



ESG Performance Report for Listed Companies in 2024

ROJUKISS INTERNATIONAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

Published on 13 March 2025



ESG Performance

Company Name : ROJUKISS INTERNATIONAL PUBLIC COMPANY LIMITED

Symbol : KISS

Market : SET

Industry Group : Consumer Products

Sector : Personal Products & Pharmaceuticals

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Waste Management, Greenhouse Gas and Climate Change Management

Environmental Sustainability Management (Policies and Practices, Environmental Performance)

The company recognizes the importance of the environment in supporting human life. It has placed a strong emphasis on pollution prevention, efficient resource utilization, energy conservation, and adherence to international standards. The company is also aware of the impact of climate change, including air pollution and production factors that may contribute to global warming.

The company has been consistently working on activities to reduce plastic usage in collaboration with both domestic and international manufacturing partners from 2020 to 2024. The reduction of plastic packaging continues to be an ongoing effort. At the same time, in the past year, the company has been actively seeking opportunities to contribute to reducing carbon footprints. Several of its partner companies have initiated and advocated such projects. The company aims to implement its own projects as well as collaborate fully with its business partners on this initiative in 2025.

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 over the past year : Yes

Changes in environmental policies, guidelines, and/or goals : Waste Management, Greenhouse Gas and Climate Change Management

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Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

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

Compliance with energy management principles and standards

Compliance with water management principles and standards

Compliance with waste management principles and standards

Compliance with greenhouse gas or climate change management principles and standards

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan : No

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : No

Information on electricity management

Company's electricity consumption^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	0.00	0.00	0.00

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

Information on total energy management (electricity + fuel)

Energy Consumption

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

Energy Consumption Intensity

	2022	2023	2024
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	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	N/A	0.00000000	0.00000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan : No

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.00	0.00

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

Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	0.00	0.00	0.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan : No

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated 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

Information on waste management

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	0.00	0.00	0.00

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : No

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : No

Information on greenhouse gas management

The company's greenhouse gas emissions

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

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) ^(*)	0.000000	0.000000	0.000000
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.00	0.00

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

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

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

Verification of the company's greenhouse gas emissions : No

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

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

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ESG Performance

Company Name : ROJUKISS INTERNATIONAL PUBLIC COMPANY LIMITED Symbol : KISS
Market : SET Industry Group : Consumer Products Sector : Personal Products & Pharmaceuticals

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

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

Sustainability Management in the Social Dimension (Policies, Practices, and Social Performance)

In terms of sustainability in the social dimension, the company places importance on creating value in its business operations and generating benefits for stakeholders through various initiatives and projects. The focus is on promoting respect for human rights and advancing Thai innovations to a global scale.

Regarding human rights, the company supports international declarations, including the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the Children's Rights & Business Principles, as well as various United Nations declarations and conventions on human rights. Throughout its operations, the company has provided training for employees and production partners on human rights issues related to their work, with shared practices as follows:

- The company will not employ workers under the legal age, whether in permanent or fixed-term contracts.
- The company opposes the use of forced labor or labor where individuals are compelled to work to repay debts. All employees have the right and freedom to resign independently, after notifying the company within the prescribed time frame.
- The company respects the rights of employees to associate and engage in collective bargaining, and grants employees the right to choose representatives with the ability to protect their rights and welfare.
- The company will not discriminate against any representative or employee, but will adhere to proper, formal, and transparent processes that comply with the law.
- The company will set working hours and public holidays in a reasonable manner and in accordance with labor laws.
- The company supports and provides opportunities for employees with outstanding abilities from all backgrounds, promoting respect for employees and offering equal opportunities to all employees, regardless of their location, sexual orientation, or gender identity.

The company has established the principle of equality as a fundamental basis for employment and human resource management. The recruitment and hiring processes must be transparent, non-discriminatory, and provide equal opportunities for all candidates. When a job position becomes vacant, recruitment will be conducted both internally and externally, with the process carried out transparently, prioritizing the company's interests. Candidates will be selected based on their work experience, skills, as well as their attitude and qualities that align with the organization's values, mission, and goals. All employees must have equal access to opportunities for growth and advancement and will be evaluated fairly based on their performance.

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, Migrant/foreign labor, Child Labor, Safety and Occupational Health at Work

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Regarding employee welfare, the company places great importance on caring for employees in all aspects, with a focus on safety, well-being, and quality of life at work. The goal is to enable employees to perform efficiently and work in an environment that supports both physical and mental health. In 2024, the company implemented key measures to ensure the safety and well-being of employees as follows:

1) Safety and Well-being at Work

1.1 Work from Home Policy

The company has issued a "Work from Home" policy for office-based employees, allowing them to work from home every Wednesday. This initiative aims to promote a better work-life balance, reduce commuting burdens, and enhance work efficiency. Employees can still conduct meetings and coordinate work smoothly through online systems.

1.2 Improve Indoor Air Quality in the Office

To safeguard the health of employees and reduce the risks from air pollution, the company has installed air purifiers in common areas of the office, especially during periods when PM 2.5 levels are high. Additionally, the company has implemented periodic "Big Cleaning Days" to thoroughly clean office spaces. Regular cleaning and maintenance of the air conditioning system are also carried out to ensure that the work environment remains clean, safe, and comfortable for all employees.

1.3 Safety Measures and Warehouse Area Improvements

The company prioritizes the safety of employees working in the warehouse area and has implemented the following measures:

2. Providing Annual Work Equipment

Due to the increase in the number of warehouse employees and to comply with safety and hygiene standards in the workplace, the company has reviewed and purchased additional equipment to ensure that all employees have sufficient and appropriate gear. The equipment provided includes:

- **Employee Uniforms:** To maintain a uniform standard and enhance the company's image.
- **Safety Shoes and Buddy Shoes:** To prevent accidents that may arise in the working environment.
- **Safety Helmets:** To protect against falling objects or impact injuries.
- **Reflective Vests:** To improve visibility and safety, especially in areas with active movement of goods.

These measures ensure that all employees are well-equipped to work safely and efficiently in the warehouse environment.

3. Improve Warehouse Space

To accommodate the increasing number of employees and enhance operational efficiency, the company has made

improvements to the warehouse area by establishing designated zones for storing and preparing safety equipment. This allows employees to easily change into their safety gear, reduces confusion during use, and helps maintain the cleanliness of the equipment. Additionally, regular inspections and maintenance of facilities are conducted, including:

- **Organizing Safety Equipment Changeover Zones:** Ensuring designated areas for employees to change into their safety gear conveniently.
- **Installing Clear Warning Signs and Guidelines:** Placing clear signage and instructions to ensure safety and proper conduct in the warehouse.
- **Increasing and Organizing Storage Space:** Expanding and organizing storage areas for equipment to prevent contamination or loss.

These measures help improve workplace safety, cleanliness, and operational efficiency in the warehouse.

Safety Training and Awareness Programs

The company conducts periodic **Safety Training** for warehouse employees to ensure that everyone has a clear understanding of safety measures and can follow the guidelines established accurately and safely.

The company remains committed to continuously improving the welfare and safety of its employees, ensuring that they can work in a safe, healthy, and conducive environment that supports efficient performance.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
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, Child labor, Occupational health and safety in workplace

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	No
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Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management	:	No
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Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	127	145	182
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	127	145	182
Male employees (persons)	24	26	30
Percentage of male employees (%)	18.90	17.93	16.48
Female employees (persons)	103	119	152
Percentage of female employees (%)	81.10	82.07	83.52

Number of employees categorized by age

Number of male employees categorized by age

Number of female employees categorized by age

Number of employees categorized by position

Number of male employees categorized by position

Number of female employees categorized by position

Number of employees categorized by department over the past year

Significant changes in the number of employees

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

Number of male employees categorized by region

Number of female employees categorized by region

Employment of workers with disabilities

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	66,300,000.00	67,100,000.00	90,370,000.00
Average remuneration of employees (Baht / Person)	522,047.24	462,758.62	496,538.46

Provident fund management policy

Provident fund management policy : Have

The Company supports the Provident Fund Committee in selecting a fund manager who abides by the Investment Governance Code (“I Code”) and manages investments with responsibility by taking into account the environmental, social, and governance (“ESG”) dimensions, which will lead to efficient investment management with consideration on returns and utmost benefits of the members of the Company’s provident fund in the long run. The Company appointed SCB Asset Management Co., Ltd. as fund manager for the provident fund of the Company under the fund name SCB Master Fund. As at 31 December 2024, there were 66 employees joined provident fund program, accounted for 59.46% of total employee of the Company.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	54	55	66
Proportion of employees who are PVD members (%)	42.52	37.93	36.26
Total amount of provident fund contributed by the company (baht)	2,805,928.12	3,116,008.79	3,774,750.61
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	4.23	4.64	4.18

Information on employee development

Employee training and development

Information on safety, occupational health, and work environment

Number of working hours

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

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)	0	0	0
Proportion of voluntary resignations (%)	0.00	0.00	0.00

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, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	No
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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	:	No
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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

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Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals	:	No
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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	:	No
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Customer satisfaction

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	02-645-1313
Fax	:	-
Email	:	info@rojukiss.com
Company's website	:	https://www.rojukissinternational.com/th/contact-u

Address : Head Office

100/8, 100/51-54 Vongvanij Complex Building B, 12th,
19th Floors, Rama IX Rd, Huai Khwang, Huai Khwang,
Bangkok 10310

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : No

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management : No
goals

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social : No
management

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

Expenses from social and environmental development project

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ESG Performance

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Symbol : KISS

Market : SET

Industry Group : Consumer Products

Sector : Personal Products & Pharmaceuticals

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Nomination of Directors

Determination of Director Remuneration

Independence of the Board of Directors from the Management

Director Development

Board Performance Evaluation

Corporate Governance of Subsidiaries and Associated Companies

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 partner, Community and society

Shareholder

Employee

-

Customer

-

Business partner

-

Community and society

-

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

-

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Information and IT system security, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

Anti-corruption

Whistleblowing and Protection of Whistleblowers

Prevention of Misuse of Inside Information

Gift giving or receiving, entertainment, or business hospitality

Compliance with laws, regulations, and rules

Information and assets usage and protection

Information and IT system security

Human rights

Safety and occupational health at work

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

-

Participation in anti-corruption networks

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

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

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

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

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

Implementation of the CG Code for listed companies

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

Corporate Governance Structure

Information on corporate governance structure

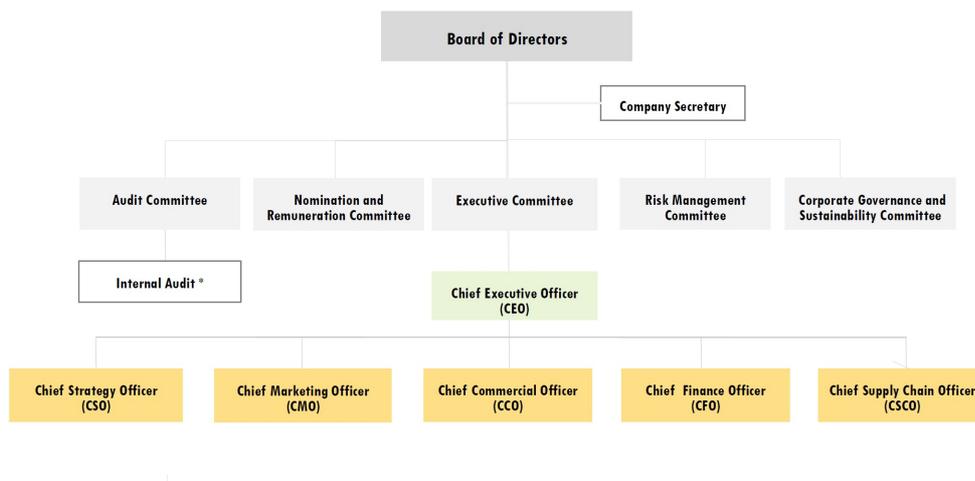
Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 7 Jan 2025

Corporate governance structure diagram

Management Structure as of 7 January 2025 is as follows:



Remark: * The Company hired IA Signature Company Limited as an internal auditor until 2024 under the current contract.

