



# ESG Performance Report for Listed Companies in 2025

ROJUKISS INTERNATIONAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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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

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Waste management

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.

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

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

Review of environmental policies, guidelines, and/or : No

goals over the past year

Since 2020, the Company has continuously implemented initiatives to reduce plastic consumption in collaboration with both domestic and international contract manufacturers. Our efforts to minimize plastic use in packaging remain ongoing. Concurrently, over the past year, the Company has actively sought opportunities to participate in Carbon Footprint reduction initiatives, joining various strategic partners who have launched and promoted such campaigns.

In 2025, the Company continuously implemented environmental initiatives, with a focus on enhancing operational efficiency while minimizing environmental impact in a concrete manner. The Company improved its transportation management by optimizing route planning and load utilization, resulting in a reduction in the number of delivery trips while maintaining effective distribution performance. This initiative contributed to lower energy consumption and reduced greenhouse gas emissions from logistics activities.

In addition, the Company's warehouse function initiated a waste segregation program for the first year, establishing a systematic approach to sorting waste by category. This initiative aimed to reduce the volume of waste sent for disposal and promote resource recovery, thereby supporting the circular economy concept and mitigating long-term environmental impacts.

Furthermore, the Company adopted an electronic signature (e-Signature) platform to facilitate the preparation, execution, and management of documents in a fully digital format. This implementation not only enhanced operational efficiency but also reduced paper consumption, printing ink usage, and document delivery costs. It also contributed positively to the environment through a paperless approach and reduced resource consumption. The platform is legally binding in accordance with the Electronic Transactions Act.

Overall, these initiatives reflect the Company's commitment to conducting business in an environmentally responsible manner and supporting sustainable development across all dimensions.

## 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 waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

## Information on other environmental management

Plans, performance, and outcomes related to other environmental management

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

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

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

## Energy management

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

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

### Information on energy management

#### Energy management plan

The company's energy management plan : No  
None

### 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 : No  
fuel management

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : No  
None

### Information on electricity management

#### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	N/A	N/A	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	N/A	N/A	N/A

## Information on fuel management

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

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

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

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

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

### Energy Consumption

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

### Energy Consumption Intensity

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

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

## Water management

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

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

### Information on water management plan

#### Water management plan

The Company's water management plan : No

None

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : No

#### Details of setting goals for water management

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : No

None

### Information on water management

### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	0.00	0.00	N/A
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.00	0.00	N/A
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.00	0.00	N/A
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	N/A

Additional explanation : <sup>(\*)</sup> 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 : Yes

In 2025, the Company launched a Waste Segregation Project specifically for warehouse personnel. Under this initiative, waste is categorized into four primary types:

1. General Waste
2. Recyclable Waste
3. Organic Waste / Food Waste (from employee dining areas)
4. Hazardous Waste (such as light bulbs and materials that may pose a risk to health or the environment)

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : No

#### Details of setting goals for waste management

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

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

Through this project, the Company successfully collected and delivered a total of 93,118.17 kilograms of recyclable materials to West Buy Delivery Co., Ltd. and other vendors. These materials are processed through proper recycling channels, which effectively reduces environmental impact and fosters a Circular Economy within the community to build a sustainable society.

### Information on waste management



## 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  
None

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : No  
goals

### Information on performance and outcomes of greenhouse gas management

#### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No  
management  
None

### Information on greenhouse gas management

## 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 : No  
emissions

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

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

### Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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# ESG Performance

Company Name : ROJUKISS INTERNATIONAL PUBLIC COMPANY LIMITED      Symbol : KISS

Market : SET      Industry Group : Consumer Products      Sector : Personal Products & Pharmaceuticals

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## Human rights

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

#### Social and human rights policy and guidelines

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

The Company is committed to respecting and promoting human rights in every aspect of our operations. We recognize the inherent dignity of all individuals and commit to operating our business in a manner consistent with the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the International Labour Organization (ILO) Core Conventions, and relevant Thai laws and regulations.

We believe that a commitment to human rights is essential to sustainable growth, responsible business conduct, and our long-term success in the skincare and personal care industry.

#### Key Human Rights Commitments

Rojukiss is committed to:

##### 1 Non-Discrimination and Equal Opportunity

We promote a workplace free from discrimination, harassment, or bias based on race, gender, age, religion, disability, sexual orientation, nationality, or any other status. Employment decisions are based on merit, qualifications, and business needs.

##### 2 No Forced or Child Labor

We strictly prohibit the use of forced labor, bonded labor, human trafficking, or child labor in any part of our business or supply chain. We comply with Thai labor laws and international standards regarding the minimum age of employment.

##### 3 Fair Wages and Working Conditions

We ensure fair compensation, working hours, and benefits in line with Thai labor law and market standards. Safe and healthy working environments are maintained for all employees.

##### 4 Freedom of Association

We respect the rights of employees to form, join, or not join trade unions and to bargain collectively in accordance with applicable laws.

##### 5 Health and Safety

We are committed to providing a safe, hygienic, and secure workplace. Regular risk assessments, training, and corrective actions are conducted to prevent workplace hazards.

##### 6 Privacy and Data Protection

We respect and protect the privacy and personal data of our employees, consumers, and partners. We ensure compliance with the Personal Data Protection Act (PDPA) of Thailand.

## 7 Responsible Marketing and Product Safety

We uphold consumer rights through transparent communication, safe products, and honest marketing claims. Rojukiss products comply with Thai FDA regulations and international cosmetic safety standards.

Reference link for social and human rights policy and guidelines : <https://www.rojukissinternational.com/en/governance/policies-and-corporate-documents>

Page number of the reference link : -

### 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, Consumer/customer rights, Safety and occupational health at work, Non-discrimination, Supplier rights

On August 12, 2025, the Board of Directors resolved to approve the Company's Human Right Policy which applies to:

- All employees (full-time, part-time, daily warehouse, temporary, and contract)
- Management and the Board of Directors
- Suppliers, contractors, and business partners
- Subsidiaries and affiliates, both local and overseas

The Company's Human right policy consisted of:

1. Policy Statement
2. Scope of Application
3. Key Human Rights Commitments
4. Human Rights Due Diligence
5. Grievance Mechanism
6. Training and Communication
7. Roles and Responsibilities
8. Monitoring and Reporting
9. Enforcement
10. Policy Review

The Company communicated to all staffs in Townhall and to all related persons via Company's website: <https://www.rojukissinternational.com/th/corporate-governance/corporate-governance>

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

#### Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

In 2025, the company began planning for a comprehensive Human Rights Due Diligence (HRDD). The company has established guidelines to assess human rights impacts both internally and externally across its entire value chain. The Company's HRDD roadmap includes a study and data preparation phase in 2026, followed by the commencement of HRDD operations in 2027.

The HRDD process includes the following frameworks:

1. Defining the scope of the assessment
2. Identifying relevant human rights issues
3. Assessing human rights risks
4. Implementing risk control measures and evaluating residual risks
5. Monitoring and reviewing human rights practices
6. Providing remedies to affected individuals.

In addition, in 2025, the company received **no complaints or lawsuits** related to human rights violations. There were also **no legal disputes concerning labor issues** or the use of child or forced labor.

## Information on other social management

### Plans, performance, and outcomes related to other social management

Although the Company has not formally established a community and social management plan or targets, in 2025 the Company participated in social contribution activities by providing charitable support to the Thai Red Cross Society and enhancing its corporate image among the public. This was carried out through participation as an exhibitor at the 2025 Red Cross Fair held at Lumpini Park, Bangkok.



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

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

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

## Fair labor practice

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

Boundary type	:	Company
Total number of disclosure boundaries	:	1
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, Safety and occupational health at work

### Driving Business Sustainability through Human Capital Sustainability

The Company firmly believes that employees are the fundamental foundation of organizational growth and long-term competitiveness. Human capital development is therefore a key pillar of the Company's sustainability strategy. The Company focuses on creating a positive working environment, enhancing quality of life, promoting continuous learning, fostering diversity, and upholding good governance to enable employees to grow sustainably alongside the organization.

#### 1. Human Capital Development

The Company encourages continuous development of employees skills, knowledge, and competencies to align with the evolving business landscape. Key initiatives include:

- Conducting annual training needs assessments to analyze the required competencies for each function
- Providing training programs covering digital skills, AI, functional skills, and soft skills for employees at all levels
- Developing clear career paths and leadership development programs
- Promoting a culture of continuous learning and a growth mindset across the organization

#### 2. Employee Well-being and Quality of Life

The Company places strong emphasis on worklife balance and regularly enhances employee welfare to remain competitive with labor market standards, including:

- Improving annual leave policies to ensure competitiveness
- Providing comprehensive health benefits, including group insurance, annual health check-ups, and wellness activities
- Implementing the Rojukiss Employee Store program to support employees cost of living
- Promoting flexible working arrangements, including flexible working hours and hybrid working
- Organizing activities to promote physical and mental well-being, such as outing trips and annual New Year celebrations

#### 3. Organizational Culture, Employee Engagement, and Employee Participation

The Company is committed to fostering an open, inclusive, and supportive working environment that encourages employee engagement and a strong corporate culture through collaborative activities, including:

- Monthly Town Hall meetings to communicate business direction and gather employee feedback
- Employee engagement surveys to support policy development and enhance the employee experience
- Promoting corporate values of Collaboration, Accountability, and Team First
- Organizing Sales Blitz activities that allow office employees to work on-site at retail locations, such as Watsons, to gain hands-on experience in sales operations, merchandising, and consumer behavior. These activities enhance business understanding from an operational perspective, strengthen customer-centric thinking, and foster closer collaboration between support functions and sales teams
- Hosting an annual New Year Party to strengthen relationships, enhance employee morale, and celebrate collective achievements. The event also provides an opportunity for management to communicate the vision for the upcoming year and express appreciation to employees for their contributions
- Employee Awards program to recognize outstanding employees based on performance, responsibility, alignment with corporate values, and exemplary conduct. This initiative promotes motivation, professional development, and a strong culture of recognition and pride within the organization

As a result of continuous engagement activities throughout 2025, the employee participation rate reached 92%.

#### **4. Talent Acquisition and Management**

The Company conducts transparent recruitment processes based on appropriate qualifications and actively supports internal talent development, including:

- Enhancing recruitment processes through the adoption of AI to improve efficiency and effectiveness
- Establishing succession plans for key positions
- Supporting employee career advancement, with 7 employees promoted in 2025, representing a promotion rate of 7.45%
- Encouraging job rotation and targeted development programs for high-potential talent

#### **5. HR Governance and Labor Compliance**

The Company strictly complies with labor laws and regulatory requirements and maintains transparent and effective human resource governance practices, including:

- Regular review of work regulations, HR policies, and employee handbooks
- Implementation of PDPA policies to protect employees personal data
- Measures to prevent harassment and discrimination in all forms
- No use of child labor, forced labor, or violations of labor rights

#### **6. Diversity, Equity, and Inclusion (DE&I)**

The Company promotes equal employment opportunities and actively supports diversity, particularly female representation in leadership roles, which is one of the Company's key strengths:

- In 2025, female executives accounted for 4 out of 5 C-level positions, representing 80%
- No discrimination based on gender, age, race, religion, or personal status
- Promotion of a safe, respectful, and inclusive working environment
- Commitment to fair and non-discriminatory employment practices, including support for the employment of persons with disabilities based on individual capabilities and potential. This approach enhances career opportunities and fosters sustainable inclusion while reinforcing an organizational culture that values diversity and equal opportunity

#### **7. Health, Safety, and Employee Welfare**

The Company prioritizes employee health, safety, and welfare by regularly establishing and reviewing safety measures, including:

- Annual health check-ups and comprehensive health benefits
- Workplace safety measures and risk management practices
- Annual fire drills and emergency preparedness plans
- Ongoing support for worklife balance through various welfare programs and activities

## Information on setting employee and labor management goals

### Setting employee and labor management goals

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

## Information on performance and outcomes for employee and labor management

### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No  
management

### Employee and Labor Management Performance and Outcomes

In 2025, the implementation of the Companys HR Sustainability strategy resulted in both qualitative and quantitative improvements, as summarized below:

- The employee participation rate in corporate activities reached 92%, reflecting a high level of employee engagement and strong relationships between employees and the organization.
- The promotion rate stood at 7.45% (7 employees), demonstrating an effective talent development system that supports internal career progression.
- A total of 15 employees increased their contribution rates to the provident fund, indicating enhanced awareness of long-term financial planning.
- One training session and knowledge-sharing activity on investment and retirement planning was organized during the year to enhance employees financial literacy.
- Female representation among senior management reached 80%, reflecting the Companys commitment to gender equality and equal opportunity in leadership positions.
- Employees demonstrated increased utilization of the provident funds online information platform to monitor investment performance, indicating more systematic and disciplined saving behavior.

