairy Creamer, which is free from trans-fat (0% Trans Fat), the drink achieves a smooth, well-balanced flavor, offering consumers a refreshing and unique drinking experience.

Modern Production Process

The Company is a pioneer in the beverage industry, being among the first to adopt an innovative beverage filling process with pulp inclusion. This process not only enhances the flavor and texture of the product but also meets the growing demand from consumers seeking unique and novel drinking experiences. With advanced production technology and specialized expertise, the Company develops beverages containing fruit pulp or distinctive ingredients, such as coconut jelly or fresh fruit pieces, while ensuring quality, freshness, and the authentic taste of raw materials. The production process adheres to international safety and sustainability standards, reinforcing the Company's commitment to excellence. This innovation marks a significant step in strengthening the brand's identity and making its products memorable both domestically and internationally. It further solidifies the Company's leadership in the beverage industry, emphasizing continuous development to ensure the highest level of consumer satisfaction.

In 2023, the Company invested in innovative cold aseptic filling technology, which is the most advanced production technology in the beverage industry, meeting international standards. With a production capacity of up to 48,000 bottles per hour, this technology enhances the Company's ability to meet the increasing demand both domestically and internationally. It also helps reduce production costs, increase efficiency, and promote sustainability through the development and investment in modern technologies. In 2024, the Company launched new products in the global market, including "MABU COCO" (fruit juice mixed Nata de Coco) and "COCO ROYAL" (100% coconut water), both produced using advanced PET production processes. These products have received excellent feedback from consumers worldwide. In present, the Company operates a total of 7 production lines, including 5 glass bottles production lines and 2 PET plastic bottles production lines, with a total production capacity of up to 450 million bottles per year. The focus on innovation, technology, and sustainability allows the Company to maintain its leadership in the food and beverage industry and be poised for sustainable growth in the future.

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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