Management Structure

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	9	
	5	4
Executive directors	2	
	1	1
Non-executive directors	7	
	4	3
Independent directors	5	
	3	2
Non-executive directors who have no position in independent directors	2	
	1	1

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	55.56	44.44
Executive directors	22.22	
	11.11	11.11
Non-executive directors	77.78	
	44.44	33.33
Independent directors	55.56	
	33.33	22.22
Non-executive directors who have no position in independent directors	22.22	
	11.11	11.11

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

	2024	
	Male (years)	Female (years)
Average director age	57	
	55	58

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. Ms. LACKANA LEELAYOUTHAYOTIN Gender: Female Age : 71 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company • Direct shareholding : 500,000 Shares (0.083332 %)</p>	<p>Chairman of the Board of Directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	16 Jul 2020	Marketing, Business Administration, Economics
<p>2. Mrs. PRATANA MONGKOLKUL Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Management 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 : Yes</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Vice-chairman of the Board of Directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	16 Jul 2020	Accounting, Personal Products & Pharmaceuticals, Economics, Business Administration, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Ms. PIYAWADEE SONSINGH Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company • Direct shareholding : 108,219,460 Shares (18.036276 %)</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	16 Jul 2020	Personal Products & Pharmaceuticals, Business Administration
<p>4. Mr. ANOTAI ADULBHAN Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Management 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 : Yes</p> <p>Shareholding in the company • Direct shareholding : 100,040 Shares (0.016673 %)</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	16 Jul 2020	IT Management, Finance, Governance/ Compliance, Business Administration, Finance & Securities

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. CHATRCHAI TUONGRATANAPHAN Gender: Male Age : 68 years Highest level of education : Doctoral degree Study field of the highest level of education : Internation Business Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</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>	16 Jul 2020	Marketing, Economics, Governance/ Compliance, Engineering, Petrochemicals & Chemicals
<p>6. Mrs. WORRAWAN CHAIKAMNERD Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</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>	16 Jul 2020	Corporate Management, Fashion, Marketing, Personal Products & Pharmaceuticals, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. PANUWAT CHALONGKUAMDEE Gender: Male Age : 43 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	16 May 2024	Law, Governance/ Compliance, Business Administration
<p>8. Mr. KANIT SAVANGVAROROSE Gender: Male Age : 61 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No 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 : Newly appointed director to replace the ex-director</p>	16 May 2024	Economics, Banking, Finance & Securities, Governance/ Compliance, Finance
<p>9. Mr. CORRADO GIAQUINTO Gender: Male Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : No</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	16 Dec 2024	Business Administration, Personal Products & Pharmaceuticals, Strategic Management, Leadership

Additional explanation:

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

(1) Dishonest act or gross negligence

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

shareholders, investors or other parties involved

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

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

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

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Ms. PORNCHANOK TANSKUL Gender: Female Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company • Direct shareholding : 300,000 Shares (0.049999 %)</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p>	15 May 2024	<p>Mr. CORRADO GIAQUINTO</p> <p>Appointment date of replacement director : 16 Dec 2024</p>
<p>2. Mrs. YAYUS SULYANNI MAK Gender: Female Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p>	15 May 2024	<p>Mr. KANIT SAVANGVAROROSE</p> <p>Appointment date of replacement director : 16 May 2024</p>

List of directors	Position	Date of resignation / termination	Replacement director
<p>3. Mr. ANUPHAN KITNITCHIVA Gender: Male Age : 61 years Highest level of education : Doctoral degree Study field of the highest level of education : Philosophy Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company • Direct shareholding : 300,000 Shares (0.049999 %)</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p>	15 May 2024	<p>Mr. PANUWAT CHALONGKUAMDEE</p> <p>Appointment date of replacement director : 16 May 2024</p>

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Ms. LACKANA LEELAYOUTHAYOTIN	Chairman of the Board of Directors		✓	✓		
2. Mrs. PRATANA MONGKOLKUL	Vice-chairman of the Board of Directors		✓	✓		
3. Ms. PIYAWADEE SONSINGH	Director		✓		✓	✓
4. Mr. ANOTAI ADULBHAN	Director		✓		✓	✓
5. Mr. CHATRCHAI TUONGRATANAPHAN	Director		✓	✓		
6. Mrs. WORRAWAN CHAIKAMNERD	Director	✓				✓
7. Mr. PANUWAT CHALONGKUAMDEE	Director		✓	✓		
8. Mr. KANIT SAVANGVAROROSE	Director		✓	✓		
9. Mr. CORRADO GIAQUINTO	Director	✓				
Total (persons)		2	7	5	2	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Business Administration	7	77.78
2. Economics	4	44.44
3. Fashion	1	11.11
4. Personal Products & Pharmaceuticals	4	44.44
5. Banking	1	11.11
6. Finance & Securities	2	22.22
7. Petrochemicals & Chemicals	1	11.11
8. Law	1	11.11
9. Marketing	3	33.33
10. Accounting	1	11.11
11. Finance	2	22.22
12. IT Management	1	11.11
13. Corporate Management	1	11.11
14. Engineering	1	11.11
15. Leadership	1	11.11
16. Strategic Management	1	11.11
17. Governance/ Compliance	5	55.56

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 : Appointing one independent director to jointly consider setting the board meeting agenda

The Board of Directors will appoint a suitable Chairman of the Board and ensure that the composition and operations of the Board of Directors support independent decision-making. The Board of Directors will choose an independent director to help determine the board meeting's agenda. This is in conformity with the principles of good corporate governance for listed businesses and is used to regulate the balance of power between the board and management. The company has segregated roles and responsibilities between the Board of Directors and management to ensure clarity in the performance of each position's duties and to maintain a power balance that allows the company's management to be efficient and transparent.

Information on the roles and duties of the board of directors

Board charter : Have

Duties and Responsibilities of the Board of Directors

1. Perform duties with responsibility, prudence and integrity for the best interest of the Company, its subsidiaries and all shareholders in undertaking the Company and its subsidiaries' operations in accordance with laws, objectives, the article of association and the resolution of the shareholders' meeting. Ensure that the Company and its subsidiaries fully comply with applicable laws related to its business as well as anti-bribery and anti-corruption law.
2. Ensure that the Company and its subsidiaries implement appropriate and efficient accounting system, financial reporting and auditing and put in place adequate and effective internal control and internal audit systems with regular evaluation of the internal control systems.
3. Provide a financial statement of the companies at the end of each accounting period in order to show financial status and performance in the previous year that is accurate and completed according to the generally accepted accounting standards and audited by the Company's auditor before proposing to the annual general shareholders meeting for consideration and approval.
4. Consider to nominate and appoint independent auditor and determine reasonable remuneration as proposed by the Audit Committee before proposing to the annual general shareholders meeting for consideration and approval.
5. Review and approve business policies, operational targets, direction, business strategies, and annual budget of the Company and its subsidiaries as proposed by the management at least once a year to adapt for economics, market, and changing competitive environment.
6. Continuously monitor the operating results of the Company and its subsidiaries to ensure alignment with goal, direction, policies, business plan, and budget. Evaluate performance of the management regularly including define remuneration and review succession plan at least once a year.
7. Define risk management policy throughout the organization and oversee processes and system to manage risks with proper measures to minimize the impact on the business.
8. Establish supervision mechanic to control and monitor operation of the Company's subsidiaries as part of the Company, also set up the procedures to follow up subsidiaries' management in order to safeguard the Company's interest according to the Capital Market Supervisory Board Announcement on requesting permission or allowing to offer the new stock issued.
9. Ensure that corporate governance policy under good governance principles of the Company and its subsidiaries is put in place in writing and communicated efficiently throughout the Company such as anti-corruption policy, whistleblowing policy and insider information policy to affirm accountability and fairness to all stakeholders.
10. Consider to approve operating expenses of the Company and its subsidiaries as well as delegation of authority table.
11. Provide a written code of conduct and ethics as a standard procedures for all directors, executives and employees. The Board of Directors shall keep monitoring to ensure that code of conduct and ethics are strictly followed.
12. Appoint qualified individuals who does not have any prohibited characteristics as defined in the Public Company Act and the Securities and Exchange Act including notifications, rules and regulations or procedures related to the appointment in case that a director position is vacant due to other causes apart from an official end of term as a replacement in the following meeting except the remaining term is less than 2 months according to the recommendation from the Nomination and Remuneration Committee.
13. Define the management structure and appoint the Executive Committee, Chief Executive Office and other sub-committees as appropriate, and determine the scope of authority and remuneration of the appointed Executive Committee, Chief Executive Office and other sub-committees.
14. Authorize any director or a group of director or others to perform any act on behalf of the Board of Directors or delegate such stated person the authority as the Board of Directors properly consider within the specified period. The Board of Directors may consider to cancel, revoke, change or amend any authority granted if needed. The delegation of authority, duty and responsibility shall not have any characteristics that enable the authorized person to approve the connected transaction of himself/herself or related person which may have a conflict of interest with the Company or its subsidiaries (as defined in the notifications of the Securities and Exchange Commission, the Capital Market Supervisory

Board and/or other related organization) except the transactions that are normal business operation and in general commercial terms with third parties (Arm's Length).

15. Determine and make amendment on the list of authorized directors who can sign to legally bind the Company.

16. Appoint directors of the subsidiaries at least in proportion of the shareholding by such companies. Determine the remunerations, scope of authority, duties and responsibilities of the appointed directors and executives and also determine voting power in the Board of Directors meeting of the subsidiaries for the significant matter which is required to have approval from the Board of Directors of the Company. Monitor management and administrations of the subsidiaries to operate in accordance with action plan and policy of the Company and supervise to ensure all transactions are conform with the law and related regulations as well as disclosure of financial position and operating results, connected transactions and significant acquisition or disposition of assets correctly. Monitor directors and executives of the subsidiaries to perform such duties in accordance with duties and responsibilities defined by law.