## Information on employment

### Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	144	183	130
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
<b>Total employees (persons)</b>	144	183	130
Male employees (persons)	25	30	18
Percentage of male employees (%)	17.36	16.39	13.85
Female employees (persons)	119	153	112
Percentage of female employees (%)	82.64	83.61	86.15
<b>Total of workers who are not employees (Person)</b>	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

#### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	39	53	21
Percentage of employees under 30 years old (%)	27.08	28.96	16.15
Total number of employees 30-50 years old (Persons)	94	118	94
Percentage of employees 30-50 years old (%)	65.28	64.48	72.31
Total number of employees over 50 years old (Persons)	11	12	15

	2023	2024	2025
Percentage of employees over 50 years old (%)	7.64	6.56	11.54

**Number of male employees categorized by age**

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	6	10	3
Percentage of male employees under 30 years old (%)	24.00	33.33	16.67
Total number of male employees 30-50 years old (Persons)	15	16	11
Percentage of male employees 30-50 years old (%)	60.00	53.33	61.11
Total number of male employees over 50 years old (Persons)	4	4	4
Percentage of male employees over 50 years old (%)	16.00	13.33	22.22

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	33	43	18
Percentage of female employees under 30 years old (%)	27.73	28.10	16.07
Total number of female employees 30-50 years old (Persons)	79	102	83
Percentage of female employees 30-50 years old (%)	66.39	66.67	74.11
Total number of female employees over 50 years old (Persons)	7	8	11
Percentage of female employees over 50 years old (%)	5.88	5.23	9.82

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	105	146	88
Percentage of employees in operational level (%)	72.92	79.78	67.69
Total number of employees in management level (Persons)	34	32	37
Percentage of employees in management level (%)	23.61	17.49	28.46
Total number of employees in executive level (Persons)	5	5	5
Percentage of employees in executive level (%)	3.47	2.73	3.85

#### Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	17	19	9
Percentage of male employees in operational level (%)	68.00	63.33	50.00
Total number of male employees in management level (Persons)	7	10	8
Percentage of male employees in management level (%)	28.00	33.33	44.44
Total number of male employees in executive level (Persons)	1	1	1
Percentage of male employees in executive level (%)	4.00	3.33	5.56

#### Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	88	127	79

	2023	2024	2025
Percentage of female employees in operational level (%)	73.95	83.01	70.54
Total number of female employees in management level (Persons)	27	22	29
Percentage of female employees in management level (%)	22.69	14.38	25.89
Total number of female employees in executive level (Persons)	4	4	4
Percentage of female employees in executive level (%)	3.36	2.61	3.57

**Number of employees categorized by department over the past year**

Department / Line of work / Unit / Business group	Number of employees (persons)
Executives	5
Accounting and Finance	14
Marketing and New Product Development	13
Sales	29
Human Resource	3
IT	2
Supply Chain	9
Distribution	7
Warehouse	9
Logistic	5
QC & QA	6

Department / Line of work / Unit / Business group	Number of employees (persons)
Planing	6
Packning	21
Executive Assistant	1
Total number of employees	130

### Significant changes in the number of employees

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

### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	25	30	18
Bangkok Metropolitan (Person)	13	15	9
Northern (Person)	2	2	1
Central (Person)	3	4	2
Northeastern (Person)	5	6	4
Southern (Person)	1	1	1
Eastern (Person)	1	2	1

### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	119	153	112

	2023	2024	2025
Bangkok Metropolitan (Person)	60	77	56
Northern (Person)	10	12	9
Central (Person)	14	18	13
Northeastern (Person)	24	31	22
Southern (Person)	4	6	5
Eastern (Person)	7	9	7

#### Number of employees working abroad

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

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities ( persons)</b>	1	1	2
Percentage of disabled workers to total employment (%)	0.69	0.55	1.54
<b>Total number of employees with disabilities (Persons)</b>	1	1	2
Total male employees with disabilities (persons)	0	0	1
Total female employees with disabilities (persons)	1	1	1
Percentage of disabled employees to total employees (%)	0.69	0.55	1.54

	2023	2024	2025
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
<b>Contributions to empowerment for persons with disabilities fund</b>	Yes	Yes	Yes

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	83.93	96.14	101.32
Total male employee remuneration (baht)	14.35	17.23	15.58
Percentage of remuneration for male employees (%)	16.87	17.71	14.85
Total female employee remuneration (baht)	69.58	78.91	85.74
Percentage of remuneration for female employees (%)	83.13	81.25	84.16
Average of remuneration of employees (Baht/persons)	0.58	0.52	0.78
Average of remuneration for male employees (Baht/persons)	0.56	0.57	0.83
Average of remuneration for female employees (Baht/persons)	0.58	0.51	0.76
Rate of average of remuneration between female employees and male employees	0.00	0.00	0.00

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company encourages employees to enroll in the Provident Fund from the first day they become eligible. Continuous communication is provided through the Human Resources function and new employee orientation programs, with further reinforcement via the Company's communication channels such as emails and written notices. In addition, educational materials highlighting the benefits of retirement savings are provided to raise employees awareness of the importance of long-term financial planning.

Employees are able to select their contribution rates flexibly within the range of 2%15% of their wages, while the Company makes matching contributions in accordance with the rates specified in the Funds regulations. The Company also provides exit counseling prior to withdrawal from the Fund to ensure that employees are fully informed of all implications, including potential tax benefits that may be forfeited.

Furthermore, the Company regularly organizes training programs and educational activities on investment and savings. Retirement planning tools, such as retirement adequacy calculators, are also made available, and employees are given opportunities to receive consultations from fund managers or other relevant financial experts.

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

Employees are able to select their contribution rates flexibly within the range of 2%15% of their wages, while the Company makes matching contributions in accordance with the rates specified in the Funds regulations.

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

### Participation in provident fund membership

#### Details of provident fund participation

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

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	103	111	94
Number of employees joining in PVD (persons)	55	66	62
Number of PVD members / Total employees (%)	38.19	36.07	47.69
Number of PVD members / Total eligible employees (%)	53.40	59.46	65.96

#### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	3,116,008.79	3,774,750.61	3,692,685.66
Total amount of provident fund contributed by employee (baht)	4,963,097.48	6,330,226.25	6,449,169.10

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

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
ROJUKISS INTERNATIONAL PUBLIC COMPANY LIMITED	Yes	130	94	62	47.69	65.96

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

Policy and guidelines on promoting savings : Initiatives to encourage employees to achieve sufficient retirement savings through the provident fund for non-participating employees (PVD)

**Initiatives to encourage employees to achieve sufficient retirement savings**

The Company has undertaken proactive measures to encourage employees who have not yet enrolled in the Provident Fund (PVD) to recognize the benefits of retirement savings. Such measures include:

- Providing information through internal communication channels and onboarding sessions;
- Issuing notifications when employees become eligible to join the Fund;
- Offering individualized consultations regarding related rights and benefits; and
- Communicating information on tax benefits and the potential implications of non-participation.

These measures facilitate informed decision-making and enable employees to enroll in the Fund more easily while maximizing the benefits available to them.

**Information on employee development**

## Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	No	No	No
Average employee training hours (Hours / Person / Year)	6.00	6.00	6.00
Total amount spent on employee training and development (Baht)	300,000.00	400,000.00	500,000.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000388	0.000410	0.000505
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000310	0.000340	0.000413

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

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

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

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	1
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00

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

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

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	55	117	98
Total number of male employee turnover leaving the company voluntarily (persons)	17	24	14
Total number of female employee turnover leaving the company voluntarily (persons)	38	93	84
Proportion of voluntary resignations (%) <sup>(1)</sup>	38.19	63.93	75.38
Percentage of male employee turnover leaving the Company voluntarily (%)	30.91	20.51	14.29
Percentage of female employee turnover leaving the Company voluntarily (%)	69.09	79.49	85.71

Remark: <sup>(1)</sup> In 2025, the Company implemented a restructuring of its internal employment structure, during which the proportion of employees who resigned voluntarily consisted entirely of permanent daily-paid employees, and no replacements were hired

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

### Employee internal groups

Employee internal groups : Yes  
 Types of employee internal groups : Welfare committee

## 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
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

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

### Information on customer management plan

#### Customer management plan

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

The Company conducts its business with responsibility toward its customers and consumers by establishing a dedicated team to receive and manage customer/consumer complaints in cases where they may be affected by the Company's products. The team operates in accordance with the Company's established policies and procedures.

Customers/consumers may contact the Company through various online and offline channels, including the LINE Official Account (LINE OA), ROJUKISS Facebook Messenger, direct contact with the sales team, or via email through the

Investor Relations or Company Secretary channels, among others. Upon receipt of a complaint, the responsible team will promptly contact the customer/consumer to obtain further details and request the completion of relevant information forms, together with supporting evidence such as a receipt, photographs, or the return of the product (as applicable). After completing the verification process, the Company will arrange for a replacement product to be delivered to the customer/consumer in cases where the damage results from product quality issues or packaging defects.

Please see Details of the mitigation plan are disclosed under Section 2.2 Risk Factors Affecting the Companys Business Operations, >> Risk No. 9: Risk of Harm to Consumers or Product Recalls Due to Quality Issues.

## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : No

### Details of setting customer management goals

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2025, there were **no incidents** in which the Company was subject to complaints regarding **customers personal data**.

### Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

### Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone : 02-645-1313

Fax : -

Email : info@rojukiss.com

Companys 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 goals : No

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

#### Performance and outcomes of community and social management

Performance and outcomes of community and  
social management : No

#### Benefit from implementing social development project

##### Financial benefits

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

##### Non-financial benefits

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

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

# ESG Performance

Company Name : ROJUKISS INTERNATIONAL PUBLIC COMPANY LIMITED      Symbol : KISS

Market : SET      Industry Group : Consumer Products      Sector : Personal Products & Pharmaceuticals

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## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors has approved the company's solid corporate governance policy. It follows the SEC's and the Thai Stock Exchange's corporate governance requirements. For long-term economic success and transparency, the corporation acknowledged the importance of running a business and upgrading current corporate governance. This strategy is designed to build confidence among shareholders, investors, and other stakeholders. It can also bring benefits and favorable business outcomes to the organization, as well as overall advantages for its competitiveness and long-term success. In addition, the company continues to value shareholder rights and duties to other stakeholders, as well as shareholder equality, stakeholder roles, and information disclosure and openness. The Board of Directors feels that a better corporate governance strategy is essential to increase the confidence of shareholders, investors, and other interested parties. It covers the principles of the Board of Directors' structure, positions, responsibilities, and roles, as well as the visible, explicit, and auditable management concepts of senior leaders. Using the Securities and Exchange Commission's (the "SEC") standards and guidelines for strong corporate governance for listed firms in 2017 as a reference for managing the organization to develop confidence. It is critical that any company operation be fair and considers the best interests of shareholders and other stakeholders. The following are the eight principles of practice that make up the policy's core:

Code of Conduct 1:      The Board of Directors' Roles and Responsibilities as Organization Leaders Who Create Long-Term Value for the Business

Code of Conduct 2:      Determine the company's goals and objectives to secure its sustainability

Code of Conduct 3:      Strengthen the board of directors of the company to be productive

Code of Conduct 4:      Recruitment and development of senior management, as well as personnel management.

Code of Conduct 5:      Encourage good business practices and innovations

Code of Conduct 6:      Manage risks properly with the implemented internal control method

Code of Conduct 7:      Maintain financial trustworthiness and transparency

Code of Conduct 8:      Encourage shareholder participation and communication

#### **Code of Conduct 1 : The Board of Directors' Roles and Responsibilities as Organization Leaders Who Create Long-Term Value for the Business**

**1.1**      The Board of Directors recognizes and understands their roles and responsibilities as leaders in overseeing the organization's management, which includes setting objectives and goals, strategy, operating policy, allocating key resources to meet objectives and goals, monitoring, evaluating, and overseeing performance reporting.

**1.2**      The Board of Directors has established a few policies, including corporate governance and social responsibility. The company's mission is to develop sustainable business values through ethical business operations, respect the rights and responsibilities of shareholders and stakeholders, drive business success and benefit society while also developing or reducing the company's environmental impact, and adapt to changing factors.

**1.3**      The Board of Directors is responsible for overseeing the directors and executives to ensure that they carry out their responsibilities in a responsible, accountable, and responsible manner. They would follow the legislation,

objectives, rules, board of directors' meeting decisions, and shareholder meeting resolutions, as well as the board's policies and guidelines, to fulfill their duty of care and commitment to the company's best interests. The appropriate mechanisms to control that company's operations are in compliance with applicable laws, objectives, regulations, Board of Directors meeting resolutions, shareholder meeting resolutions, and various company policies, such as the Related Party Transaction Policy, Anti-Corruption Policy, Delegation of Authority, and so on. A formal approval process for investments and transactions that have a substantial impact on the firm, conducting transactions with linked persons on property acquisition or disposition, dividend payment, etc., is also required.

**1.4.** The Board of Directors fully knows its position, scope of duties, and obligations, as well as the scope of delegation of duties and responsibilities to sub-committees and management and evaluates and oversees the performance of those duties as assigned. The numerous charters of the Board of Directors and sub-committees are laid out in writing, and it is agreed that the charters will be reviewed at least once a year to ensure that they are in line with the company's direction.

### **Code of Conduct 2 : Determine the company's goals and objectives to secure its sustainability**

**2.1** The Board of Directors places a high priority on determining the organization's business objectives and primary aims in order for it to grow in a sustainable way with society. A corporation's ability to create value can benefit the company, its customers, partners, employees, shareholders, stakeholders, and society at large.

**2.2** The yearly and long-term objectives, goals, and business strategies must all be consistent with the entity's core aims and goals, the environment, and factors and risks that may influence all stakeholders with the appropriate and safe application of innovation and technology. These aims and goals must be conscious of the risks of targeting, which can lead to illegal or immoral behavior. A procedure for tracking the transmission of objectives and goals throughout the business and organization via strategies and plans should be in place.

### **Code of Conduct 3: Strengthen the board of directors of the company to be productive**

**3.1** The Board of Directors consists of a minimum of 5 and a maximum of 12 members, each of whom has tasks and responsibilities in deciding and reviewing the structure of the Board of Directors. The Independent Director Ratio should be appropriate as necessary to meet the aims and key goals set out in terms of both components and knowledge, experience, and number of directors fit for the firm. The following are the key guidelines:

**3.1.1** The shareholders' meeting decides on the company's directors and appoints them. Each office has a three-year tenure. The shareholders' meeting can re-elect directors who are retiring due to rotation.

**3.1.2** Company directors must be qualified and free of any forbidden qualities, according to the legislation.

**3.1.3** A board of directors must have at least half of the total number of independent directors, but no fewer than three. Independent directors must be unaffiliated with big shareholders and have no role or interest in financial or administrative matters. Furthermore, they meet all of the criteria for independent director qualifications set forth in the Notification of the Capital Market Supervisory Board in connection with the application for and authorization to sell newly issued shares. They should be assigned roles and responsibilities based on applicable laws, announcements, rules, and regulations.

**3.1.4** The company's directors and senior management must report information about their positions to the company in accordance with the rules and procedures prescribed by the Board of Directors if they have authority in any other company or another public limited company, or if they have a position in an ordinary partnership or a limited liability partnership.

**3.1.5** The Board of Directors' powers and responsibilities have been defined by the Board of Directors. The composition, qualifications, appointment, length of office, and retirement of the Board of Directors shall be as provided in the charter.

**3.1.6** The Board of Directors shall disclose the policy for determining board diversity, which includes information about directors such as age, educational background, experience, shareholding percentage, number of years as a

director, and position as a director in other publicly traded companies in the annual report and on the company's website.

**3.1.7** The Board of Directors will appoint a company secretary to perform various legal and other functions as the Board of Directors deems necessary.

**3.2** 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, as follows:

**3.2.1 Board of Directors:** The Board of Directors is responsible for setting the direction, policies, and strategies of business operations to generate a return on investment and maximum benefits for shareholders, as well as supervising and monitoring management's operations to ensure compliance with the policies and strategies, as well as the company's law, objectives, and regulations, and shareholder resolutions.

**3.2.2 Management:** The Management team responsible for managing the firm to achieve success and in compliance with the Board of Directors' direction, policy, and business plan, as well as keeping the company's day-to-day operations and business in order.

**3.2.3 Chairman of the Board :** As the Board's leader, the Chairman of the Board is responsible for overseeing and supporting the Board's performance in accordance with the law, corporate governance, and other factors indicated in item 1.

**3.2.4 Chairman of The Executive Committee:** has the authority to oversee operations in accordance with the Executive Committee's policies, as well as the Board of Directors' and shareholders' meeting resolutions, within the framework of the law, objectives, and the Company's Articles of Association.