17. Consider and propose the directors' remuneration as recommended by the Nomination and Remuneration Committee to the shareholders' meeting for approval by taking into account all factors such as the Company's strategy and long-term goals, experiences, duties and responsibilities including the expected benefits from each director.

The Company shall not pay any money or assets to the directors unless the remuneration is paid in accordance with the article of association of the Company. In case that it is not mentioned in the article of association, the remuneration payment must be paid in accordance with the approval of the shareholders' meeting by not less than two-third of total votes authorized by shareholders present.

18. Arrange at least six (6) meetings of the Board of Directors per year. All members of the Board of Directors shall attend the meeting to approve all significant transactions unless there is any unavoidable necessity.

The significant transactions as mentioned above including the transactions defined by law which required the resolution of the Board of Directors such as acquisition or disposition of assets of the Company or its subsidiaries which affecting the Company or its subsidiaries significantly, expansion in investment project, consideration and approval of connected transactions as per criteria of the Securities and Exchange Commission and the Stock Exchange of Thailand, determination of level of authority, establishment of financial management and risk management policy of the Company and its subsidiaries.

19. Appoint the corporate secretary and define duties and responsibilities of such person to operate in the name of the Company or the Board of Directors such as preparing and safekeeping the registration of the directors, invitation letter of the board or shareholders and minutes of such meeting together with recording the report of conflicts of interests, etc.

20. Consider and approve the acquisition or disposition of assets of the Company or its subsidiaries, new business investment and any other operations in accordance with laws, notifications, regulations and/or applicable regulations of the Securities and Exchange Commission, the Capital Market Supervisory Board and/or the Stock Exchange of Thailand including other related regulations.

21. Consider and/or give a comment on connected transactions between the Company, its subsidiaries or the related parties as defined by the Securities and Exchange Act including notifications, regulations and/or regulations relevant to Securities and Exchange Commission, the Capital Market Supervisory Board and/or the Stock Exchange of Thailand. Consider and approve trade agreement principles which are general trading condition of such transactions between the Company and its subsidiaries, associated companies with directors, executives or its related person in order to determine the operating framework of the Board of Directors and administrative department with authority to make such transactions under scope of law and related regulations. Consider and/or give a comment on the company's other transactions (otherwise value of the transaction is not in the condition required an approval from the shareholders meeting) in order to comply with the law, announcement, regulations and other related regulations

22. Monitor, control and prevent conflict of interests among the stakeholders of the Company and its subsidiaries. Nevertheless, solve the conflict of interests along with the wrongfully use of the Company and its subsidiaries' assets and incorrect acts in the transaction between related party which connected to the Company and/or its subsidiaries.

23. Arrange the Annual General Meeting of Shareholders within 4 months after the Company's accounting period ends.

24. Disclose information which appropriate to the stakeholders, the person who has conflict of interests and any related parties including the significant information to the shareholders in the form of financial statement and other reports prepared for the shareholders appropriately. Such information must be firstly published in the Stock Exchange of Thailand system and may also be published through the Company's website. Appoint a person to take responsibilities in providing information to investors. In addition, the Board of Directors must publish information accurately, completely, appropriately and timely.

25. Prepare annual reports of the Board of Directors and be responsible for preparation and disclosure of financial statements to present financial position and performance of the Company during the past year and propose to the shareholders' meeting for approval.

26. Seek for independent opinions from professional advisors as needed with the Company or its subsidiaries' expenses

which comply with the Company or its subsidiaries' procedures.

27. Consider and approve interim dividend for the shareholders when the Company has enough profit and report the payment of such dividend to the following shareholders' meeting.

28. To enhance to cause a provision of orientations for new Directors and encourage Directors to have their knowledge developed continuously.

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

Duties and Responsibilities of the Audit Committee

1. Review the accuracy and adequacy of the Company's financial reporting by working with external auditors and executives who are responsible for preparing quarterly and annual financial reports. The Audit Committee may advise the auditors to review or examine any transaction that is considered significant and necessary during the accounting audit period of the Company.
2. Review the significant extraordinary transactions in the past year (if any) by considering transactions' reasonableness and the impact to the financial position and performance as well as the accuracy and completeness of information disclosure.
3. Review the Company's internal control and internal audit systems to ensure they are appropriate and effective.
4. Consider the independence of the internal audit as well as consider to approve the appointment, transfer and termination of the head of the internal audit department or any other unit in charge of internal audit.
5. Consider and give consent on annual budget, headcount and necessary resources in the operation of the internal audit department, approve annual audit plan and its significant revision, monitor the performance of the internal audit department which should be in accordance with the approved annual audit plan as well as the international professional auditing standards, evaluate the performance of the internal audit every year and engage the external independent agency to assess the internal audit work at least every 5 years. Moreover, the Audit Committee shall meet with the head of internal audit, without the presence of management, at least once a year to discuss on significant matters.
6. Ensure the Company's compliance to the laws on securities and exchange, regulations, announcements and/or related regulations of Securities and Exchange Commission (SEC), the Capital Market Supervisory Board and the Stock Exchange of Thailand and/or any laws related to the Company and its subsidiaries' business. Review the subsidiaries and associated companies to ensure that they are operating in accordance with regulations and corporate governance policies, as well as the management of the subsidiary/associated companies that operate on the main business.
7. Consider, nominate and propose the appointment of the independent person as the Company's external auditor and propose the remuneration of the auditor. Attend the meeting with auditors without the presence of management at least once a year to acknowledge the result of quarterly review and annually audit and also to discuss on any problem or issue that the auditor might have during performing audit.
8. Review connected transactions or transactions with possible conflict of interest, including consideration of requirements and termination of transactions that differ significantly from the terms of the termination considered prior to the transaction. Review the acquisition or disposition of the Company and its subsidiaries to comply with the laws, announcements, regulations and/or regulations relevant to Securities and Exchange Commission, the Capital Market

Supervisory Board and/or the Stock Exchange of Thailand to ensure that the aforementioned transaction is reasonable and maximizes the company's benefit. If the Audit Committee lack of expertise to consider connected transactions that may occur or such transactions, the Company will arrange for independent experts or the Company's auditors to provide opinions on such transactions for consideration or decision-making by the Audit Committee.

9. Review and monitor risk management as well as evaluate performance to manage risk by the Risk Management Committee.

10. Request information from various departments of the Company and its subsidiaries for further consideration, invite relevant person such as the directors, management, executives, the Company's lawyer, the external lawyer, or employees of the Company and/or other related persons to attend the meeting to discuss and clarify information, deliver and provide relevant information under the scope of duties assigned by the Board of Directors.

11. Perform other duties as required by laws or additionally prescribed in the future or assigned by the Board of Directors with the agreement of the Audit Committee.

Reference link for the charter

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Executive Committee

Role

• Other

• Manage the Company and its subsidiaries' business according to the objectives, requirements, policies, rules, regulations, commands and resolutions of the Board of Directors' meeting.

Scope of authorities, role, and duties

Duties and Responsibilities of the Executive Committee

1. Manage the Company and its subsidiaries' business according to the objectives, requirements, policies, rules, regulations, commands and resolutions of the Board of Directors' meeting.
2. Propose goals, policies, business plan including business strategy direction, financial targets and annual budget to the Board of Directors to consider and approve. Supervise, validate and control the business operations of the Company and its subsidiaries in accordance with defined goals, policies and business plans. Control the Company's expenditure as per approved budget and report to the Board of Directors every quarter.
3. Assess possibility and evaluate any opportunity for investment in new projects or new businesses by conducting a proper and completely technical and financial study to support for consideration to invest or divest then propose to the Board of Directors. Monitor the performance and progress of the investment project and report the results including the problem or issue occurred with the solution to the Board of Directors for acknowledgement.
4. Define procedures and transactions between the Company or its subsidiaries and the major shareholders, directors and management of the Company and those related to such persons appropriately to prevent the benefit transferred, then propose to the Board of Directors to approve in principles and ensure compliance of principles and requirements approved by the Board of Directors.
5. Provide necessary information of the Company and present to the Board of Directors and shareholders for consideration and also prepare reliable financial reports as per transparent standard.
6. Consider to propose the Board of Directors to approve the entering into any financial transactions with financial institutions for opening account, loans, withdrawing money from all accounts of the Company and utilizing the credit and using the Company's securities as collateral for such loans whether registered or unregistered for business purpose. In addition to entering legal contract, submission, contact and take action with the government agency to obtain any rights of the Company and/or proceed on related matters within the approved limit and/or in accordance with the Delegation of Authority table determined by the Board of Directors and/or relevant laws and regulations and/or the article of association of the Company.
7. Review risk management and internal control system of the Company.
8. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

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Nomination and Remuneration Committee

Role

- Nomination Subcommittee
- Remuneration Subcommittee

Scope of authorities, role, and duties

Duties and Responsibilities of the Nomination and Remuneration Committee

1. Define the criteria and policy for recruiting the Company's directors and sub-committee members by considering number, structure and composition of the committee and determine the qualifications of the directors that are appropriate for the size, type and complexity of the business including adjustment to align with the changing environment then to propose to the Board of Directors and/or shareholders' meeting (case by case).
2. Determine qualifications and criteria to recruit persons who are qualified with the regulations and relevant laws then propose to the Board of Directors and/or the shareholders' meeting to consider appointment in such positions such as the Company's directors, sub-committee members who are delegated duties and responsibilities directly from the Board of Directors and chief level or higher. The consideration and recruitment must be conducted openly, transparent and without prejudice.
3. Consider the independency and qualifications of each independent director to ensure the person is qualified and meets criteria of regulations and/or relevant laws.
4. Prepare the development plan for directors to enhance and develop their knowledge and skills to understand their roles and responsibilities, business, economic condition, technology, relevant laws and regulations.
5. Prepare a succession for chief-level positions to ensure continuity of work, including establishing a succession policy for chief-level roles, monitoring the succession plan, ensuring smooth transitions, and disclosing the policy and details of the recruitment process.
6. Consider the necessary and appropriate remuneration determination both monetary and non-monetary of the Company's directors, members of the sub-committee and chief level individually including other benefits. The remuneration of the Board of Directors is based on duties and responsibilities, performance, and compared with the compensation of other companies in the same industry and expected benefits from directors. Then, propose to the Board of Directors to consider and approve and/or propose to the shareholders' meeting for approval.
7. Establish guidelines to evaluate performance of the Company's directors, members of the sub-committee and chief level or higher to consider annual compensation adjustment with consideration of responsibilities and risks involved as well as increasing of long-term value of shareholders' equity.
8. Disclose remuneration policy and all compensations including a report of remuneration determination which at least has detail of goal, operation and opinion of the Nomination and Remuneration Committee in the annual report of the Company.
9. Conduct other duties assigned by the Board of Directors and agreed by the Nomination and Remuneration Committee.