**3.2.5 Chief Executive Officer:** is the head and leader of the company's management team, which the Board of Directors has delegated to undertake duties connected to the company's normal business operations. By managing the work in strict honesty and integrity in accordance with the plan and budget approved by the Board of Directors, and in the best interests of the company and shareholders, including not doing anything that has interests or benefits in a way that conflicts with the company and subsidiary.

**3.3** The Board of Directors shall oversee the nomination and selection of each committee, using a transparent and unambiguous method to qualify the board of directors and sub-committees who meet the required requirements.

**3.4** The shareholders' meeting has the authority to review and approve the salary of the directors. The Board of Directors will examine the structure and rate of remuneration to be acceptable, suitable, and responsible in order to ensure that the Board of Directors is inspired to lead the company to achieve both short- and long-term objectives.

**3.5** The Board of Directors will oversee all directors to ensure that they are accountable for their responsibilities and that they are given adequate time.

**3.6** The Board of Directors has created a structure and procedure for overseeing policies and the company's operation at the appropriate level for each business, including subsidiaries and linked businesses, as well as subsidiaries and linked firms that are correctly recognized.

**3.7** The Board of Directors has a policy of evaluating the board of directors, subcommittees, and other committees of individual directors on an annual basis. Use as a framework for analyzing the Board of Directors' performance of their tasks, whether they performed in line with good practices or not, to enhance the Board of Directors' performance and to examine the difficulties and obstacles that happened in the previous year. The assessment's findings will be used to improve performance in the future.

**3.7.1.** The company has produced a board self-assessment form in compliance with the Stock Exchange of Thailand's requirements, which has been adjusted to meet the nature of the business and the Board of Directors' structure. It is divided into two parts:

3.7.1.1 Board of Directors and board sub-series performance evaluation form (individual board)

3.7.1.2 Performance evaluation form for individual directors (self-assessment)

**3.7.2** The following main topics are covered by the Assessment Criteria:

3.7.2.1 Board of Directors and Sub-Committees Structure and Qualifications

3.7.2.2 Meeting of the Board of Directors

3.7.2.3 Board of Directors and sub-committees roles, tasks, and responsibilities

3.7.2.4 Relationships with management, director and executive self-development, and other issues

**3.7.3** The assessment topic score is divided into 5 levels as follows:

0 = strongly disagree or take no action on the subject

1 = disagree or take no action on the subject

2 = agree or have taken appropriate steps in that regard

3 = completely agree, or there is effective action in this area

4 = strongly agree or have done a fantastic job in this area

#### **Assessment Process:**

The performance appraisal form for the Board of Directors must be approved and reviewed by the Nomination and Remuneration Committee. The assessment form will then be delivered to all directors at the end of the year by the company secretary, who will bring it to the Board of Directors for approval. After that, it will be analyzed, and a summary report of the evaluation results will be generated and delivered to the Nomination and Remuneration Committee. The outcome is used to determine annual director salary and to communicate the evaluation results to the Board of Directors for acknowledgement, as well as to propose parameters for future development.

**3.8** The Board of Directors will oversee each director to ensure that they are aware of their roles and responsibilities, as well as the nature of business and laws governing business operations, and to encourage all directors to receive skills and knowledge in order to perform their duties on a regular basis.

**3.9** The Board of Directors will ensure that its operations are carried out appropriately, that it has access to the relevant information, and that a company secretary with the requisite knowledge and experience to support the Board of Directors' operations is appointed.

**3.10** From the board of directors, a number of directors will be appointed. Special responsibilities as a member of the sub-committees include enhancing the effectiveness of the Board of Directors through each subcommittee. The period of office is the same as that of the Board of Directors, and the tasks are as follows:

#### **3.10.1 Audit Committee**

Audit committee assist the Board of Directors with numerous responsibilities. As outlined in the Audit Committee Charter, this includes responsibility for Financial Report Review and ensuring that the internal control system is in conformity with the law, as well as auditor selection, disclosure of corporate information, and the drafting of the Audit Committee's report.

#### **3.10.2 Board of Directors**

As instructed by the Board of Directors, perform out certain tasks This includes management duties for day-to-day operations and management of the company. They examine policies, business plans, budgets, management structures, and the company's management power, establishing rules for doing business in accordance with economic conditions to be proposed to the Board of Directors' meeting for consideration and approval, as well as inspecting and following up on the company's performance in accordance with the Board of Directors' policy, and so on, in accordance with the Executive Committee Charter.

**3.10.3 Nominations and Remuneration Committee** (or working group or a person assigned by the Board of Directors in the case of the establishment of the Nomination and Remuneration Committee)

This board carries out a variety of responsibilities in accordance with the Board of Directors' directives This entails identifying who is deserving of being nominated as a new director or a high-ranking executive, as well as those with management authority, using criteria or strategies for recruiting and selecting with criteria and transparency. The information will be presented for consideration and approval at a Board of Directors meeting and/or a shareholders meeting. The Nomination and Remuneration Committee Charter lays out the principles or processes for calculating fair and reasonable remuneration that will be offered for approval to the Board of Directors and/or shareholders.

**3.10.4 Risk Management Committee** (or working group or a person assigned by the Board of Directors in the event that the Risk Management Committee is in the process of setting up)

Risk Management committee carry out a variety of responsibilities in accordance with the Board of Directors' directives This entails developing policy and submitting a management plan and risk management framework to the Board of Directors. Follow up to ensure that risks and impacts are examined, and that risk management at the organizational level of the corporation is competent and current, as demonstrated by the Risk Management Committee Charter.

**3.10.5 Good Corporate Governance Committee** (or working group or the person assigned by the Board of Directors in case of the establishment of the Good Corporate Governance Committee)

The Board of Directors will delegate some tasks to the good corporate governance staff. Designing corporate governance rules and procedures, which include the vital operations as well as those connected to strong corporate governance, a conflict of interest, and long-term development of the company's operations, are among their tasks. As defined in the Good Corporate Governance Committee Charter, the company's corporate governance system must match worldwide standards in order to achieve effective outcomes and update the corporate governance system. The Board will ensure that the Board of Directors' and sub-committees' tasks and responsibilities are made public. The number of meetings held in the preceding year, as well as the number of times each director attended, were all recorded, as were reports on the performance of all sub-committees.

#### **Code of Conduct 4: Recruitment and development of senior management, as well as personnel management.**

**4.1** The Board of Directors will ensure that the chairman, executive directors, and senior executives have the knowledge, abilities, experience, and traits necessary to guide the business toward its objectives are nominated and developed.

**4.2** The Board of Directors has a policy of understanding the structure and relationships of shareholders that may affect the management of the business and has the authority to control the management of the business so as not to obstruct the Board of Directors' performance of their duties and will ensure that information that may affect the company's control is properly disclosed.

**4.3** The Board of Directors will oversee personnel management and development to ensure that employees possess the necessary knowledge, skills, experience, and motivation.

#### **Code of Conduct 5: Encourage good business practices and innovations**

**5.1** The Board of Directors is enthusiastic about the creation of new concepts that benefit all stakeholders while also adding value to the business. The corporation's social and environmental responsibilities will also motivate operations to create value in response to constantly changing environmental factors. Developing a corporate strategy, thinking about product design and development, evaluating and refining manufacturing and work processes, and working with partners are all examples.

**5.2** The Board of Directors will oversee and ensure that management conducts business in a socially and ecologically responsible manner, which will be reflected in the operational strategy to guarantee that all parties within the company are working towards the same goals. The business's major aims and strategic plans (strategies) take into account the roles of stakeholders (roles of stakeholders). The company's Board of Directors must establish a mechanism to ensure that it acts ethically. Social and environmental responsibility do not infringe on stakeholder rights. This will act as a road map for all areas of the corporation to follow in order to achieve the organization's long-term objectives and primary goals. In this regard, the Board of Directors has established guidelines for various stakeholders as part of the Corporate Social Responsibility (CSR) policy and Code of Conduct, and will disclose important, relevant, and necessary information to those stakeholders with adequate, reliable, and timely acknowledgment.

#### **Code of Conduct 6: Manage risks properly with the implemented internal control method**

**6.1** The Board of Directors will oversee and ensure that the company has a risk management and internal control system in place to efficiently achieve the company's goals while also complying with applicable laws and regulations.

**6.2** The Board of Directors has appointed at least three audit committee members, all of whom must be independent directors with no prohibited characteristics under applicable law, as well as possessing credentials and responsibilities in accordance with SEC and SET guidelines. They must be capable of successfully and independently carrying out their obligations. The responsibility to review financial reports, the compliance of the internal control system with the law, the independence of the Internal Audit Department, auditor selection, disclosure of company information, and the preparation of the Audit Committee's report are all stated in the Audit Committee Charter.

**6.3** The Board of Directors monitors and manages any conflicts of interest that may arise between the company and its management board of directors or shareholders, including preventing the inappropriate use of assets, company information, opportunities, and transactions with those who have a relationship with the company, including establishing guidelines in the Charter, Code of Conduct, and internal information policy in writing.

**6.4** The Board of Directors has a clear anti-corruption policy that it communicates to all levels of the organization as well as external partners in order to put it into practice. To support the efforts, the Board of Directors shall establish anti-corruption standards and encourage all workers to follow all applicable laws and regulations.

**6.5** The Board of Directors controlled a mechanism for gathering complaints and taking action when clues were uncovered, as well as setting explicit standards for fraud and malfeasance in the complaint processing policy (Whistle Blower). The company's complaint channels will be made public on its website or in its annual report.

#### **Code of Conduct 7: Maintain financial trustworthiness and transparency**

**7.1** The Board of Directors is in charge of ensuring that the financial reporting and disclosure system is accurate, adequate, timely, and compliant with all applicable laws, regulations, and guidelines.

**7.2** The Board of Directors will oversee and monitor the company to ensure enough financial liquidity and loan repayment ability.

**7.3** If the company is experiencing or is expected to have financial difficulties, the Board of Directors will ensure that the company has a plan in place to address the problem or has other procedures in place to address the problem. However, the rights of stakeholders and rationality must be considered.

**7.4** The Board of Directors has made it a policy to prepare a sustainability report whenever it is necessary. In the section under "Disclosure of Compliance with Laws," The Charter Code of Conduct and Anti-Corruption Policy are being followed. Employees and stakeholders are treated fairly. Fair treatment and respect for human rights, as well as social and environmental responsibilities, are all part of this. Such material, on the other hand, may be included in the annual report or compiled into a separate book, which the corporation will consider sharing if necessary.

**7.5** The Board of Directors shall oversee management's creation of an investor relations unit to convey and promote information that is helpful to shareholders, investors, analysts, and other associated parties in a fair, timely, and appropriate manner.

**7.6** The Board of Directors supports the use of information technology to distribute information. The Board of Directors shall arrange for information disclosure in both Thai and English through alternative channels, such as the company's website, and will offer current information, in addition to disseminating information in accordance with established rules and through SET channels.

**7.7** The Board of Directors decided that transparent disclosure of information is a requirement of the company's charter and code of conduct.

#### **Code of Conduct 8: Encourage shareholder participation and communication**

The Board of Directors places a high priority on the company's stockholders. The corporation ensures that all shareholders are treated fairly and have full access to their fundamental shareholder rights as follows: (1) the right to buy, sell, or transfer shares; (2) the right to share in the company's profits; (3) the right to receive sufficient relevant information through the company's website or the Stock Exchange of Thailand's website, or by any other means; (4) the right to attend the meeting to exercise the right to vote at the shareholders' meeting independently to appoint or remove directors; the right to consider directors' remuneration; the appointment of auditors, increase in dividend payment capital, and the issuance of new shares. This includes the ability to ask the Board of Directors questions about the Board of Directors' reports and any other topics brought up for discussion and approval at the meeting. The right to suggest an agenda ahead of time and nominate candidates for election as company directors, as well as involvement in critical company decision-making. Each share has one vote, and all shareholders have the ability to vote based on the number of shares they own. Furthermore, the Board of Directors must recognize and value the rights of shareholders. There is no action that infringes on or deprives shareholders of their rights. The Board of Directors promotes and establishes policies in human resources. Shareholders have the following rights:

**8.1** The Board of Directors will ensure that shareholders are involved in making decisions on important matters of the company, including

**8.1.1** will guarantee that shareholders are involved in key company decisions, such as protecting and respecting shareholders' fundamental rights, such as the right to buy, sell, or transfer stock. The right to a share of the company's profits as well as proper business information; the right to attend a shareholders' meeting to appoint or remove directors, appoint, or remove an auditor, determine dividend allocation, or alter regulations or the memorandum of association. Capital reduction or increase, as well as approval of specific items, are all possible options.

**8.1.2** will encourage and assist shareholders to exercise their rights in various matters at the annual general meeting of shareholders, such as the right to propose agendas for the shareholders' meeting in advance of the

meeting; the right to nominate a person to be elected as a director; the right to submit questions to the meeting in advance of the meeting; the right to express opinions and ask questions at the meeting, etc. as well as assisting minority shareholders in nominating individuals to serve as the company's directors by presenting the nominee's profile and consent letter to the Chairman of the Board of Directors in accordance with the Company's rules, regulations, and procedures.

**8.1.3** will ensure that the notice of the shareholders' meeting, together with relevant documents, will be sent to the company's website at least 28 days prior to the date of the shareholders' meeting and prepare the invitation letter for the shareholders' meeting in both Thai and English.

**8.1.4** will encourage shareholders to use the proxy form to set voting instructions; agree, disagree, or abstain. The proxy forms, both Form A, Form B, and Form C (a specific proxy form for the custodian) have been prepared for shareholders. as well as facilitate the shareholders who are unable to attend the meeting in person but wish to exercise the right to vote by proxy by offering independent directors to attend the meeting and vote on behalf of the shareholders. For shareholders' convenience, they can exercise their right to choose any independent director to act as a proxy on behalf of the shareholder.

**8.1.5** will not take any action that violates, restricts, or denies shareholders' right to access and attend the shareholders' meeting by denying them access to and attendance at the company's information to be disclosed in accordance with the requirements, or by violating, restricting, or denying them access to and attendance at the company's information to be disclosed in accordance with the requirements. For instance, suddenly providing documents with new critical information, failing to add meeting agendas, or changing vital information without notifying shareholders.

**8.1.6** will facilitate the shareholders to exercise their rights; for example, by providing up-to-date information on the company's website.

**8.2** The Board of Directors will ensure that the operations on the date of the shareholders' meeting are done in a neat, transparent, and efficient manner, enabling shareholders to exercise their rights, including

**8.2.1** will make it easier for shareholders to exercise their rights to attend and vote at shareholder meetings and will refrain from taking any action that might limit the number of shareholders who can participate. If shareholders are unable to attend the meeting in person, the corporation allows them to select independent directors or anyone else to represent them at the meeting able to represent him/her at the conference

**8.2.2** In the invitation to the meeting and on the day of the meeting, shareholders will be notified of the rules and procedures for attending the shareholders' meeting. The meeting moderator will notify the rules and voting procedures for the acknowledgement of shareholders at the shareholders' meeting and will record notification of the rules and voting process for such resolutions in the report of every shareholder meeting.