Reference link for the charter

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Good Corporate Governance and Sustainability Committee

Role

- Nomination Remuneration Subcommittee
- Sustainability Subcommittee

Scope of authorities, role, and duties

Duties and Responsibilities of the Corporate Governance and Sustainability Committee

1. Establish corporate governance policies and guidelines, including key operating procedures related to good corporate governance, social and environmental responsibility, and sustainability development in accordance with the Company's principles, standards, and guidelines for corporate governance, as well as the good corporate governance principles of the Securities and Exchange Commission's and the Stock Exchange of Thailand.
2. Supervise, advise, monitor and evaluate corporate governance, social and environmental responsibility, and sustainability development performance for efficiency and also raising the Company's corporate governance system to international standards.
3. Raise the Board of Directors' awareness of roles and responsibilities and promote a culture of good governance and social and environmental responsibility as well as participation of the Board of Directors. Executives and employees at all levels.

Reference link for the charter

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Risk Management Committee

Role

- RiskManagement Subcommittee

Scope of authorities, role, and duties

Duties and Responsibilities of the Risk Management Committee

1. Scrutinize, consider, review and identify significant risks of the Company's business operations that may arise from either internal or external environments. Determine prevention methods and risk management policies and propose to the Board of Directors by providing assessment, monitoring, and overseeing the risk level to be at appropriate level.
2. Coordinate with the Audit Committee in providing information on significant risks and internal control so that the Audit Committee can deliberate and approve the internal audit plan to ensure with reasonable assurance that the Company has the internal control system which is suitable for risk management also including the implementation of the risk management system appropriately and encouraging sustainable behavior change across organization.
3. Continuously report the risk assessment and operation results to minimize risk to the Board of Directors. In case that there is an essential circumstance that affected the financial position and the Company's performance, the Risk Management Committee ought to report to the Board of Directors for consideration at the earliest convenience
4. Provide insights, and consistently instilling risk management to the executives, along with employees in the Company and its subsidiaries.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mrs. PRATANA MONGKOLKUL^(*) Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	30 Jun 2017	Accounting, Personal Products & Pharmaceuticals, Economics, Business Administration, Governance/ Compliance
<p>2. Mr. CHATRCHAI TUONGRATANAPHAN Gender: Male Age : 68 years Highest level of education : Doctoral degree Study field of the highest level of education : Internation Business Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	30 Jun 2017	Marketing, Economics, Governance/ Compliance, Engineering, Petrochemicals & Chemicals
<p>3. Mr. KANIT SAVANGVAROROSE^(*) Gender: Male Age : 61 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Newly appointed director to replace the ex-director</p>	16 May 2024	Economics, Banking, Finance & Securities, Governance/ Compliance, Finance

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Ms. PORNCHANOK TANSKUL Gender: Female Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	15 May 2024	Mr. KANIT SAVANGVAROROSE Appointment date of replacement committee member : 16 May 2024

Additional explanation :

() Directors with expertise in accounting information review*

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Ms. PIYAWADEE SONSINGH Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p>	Chairman of the executive committee	7 Jan 2025
<p>2. Mr. ANOTAI ADULBHAN Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	7 Jan 2025
<p>3. Mr. CORRADO GIAQUINTO Gender: Male Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : No Residence in Thailand : Yes</p>	Member of the executive committee	7 Jan 2025
<p>4. Ms. Saranthorn Chantakulchai Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	7 Jan 2025

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

List of directors	Position	Date of resignation / termination	Replacement committee member
<p>1. Ms. Wipaporn Niamla-ong Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	Member of the executive committee	16 Feb 2024	-
<p>2. Mrs. WORRAWAN CHAIKAMNERD Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	Chairman of the executive committee	7 Jan 2025	<p>Ms. PIYAWADEE SONSINGH</p> <p>Appointment date of replacement committee member : 7 Jan 2025</p>
<p>3. Mr. Thanayus Leeraphan Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	Member of the executive committee	16 Dec 2024	-
<p>4. Ms. Naruemol Sukkamolwatana Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	Member of the executive committee	7 Jan 2025	-

List of directors	Position	Date of resignation / termination	Replacement committee member
5. Mr. Jirawat Nunthiphatprueksa Gender: Male Age : 38 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	15 Jan 2025	-
6. Ms. Nutthinee Jenwattanavech Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	7 Jan 2025	-

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. CHATRCHAI TUONGRATANAPHAN	Chairman (Independent director)
	Mr. ANOTAI ADULBHAN	Member
	Mr. PANUWAT CHALONGKUAMDEE	Member (Independent director)
	Mr. ANUPHAN KITNITCHIVA	Member
	Ms. PORNCHANOK TANSKUL	Member (Independent director)
Good Corporate Governance and Sustainability Committee	Mr. KANIT SAVANGVAROROSE	Chairman (Independent director)
	Mr. PANUWAT CHALONGKUAMDEE	Member (Independent director)
	Ms. PIYAWADEE SONSINGH	Member
Risk Management Committee	Mr. KANIT SAVANGVAROROSE	Chairman (Independent director)
	Mr. CORRADO GIAQUINTO	Member
	Mrs. WORRAWAN CHAIKAMNERD	Member

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. Ms. Nutthinee Jenwattanavech Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Marketing Office	2 Oct 2023	Marketing
<p>2. Mr. CORRADO GIAQUINTO^(***) Gender: Male Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Executive Officer (The highest-ranking executive)	7 Jan 2025	Business Administration, Personal Products & Pharmaceuticals, Strategic Management, Leadership
<p>3. Ms. Saranthorn Chantakulchai^(*) Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	Chief Financial Officer	23 Sep 2024	Accounting, Finance, Home & Office Products, Business Administration, Personal Products & Pharmaceuticals
<p>4. Ms. Nalisa Lekutai^(***) Gender: Female Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Commercial Officer	7 Jan 2025	Business Administration, Personal Products & Pharmaceuticals, Home & Office Products

List of executives	Position	First appointment date	Skills and expertise
5. Ms. Manutsawat Wanalertlak ^(***) Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Logistics Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Supply Chain Officer	3 Feb 2025	Business Administration, Transportation & Logistics, Procurement

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

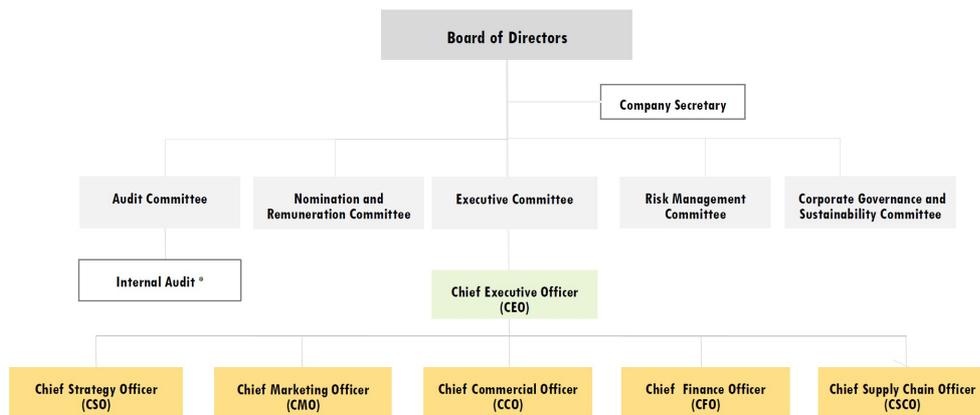
Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the : 7 Jan 2025

next four executives as of date

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

Management Structure as of 7 January 2025 is as follows:



Remark: * The Company hired IA Signature Company Limited as an internal auditor until 2024 under the current contract.

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)	32,900,000.00	26,860,000.00	31,100,000.00
Total remuneration of executives (baht)	32,900,000.00	26,860,000.00	31,100,000.00

Other remunerations of executive directors and executives

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

The Company issued and offered its executives and employees 18,000,000 units of ESOP warrants under KISS ESOP program with the exercise price of Baht 7.20 per share according to the resolution of the Extraordinary General Shareholders' Meeting 2/2020, on 14 July 2020 in order to motivate and reward its executives and employees to create value of the Company and the shareholders. The number of warrants allocated may be varied depends on position, experiences, year of service, performance, potential and value created for the Company. ESOP warrants are valid for 5 years and the warrant holder can purchase the ordinary share of the Company at the exercise ratio of 1 unit of warrant to 1 ordinary. KISS ESOP is allocated to 5 executives, totaling 51% of total warrants issued. All warrant holders can exercise the ESOP warrants amount to 0%, 10%, 40%, 70% and 100% during year 1-5 respectively. The Company has registered ESOP warrant transfer limitation already

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Wilaiporn Wongpokhom	wilaiporn_wo@rojukiss.com	02-6451155

List of the company secretary

General information	Email	Telephone number
1. Mr. Anotai Adulbhan	anotai@lakeshore-capital.com	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Sutee Tanwanichkul	ir@rojukiss.com	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Preeyaporn Ounbut	ir@rojukiss.com	02-6451155

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED 15TH FLOOR, BANGKOK CITY TOWER, 179/74-80 SOUTH SATHORN ROAD THUNG MAHA MEK SATHON Bangkok 10120 Telephone +66 2844 1000	3,850,000.00	Types of non-audit service : The Company has other services apart from audit fee for the observation for destruction inventories in the amount of Baht 10,000. Details of non-audit service : The Company has other services apart from audit fee for the observation for destruction inventories in the amount of Baht 10,000. Total non-audit fee 10,000.00 baht	1. Ms. NUNTIKA LIMVIRIYALERS Email: nuntika.limviriyalers@pwc.com License number: 7358 2. Ms. TITHINUN VANKEO Email: tithinun.vankeo@pwc.com License number: 9432

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

The Board of Directors has reviewed and set vision and mission of the Company in order to have them consistent and appropriate to the business operation in the future along with the good corporate governance guidelines. The Board of Directors has appointed sub-committees to increase competitiveness, create organizational culture and values, enhance the efficiency of internal control system and organizational risk management. In addition, the performance evaluation of the Board of Directors and the sub-committees has also been organized in the previous year to reflect the transparent operation in accordance with the duties and responsibilities. The evaluation form was assessed by the Nomination and Remuneration Committee based on the example of the Board of Directors' Self-Evaluation Form recommended by the Stock Exchange of Thailand.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. PRATANA MONGKOLKUL	Vice-chairman of the Board of Directors	16 Jul 2020	Accounting, Personal Products & Pharmaceuticals, Economics, Business Administration, Governance/ Compliance
Ms. PIYAWADEE SONSINGH	Director	16 Jul 2020	Personal Products & Pharmaceuticals, Business Administration
Mr. ANOTAI ADULBHAN	Director	16 Jul 2020	IT Management, Finance, Governance/ Compliance, Business Administration, Finance & Securities

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PANUWAT CHALONGKUAMDEE	Director	16 May 2024	Law, Governance/ Compliance, Business Administration
Mr. KANIT SAVANGVAROROSE	Director	16 May 2024	Economics, Banking, Finance & Securities, Governance/ Compliance, Finance
Mr. CORRADO GIAQUINTO	Director	16 Dec 2024	Business Administration, Personal Products & Pharmaceuticals, Strategic Management, Leadership

Selection of independent directors

Criteria for selecting independent directors

Nomination of Directors

To nominate directors, the Nomination and Remuneration Committee, which consists of 2 independent directors out of 3 members of the Nomination and Remuneration Committee, will consider persons with qualifications stipulated in the Board of Directors Charter pursuant to the law and the Company's skill matrix as in line with its business strategy in different areas as follows:

- 1) Business understanding and knowledge in related areas such as beauty and cosmetics product, health product, retail business and international business
- 2) Marketing and business administration
- 3) Technology
- 4) Accounting and finance
- 5) Laws and regulations
- 6) Economics and government policy
- 7) Knowledge in money market and capital market
- 8) Corporate governance

After careful consideration, the Nomination and Remuneration Committee will propose the names of those persons to the Board of Directors meeting for consideration. The Board of Directors will at its discretion consider and screen those names to ensure that the director nominees have qualifications that are suitable for the Company's business to be proposed to the shareholders' meeting for further consideration and selection with the following rules and procedures:

- 1) Each shareholder has a vote equal to 1 share per 1 vote.
- 2) The shareholders may exercise their votes to select only one person or many persons to be director (s) but not greater than the total number of directors being elected at that time. In the event the shareholders exercise their votes to select more than one person to be directors, allocation of votes in favor for a specific person is not allowed.
- 3) The persons obtaining the highest votes in descending order shall be elected as directors, but total number of directors shall not exceed the total number of directors required at that time, otherwise the Chairman of the meeting shall cast the vote to determine the total number.

Nomination of Independent Directors

The Company has defined the composition of the Board of Directors to include independent directors at least one-third of the total numbers of directors. In the nomination of independent directors, the Company considers the person with qualifications as follows:

- 1) Not holding more than 1% of the total outstanding voting shares of the Company, subsidiary, associated company, major shareholders or controlling person including shares held by related persons of the independent directors.
- 2) Neither being nor having been an executive director, officer, employee, advisor who receives a salary of the Company or controlling person of the Company, subsidiary, associated company, a same level subsidiary, major shareholder or controlling person, unless the foregoing status ended not less than 2 years prior to the date of appointment.
- 3) Not being a person related by blood or registration under law, such as a father, mother, spouse, sibling, or child, including spouses of children of directors, executives, major shareholders, controlling persons, or persons to be nominated as directors, executives or controlling persons of the Company or its subsidiaries.
- 4) Not having nor having had a business relationship with the Company, its subsidiary, associated company, major shareholder or controlling person, in a manner which may interfere with his or her independent judgment, and neither being nor having been a substantial shareholder or controlling person of any entity having business relationship with the Company, subsidiary, associated company, major shareholder or controlling person, unless the foregoing status ended not less than 2 years prior to the date of appointment.

The term "business relationship" as aforementioned includes any normal business transaction, rental or lease of immovable properties, transaction relating to assets or services, or grant or receipt of financial support through receiving or extending loans, guarantee, providing assets as collateral including any other similar action of which value more than 3% of the net tangible assets or exceeds Baht 20 million, whichever is lower. The value of each transaction is based on the calculation method for the values of related party transactions under the Announcement of the Thai Capital Market Supervisory Board regarding the related party transactions. Under the regulation, all transactions occurring within 1 year of preceding transactions must be included in such calculation.

- 5) Neither being nor having been an auditor of the Company, its subsidiary, associated company, major shareholder or controlling person nor being a substantial shareholder, controlling person or partner of an audit firm which employs auditors of the Company, its subsidiary, associated company, major shareholder or controlling person, unless the

foregoing relationship ended not less than 2 years from the date of appointment.

- 6) Neither being nor having been any kind of professional advisor including a legal advisor or financial advisor who receives an annual service fee exceeding Baht 2 million from the Company, its subsidiary, associated company, major shareholder or controlling person and neither being nor having been a substantial shareholder, controlling person or partner of the professional advisor, unless the foregoing relationship ended not less than 2 years from the date of appointment.
- 7) Not being a director who has been appointed as representative of the Company's directors, major shareholders, or shareholders who are related to the major shareholders.
- 8) Not conducting any businesses which have the same nature as or are in competition with the Company's or its subsidiaries or neither being significant partner in a partnership, executive director, employee, officer, or consultant who receives regular salary, shareholder holding more than 1% of the voting shares of business which have the same nature as or in competition with the Company or its subsidiaries.
- 9) Not having any characteristics that could prevent him/her from giving independent opinions concerning the Company's operation.

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

Rights of minority shareholders on director appointment

Rojukiss International Public Company Limited (the "Company") has concerned with the rights and equitable treatment of shareholders. In order to enhance good corporate governance principles, the Company provides an opportunity for shareholders to propose issues that they feel are beneficial to the Company for consideration for inclusion in the agenda of the Annual General Meeting of Shareholders and nominate a qualified candidate(s) to be elected as the director(s) of the Company in advance according to the criteria specified by the Company.

The Criteria

Qualifications of Shareholders:

The shareholders eligible to propose agenda or nominate a candidate(s) to be elected as the director(s) must be an individual shareholder or group of shareholders of the Company holding a minimum of **5%** of the total voting rights of the Company on the date of proposing.

Nomination of Director

A person to be nominated for the election as Director shall possess qualifications and not have any prohibited characteristics as follows:

- (1) Having qualifications and not having any prohibited characteristics under the law in relation to public limited companies, securities, and exchange; and, rules and regulations of the Company and relevant governing agencies and the good corporate governance of the Company;
- (2) Possess, in case of nomination for independent directors, eligible independent director qualifications in accordance with the notification of the Capital Market Supervisory Board No. TorChor. 39/2559 Re: Application for and Approval of Offer for Sale of Newly Issued Shares dated September 30, 2016 (including amendments thereto)
- (3) Having knowledge and skill significantly beneficial to the Company's businesses, being dedicated with the ability to perform the director's duties with care and loyalty, being able to fully perform the duties, and being able to regularly attend the Board of Directors meetings.

Consideration Procedure

- (1) The Nomination and Remuneration Committee will consider the appropriateness of a candidate to be nominated for the

election as Director and further propose to the Board of Directors. The candidate shall possess qualifications and not have any prohibited characteristics as specified in Clause 3.1, unless the Nomination and Remuneration Committee or the Board of Directors considers otherwise.

(2) If the candidate has been approved by the Board of Directors, such candidate will be nominated as a candidate for the election as Director at the shareholders' meeting and the Company will specify in the invitation as the Director nominated by the shareholders together with the opinion of the Nomination and Remuneration Committee and the Board of Directors.

(3) If the candidate has not been approved by the Nomination and Remuneration Committee or the Board of Directors, the Company will notify the Board of Directors' resolution and reasons to the shareholder who has proposed a candidate, and report to the Annual General Meeting of Shareholders.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
<p>The Nomination and Remuneration Committee, will consider persons with qualifications stipulated in the Board of Directors Charter pursuant to the law and the Company's skill matrix as in line with its business strategy in different areas as follows:</p> <ol style="list-style-type: none"> 1) Business understanding and knowledge in related areas such as beauty and cosmetics product, health product, retail business and international business 2) Marketing and business administration 3) Technology 4) Accounting and finance 5) Laws and regulations 6) Economics and government policy 7) Knowledge in money market and capital market 8) Corporate governance 	<p>Business Administration, Economics, Personal Products & Pharmaceuticals, Finance & Securities, Information & Communication Technology, Law, Marketing, Accounting, Finance, Governance/ Compliance</p>

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. Ms. LACKANA LEELAYOUTHAYOTIN (Chairman of the Board of Directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Advanced Audit Committee Program (AAP) • 2016: Director Certification Program (DCP)
2. Mrs. PRATANA MONGKOLKUL (Vice-chairman of the Board of Directors)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Strategic Board Master Class (SBM) • 2023: Successful Formulation & Execution of Strategy (SFE) • 2021: Board Nomination and Compensation Program (BNCP) • 2021: Director Leadership Certification Program (DLCP) • 2021: Ethical Leadership Program (ELP) • 2016: Advanced Audit Committee Program (AAP) • 2003: Director Accreditation Program (DAP) • 2003: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Empowering Boards: Enhancing Governance, Standards, and Financial Insights, Thai Institute of Director Association, Class 1, 2024 • 2024: Online Director's Briefing on Leading with Urgency: Climate Action for Boards, Thai Institute of Director Association • 2024: IP & IT Bar 2024: Legal Resilience and Innovation: Navigating Intellectual Property and Trade in the Technological Frontier, The Central Intellectual Property & International Trade Court (Thailand) • 2024: Global Tax Collection Reform Challenges and Opportunities for Strengthening Corporate Tax Governance, KPMG Thailand 2024 • 2024: Navigating the Global Audit Standards, KPMG Thailand 2024 • 2024: Seminar on Prevention, Deterrence, and Suppression of Inappropriate Behavior of Listed Companies, The Stock Exchange of Thailand • 2024: ESG Integration for Sustainable Business Success, The Stock Exchange of Thailand and Thai Institute of Director Association, 2024 • 2024: Lecture on 2024 Risk Trend on Retail Business conducted by speakers from Deloitte • 2024: Lecture on "Digital AI" conducted by speakers from Vialink and Sertis • 2023: How to develop a risk management plan • 2023: Engaging Board in ESG: The Path to Effective Sustainability • 2023: The training on "Driving Business for Sustainability" conducted by speakers from the Stock Exchange of Thailand • 2023: • ESG Priorities - Key consideration for Audit Committee 2023, KPMG Thailand
3. Ms. PIYAWADEE SONSINGH (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2016: Director Accreditation Program (DAP)
4. Mr. ANOTAI ADULBHAN (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Director Certification Program (DCP) • 2021: Board Nomination and Compensation Program (BNCP) • 2020: Role of the Chairman Program (RCP) • 2015: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
5. Mr. CHATRCHAI TUONGRATANAPHAN (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Board Nomination and Compensation Program (BNCP) • 2023: Role of the Chairman Program (RCP) • 2018: Advanced Audit Committee Program (AAP) • 2015: Director Certification Program (DCP)
6. Mrs. WORRAWAN CHAIKAMNERD (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2019: Director Accreditation Program (DAP)
7. Mr. PANUWAT CHALONGKUAMDEE (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Board Nomination and Compensation Program (BNCP) • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2023: Director Certification Program (DCP) • 2023: Successful Formulation & Execution of Strategy (SFE) • 2022: Strategic Board Master Class (SBM) Other <ul style="list-style-type: none"> • 2024: R-CF - Director Forum (R-DF 1/2024), Thai IOD • 2024: Facilitation Skills Training Program (2024), Thai IOD • 2023: National Director Conference (NDC 1/2023), Thai IOD
8. Mr. KANIT SAVANGVAROROSE (Director)	Non-participating	Other <ul style="list-style-type: none"> • 2023: Capital Market Academy Leadership Programs, Class 33, The Stock Exchange of Thailand • 2022: Corporate Governance for Directors and Senior Executives of Regulator, State Enterprises and Public Organizations class 25/2022, King Prajadhipok's Institute
9. Mr. CORRADO GIAQUINTO (Director)	Non-participating	-
10. Ms. PORNCHANOK TANSKUL (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Director Certification Program (DCP) • 2020: Director Accreditation Program (DAP)
11. Mrs. YAYUS SULTYANNI MAK (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Director Certification Program (DCP) • 2020: Director Accreditation Program (DAP)
12. Mr. ANUPHAN KITNITCHIVA (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2016: Role of the Chairman Program (RCP) • 2016: Successful Formulation & Execution of Strategy (SFE) • 2014: Advanced Audit Committee Program (AAP) • 2010: Director Certification Program (DCP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Evaluation of the Board of Directors' Performance