**8.2.3** will schedule the meeting appropriately and provide shareholders with an opportunity to ask questions about the meeting topic or the company. At the meeting, the chairman of the board will query about each item on the agenda. In addition, questions about the meeting agenda, the firm, and the opinions of the shareholders are documented in the minutes of the meeting shareholders every time, including clarifications from the Board of Directors and/or executives.

**8.2.4** The meeting will follow the agenda set forth in the invitation letter. The company's officers, who are also shareholders, will not discuss any other matters during the meeting, particularly the agenda, which shareholders must examine thoroughly first.

**8.2.5** It will encourage and support the use of technology in the shareholders' meeting, such as barcodes, ballot cards, and so on. It is possible to conduct meetings swiftly, accurately, transparently, and verifiably by registering shareholders, counting scores, and showing the outcomes. The results of the vote, as well as the votes of agreeing, disapproving, and abstaining from voting on each agenda item, will be published in the minutes of the shareholders' meeting.

**8.2.6** An independent person, such as the company's auditor or legal advisor, will witness the vote counting or the person who counts or checks the votes in the meeting, and will disclose the results of the vote counting or verification to the meeting for acknowledgement and record them in the meeting minutes.

**8.2.7** Recognizing the significance of conducting an annual general meeting of shareholders and upholding shareholders' rights. Attendance at the shareholders' meeting is encouraged for all directors.

**8.3** The Board of Directors will ensure that the resolutions of the shareholders meeting and the minutes of the shareholders' meeting, as well as the disclosure of the resolutions and minutes of the shareholders' meeting, are correct and thorough.

**8.3.1** It will ensure that shareholders receive sufficient and timely information on the date, time, location, and agenda of each shareholders' meeting, as well as all information about items to be decided at the meeting, along with explanations and reasons for the agenda. The company has a policy of allowing shareholders to study information on the company's website before to the meeting date, which provides the same information as the documents presented to shareholders.

**8.3.2** The meeting content is compiled, including agenda details, a list of directors both present and absent, meeting resolutions, voting, and shareholder questions and opinions, to prepare the "Minutes of the Shareholders' Meeting" for dissemination on the company's website and to send them to SET and/or related agencies within 14 days of the meeting date. This is in accordance with SEC and Stock Exchange of Thailand regulations, which require the company to disclose to the public the meeting resolutions and voting results for each item on the meeting's agenda within the timeframe required by law and in accordance with the SEC and Stock Exchange of Thailand's requirements.

**8.3.3** will facilitate rather than hinder the use of shareholders' rights by providing information disclosure on the company's website in advance. The corporation will not give documents with additional crucial information during the shareholders' meeting, nor will it add agendas or change critical material without providing shareholders advance notice.

**8.3.4** make sure that shareholders have regular access to information and up-to-date information on the company's website.

Reference link for the full version of corporate governance policy and guidelines : <https://www.rojukissinternational.com/en/governance/policies-and-corporate-documents>  
Page number of the reference link : -

### **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**

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 Companys 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 Companys 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 Companys operation.

#### **Determination of director remuneration**

The Board of Directors has established a Nomination and Remuneration Committee to nominate persons with appropriate qualifications to be directors, sub-committee members, Chief Executive Officer, and senior executives of the Company as well as consider the types and criteria for payment of remuneration to directors, sub-committee members in the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance, Risk Management and Sustainability Committee, Chief Executive Officer, and senior executives as deemed appropriate for their duties and responsibilities, work achievements linking with operating results and other related factors and benchmarking with other companies in the same or similar industry to propose its opinions to the Board of Directors and/or to the shareholders meeting for consideration and approval.

#### **1. Monetary Remuneration**

The Annual General Meeting of Shareholders 2025 on 24 April 2025 has passed a resolution to determine remuneration for the Board of Directors, the Audit Committee, the Nomination and Remuneration Committee and the Corporate Governance Committee as follow:

(Unit : Baht)

<b>Directors</b>	<b>Remuneration</b>	
	<b>Chairman</b>	<b>Directors</b>
Monthly Remuneration	15,000	10,000
Meeting Allowance (per time) <sup>(1)</sup>		
- The Board of Directors	17,500	12,500
- The Audit Committee	15,000	10,000
- The Nomination and Remuneration Committee	12,000	7,000
- The Corporate Governance Committee	12,000	7,000

**Remark** <sup>(1)</sup> Meeting allowances for directors and sub-committee members were paid based on actual attendance.

Those who are executive directors will not be entitled to such monthly remuneration and meeting allowances because they already are remunerated in their capacity as employees.

For the year-ended 31 December 2025, the Company paid remuneration to directors with the amount of Baht 2,187,677.42 as monthly remuneration and meeting allowances, which the details are as follows:

(บาท / Baht) Unit / Baht

Directors' Name	Position	Monthly Remuneration (Baht)	Meeting Allowance (Baht)	Total (Baht)
1 Dr. Lackana Leelayouthayotin	Chairman of the Board, Independent Director	180,000.00	122,500.00	302,500.00
2 Mrs. Pratana Mongkolkul	Vice Chairman, Independent Director, Chairman of Audit Committee	120,000.00	177,500.00	297,500.00
3 Dr. Chatrchai Tuongratanaphan	Independent Director / Chairman of Nomination and Remuneration Committee / Member of Audit Committee	120,000.00	195,000.00	315,000.00
4 Mr. Kanit Savangvarorose	Independent Director / Chairman of Corporate Governance, Risk Management, and Sustainability Committee / Member of Audit Committee	120,000.00	195,500.00	315,500.00
5 Mr. Panuwat Chalongkuamdee	Independent Director / Corporate Governance, Risk Management, and Sustainability Committee / Member of Nomination and Remuneration Committee	120,000.00	150,500.00	270,500.00
6 Ms. Piyawadee Sonsingh	Director / Chairman of Executive Committee	120,000.00	94,500.00	214,500.00
7 Mr. Anotai Adulbhan	Director / Member of Nomination and Remuneration Committee / Vice Chairman of Executive Committee	120,000.00	122,500.00	242,500.00
8 Mrs. Yupin Muntzing **	Independent Director / Corporate Governance, Risk Management, and Sustainability Committee	45,806.45	19,500.00	65,306.45
9 Mr. Corrado Giaquinto	Director / Corporate Governance, Risk Management, and Sustainability Committee / Executive Director / Chief Executive Officer	-	-	-
Resign in 2025				
1 Mrs. Worawan Chaikamnerd **	Director / Member of Risk Management Committee	53,870.97	37,500.00	91,370.97
<b>TOTAL</b>		<b>999,677.42</b>	<b>1,115,000.00</b>	<b>2,114,677.42</b>

Remark:

\*\* As the resolution of the Board of Directors Meeting No. 5/2025 held on August 13, 2025, Mrs. Yupin Muntzing was appointed as Independent Directors and Member of Corporate Governance, Risk Management and Sustainability Committee effectively August 14, 2025 and onward for replacing Mrs. Worawan Chaikamnerd who resigned effectively August 13, 2025.

## 2. Other remunerations and benefits

-None

### Independence of the board of directors from the management

As role and duties of the Board of Directors as shown in item 7.2.3 and to ensure checks and balances between the Board of Directors and the management, the Company prescribes that the Chairman of the Board and the Chief Executive Officer are not the same person. The Chairman of the Board acts as the head of the Board of Directors in supporting the managements operation, but is not involved in daily operation which is the duty of the Chief Executive Officer. The authority and duties of both positions are segregated as follows:

### Duties and Responsibilities of the Chairman of the Board of Directors

- Control the meeting to be effective in accordance with the regulations, Articles of Association, support and allow directors to ask questions and express their opinions independently. Take control of the discussions and summarize the resolution of the meeting.
- The Chairman of the Board or the person assigned by the Chairman of the Board has the duty to call the meeting of the Board of Directors by sending the meeting invitation letter not less than 7 days prior to the meeting so that the directors have enough time to study, consider, and make the right decisions in various matters at the Board meeting.
- Support and promote the Board of Directors to perform their duties to the best of their abilities according to the scope of duties and responsibilities and in accordance with good corporate governance principles.

4. Oversee and monitor the operation of the Board of Directors and sub-committees to achieve the objectives.
5. As the Chairman of the Board of Director Meeting and in the event that the votes are tied, the presiding Chairman is entitled to the casting vote.
6. Strengthen constructive relationships between executive directors and non-executive directors, as well as between the Board of Directors and the management team.

#### **Duties and Responsibilities of Chief Executive Officer**

1. Monitor, manage, operate and conduct the regular business including oversee and control overall operation in accordance with the Companys objectives and Articles of Association, regulations, policies, plans and budget approved by the Board of Directors and/or the shareholders meeting under the related laws and scopes defined by the Board of Directors.
2. Follow up, verify and evaluate the performances of the Company and its subsidiaries to ensure the good performances according to the goals set and report to the Board of Directors on a regular basis.
3. Determine visions, policies, business directions, strategies, business plans and budget of the Company and its subsidiaries to the Executive Committee and the Board of Directors.
4. Develop the organizations good performance and operating results with consistent improvement for the sustainable growth.
5. Issue internal orders, announcements, and memorandums for the Companys operation to be in line with the policy of the Board of Directors and for the benefits of the Company. Oversee the performance of the employees in accordance with the policies, rules, and regulations under the good governance principles.
6. Determine the organization structure, set up the procedures for recruiting, training, hiring, appointing, transferring and terminating employees. Determine the scope of duties and appropriate remuneration for employees in all levels and have duty to evaluate performance of top management level and lower. Chief Executive Officer has duty to present this organization structure to the Board of Directors for approval and take actions according to the approval by the Board.
7. Determine the trade agreement principles for the benefits of the Company. Consider, negotiate and approve any agreement and/or general business operation related within authorization and the amount set in Table of Authority.
8. Consider investment opportunity and/or new business investment, dissolution or joint investment thorough technical and financial studies appropriately and completely to support the decision making and to present and seek for approval from the Board of Directors.
9. Conduct other duties assigned by the Board of Directors and/or sub-committees and have authority to take necessary actions for the duties.
10. Sub-authorize and/or authorize other person to take action on behalf of the Chief Executive Officer within the scope of authority specified in the power of attorney and/or rules, regulations or resolutions of the Board of Directors and/or sub-committee and/or the Company guidelines for flexibility.

#### **Director development**

The Nomination and Remuneration Committee considers and prepares a director development plan to enhance and develop the knowledge and skills of the Companys various boards and committees. The objective is to ensure a clear understanding of directors roles and responsibilities, the Companys business, economic conditions, technology, laws and regulations relevant to the Companys business, responsibilities toward stakeholders, and business ethics, with an emphasis on continuous training, including orientation programs for newly appointed directors. All directors, representing 100 percent of the total number of the Board of Directors, have completed the Director Certification Program (DCP) and/or the Director Accreditation Program (DAP) organized by the Thai Institute of Directors (IOD).

The summaries of Directors' Trainings are as follows:

IOD course	Directors Certification Program	Director Accreditation Program	Advanced Audit Committee Program	IT Governance and Cyber Resilience Program	Ethical Leadership Program	Director Leadership Certification Program	Board Nomination and Compensation Program	Successful Formulation & Execution of Strategy	How to Develop a Risk Management Plan	Strategic Board Master Class	Role of the Chairman Program	ESG in the Boardroom - A Practical Guide for	National Director Conference	R-CF Director Forum	Other Training	
	(DCP)	(DAP)	(AACP)	(ITG)	(ELP)	(DLCP)	(BNCP)	(SFE)	(ERP)	(SBM)	(RCP)	(ESG)	(NDC)	(R-DF)	Program / Course	By
Dr. Lackana Leelayouthotin Chairman / Independent Director	2016	-	2018	-	-	-	-	-	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>TLCA Leadership Development Program (LDP) 2560</li> <li>Corporate Governance for Directors and Senior Executives (Regulators) State Enterprises and Public Organization class 15/2016</li> </ul>	<ul style="list-style-type: none"> <li>International Institute for Management Development (IMD)</li> <li>King Prajadhipok's Institute</li> </ul>
Ms. Pratana Mongkolkeut Vice Chairman / Independent Director / Chairman of Audit Committee	2003	2003	2016	2017	2021	2021	2021	2023	2024	-	-	-	-	-	<ul style="list-style-type: none"> <li>Intellectual Property and International Trade Program 2024 (IP&amp;IT Bar 2024)</li> <li>International Trade Program 2022 (IT BAR 2022)</li> <li>Corporate Governance for Directors and Senior Executives (Regulators) State Enterprises and Public Organization class 13/2015</li> <li>CMA Leader Program class 6/2008</li> <li>AI &amp; Business Workshop</li> <li>Post- Mortem Workshop "What killed Rojukiss in 2026"</li> </ul>	<ul style="list-style-type: none"> <li>The Central Intellectual Property and International Trade Court</li> <li>The Central Intellectual Property and International Trade Court</li> <li>King Prajadhipok's Institute</li> <li>Capital Market Academy (CMA)</li> <li>Prof Pinnaree, Sasin</li> <li>Sikka Co.,Ltd., K.Vanee B.</li> </ul>
Mr. Kanit Savangvarorose Independent Director / Chairman of Corporate Governance, Risk Management and Sustainability Committee / Audit Committee	2024	-	-	-	-	-	-	-	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>CMA Leader Program class 33/2023</li> <li>Corporate Governance for Directors and Senior Executives (Regulators) State Enterprises and Public Organization class 25/2022</li> <li>AI &amp; Business Workshop</li> <li>Post- Mortem Workshop "What killed Rojukiss in 2026"</li> </ul>	<ul style="list-style-type: none"> <li>Capital Market Academy (CMA)</li> <li>King Prajadhipok's Institute</li> <li>Prof Pinnaree, Sasin</li> <li>Sikka Co.,Ltd., K.Vanee B.</li> </ul>
Mr. Chatrchai Tuongratanaphan Ph.D.B.A. Independent Director / Chairman of Nomination and Remuneration Committee / Audit Committee	2015	-	2018	-	-	-	Yes	-	-	-	Yes	-	-	-	<ul style="list-style-type: none"> <li>Director Mentorship Program 2/2025</li> </ul>	<ul style="list-style-type: none"> <li>Thai Institute of Directors (IOD)</li> </ul>
Mr. Panuwat Chalongkumdee Independent Director / Nomination and Remuneration Committee / Corporate Governance, Risk Management and Sustainability Committee	2023	-	-	-	-	-	2024	2023	-	2022	-	2024	2023	2024	<ul style="list-style-type: none"> <li>Facilitation Skills Training Program 2024</li> <li>AI &amp; Business Workshop</li> <li>Post- Mortem Workshop "What killed Rojukiss in 2026"</li> </ul>	<ul style="list-style-type: none"> <li>Thai Institute of Directors (IOD)</li> <li>Prof Pinnaree, Sasin</li> <li>Sikka Co.,Ltd., K.Vanee B.</li> </ul>
Ms. Piyawadee Sonsingh B.Sc. in Pharm Director / Chairman of Executive Committee	-	2016	-	-	-	-	-	-	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>AI &amp; Business Workshop</li> <li>Post- Mortem Workshop "What killed Rojukiss in 2026"</li> </ul>	<ul style="list-style-type: none"> <li>Prof Pinnaree, Sasin</li> <li>Sikka Co.,Ltd., K.Vanee B.</li> </ul>
Mr. Anotal Adulbhan Director / Vice Chairman of Executive Committee / Nomination and Remuneration Committee	2023	2015	-	-	-	-	2021	-	-	-	2020	-	-	-	<ul style="list-style-type: none"> <li>AI &amp; Business Workshop</li> <li>Post- Mortem Workshop "What killed Rojukiss in 2026"</li> </ul>	<ul style="list-style-type: none"> <li>Prof Pinnaree, Sasin</li> <li>Sikka Co.,Ltd., K.Vanee B.</li> </ul>
Mr. Corrado Giaquinto Director / Executive Committee / Corporate Governance, Risk Management and Sustainability Committee	2025	2025	-	-	-	-	-	-	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>Introduce of Anti-Corruption 2025</li> <li>Introduction to ESG: Environmental, Social, and Governance</li> <li>AI &amp; Business Workshop</li> <li>Post- Mortem Workshop "What killed Rojukiss in 2026"</li> </ul>	<ul style="list-style-type: none"> <li>UNODC</li> <li>CEO of Fulya Kocak LLC, ESG education &amp; advisory</li> <li>Prof Pinnaree, Sasin</li> <li>Sikka Co.,Ltd., K.Vanee B.</li> </ul>
Mrs. Yupin Muntzig Independent Director / Corporate Governance, Risk Management and Sustainability Committee	-	2025	-	-	-	-	-	-	-	-	-	-	-	-	<ul style="list-style-type: none"> <li>A Key to Corporate Success 2/2025</li> <li>AI &amp; Business Workshop</li> <li>Post- Mortem Workshop "What killed Rojukiss in 2026"</li> </ul>	<ul style="list-style-type: none"> <li>SET</li> <li>Prof Pinnaree, Sasin</li> <li>Sikka Co.,Ltd., K.Vanee B.</li> </ul>