As the Company has defined in the charter of the Board of Directors and sub-committee that the Board of Directors and the sub-committee shall evaluate its performance on an annual basis. The result of the assessment shall be presented to the Nomination and Remuneration Committee and then to the Board of Directors for acknowledgement and the recommendations from the performance evaluation will be used to improve the performance of the Board of Directors to be the most effective. For the year 2024, the performance evaluation was done by a collective performance evaluation, individual performance evaluation and a sub-committee performance evaluation as follows:

1) Collective Performance Evaluation

The collective performance evaluation consists of 4 topics: (1) Structure and qualifications of the Board of Directors (2) The meetings of the Board of Directors (3) The roles and responsibilities of the Board of Directors and (4) Relationship with the executives. The results of the Board of Directors' collective performance evaluation for the year 2024 showed an average score of 88.7%.

2) Individual Performance Evaluation

The individual performance evaluation consists of 3 topics: (1) Structure and qualifications of the Board of Directors (2) The meetings of the Board of Directors and (3) The roles and responsibilities of the Board of Directors. The results of the Board of Directors' individual performance evaluation for the year 2024 showed an average score of 87.1%.

3) Sub-committee Performance Evaluation

The sub-committee performance evaluation consists of 3 topics: (1) Structure and qualifications of the sub-committee (2) The meetings of the sub-committee and (3) The roles and responsibilities of the sub-committee. The results of the sub-committee performance evaluation for the year 2024 of the Audit Committee, the Corporate Governance Committee and the Nomination and Remuneration Committee showed an average score of 91.1%, 82.9% and 85.5% respectively.

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

Evaluation of the Board of Directors' Performance

As the Company has defined in the charter of the Board of Directors and sub-committee that the Board of Directors and the sub-committee shall evaluate its performance on an annual basis. The result of the assessment shall be presented to the Nomination and Remuneration Committee and then to the Board of Directors for acknowledgement and the recommendations from the performance evaluation will be used to improve the performance of the Board of Directors to be the most effective. For the year 2024, the performance evaluation was done by a collective performance evaluation, individual performance evaluation and a sub-committee performance evaluation as follows:

1) Collective Performance Evaluation

The collective performance evaluation consists of 4 topics: (1) Structure and qualifications of the Board of Directors (2) The meetings of the Board of Directors (3) The roles and responsibilities of the Board of Directors and (4) Relationship with the executives. The results of the Board of Directors' collective performance evaluation for the year 2024 showed an average score of 88.7%.

2) Individual Performance Evaluation

The individual performance evaluation consists of 3 topics: (1) Structure and qualifications of the Board of Directors (2) The meetings of the Board of Directors and (3) The roles and responsibilities of the Board of Directors. The results of the Board of Directors' individual performance evaluation for the year 2024 showed an average score of 87.1%.

3) Sub-committee Performance Evaluation

The sub-committee performance evaluation consists of 3 topics: (1) Structure and qualifications of the sub-committee (2) The meetings of the sub-committee and (3) The roles and responsibilities of the sub-committee. The results of the sub-committee performance evaluation for the year 2024 of the Audit Committee, the Corporate Governance Committee and the Nomination and Remuneration Committee showed an average score of 91.1%, 82.9% and 85.5% respectively.

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	88.7	100%
	Self-assessment	87.1%	100%
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	91.1%	100%
	Self-assessment	90.2%	100%
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Good Corporate Governance and Sustainability Committee	Group assessment	82.9%	100%
	Self-assessment	79.5%	100%
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	85.5%	100%
	Self-assessment	88.6%	100%
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Board of Directors evaluates the performance of the Chief Executive Officer in order to monitor whether the performances of the Chief Executive Officer are in accordance with the Company's short and long-term goals. The evaluation helps to determine remuneration of the Chief Executive Officer to be transparent and suitable for each individual performance and strengthen the corporate governance of the Company. The recommendations from the performance evaluation will be used further to improve efficiency of work.

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 : 8
(times)

Date of AGM meeting : 25 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Ms. LACKANA LEELAYOUTHAYOTIN (Chairman of the Board of Directors, Independent director)	8	/	8	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
2. Mrs. PRATANA MONGKOLKUL (Vice-chairman of the Board of Directors, Independent director)	7	/	8	1	/	1	N/A	/	N/A
3. Ms. PIYAWADEE SONSINGH (Director)	7	/	8	1	/	1	N/A	/	N/A
4. Mr. ANOTAI ADULBHAN (Director)	8	/	8	1	/	1	N/A	/	N/A
5. Mr. CHATRCHAI TUONGRATANAPHAN (Director, Independent director)	8	/	8	1	/	1	N/A	/	N/A
6. Mrs. WORRAWAN CHAIKAMNERD (Director)	7	/	8	1	/	1	N/A	/	N/A
7. Mr. PANUWAT CHALONGKUAMDEE (Director, Independent director)	5	/	5	0	/	0	N/A	/	N/A
8. Mr. KANIT SAVANGVAROROSE (Director, Independent director)	5	/	5	0	/	0	N/A	/	N/A
9. Mr. CORRADO GIAQUINTO (Director)	0	/	0	0	/	0	N/A	/	N/A
10. Ms. PORNCHANOK TANSKUL (Director, Independent director)	1	/	2	0	/	1	N/A	/	N/A
11. Mrs. YAYUS SULYANNI MAK (Director, Independent director)	2	/	2	1	/	1	N/A	/	N/A
12. Mr. ANUPHAN KITNITCHIVA (Director)	2	/	2	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

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. Ms. LACKANA LEELAYOUTHAYOTIN (Chairman of the Board of Directors)			337,500.00		N/A
Board of Directors	157,500.00	180,000.00	337,500.00	No	
2. Mrs. PRATANA MONGKOLKUL (Vice-chairman of the Board of Directors)			295,000.00		N/A
Board of Directors	100,000.00	120,000.00	220,000.00	No	
Audit Committee	75,000.00	N/A	75,000.00	No	
3. Ms. PIYAWADEE SONSINGH (Director)			234,000.00		N/A
Board of Directors	100,000.00	120,000.00	220,000.00	No	
Executive Committee	N/A	N/A	0.00	No	
Good Corporate Governance and Sustainability Committee	14,000.00	N/A	14,000.00	No	
4. Mr. ANOTAI ADULBHAN (Director)			260,500.00		N/A
Board of Directors	112,500.00	120,000.00	232,500.00	No	
Executive Committee	N/A	N/A	0.00	No	
Nomination and Remuneration Committee	28,000.00	N/A	28,000.00	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. CHATRCHAI TUONGRATANAPHAN (Director)			330,500.00		N/A
Board of Directors	112,500.00	120,000.00	232,500.00	No	
Audit Committee	50,000.00	N/A	50,000.00	No	
Nomination and Remuneration Committee	48,000.00	N/A	48,000.00	No	
6. Mrs. WORRAWAN CHAIKAMNERD (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
7. Mr. PANUWAT CHALONGKUAMDEE (Director)			165,661.00		N/A
Board of Directors	62,500.00	75,161.00	137,661.00	No	
Good Corporate Governance and Sustainability Committee	14,000.00	N/A	14,000.00	No	
Nomination and Remuneration Committee	14,000.00	N/A	14,000.00	No	
8. Mr. KANIT SAVANGVAROROSE (Director)			191,661.00		N/A
Board of Directors	62,500.00	75,161.00	137,661.00	No	
Audit Committee	30,000.00	N/A	30,000.00	No	
Risk Management Committee	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Good Corporate Governance and Sustainability Committee	24,000.00	N/A	24,000.00	No	
9. Mr. CORRADO GIAQUINTO (Director)			N/A		N/A
Board of Directors	N/A	N/A	N/A	No	
Executive Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
10. Ms. Saranthorn Chantakulchai (Member of the executive committee)			N/A		N/A
Executive Committee	N/A	N/A	N/A	No	
11. Ms. PORNCHANOK TANSKUL (Director)			91,016.00		N/A
Board of Directors	12,500.00	44,516.00	57,016.00	No	
Audit Committee	20,000.00	N/A	20,000.00	-	
Nomination and Remuneration Committee	14,000.00	N/A	14,000.00	-	
12. Mrs. YAYUS SULYANNI MAK (Director)			82,016.00		N/A
Board of Directors	37,500.00	44,516.00	82,016.00	No	
13. Mr. ANUPHAN KITNITCHIVA (Director)			83,516.00		N/A
Board of Directors	25,000.00	44,516.00	69,516.00	No	
Nomination and Remuneration Committee	14,000.00	N/A	14,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
14. Ms. Wipaporn Niamla-ong (Member of the executive committee)			N/A		N/A
Executive Committee	N/A	N/A	N/A	No	
15. Mr. Thanayus Leeraphan (Member of the executive committee)			N/A		N/A
Executive Committee	N/A	N/A	N/A	No	
16. Ms. Naruemol Sukkamolwatana (Member of the executive committee)			N/A		N/A
Executive Committee	N/A	N/A	N/A	No	
17. Mr. Jirawat Nunthiphatprueksa (Member of the executive committee)			N/A		N/A
Executive Committee	N/A	N/A	N/A	No	
18. Ms. Nutthinee Jenwattanavech (Member of the executive committee)			N/A		N/A
Executive Committee	N/A	N/A	N/A	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	782,500.00	943,870.00	1,726,370.00
2. Audit Committee	175,000.00	0.00	175,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	118,000.00	0.00	118,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
5. Good Corporate Governance and Sustainability Committee	52,000.00	0.00	52,000.00
6. Risk Management Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	1,127,500.00
Other monetary remuneration (Baht)	943,870.00
Total (Baht)	2,071,370.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

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

The Company has set rules that the nomination and appointment of representatives to be directors in its subsidiaries and associated companies must be approved by the Board of Directors. The representatives appointed as directors in subsidiaries and associated companies are responsible for the best interests of those subsidiaries and associated companies. The representatives appointed as directors must be approved by the Board of Directors prior to voting or exercise the right to vote on important matters at the same level as requiring the approval of the Board of Directors if it is operated by the Company itself. The nomination of representatives in subsidiaries and associated companies is in proportion to the Company's shareholding.

In addition, in the case of subsidiaries, the Company has established regulations that representatives appointed by the Company must supervise the subsidiaries to have regulations on connected transactions, acquisition or disposition of assets or any other important transactions of the subsidiaries to be complete, correct and apply the rules relating to the disclosure of information and the above transactions in the same manner as the Company's criteria. These include the need to supervise the data collection and accounting records of subsidiaries for the Company to be able to audit and prepare the consolidated financial statements on a timely basis.

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

The Company has in place a policy to prevent conflict of interest based on prudence, honesty, rationale and independence within the ethical framework for the Company's interests. The policy stipulates that a person who may have conflict of interest and/or a connected person as well as related parties involving in a transaction who discloses the information on the interests of his/her own and related parties to the Company for acknowledgement and have no authority to approve the transaction in which he/she has interests.

The Company prescribes in the Board of Directors charter that the Board of Directors shall be responsible for ensuring non-conflict of interest between stakeholders of the Company and subsidiaries. In case that any director having conflict of interest in any transaction conducted with the Company or changes in his/her shareholding percentage, such director shall notify the Company immediately. Moreover, the assignment of authority, duties and responsibilities to any person shall not be characterized by the delegation of authority that allows the attorney to be able to approve the transaction that he/she or a person who may have conflict of interest may have interests or receive interests in any forms or have any other conflict of interest with the Company or subsidiaries, except for the approval of transactions which are conducted in accordance with the policy and the criteria approved by the shareholders' meeting or Board of Directors.

The Company has a policy on connected transactions and transactions having conflict of interests as in accordance with the laws and regulations of SEC, Capital Market Supervisory Board, and SET which will also be disclosed in Form 56-1 One Report.

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 conducts business under the principles of good corporate governance of the Stock Exchange of Thailand and places emphasis on the supervision of the use of inside information to be in accordance with the principles of good corporate governance. By adhering to these principles and ensuring the confidence of investors to receive equitable, timely and reliable information, the Company has established a policy of confidentiality, data protection and the use of inside information that all personnel shall be informed and follow procedures of confidential information protection. To prevent the disclosure of information and to identify the type of confidential information, the confidential documents and information must be managed and protected with specific methods accessible by both data creators and users.

In addition, the Company places great emphasis on safeguard of customer and business information to be confidential. It is prohibited to disclose such confidential information of customers to employees and outsiders. In case that is necessary to disclose confidential information to the public, approval must be obtained from Chief Executive Officer. This prohibition shall include trading, transfer or acceptance of transfer of the Company's securities by using confidential information and/or inside information and/or enter into any other juristic acts using confidential information / or inside information of the Company which causes damage to the Company either directly or indirectly.

The Company's directors, management and employees who receive inside information shall be prohibited from trading of the Company's securities in a specific period, which has been complied since the year ended 2020 which is the

first reporting period since the Company was listed in the Stock Exchange of Thailand. The Company Secretary and the Human Resource department shall notify those directors, management, and employees receiving inside information in advance to be aware of such prohibition period for trading of the Company's securities. This shall include the prohibition of trading of the Company's securities by oneself, spouses, minor children, whether it is direct or indirect trading (such as nominee or holding of securities through private funds) during the period when the Company is about to disclose significant information that may affect the Company's share price such as 1 month prior to the date of disclosure of financial statements or operating results until 1 day after the date that the Company has disclosed financial statements or operating results to the Stock Exchange of Thailand to ensure that such information be disclosed to the public first. With this regard, the Company has established disciplinary penalty for those seeking benefits from the use of disclosure of the inside information causing damages to the Company, which may be penalized as required by law or by the Company through verbal warning, warning letter, probation, or termination of employment.

Simultaneously, the Company has monitored and studied rules, regulations and relevant laws and informed the changes (if any) to its directors and management to strictly perform duties in accordance with changing rules, regulations, and relevant laws.

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 year : Yes

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

The Company recognizes the importance of anti-corruption and is committed to operating business ethically within the good corporate governance framework by adhering to good governance principles and Code of Conduct as well as responsibility for the society, the environment, and the stakeholders by ensuring business operations based on transparency, fairness, and accountability. The Company then developed a written anti-corruption policy which prescribes clear practice guidelines for operating business and transforming the organization into a sustainable organization. The policy was approved by the Board of Directors Meeting No. 3/2020 held on 22 June 2020, which can be summarized as follows:

- Not taking any action in all forms of corruption, giving, or accepting bribery to government agencies and private sectors or stakeholders of the Company in order to gain competitive advantage or for own benefit and other related persons' interests including requesting or giving bribery for any inappropriate benefits.
- Not neglecting or ignoring when seeing actions that are considered a corruption in relation to the Company. Employees must notify the supervisor or the person in charge and cooperate in the investigation of various facts.
- The Company will provide fairness and protection for employees who refuse or report a corruption cases to the Company in accordance with the policy established.
- Person who commits corruption are against the Company's code of ethics. He/she must be therefore considered for disciplinary action in accordance with the regulations set by the Company and may be punished by law if his/her act is illegal.
- The Company recognizes the importance of disseminating and educating people to ensure they understand on their duties for the Company or possibly affecting the Company in matters of compliance with the anti-corruption policy. Human Resource Department is responsible for communication, education and ensure those people understand clearly on this matter.
- The Company ensures appropriate and efficient auditing and internal control processes are put in place both financial and accounting system, keeping record and others. Also ensures that there is a risk management system to prevent corruption.

The Company set up communication channels to publish the anti-corruption policy to employees of the Company and its subsidiaries and external parties such as director and new employee orientation, posts on the Company's publicity signs, corporate website, annual report etc. to ensure all related parties understand all kind of corruption, risk of having relation to corruption and how to report corruption case.

In order to clarify the operation in matters that have a high risk corruption, directors, executives and employees in all level of the Company have to operate with cautious in these following topics:

3.1 Political Support

The Company is politically independent and conducts its business without engaging in politics in any case. Therefore, the Company has no policy in supporting politics either directly or indirectly using money or any assets of the Company. However, the Company does not forbid directors, executives, and employees from participating in political activities undertaken under the constitution, but the participation must be on personal behalf without any negative association with the Company.

3.2 Charitable Donation and Financial Support

The Company can do charitable donation in the form of financial support or other forms such as sharing knowledge etc. and be a part of social return activities and do not request any benefit in return from donator and do not expect return on business. In order to give support in any form either money or assets to any activity or project, the Company has to proceed with transparent and follow the laws and based on the approval process as per company's policy. The objective of the support must be for public relation, support business, the Company's image and not for bribery.

The charitable donation and financial support need a clear and reliable evidence to ensure that the donation and financial support is not an excuse for corruption.

3.3 Gifts and Entertainment

The Company allows directors, executives and employees to accept and pay money for gifts and entertainment that are unambiguous and are considered as normal business conduct or traditions or festive without impact to business operation or being a potential channel for corruption. The act must be in accordance with the Company's regulations without violation of related laws and notifications or with the purpose to gain any advantage through a misconduct or to be an outright on hidden exchange to seek benefits in any form. Moreover, type and value of gifts must be reasonable and appropriate.

Chief Executive Officer or the Audit Committee has duty to receive complaints, gather information, investigate and report to the Board of Directors for consideration and defining disciplinary action as appropriate. If such act is illegal, the person may be legally penalized. The decision of Chief Executive Officer or the Audit Committee is considered final.

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

In case of suspected any act of corruption or breached any rules, regulations, or code of conduct, complainants must provide details of complaints along with their names, addresses, and contact telephone numbers to e-mail AC@Rojukiss.com or by post to:

Chairman of the Board of Directors or Chairman of the Audit Committee
Rojukiss International Public Company Limited
100/8, 100/51-54 Vongvanich Complex B Tower, 12th, 19th floor
Rama 9 Road, Huai Khwang, Huai Khwang, Bangkok 10310

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) : 5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mrs. PRATANA MONGKOLKUL (Chairman of the audit committee)	5	/	5
2 Mr. CHATRCHAI TUONGRATANAPHAN (Member of the audit committee)	5	/	5
3 Mr. KANIT SAVANGVAROROSE (Member of the audit committee)	3	/	3
4 Ms. PORNCHANOK TANSKUL (Member of the audit committee)	2	/	2

The results of duty performance of the audit committee

In 2024, the Audit Committee held 5 meetings and consistently reported its performance to the Board of Directors for acknowledgement after each meeting. The Audit Committee has the main duties and responsibilities to support the Board of Directors in overseeing the matters relating to the preparation and disclosure of information in financial reports, the effectiveness of risk management and internal control systems, the compliance with relevant laws, rules, and regulations, the monitoring of qualifications, expertise and adequacy of working team and independence of both internal auditor and external auditor of the Company as well as the evaluation on the effectiveness of performance of internal auditor. The Audit Committee reports its performance as well as recommendations to the Board of Directors whenever the Audit Committee has any queries or opinions that there should be improvements regards to internal control, financial reports or other matters found. The Audit Committee will promptly report any queries or recommendations in various matters to the Board of Directors. The Audit Committee's performance of duties can be concluded as follows:

- 1) Review the accuracy of financial reports and the adequacy of the disclosure of the Company's information
- 2) Review connected transactions or transactions that may have conflict of interest
- 3) Review the internal control system
- 4) Supervise the internal audit
- 5) Consider the appointment of auditors and communication of significant matters between the Audit Committee and the auditors
- 6) Review legal compliance

In addition, the Audit Committee performed its duties in accordance with the Charter assigned by the Board of Directors completely and independently to ensure that the Company has executed the efficient and adequate corporate governance, operations for the utmost benefits to the shareholders with fair and equal without any conflict of interest, and internal control system were adequate and appropriate.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 4

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Ms. PIYAWADEE SONSINGH (Chairman of the executive committee)	0	/	0
2 Mr. ANOTAI ADULBHAN (Member of the executive committee)	0	/	0
3 Mr. CORRADO GIAQUINTO (Member of the executive committee)	0	/	0
4 Ms. Saranthorn Chantakulchai (Member of the executive committee)	0	/	0
5 Ms. Wipaporn Niamla-ong (Member of the executive committee)	1	/	1
6 Mrs. WORRAWAN CHAIKAMNERD (Chairman of the executive committee)	4	/	4
7 Mr. Thanayus Leeraphan (Member of the executive committee)	0	/	4
8 Ms. Naruemol Sukkamolwatana (Member of the executive committee)	4	/	4
9 Mr. Jirawat Nunthiphatprueksa (Member of the executive committee)	4	/	4
10 Ms. Nutthinee Jenwattanavech (Member of the executive committee)	4	/	4

The results of duty performance of Executive Committee

-

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 4

List of Directors	Meeting attendance Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. CHATRCHAI TUONGRATANAPHAN (Chairman)	4	/	4
2 Mr. ANOTAI ADULBHAN (Member)	4	/	4