## Board performance evaluation

As stipulated in the Company's Board of Directors Charter and the charters of its sub-committees, the performance of the Board of Directors and its sub-committees is evaluated annually. The Company presents the results of such performance evaluations to the Nomination and Remuneration Committee and subsequently to the Board of Directors for acknowledgement. Recommendations derived from the evaluations are then used to further enhance the effectiveness of the Board's performance.

The Company conducted evaluations of the Board as a whole, individual directors, and the sub-committees, as detailed below:

### 1) Board Performance Evaluation (Board as a Whole)

The performance evaluation of the Board as a whole comprises six assessment areas: (1) Board structure and qualifications, (2) Roles, duties, and responsibilities of the Board, (3) Board meetings, (4) Board dynamics and effectiveness in performing duties, (5) Relationship with management, and (6) Director development.

### 2) Individual Director Performance Evaluation

The performance evaluation of individual directors comprises five assessment areas: (1) Personal qualifications, (2) Readiness to perform duties, (3) Participation in meetings, (4) Roles, duties, and responsibilities, and (5) Relationships with the Board and management.

### 3) Sub-Committee Performance Evaluation (both whole and individual)

The performance evaluation of sub-committees comprises three assessment areas: (1) Structure and qualifications of the committee, (2) Committee meetings, and (3) Committee charter, roles, duties, responsibilities, and reporting.

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

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.

Reference link for Corporate governance of subsidiaries and associated companies : <https://www.rojukissinternational.com/en/governance/policies-and-corporate-documents>

### **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, Creditor, Government agencies, Community and society

### **Shareholder**

#### **Shareholders, Investors, and analysts**

The company treats all shareholders and investors fairly, and the Board of Directors, management, and all workers are expected to carry out their duties honestly and operate in an open and transparent manner. Maintain a focus on the company's shareholders' best interests. There will be no actions taken that could lead to a conflict of interest; no insider information will be used to gain an advantage for insiders and associates, and sensitive information will not be disclosed to third parties. Furthermore, the corporation respects and acknowledges the rights of all shareholders, including investors and analysts. To collect complete and consistent information about the company's operating results, the firm will convey the operating results and necessary information through the company's and related departments' operations.

Accordingly, the details of the Annual General Meeting of Shareholders for the year 2025 are shown in Section 6.3.2.

### **Employee**

The company's most significant resource is its employees. The company places a high value on rigorous adherence to labor regulations and social welfare and seeks to encourage all employees to have a positive attitude, a sense of duty and responsibility, pride in and belief in the organization, and a focus on teamwork. In addition, the company encourages employees to take part in training on topics that are both relevant and useful to their jobs. All employees receive annual health examinations, and the organization promotes safety and a pleasant working environment. The corporation provides adequate and suitable welfare in exchange for pay. Employee remuneration will be determined

based on each employee's fair performance and compared to the company's performance in the short and long term in comparison to the same industry as well as allowing employees to register complaints in the event of unjust treatment through numerous routes, such as an opinion box or the Human Resources department receiving the complaint, etc. The company is responsible for ensuring that the workplace is safe, sanitary, and conducive to productive work.

### **Customer**

Customers hold the company accountable for maintaining product quality and standards, as well as reacting to customers' needs as clearly and comprehensively as possible, in order to focus on long-term customer happiness and providing channels for the company's customers. The company is interested in hearing from customers who have a problem with a damaged product or a reason for dissatisfaction after using it. Customers will receive constant high-quality service from the business. Customers' rights should be explained to them, and the customers' interests should be protected.

### **Business partner**

Treat the business partners with integrity and on an equal footing. This is to guarantee that the company's business operations are suitable, fair, and beneficial to both parties, as well as to ensure that the company's business operations are sustainable and that it is a long-term partner with the firm. The organization will select business partners based on a variety of factors, including price, quality, control, environmental protection, technical knowledge, legal compliance, trustworthiness, and a commitment to doing what is right. Furthermore, the organization must maintain ethical relationships with its partners and conduct business with them. Contracts, agreements, and business commitments must all be strictly adhered to. Maintain the privacy of the trading partners' information and do not use it for personal gain without their agreement.

### **Creditor**

Build connections and treat creditors fairly by following to the principles of honesty, mutual trust, and trust, as well as being accountable for paying attention to and prioritizing the circumstances that have resulted in the best possible arrangement with creditors.

### **Government agencies**

Manage the company's affairs to comply with all applicable rules and regulations, as well as assist government agencies with their various tasks as needed. Furthermore, the company is committed to providing high-quality goods while adhering to the law, which includes the duty to treat the government and other government agencies with political neutrality as outlined in the Charter, Code of Conduct, and Anti-Corruption Policy.

### **Community and society**

The corporation is conscious of its social responsibilities and takes them seriously. As a result, the company operates on the premise of fostering shared values between business and society, with a focus on environmental protection through the promotion of resource efficiency and maximum benefit to help reduce energy consumption and prevent the company's operations from harming society, the community, and the environment. The company and its employees are committed to conducting business responsibly and in the best interests of society and community, as well as behaving in a friendly manner towards the communities in which they operate, helping and supporting the development of the community's well-being, and being accountable for the company's business operations in a fair and equitable manner to promote sustainable development.

## **Information on business code of conduct**

## **Business code of conduct**

Business code of conduct : Yes

Stakeholders are valued by the organization, and they are treated with respect. In terms of corporate operations, it has a code of ethics. The following rules for working as a corporate representative will handle all stakeholders, including shareholders, employees, shareholders, customers, trading partners, the public, and society at large, in a transparent, appropriate, equitable, and fair manner:

### **6.2.1 Share holders, Investors, and analysts**

The company treats all shareholders and investors fairly, and the Board of Directors, management, and all workers are expected to carry out their duties honestly and operate in an open and transparent manner. Maintain a focus on the company's shareholders' best interests. There will be no actions taken that could lead to a conflict of interest; no insider information will be used to gain an advantage for insiders and associates, and sensitive information will not be disclosed to third parties. Furthermore, the corporation respects and acknowledges the rights of all shareholders, including investors and analysts. To collect complete and consistent information about the company's operating results, the firm will convey the operating results and necessary information through the company's and related departments' operations.

### **6.2.2 Employees**

The company's most significant resource is its employees. The company places a high value on rigorous adherence to labor regulations and social welfare and seeks to encourage all employees to have a positive attitude, a sense of duty and responsibility, pride in and belief in the organization, and a focus on teamwork. In addition, the company encourages employees to take part in training on topics that are both relevant and useful to their jobs. All employees receive annual health examinations, and the organization promotes safety and a pleasant working environment. The corporation provides adequate and suitable welfare in exchange for pay. Employee remuneration will be determined based on each employee's fair performance and compared to the company's performance in the short and long term in comparison to the same industry as well as allowing employees to register complaints in the event of unjust treatment through numerous routes, such as an opinion box or the Human Resources department receiving the complaint, etc. The company is responsible for ensuring that the workplace is safe, sanitary, and conducive to productive work.

### **6.2.3 Customers**

Customers hold the company accountable for maintaining product quality and standards, as well as reacting to customers' needs as clearly and comprehensively as possible, in order to focus on long-term customer happiness and providing channels for the company's customers. The company is interested in hearing from customers who have a problem with a damaged product or a reason for dissatisfaction after using it. Customers will receive constant high-quality service from the business. Customers' rights should be explained to them, and the customers' interests should be protected.

### **6.2.4 Creditors**

Build connections and treat creditors fairly by following to the principles of honesty, mutual trust, and trust, as well as being accountable for paying attention to and prioritizing the circumstances that have resulted in the best possible arrangement with creditors.

### **6.2.5 Business Partners**

Treat the business partners with integrity and on an equal footing. This is to guarantee that the company's business operations are suitable, fair, and beneficial to both parties, as well as to ensure that the company's business operations are sustainable and that it is a long-term partner with the firm. The organization will select business partners based on a variety of factors, including price, quality, control, environmental protection, technical knowledge, legal compliance,

trustworthiness, and a commitment to doing what is right. Furthermore, the organization must maintain ethical relationships with its partners and conduct business with them. Contracts, agreements, and business commitments must all be strictly adhered to. Maintain the privacy of the trading partners' information and do not use it for personal gain without their agreement.

#### **6.2.6 Community, Society and Environment**

The corporation is conscious of its social responsibilities and takes them seriously. As a result, the company operates on the premise of fostering shared values between business and society, with a focus on environmental protection through the promotion of resource efficiency and maximum benefit to help reduce energy consumption and prevent the company's operations from harming society, the community, and the environment. The company and its employees are committed to conducting business responsibly and in the best interests of society and community, as well as behaving in a friendly manner towards the communities in which they operate, helping and supporting the development of the community's well-being, and being accountable for the company's business operations in a fair and equitable manner to promote sustainable development.

#### **6.2.7 Government and/or related government agencies**

Manage the company's affairs to comply with all applicable rules and regulations, as well as assist government agencies with their various tasks as needed. Furthermore, the company is committed to providing high-quality goods while adhering to the law, which includes the duty to treat the government and other government agencies with political neutrality as outlined in the Charter, Code of Conduct, and Anti-Corruption Policy.

In addition, there will be a route for receiving complaints and/or comments via postal mail to the company's headquarters, and it will provide for whistleblower protection by not revealing but keeping whistleblower information confidential. The Internal Audit Department will first construct a summary of the situation and offer it to the Audit Committee for review and approval. If material that has an impact on the organization is discovered, it must be given to the Board of Directors for further consideration.

#### **Policy and guidelines related to business code of conduct**

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

#### **Prevention of Conflicts of Interest**

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.

In 2025, the Company undertook the following actions regarding potential or actual conflicts of interest involving the Company:

- The Company required all directors and senior executives to submit their initial report of interests. The Company Secretary subsequently submitted the reports of interests to the Chairman of the Board for acknowledgment. In the event of any changes to such interests, the Company Secretary will report them to the Board of Directors meeting for acknowledgment. The Company has also established a policy requiring the submission of reports of interests twice per year.
- In 2025, there were no cases in which directors, executives, employees, or related persons of the Company violated any laws or regulations relating to conflicts of interest.

Reference link for Prevention of Conflicts of Interest : <https://www.rojukissinternational.com/storage/download/corporate-policy-cg-report-and-download/20210705-kiss-conflict-of-interest-th.pdf>

### **Anti-corruption**

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. In 2025, the Board of Directors Meeting reviewed the said policy.

The key points of the anti-corruption policy are 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 Companys 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 Companys 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.

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

### **Whistleblowing and Protection of Whistleblowers**

The Company is committed to the highest standards of ethical conduct, transparency, and integrity. This Whistleblower Policy provides a safe and confidential mechanism for employees and stakeholders to report any suspected wrongdoing, including violations of laws, regulations, internal policies, or human rights. It ensures that reports are addressed fairly, without fear of retaliation. Whistleblowers can report concerns through multiple confidential channels that will route the message to the Chairman of the Audit Committee (AC):

- Email: [whistleblowing@rojukiss.com](mailto:whistleblowing@rojukiss.com)
- 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

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.rojukissinternational.com/en/governance/whistleblowing-channel>

### **Prevention of Misuse of Inside Information**

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 Companys 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.

For 2025, there were no incidents of violations relating to the misuse of inside information.

### **Gift giving or receiving, entertainment, or business hospitality**

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.

### **Compliance with laws, regulations, and rules**

The Company strictly complies with all relevant laws, regulations, and requirements as stipulated in its Charter, Code of Conduct, and Corporate Ethics and Work Practices. These serve as the guiding framework for business operations for directors, executives at all levels, employees, and all related parties. The details are as follows:

#### **Code of Conduct for the Companys Business Operations**

##### **1.1 Conducting Business in Compliance with the Law**

- The Company shall conduct its business in full compliance with applicable laws and regulations.
- The Company shall promote awareness and encourage directors, executives, and employees to uphold and comply with all relevant laws and regulations.