List of Directors	Meeting attendance Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
3 Mr. PANUWAT CHALONGKUAMDEE (Member)	2	/	2
4 Mr. ANUPHAN KITNITCHIVA (Member)	2	/	2
5 Ms. PORNCHANOK TANSKUL (Member)	2	/	2

The results of duty performance of Nomination and Remuneration Committee

In 2024, the Nomination and Remuneration Committee held 4 meetings and reported its performance to the Board of Directors consistently for acknowledgement, summarized as follows:

- 1) Considered the structure of the Board of Directors and the sub-committees, in terms of the composition and the number of directors deemed as appropriate for the size, type and complexity of business as well as compared it with other companies in the same or similar industry and acknowledged the 2024 Board diversity, comprising the information on the number of independent directors, their gender and Board Skill Matrix to be used for the consideration of appointment of suitable directors with qualifications, knowledge, and capabilities that are diverse and beneficial to the Company's business operation.
- 2) Considered nominating suitable persons with qualifications, knowledge, experience, and expertise to be directors and proposed them to the Board of Directors and the 2024 Annual General Meeting of Shareholders. The Committee proposed the re-appointment of directors retiring by rotation in 2024 for another term, while the shareholders' meeting resolved to approve the appointment of all directors as proposed.
- 3) Considered the structure and determined the 2024 remuneration for the Board of Directors and the sub-committees, comprising of the Audit Committee, the Nomination and Remuneration Committee, and the Corporate Governance Committee, and then submitted to the Board of Directors and the shareholders' meeting for consideration and approval, by taking into account their responsibilities and performance related to operating results and other relevant factors. The remuneration rate was compared with those of other companies in the same or similar industry and approved by the shareholders' meeting.
- 4) Considered and reviewed succession plans for Chief Executive Officer and senior executive positions to ensure the Company's continued business operations, with CEO's involvement in the review and data presentation.
- 5) Considered the assessment criteria for the 2024 performance of the senior executive positions and submitted them to the Board of Directors for approval.
- 6) Acknowledged the results and considered the 2024 self-assessment of the Board of Directors and sub-committees to be used for enhancing the performance of duties of the committees according to the good corporate governance principles. The Committee performed its duties with prudence and honesty, based on the responsibilities specified in the Charter while adhering to the good corporate governance principles adequately and suitably for the balanced and sustainable benefits of all stakeholders.

Meeting attendance Good Corporate Governance and Sustainability Committee

Meeting Good Corporate Governance and Sustainability Committee (times) : 2

List of Directors	Meeting attendance Good Corporate Governance and Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. KANIT SAVANGVAROROSE (Chairman)	2	/	2

List of Directors	Meeting attendance Good Corporate Governance and Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
2 Mr. PANUWAT CHALONGKUAMDEE (Member)	2	/	2
3 Ms. PIYAWADEE SONSINGH (Member)	2	/	2

The results of duty performance of Good Corporate Governance and Sustainability Committee

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Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 3

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. KANIT SAVANGVAROROSE (Chairman)	0	/	0
2 Mr. CORRADO GIAQUINTO (Member)	0	/	0
3 Mrs. WORRAWAN CHAIKAMNERD (Member)	3	/	3

The results of duty performance of Risk Management Committee

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Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

In order to provide appropriate sustainability management and governance in line with the firm's sustainability strategy framework, which comprises of three essential pillars, the company has studied ESG in all aspects when conducting business through corporate strategy. The mission of developing the best beauty and health innovations that everyone can use, as well as being prepared to drive the needs and inspire sustainable Thais and Asians, will be driven by these three essential pillars: creating innovation, creating value for society (social impact), and creating alliances for the environment (creating environmental partners).

The company integrates the ESG perspective into its operations by connecting experiences and creating value for customers through innovative products and services, as well as marketing news and activities that recognize social and environmental responsibility as critical for long-term stability and sustainability, in accordance with the United Nations Sustainable Development Goals (SDGs).

Reference link for sustainability policy : <https://www.rojukissinternational.com/storage/download/corporate-policy-cg-report-and-download/20210705-kiss-csr-th.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

Sustainability management policies and goals

In conducting business through the organization's strategy, the company has considered ESG perspectives in all dimensions. The aim is to drive the management and governance of sustainability to be appropriate and aligned with the sustainability strategy framework set by the company, which consists of three main pillars: Creating Innovation, Creating Social Impact, and Creating Environmental Partnerships. This is under the mission of creating the best innovations in health and beauty that everyone can access, while driving demand and inspiring sustainable change for people in Thailand and Asia.

In its operations, the company will integrate ESG perspectives by linking experiences and creating value for consumers through product and service innovations, as well as delivering information and marketing activities that prioritize social and environmental responsibility. This is aimed at ensuring long-term sustainability in line with the United Nations Sustainable Development Goals (SDGs).

Policy and Target

Creating Innovation

- Investigate and create innovative beauty and health goods and services that fulfill the demands of consumers and reach them in a responsible manner.
- Creating high-quality, safe innovations for everyone.

Creating Social Impact

- Improving life and encouraging consumers' well-being through innovations in beauty and health products.
- Continuing and promoting Thai innovations on a global scale.

Creating Environmental Partner

- Co-create and co-develop with partners with the goal of decreasing environmental impacts.
- Manage and adapt to changes in the environment.

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 5 Gender Equality, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 17 Partnerships for the Goals

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

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

Has the company reviewed the policy and/or goals 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

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Understanding business management approaches, business situations, and measures to achieve the company's goals. • Managing change to achieve better outcomes. • Developing the potential, attitudes, and skills necessary for employees to perform assigned tasks, learning from their work, and understanding their roles in supporting others to achieve goals. • An effective and fair performance evaluation system. • Employee compensation, benefits, and safety. 	<ul style="list-style-type: none"> • Communicate the company's goals, strategies, and performance regularly to ensure that employees at all levels understand the company's vision and direction and can appropriately align with the goals. • Revise the compensation and benefits structure to be modern, considering market standards and legal requirements. • Provide fair and appropriate compensation by offering salaries and bonuses based on performance and capabilities. • Promote employee advancement through career development programs and reward employees with long service (Long Service Year Award). • Implement health and safety measures for employees by providing necessary equipment and creating a safe working environment. 	<ul style="list-style-type: none"> • Internal Meeting • Complaint Reception • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Investors or investment institutions • Shareholders 	<ul style="list-style-type: none"> • All shareholders are treated equally. • Timely and accurate sharing of information accessible through a variety of channels. • Its operating performance has been steadily improving. Dividends should be paid out on schedule and profits should be earned for shareholders. 	<ul style="list-style-type: none"> • Follow the rules and regulations of the Thai Stock Exchange and the Securities and Exchange Commission. • Work in a way that promotes good governance and social responsibility. • Invest for long-term success. • Dividends were distributed in accordance with the dividend policy. • Information can be disclosed and communicated to shareholders and investors in a variety of ways. • Organize and engage in a variety of activities, such as a roadshow or conference, to meet with both domestic and international investors on a regular basis, as appropriate. 	<ul style="list-style-type: none"> • Press Release • Online Communication • Annual General Meeting (AGM)

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Consumers 	<ul style="list-style-type: none"> • Customers can choose to purchase products either by selecting them in-store or ordering through popular e-commerce channels, which are convenient and offer attractive promotional deals. • Product quality and the service provided by Sale team are prioritized. • Product developments are provided with a diverse range that meets customer needs in terms of quality, price, and distribution across various channels. • Safeguard customers' personal data, ensuring that their privacy is not violated. 	<ul style="list-style-type: none"> • Comply with the company's policy to provide fair and equal service to all customers. • Continuously develop and improve the systems and channels for customer service to ensure that products and services are accessible to all customers quickly and efficiently, while welcoming feedback from customers to improve future product and service designs. • Provide training and ensure understanding of the customer data protection policy to the relevant departments, establishing clear procedures that comply with legal requirements and ensuring that any commercial activities are carried out only with customer consent. 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception • Satisfaction Survey

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Business partners 	<ul style="list-style-type: none"> • Management and clarity regarding sales targets. • Treating business partners with fairness and equality. • Having a transparent, fair, and auditable procurement process. • Maintaining confidentiality and respect for trade information in a professional manner. • Adopting business practices focused on social responsibility, community, and environmental sustainability, including safety, occupational health, labor standards, and anti-corruption policies. 	<ul style="list-style-type: none"> • Open to listening and exchanging ideas with business partners by holding meetings, either online or in-person, at least twice a year to review and evaluate performance according to operational standards. • Adhere to policies of treating business partners and trade partners fairly and equally. • Procurement and purchasing are documented in writing, easy to understand, and standardized, with no discrimination, aiming to build confidence in the selection process, and all details can be clearly explained. • Operate based on respecting the intellectual property rights of partners and others, with policies to avoid infringing on others' intellectual property rights, ensuring alignment with corporate governance principles. • Exchange information to verify compliance with internationally recognized standards (ISO) for manufacturing, focusing on social, environmental, and safety criteria with partners who act as contract manufacturers (OEM). 	<ul style="list-style-type: none"> • Online Communication • External Meeting • Satisfaction Survey

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Government agencies and Regulators 	<ul style="list-style-type: none"> Conduct business in strict adherence to regulatory compliance. Provide information and engage in continuous discussions with relevant authorities regularly to report and provide additional information consistently. Support and promote activities or request cooperation from businesses in various areas 	<ul style="list-style-type: none"> Consistently and diligently comply with the policies of regulatory authorities and other government agencies. Collaborate and provide support in regulatory oversight and various activities with the relevant government agencies on an ongoing and regular basis. 	<ul style="list-style-type: none"> Online Communication External Meeting

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
Environmental Sustainability Management	<ul style="list-style-type: none"> Environmental Management Standards Policy and Compliance
Sustainability Management in the Social Dimension	<ul style="list-style-type: none"> Human Rights Fair Labor Practices

Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report : Doesn't Have data

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

-

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 -

Related risk topics : [Financial Risk](#)

• Other : -

ESG risks : No

Risk characteristics

-

Risk-related consequences

-

Risk management measures

-

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

The organization considers management efficiency, as well as the production of value for benefits and ongoing effectiveness when managing for long-term stability and sustainability. As a result, the company wants to encourage all its divisions to keep in touch with stakeholders throughout the value chain frequently. Stakeholder suggestions and opinions will be analyzed every year by the organization to improve management and value-generating processes for long-term sustainability.

To verify that the firm's business has generated actual value and benefits for the economy and society, the company has examined and analyzed its operations by the sustainability policy's standards. Shareholders and investors, firm personnel, consumers, business partners, and regulators are the six groups of stakeholders.

In 2024, the corporation conducted a direct and indirect assessment of stakeholders both inside and outside the organization, which is an important activity. This will assist the company gain confidence and stability in the long run, as well as boost its competitiveness in the future. This indicates the organization is transparently caring for and prioritizing each stakeholder and treating them accordingly.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : No

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

Key suppliers acknowledging compliance with the supplier code of conduct

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

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

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

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 : No
innovation culture

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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