##### **1.2 Conducting Business that Benefits the Economy, Society, and the Environment**

- The Company shall conduct its business in a manner that contributes positively to the overall economic system.
- The Company shall conduct its business in a manner that does not conflict with traditions, customs, or social norms, and that does not cause harm to society.
- The Company shall demonstrate social responsibility toward society and communities, and support activities that contribute to the sustainable development of society and the environment.

#### **Code of Conduct for Directors, Executives, and Employees**

Directors, executives, and employees of the Company are expected to conduct themselves in accordance with the Companys business ethics by performing their duties in compliance with the Companys rules, regulations, objectives, and articles of association, as well as resolutions of the Board of Directors and shareholders meetings. They must also strictly adhere to all applicable laws, rules, and regulatory requirements related to the Companys business operations.

Reference link for Compliance with laws, regulations, and rules : <https://www.rojukissinternational.com/storage/download/corporate-policy-cg-report-and-download/20210705-kiss-code-of-conduct-th.pdf>

Page number of the reference link : 2-3

### **Information and assets usage and protection**

#### **Guidelines for the Safekeeping of Internal Information**

##### **1. Classification of Information Confidentiality**

Internal information constitutes the Companys trade secrets and must be protected from disclosure to external parties. Such information may be classified into several levels according to its significance, including **public information, restricted information, confidential information, and highly confidential information**. The sharing and use of internal information shall be strictly limited to the scope of duties and responsibilities assigned to each individual.

##### **2. Disclosure of Information to External Parties**

Any disclosure of confidential information to the public must be approved by the Chief Executive Officer. The Chief Executive Officer may personally provide such information where it is deemed highly material, or may delegate the responsibility to an authorized person. The Company shall designate a person responsible for public disclosure, including investor relations and coordination with investment-related agencies, who shall work in collaboration with the relevant internal information owners.

### 3. Expression of Opinions to External Parties

The Company's personnel shall not respond to inquiries or express opinions to any external parties unless such actions fall within their duties or they have been duly authorized. If not authorized, personnel shall politely decline to provide any comments or opinions.

#### Guidelines on the Use of Inside Information

The Company shall provide training and awareness to members of the Board of Directors and executives, including executives in accounting or finance functions at the department manager level or equivalent, as well as the Company's auditors, regarding their duties to prepare, disclose, and submit reports on the holding and changes in holdings of securities of themselves, their spouses or de facto spouses, and their minor children to the Office of the Securities and Exchange Commission (SEC), in accordance with the Securities and Exchange Act and relevant rules, regulations, notifications, and orders issued by the SEC, the Capital Market Supervisory Board, and the Stock Exchange of Thailand (collectively, the Securities Laws), including applicable penalties.

The Board of Directors, executives, executives in accounting or finance functions at the department manager level or equivalent, and the Company's auditors are required to prepare, disclose, and submit reports on their securities holdings and any changes therein, including those of their spouses or de facto spouses and minor children, to the Company Secretary prior to submission to the SEC. Such reports must be submitted within **30 days** from the date of appointment as a director and/or executive, or within **three (3) business days** from the date of any purchase, sale, transfer, or receipt of transfer of securities.

The Company recognizes its responsibilities toward shareholders and stakeholders in accordance with good corporate governance principles. To enhance confidence among shareholders, investors, and all relevant parties, the Company has established measures governing the use of inside information to ensure fairness and equality.

Accordingly, the Company strictly prohibits personnel at all levels, as well as their family members who become aware of inside information, from using material non-public information that may affect the price or value of the Company's securities for any of the following purposes:

1. purchasing or selling securities, whether for their own benefit or for others, unless otherwise permitted by law;
2. disclosing inside information to any other person, directly or indirectly, by any means, knowing or having reason to know that the recipient may use such information for trading securities for their own or others benefit, unless such disclosure does not constitute an unfair advantage or is permitted under SEC regulations; or
3. inducing or encouraging any person to buy, sell, offer to buy, or offer to sell the Company's shares, whether directly or through a broker, regardless of whether such actions are for personal or third-party benefit.

In addition, the Company prohibits the aforementioned personnel and their family members from disclosing material non-public information to others for the purpose of enabling such persons to benefit therefrom.

The Company considers any improper use of inside information for securities trading to constitute speculative trading or the creation of unfair advantages for certain groups, which is deemed an offense under applicable laws and a disciplinary violation.

Furthermore, the Company has established additional measures to prevent insider trading by requiring directors and executives, including executives in accounting or finance functions at the department manager level or equivalent, who are in possession of material inside information affecting the price or value of securities, to refrain from trading the Company's securities during the period prior to the disclosure of financial statements or information regarding the Company's financial condition and status, until such information has been publicly disclosed.

The Company shall notify directors and executives in writing to suspend trading in the Company's securities at least **30 days** prior to public disclosure and recommends waiting at least **24 hours** after such disclosure. Disclosure of such material information to other persons is strictly prohibited.

In addition, directors, executives, and employees of the Company are required to strictly comply with the Company's **Code of Conduct**, the guidelines on the use of inside information under the Securities Laws, the Public Limited Companies Act, and other relevant regulations.

In 2025, the Company implemented the policy on the use of inside information as follows:

- The Company Secretary notified relevant persons via email of the Blackout Period. No trading of the Company's securities by directors, executives, or employees was found during the period in which the Company prohibited such trading.
- In 2025, there were no cases in which directors, executives, employees, or related persons of the Company committed any violation concerning the use of the Company's inside information.

### **Information and IT system security**

To ensure effective compliance with this policy, the Company has established the following computer system and information security measures:

1. The Company's computers and information technology systems shall be used in compliance with the laws governing computer-related offenses and other applicable laws.
2. Access to non-public information shall be restricted and limited, to the extent practicable, to directors, the Chief Executive Officer, and relevant executive management only. Disclosure to the Company's employees shall be made strictly on a need-to-know basis, and employees shall be informed that such information is confidential and subject to usage restrictions.
3. Any unauthorized alteration, duplication, deletion, destruction, or disclosure of the Company's data, including information contained in the Company's information systems, is strictly prohibited.
4. Workplace security measures shall be implemented to prevent unauthorized access to and use of confidential files and documents.
5. User accounts (Usernames) and passwords must be properly safeguarded and must not be shared with others. Disclosure, distribution, or allowing others to become aware of such credentials is strictly prohibited.
6. The use of the Company's email system to transmit defamatory, damaging, offensive, obscene, threatening, harassing, or otherwise unlawful messages or images is strictly prohibited.
7. Owners of non-public information must ensure that all relevant parties strictly comply with the established information security procedures.
8. Information security operations and management shall comply with applicable laws, regulatory requirements, internal rules, and contractual obligations.
9. Where access to the Company's information systems and data is granted to external persons or entities, such access must be solely for legitimate business purposes. Appropriate contractual provisions shall be in place to safeguard information security, and such external persons or entities shall access the systems and information only upon authorization by the Company.

### **Environmental management**

The Company integrates sustainability across four key dimensions: **environmental, social, governance, and economic**, with a strong commitment to delivering **measurable performance, transparent reporting**, and **continuous improvement**.

### **Environmental**

- Promote environmentally friendly business practices to drive long-term sustainability.
- Conduct business operations with due regard for environmental responsibility by managing and reducing environmental impacts and climate change risks arising from business activities.
- Encourage the efficient use of resources throughout the entire value chain including sourcing, storage, transportation, and distribution through collaboration and co-creation with partners who share the objective of mitigating environmental and climate change impacts.

## Human rights

Rojukiss International PLC (Rojukiss or the Company) is committed to respecting and promoting human rights in every aspect of our operations. We recognize the inherent dignity of all individuals and commit to operating our business in a manner consistent with the **United Nations Guiding Principles on Business and Human Rights**, the **Universal Declaration of Human Rights**, the **International Labour Organization (ILO) Core Conventions**, and relevant **Thai laws and regulations**.

We believe that a commitment to human rights is essential to sustainable growth, responsible business conduct, and our long-term success in the skincare and personal care industry.

Rojukiss is committed to:

### 1. Non-Discrimination and Equal Opportunity

We promote a workplace free from discrimination, harassment, or bias based on race, gender, age, religion, disability, sexual orientation, nationality, or any other status. Employment decisions are based on merit, qualifications, and business needs.

### 2. No Forced or Child Labor

We strictly prohibit the use of forced labor, bonded labor, human trafficking, or child labor in any part of our business or supply chain. We comply with Thai labor laws and international standards regarding the minimum age of employment.

### 3. Fair Wages and Working Conditions

We ensure fair compensation, working hours, and benefits in line with Thai labor law and market standards. Safe and healthy working environments are maintained for all employees.

### 4. Freedom of Association

We respect the rights of employees to form, join, or not join trade unions and to bargain collectively in accordance with applicable laws.

### 5. Health and Safety

We are committed to providing a safe, hygienic, and secure workplace. Regular risk assessments, training, and corrective actions are conducted to prevent workplace hazards.

### 6. Privacy and Data Protection

We respect and protect the privacy and personal data of our employees, consumers, and partners. We ensure compliance with the Personal Data Protection Act (PDPA) of Thailand.

### 7. Responsible Marketing and Product Safety

We uphold consumer rights through transparent communication, safe products, and honest marketing claims. Rojukiss products comply with Thai FDA regulations and international cosmetic safety standards.

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

## Safety and occupational health at work

The Company places great importance on employee well-being in all dimensions, with a strong focus on safety, welfare, and quality of working life. These efforts aim to ensure that employees can perform their duties effectively in

a work environment that supports both physical and mental well-being. In 2024, the Company implemented the following key measures related to employee safety and welfare:

## 1) Occupational Safety and Employee Welfare

### 1.1 Work from Home Policy

The Company has introduced a Work from Home policy for office-based employees, allowing them to work remotely every Wednesday. This initiative aims to promote work-life balance, reduce commuting burdens, and enhance work efficiency. Employees are still able to attend meetings and coordinate effectively through online communication platforms.

### 1.2 Indoor Air Quality Improvement Measures

To safeguard employee health and reduce risks associated with air pollution, the Company installed air purifiers in common office areas, particularly during periods of high PM2.5 levels. In addition, the Company conducts regular Big Cleaning Days and performs routine cleaning and maintenance of air conditioning systems to ensure a clean and safe working environment.

### 1.3 Safety Measures and Warehouse Area Improvements

The Company places strong emphasis on the safety of employees working in warehouse areas and has implemented various safety measures accordingly.

## 2) Provision of Annual Work Equipment

In response to the increase in the number of warehouse employees and to comply with occupational safety and hygiene standards, the Company has procured and provided additional work equipment to ensure that all employees are adequately and appropriately equipped. The equipment provided includes:

- Employee uniforms to ensure consistency and enhance the Company's corporate image
- Safety shoes and buddy shoes to prevent workplace accidents
- Safety helmets to protect against falling objects and impacts
- Reflective vests to enhance visibility and safety, particularly in areas with material handling activities

## 3) Warehouse Area Improvements

To accommodate the growing number of employees and improve operational organization, the Company upgraded warehouse facilities by establishing designated storage and preparation areas prior to entering the warehouse. This allows employees to conveniently change and prepare safety equipment, reduces confusion in equipment usage, and helps maintain cleanliness. The Company also conducts regular inspections and maintenance of facilities, including:

- Organizing designated areas for changing safety equipment
- Installing clear safety signage and operating guidelines
- Expanding and organizing equipment storage areas to prevent contamination or loss

## 4) Safety Training and Awareness

The Company regularly provides safety training for warehouse employees to ensure they understand safety measures and can comply with established guidelines correctly and safely.

The Company remains committed to continuously enhancing employee welfare and safety, ensuring that employees can work in a safe, healthy, and supportive environment that promotes efficiency and sustainable performance.

## Promotion of compliance with the business code of conduct

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

The Company has provided continuous communication and training to its personnel to ensure a genuine understanding of anti-corruption measures, the Company's expectations, and the penalties for non-compliance with such measures. Examples include training on anti-bribery and anti-corruption for newly hired employees as part of the orientation program, as well as communication to all employees through the Company's notice boards.

In 2026, the Company plans to communicate the Code of Conduct, the Code of Business Conduct, and the Anti-Corruption Policy through the orientation program for new employees, which includes a formal acknowledgment of such policies. In addition, the Company will communicate these policies to existing employees through the e-learning system.

### Participation in anti-corruption networks

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

### 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 : Yes  
corporate governance policy and guidelines, or  
board of directors charter

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

During the past year, the Company reviewed and enhanced its corporate governance policies and practices as follows:

- (1) The consolidation of sub-committees by merging the Corporate Governance and Sustainability Committee and the Risk Management Committee into a single committee, namely the Corporate Governance, Risk Management, and Sustainability Committee. The Charter of the said sub-committee was also revised to clearly define its roles, duties, and responsibilities, as detailed in Section 7.3.
- (2) The establishment of the Human Rights Policy, the Risk Management Policy, and the Sustainability Policy.
- (3) The enhancement of the whistleblowing and complaint handling policy, as well as the review and revision of the Anti-Corruption Policy and the Corporate Social Responsibility Policy to ensure consistency and alignment.
- (4) The review of the Charters of the Board of Directors and its sub-committees, namely the Audit Committee, the Nomination and Remuneration Committee, and the Executive Committee.
- (5) The revision of the performance evaluation forms for the Board of Directors and its sub-committees to further enhance the effectiveness and efficiency of the Board's performance.
- (6) To formally notify the Board of Directors and executives, including executives holding managerial-level positions or equivalent in the accounting or finance functions of the Company, to refrain from trading the Company's securities in

writing for a period of at least 30 days prior to the public disclosure of information and for 24 hours after such information has been disclosed to the public, and to prohibit the disclosure of such material information to any other persons.

### Implementation of the CG Code for listed companies

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

The activities to support the disclosure of material information concerning the Company in an accurate, sufficient, equitable, and timely manner, as well as to promote shareholder engagement and confidence, as follows:

#### **(1) The disclosure of material information relating to the Companys operations and business undertakings.**

The Company has an Investor Relations function that serves as the contact point of communication between shareholders and the Company. Its responsibilities include the disclosure of material and relevant corporate information for investment decision-making in accordance with disclosure requirements and the Investor Relations Code of Ethics. The function also provides opportunities for both retail and institutional shareholders to raise inquiries and offer constructive suggestions to management, as well as to receive operational information useful for investment consideration. In addition, the Company organizes and participates in activities on a regular basis to foster and maintain good relationships between the Company and all groups of shareholders.

For the year 2025, the Company regularly presented its operating performance, financial information, and non-financial information through various channels, with details as follows:

1. Company executives provided operating performance information and responded to inquiries from analysts, investors, and shareholders through the following activities:

- Company visits or on-site meeting: 4 times
- Online information inquiries via conference calls: 1 time
- Analyst meetings: 3 times
- SET Opportunity Day: 4 times

2. The Board of Directors encourages the use of information technology for information disclosure. The Company prepares disclosure documents in both Thai and English for public access and publishes them on the Companys website at <https://investor.rojukissinternational.com/th/home>, as well as through the Stock Exchange of Thailand's channels, as follows:

- Management Discussion and Analysis (MD&A) reports provided to investors and securities analysts on a quarterly basis
- Disclosure of key financial statement information in accordance with the accounting period through the FSCOMP system of the Stock Exchange of Thailand, with Financial Highlights displayed in the SETSmart system
- Quarterly investor presentation materials provided to investors and analysts
- Preparation of a Company Factsheet for shareholders and investors, summarizing key corporate information each quarter to facilitate understanding of the business overview, operating performance, and growth plans
- Preparation of an Investor Relations Calendar on the Companys website

3. Organization of information briefings and press conferences for the media: 2 times

In addition, the Investor Relations function conducts a quarterly investor satisfaction survey (Investor Feedback) to gather input for the continuous development and improvement of Investor Relations effectiveness.

To prevent the leakage of inside information around the period of earnings announcements and to comply with good corporate governance principles, the Company has established a silent period during which it refrains from

communicating with analysts and investors and from providing information relating to operating results. The silent period is set for 1 month prior to the announcement of operating results for each quarter.

## **(2) Shareholders Meeting in 2025**

In 2025 the Company arranged Shareholders Meeting for shareholders rights as following details: The Companys Board of Directors determined that the Annual General Meeting (AGM) of Shareholders shall be held annually within four months from the end of the Companys fiscal year. If there is a need to consider special matters related to shareholders' rights and interests. The Board will call an Extraordinary General Meeting (EGM) as necessary and appropriate. The Company complies with best practices as outlined in the AGM Checklist promoted by the Thai Investors Association for organizing shareholder meetings.

### **2025 Annual General Meeting (AGM) of shareholder**

In 2025, the Company held its Annual General Meeting (AGM) on Thursday, April 24, 2025, via electronic Meeting (e-AGM) only, following best practices recommended by the AGM Checklist of the Thai Investors Association. The Company emphasized shareholders' rights and equitable treatment in line with good corporate governance principles. Before the Shareholders Meeting The Company invited shareholders to propose meeting agenda items and nominate candidates for directorship in advance from December 20, 2024, to January 31, 2025. The criteria and procedures were published on the Company's website and via the SETLink disclosure system of the Stock Exchange of Thailand. No shareholders submitted agenda items or director nominations during this period. The Company published the invitation letter of AGM, along with Proxy Forms A, B, and C, on Companys website on April 2, 2025, which was 22 days in advance of the meeting date. Shareholders were encouraged to review the information and submit questions in advance through the Companys website. The Company also supported the use of proxy forms that shareholders should vote directly. At least one independent director was proposed as an alternative proxy for shareholders. Therefore, the notification to disclose the said invitation letter of AGM was announce via SETLink of the Stock Exchange of Thailand. The invitation letter of AGM and enclosed documents were prepared in both Thai and English. The Company assigned Thailand Securities Depository Co., Ltd. (TSD), its share registrar, to send the invitation letter of AGM via registered mail on April 9, 2025, which was 15 days prior to the meeting. The invitation letter clearly stated the date, time, format, and agenda, specifying whether each agenda was for acknowledgment or approval. It also included the Board's opinions, the Companys annual report of 56-1 one report (via QR Code), financial statements, details and document requirements including step for registration, proxy forms, procedures for submitting questions in advance, and personal data protection. The invitation letter of AGM was also published on the Companys website at <https://investor.rojukissinternational.com> from April 2, 2025.

The Company facilitated institutional shareholders and custodians by allowing them to submit proxy forms and shareholding documents in advance. For those who authorized independent directors as their proxies, the Company returned signed proxy forms after the meeting for verification purposes.

### **On the Day of the 2025 AGM (April 24, 2025)**

The 2025 AGM was held via electronic meeting (E-AGM) at 9:00 a.m., hosted from the Company's meeting room at 100/8, 100/51-54 Vongvanich Complex B, 12th and 19th Floors, Rama 9 Road, Huai Khwang, Bangkok 10310. At the start of the meeting, there were 15 shareholders attending in person, holding a total of 118,995,601 shares and 13 proxies, representing 215,692,153 shares, totaling 28 shareholders, collectively holding 334,687,754 shares, which was 55.7804% of the Companys total paid-up shares (600,010,000 shares), as a quorum according to the Companys Articles of Association. All 9 directors (100%) attended the meeting, including: Chairman of the Board, Chairpersons of the Audit Committee, Risk Management, Nomination and Remuneration, Corporate Governance and Sustainability Committees, Chief Executive Officer (CEO), Chief Financial Officer, Chief Sales Officer, Chief Marketing Officer, and Chief Supply Chain Officer. Additionally, 2 external auditors and 2 independent legal advisors attended as observers and vote-counting verifiers to ensure transparency and legal compliance. Their names were recorded in the AGM minutes, which are available on the Companys website. The meeting was also recorded VDO in full.

## Shareholder Rights and Voting

- Shareholders could pre-register at least 7 days before the meeting and join the virtual meeting room 1 hour in advance. The e-AGM system supported various devices such as smartphones, computers, laptops, and tablets. • Shareholders unable to attend could appoint another person or an independent director as a proxy. The Company proposed two independent directors for proxy, namely: Mrs. Pratana Mongkolkul, and Mr. Chatrchai Tuongratanaphan, D.B.A. Their profiles were included in the AGM documents.
- The Chairman of the Board acted as Chairman of the Meeting, conducting the meeting in accordance with the Articles of Association. Agenda items were considered in the sequence listed in the AGM notice with no reordering. However, after the meeting had completed the consideration of all agenda items as originally prescribed, a proposal was submitted to the meeting for approval to add an additional agenda item, namely, to consider and ratify an investment in another company resulting in such company becoming a subsidiary of the Company, pursuant to Section 105, paragraph two, of the Public Limited Companies Act B.E. 2535 (1992)
- The Company Secretary ensured accurate all data and moderator who assigned by the Chairman of the Meeting would announce quorum, instructions on voting and vote-counting procedures.
- Technology and sufficient personnel were provided to facilitate registration and vote counting for each agenda item with accuracy and transparency. For director elections, votes were cast on an individual basis.
- The Chairman allowed shareholders to express opinions and ask questions before voting on each agenda. All inquiries and suggestions were recorded in the meeting minutes.
- Voting results were announced after each agenda. In case of delays in vote-counting, the meeting proceeded with the next agenda item to avoid interruptions. Voting results included approval, disapproval, and abstentions. No objections were raised on any resolutions.
- Shareholders, who joined after the meeting started, could still vote on agenda items not yet resolved, and their votes were counted towards the quorum from the time of their entry.

## After the Meeting

- The Company Secretary recorded the resolutions and voting results for each agenda in both Thai and English and disclosed them via SETLink on the same day of the Meeting. The said results were also posted on the Companys website. The Company maintained a secure system for vote recording and verification.
- A detailed AGM Minutes was prepared by the Company Secretary, including: Names of participating directors, Key explanations and answers, Voting methods and procedures, Summary of comments, questions, and suggestions, Vote counts (approval, disapproval, abstention) complying with the good corporate governance of Stock Exchange of Thailand. The minutes were signed by the Chairman of the Board (Chairman of the Meeting) and submitted on May 7, 2025 to the Stock Exchange of Thailand within 14 days from the AGM date. The AGM Minute in Thai and English were published on the Companys website, allowing shareholders to review and provide feedback within 1 month of publication. A copy was also submitted to the Department of Business Development, Ministry of Commerce, within the required legal timeframe.

## Other corporate governance performance and outcomes

1. The Company was rated at the Good level (3-star rating) under the Corporate Governance Report of Thai Listed Companies, as conducted by the Thai Institute of Directors Association.
2. The Company received a Fair rating under the Shareholders Meeting Quality Assessment Project conducted by the Thai Investors Association.

Corporate Governance Structure

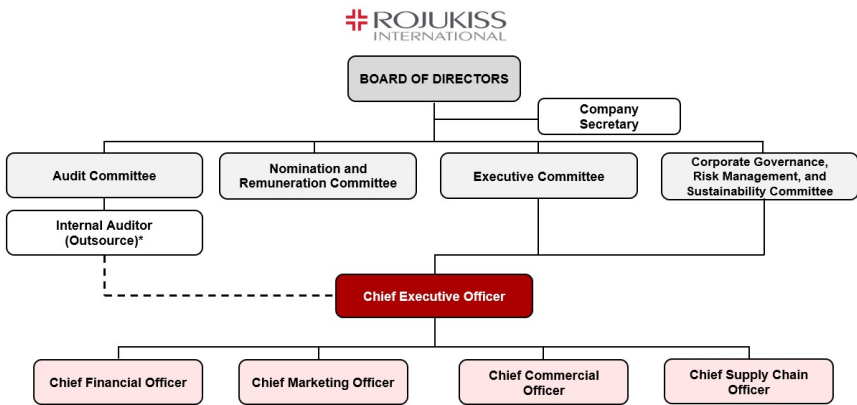
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Remark: \*The Company engaged Dharmniti Internal Audit Co., Ltd. to act as the Company's internal auditor for the year 2025.

Information on the board of directors

Information on the board of directors

Composition of the board of directors

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

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	33.33	66.67	55.56	44.44	55.56	44.44
Executive directors	11.11		22.22		11.11	
	0.00	11.11	11.11	11.11	11.11	0.00
Non-executive directors	88.89		77.78		88.89	
	33.33	55.56	44.44	33.33	44.44	44.44
Independent directors	55.56		55.56		66.67	
	11.11	44.44	33.33	22.22	33.33	33.33
Non-executive directors who have no position in independent directors	33.33		22.22		22.22	
	22.22	11.11	11.11	11.11	11.11	11.11

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	57		57		59	
	59	55	56	59	57	61

### The information on each director and controlling person

#### Authorized Directors

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Authorized directors of the Company are Mr. Anotai Adulbhan or Miss Piyawadee Sonsingh of Mr. Corrado Giaquinto, two out of the three mentioned directors jointly sign and affixed with the Companys seal

**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 : 72 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 500,000 Shares (0.083332 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>16 Jul 2020</p>	<p>Marketing, Business Administration, Economics, Personal Products &amp; Pharmaceuticals, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mrs. PRATANA MONGKOLKUL  Gender: Female  Age : 61 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 : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Vice-chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	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 : 56 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 : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 105,319,460 Shares (17.552951 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 30,000 Shares (0.005000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Mother</p>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p> <p>Type of director : Existing director</p>	<p>16 Jul 2020</p>	<p>Personal Products &amp; Pharmaceuticals, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. ANOTAI ADULBHAN  Gender: Male  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 : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 500,040 Shares (0.083339 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	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 : 69 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 : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 300,000 Shares (0.049999 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 7,000 Shares (0.001167 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Spouse</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>16 Jul 2020</p>	<p>Marketing, Economics, Governance/ Compliance, Petrochemicals &amp; Chemicals, Law</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. PANUWAT CHALONGKUAMDEE  Gender: Male  Age : 44 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 : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	16 May 2024	Law, Governance/ Compliance, Business Administration, Economics

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. KANIT SAVANGVAROROSE  Gender: Male  Age : 62 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Economics  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	16 May 2024	Economics, Banking, Finance & Securities, Governance/ Compliance, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. CORRADO GIAQUINTO  Gender: Male  Age : 57 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 : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 2,900,000 Shares (0.483325 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>16 Dec 2024</p>	<p>Business Administration, Personal Products &amp; Pharmaceuticals, Strategic Management, Leadership, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mrs. YUPIN MUNTZIG  Gender: Female  Age : 55 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Communication Arts  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,000 Shares (0.000167 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	14 Aug 2025	Media & Publishing, Marketing, Brand Management, Business Administration

Additional explanation:

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

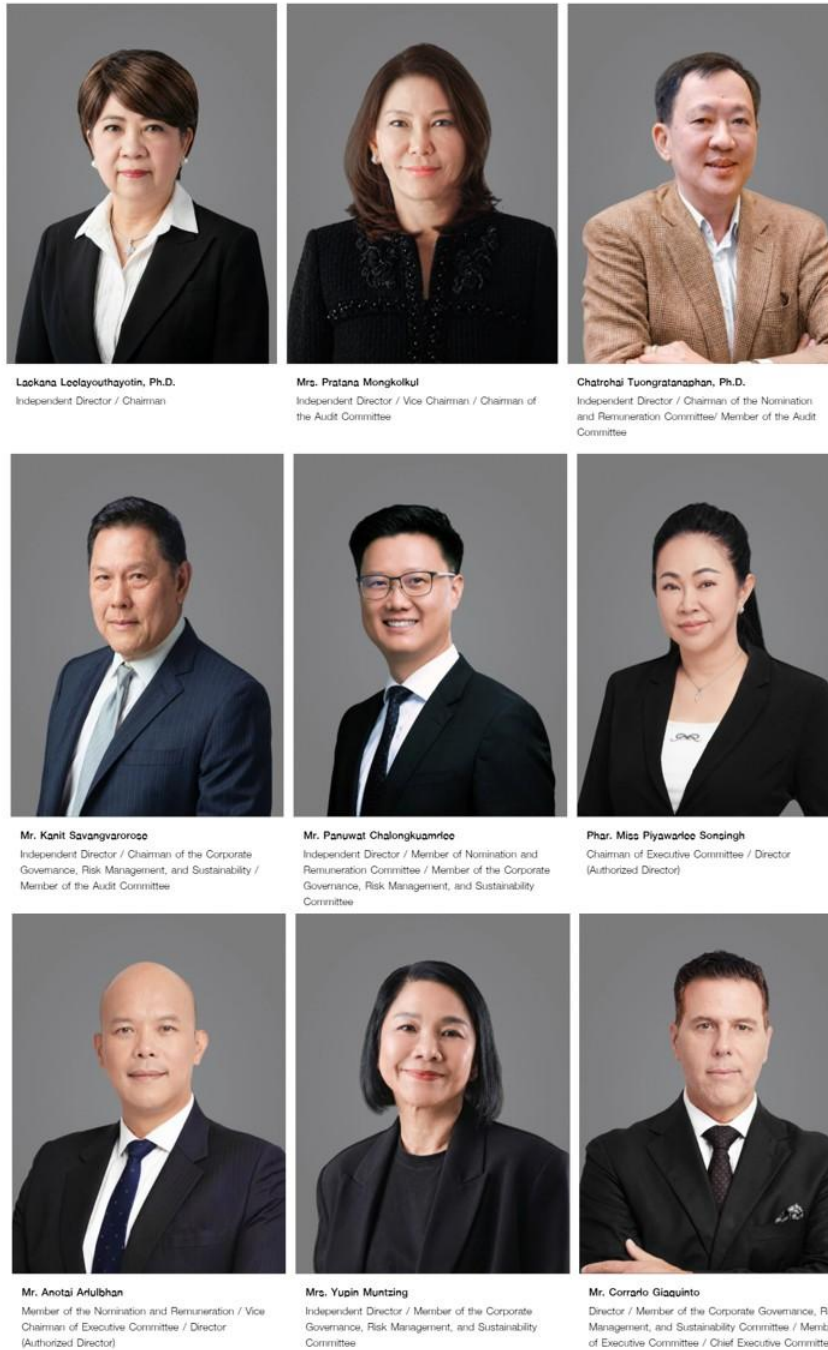
(1) Dishonest act or gross negligence

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

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

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

### Diagram of list of the board of directors



Board of Directors as at December 31,2025

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

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mrs. WORRAWAN CHAIKAMNERD Gender: Female Age : 50 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 : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p>	13 Aug 2025	<p>Mrs. YUPIN MUNTZIG</p> <p>Appointment date of replacement director : 14 Aug 2025</p>

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. 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. Mr. PANUWAT CHALONGKUAMDEE	Director		✓	✓		
7. Mr. KANIT SAVANGVAROROSE	Director		✓	✓		
8. Mr. CORRADO GIAQUINTO	Director	✓				✓
9. Mrs. YUPIN MUNTZIG	Director		✓	✓		
<b>Total (persons)</b>		<b>1</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>3</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)

Skills and expertise	Number (persons)	Percent (%)
1. Economics	5	55.56
2. Personal Products & Pharmaceuticals	4	44.44
3. Banking	1	11.11
4. Finance & Securities	2	22.22
5. Petrochemicals & Chemicals	1	11.11
6. Media & Publishing	1	11.11
7. Law	2	22.22
8. Marketing	4	44.44
9. Accounting	1	11.11
10. Finance	2	22.22
11. IT Management	1	11.11
12. Brand Management	1	11.11
13. Leadership	1	11.11
14. Strategic Management	1	11.11
15. Governance/ Compliance	6	66.67
16. Business Administration	7	77.78

**Information about the other directors** <sup>(\*)(\*\*)</sup>

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes

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

Additional explanation :

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

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

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

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

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

To ensure checks and balances between the Board of Directors and the management, the Company prescribes that the Chairman of the Board and the Chief Executive Officer are not the same person. The Chairman of the Board acts as the head of the Board of Directors in supporting the managements operation, but is not involved in daily operation which is the duty of the Chief Executive Officer. The authority and duties of both positions are segregated as follows:

#### Duties and Responsibilities of the Chairman of the Board of Directors

1. Control the meeting to be effective in accordance with the regulations, Articles of Association, support and allow directors to ask questions and express their opinions independently. Take control of the discussions and summarize the resolution of the meeting.
2. The Chairman of the Board or the person assigned by the Chairman of the Board has the duty to call the meeting of the Board of Directors by sending the meeting invitation letter not less than 7 days prior to the meeting so that the directors have enough time to study, consider, and make the right decisions in various matters at the Board meeting.
3. Support and promote the Board of Directors to perform their duties to the best of their abilities according to the scope of duties and responsibilities and in accordance with good corporate governance principles.
4. Oversee and monitor the operation of the Board of Directors and sub-committees to achieve the objectives.
5. Act as the Chairman of the Board of Director Meeting and in the event that the votes are tied, the presiding Chairman is entitled to the casting vote.
6. Strengthen constructive relationships between executive directors and non-executive directors, as well as between the Board of Directors and the management team.

#### Duties and Responsibilities of Chief Executive Officer

1. Monitor, manage, operate and conduct the regular business including oversee and control overall operation in accordance with the Companys objectives and Articles of Association, regulations, policies, plans and budget approved by the Board of Directors and/or the shareholders meeting under the related laws and scopes defined by the Board of Directors.

2. Follow up, verify and evaluate the performances of the Company and its subsidiaries to ensure the good performances according to the goals set and report to the Board of Directors on a regular basis.
3. Determine visions, policies, business directions, strategies, business plans and budget of the Company and its subsidiaries to the Executive Committee and the Board of Directors.
4. Develop the organizations good performance and operating results with consistent improvement for the sustainable growth.
5. Issue internal orders, announcements, and memorandums for the Companys operation to be in line with the policy of the Board of Directors and for the benefits of the Company. Oversee the performance of the employees in accordance with the policies, rules, and regulations under the good governance principles.
6. Determine the organization structure, set up the procedures for recruiting, training, hiring, appointing, transferring and terminating employees. Determine the scope of duties and appropriate remuneration for employees in all levels and have duty to evaluate performance of top management level and lower. Chief Executive Officer has duty to present this organization structure to the Board of Directors for approval and take actions according to the approval by the Board.
7. Determine the trade agreement principles for the benefits of the Company. Consider, negotiate and approve any agreement and/or general business operation related within authorization and the amount set in Table of Authority.
8. Consider investment opportunity and/or new business investment, dissolution or joint investment thorough technical and financial studies appropriately and completely to support the decision making and to present and seek for approval from the Board of Directors.
9. Conduct other duties assigned by the Board of Directors and/or sub-committees and have authority to take necessary actions for the duties.

Sub-authorize and/or authorize other person to take action on behalf of the Chief Executive Officer within the scope of authority specified in the power of attorney and/or rules, regulations or resolutions of the Board of Directors and/or sub-committee and/or the Company guidelines for flexibility.

### **Information on the roles and duties of the board of directors**

Board charter : Have

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 Companys 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 Companys subsidiaries as part of the Company, also set up the procedures to follow up subsidiaries management in order to safeguard the Companys 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 (Arms 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 Companys 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.

## Term of Director

(1) The election of directors shall be conducted in accordance with the Company's Articles of Association and applicable laws. The nomination process shall be transparent and clearly defined, taking into consideration each candidate's educational background, professional experience, qualifications, and the absence of any prohibited characteristics under the law. Sufficient supporting information shall be provided to enable informed decision-making by the Board of Directors and shareholders.

(2) Directors shall hold office for a term of three (3) years. Upon the expiration of their term, directors may be re-elected to serve for additional terms.

(3) At each Annual General Meeting of Shareholders, one-third (1/3) of the directors then in office shall retire by rotation. If the number of directors is not divisible by three, the number closest to one-third shall retire. For the first and second years following the Company's registration as a public limited company, directors to retire shall be determined by voluntary resignation. If the number of directors retiring voluntarily is insufficient, the selection shall be made by drawing lots. Thereafter, directors who have served the longest term shall retire by rotation.

(4) In addition to retirement by rotation, a director shall vacate office upon the occurrence of any of the following events:

- death;
- resignation;
- disqualification or possession of any prohibited characteristics under the law governing public limited companies and/or the law governing securities and the securities market;
- removal by a resolution of the shareholders meeting passed by a vote of not less than three-fourths (3/4) of the total votes of shareholders present and entitled to vote, representing not less than one-half (1/2) of the total shares held by shareholders present and entitled to vote; or
- a court order for removal.

(5) Any director wishing to resign shall submit a written resignation letter to the Company. The resignation shall become effective on the date the resignation letter is received by the Company.

(6) In the event that a vacancy on the Board arises for reasons other than retirement by rotation, the Board of Directors, upon the recommendation of the Nomination and Remuneration Committee, shall appoint a qualified person who does not possess any prohibited characteristics under the law governing public limited companies and/or the law governing securities and the securities market, as well as relevant notifications, articles, and/or regulations, to serve as a replacement director at the next Board meeting, unless the remaining term of the vacated director is less than two (2) months. The replacement director shall hold office only for the remaining term of the director whom he or she replaces.

(Details of Charter of the Board of Directors shown in Attachment 9)

Reference link for the board charter : <https://www.rojukissinternational.com/storage/document/charter/board-of-director-charter-en.pdf>

Page number of the reference link : -

## Information on subcommittees

### Information on subcommittees

### Roles of subcommittees<sup>(1)</sup>

#### Audit Committee

##### Role

- Audit of financial statements and internal controls
- Others
- Consider the independence of the internal audit
- Consider, nominate and propose the appointment of the independent person as the Company's external auditor and propose the remuneration of the auditor.
- Review connected transactions or transactions with possible conflict of interest
- Review and monitor risk management

##### Scope of authorities, role, and duties

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**

<https://www.rojukissinternational.com/storage/document/charter/audit-committee-charter-en.pdf>

## **Executive Committee**

### **Role**

- Others
- To manage matters related to the Company's normal business operations and administrative functions.
- To review and screen the Company's policies, business plans, budgets, management structure, and delegated management authorities.
- To monitor and review the Company's operating performance in accordance with the policies set forth by the Board of Directors.

### **Scope of authorities, role, and duties**

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**

<https://www.rojukissinternational.com/storage/document/charter/executive-committee-charter-en.pdf>

## **Nomination and Remuneration Committee**

### **Role**

- Director and executive nomination

### **Scope of authorities, role, and duties**

1. Define the criteria and policy for recruiting the Companys 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 Companys 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 Companys 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 Companys 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**

<https://www.rojukissinternational.com/storage/document/charter/nomination-and-remuneration-committee-charter-en.pdf>

### **Corporate Governance, Risk Management, and Sustainability Committee**

#### **Role**

- Risk management
- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

#### **Scope of authorities, role, and duties**

The Corporate Governance, Risk Management and Sustainability Committee performs its duties as delegated by the Board of Directors, with the following scope of authority and responsibilities:

#### Corporate Governance and Sustainability

1. To consider, screen, and review corporate governance policies and practices, as well as key operations related to corporate governance, sustainability, social responsibility, and environmental management, ensuring alignment with the Company's corporate governance principles, standards, and practices, as well as with the corporate governance and sustainability guidelines issued by the Securities and Exchange Commission and the Stock Exchange of Thailand, and to propose them to the Board of Directors for approval.
2. To approve annual sustainability development strategies and action plans, including monitoring their implementation, to ensure that sustainability initiatives are effectively driven and translated into practice.
3. To approve the Company's sustainability performance reports, sustainability disclosures, and non-financial information (such as GRI, TCFD, CDP, and UN SDGs), ensuring accuracy, transparency, and alignment with international reporting standards.
4. To oversee management's operations in accordance with the principles of good corporate governance, social and environmental responsibility, and sustainable development, in order to achieve effective outcomes and elevate the Company's corporate governance framework to international and sustainable standards.
5. To oversee the stakeholder engagement framework, ensuring that the interests and expectations of shareholders, employees, customers, regulators, and communities are incorporated into the Company's governance and sustainability strategies, while also promoting innovation that creates long-term business value.
6. To provide recommendations to the Board of Directors to enhance awareness of roles and responsibilities, and to promote a culture of good corporate governance, social responsibility, and environmental stewardship among directors, executives, and employees at all levels. This includes encouraging active participation across the

organization and monitoring progress in corporate governance, sustainability, social and environmental responsibility, and climate change initiatives.

#### Risk Management

7. To consider, review, and provide recommendations to the Board of Directors on the Companys risk management policies.

8. To approve the Companys Risk Appetite, Risk Tolerance, and annual risk management plans in alignment with the overall enterprise risk management policy.

9. To oversee and monitor managements implementation of the Enterprise Risk Management (ERM) framework.

10. To review risks that exceed the approved Risk Tolerance levels and approve related risk mitigation plans to ensure alignment with the Companys objectives.

11. To coordinate with the Audit Committee regarding key risk assessment information and internal control matters, to support the Audit Committees consideration and approval of the internal audit plan, and to provide reasonable assurance that the Company maintains appropriate internal controls and effective risk management practices across the organization.

12. To report to and provide recommendations to the Board of Directors on cases involving very high-risk exposure, together with appropriate mitigation measures.

13. To review and examine the Charter of the Corporate Governance, Risk Management and Sustainability Committee at least once a year and propose it to the Board of Directors for approval.

14. To perform any other duties as assigned by the Board of Directors.

#### Reference link for the charter

<https://www.rojukissinternational.com/storage/document/charter/cgrsc-en.pdf>

Remark: <sup>(1)</sup> Details of Charter of Sub Committee shown as attachment 9

#### Information on each subcommittee

##### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
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List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mrs. PRATANA MONGKOLKUL<sup>(*)</sup>  Gender: Female  Age : 61 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>	16 Jul 2020	Accounting, Personal Products & Pharmaceuticals, Economics, Business Administration, Governance/ Compliance
<p>2. Mr. CHATRCHAI TUONGRATANAPHAN  Gender: Male  Age : 69 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>	16 Jul 2020	Marketing, Economics, Governance/ Compliance, Petrochemicals & Chemicals, Law

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. KANIT SAVANGVAROROSE <sup>(*)</sup> Gender: Male Age : 62 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	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	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 executive committee members<sup>(2)</sup>

List of committee members	Position	Appointment date of executive committee member
1. Ms. PIYAWADEE SONSINGH Gender: Female Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	7 Jan 2025

List of committee members	Position	Appointment date of executive committee member
2. Mr. ANOTAI ADULBHAN Gender: Male 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	Vice-chairman of the executive committee	7 Jan 2025
3. Mr. CORRADO GIAQUINTO Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	7 Jan 2025
4. Ms. Nantika Saejeing Gender: Female Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	21 Apr 2025

Remark: <sup>(2)</sup> The Board of Directors' Meeting No. 1/2025 on January 7, 2025, approved the appointment of the new Executive Committee, and appointed Miss Piyawadee Sonsingh as the Chairman of Executive Committee, effective from January 7, 2025, onward

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

List of directors	Position	Date of resignation / termination	Replacement committee member
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List of directors	Position	Date of resignation / termination	Replacement committee member
<p>1. Mrs. WORRAWAN CHAIKAMNERD</p> <p>Gender: Female</p> <p>Age : 50 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	Member of the executive committee	6 Jan 2025	-
<p>2. Ms. Saranthorn Chantakulchai</p> <p>Gender: Female</p> <p>Age : 48 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	Member of the executive committee	1 Apr 2025	-

#### Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. CHATRCHAI TUONGRATANAPHAN	The chairman of the subcommittee (Independent director)
	Mr. ANOTAI ADULBHAN	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. PANUWAT CHALONGKUAMDEE	Member of the subcommittee (Independent director)
Corporate Governance, Risk Management, and Sustainability Committee	Mr. KANIT SAVANGVAROROSE	The chairman of the subcommittee (Independent director)
	Mr. PANUWAT CHALONGKUAMDEE	Member of the subcommittee (Independent director)
	Mrs. YUPIN MUNTZIG	Member of the subcommittee (Independent director)
	Mr. CORRADO GIAQUINTO	Member of the subcommittee
	Mrs. Manutsawat Wanalertlak	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Ms. Nutthinee Jenwattanavech Gender: Female Age : 49 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	Chief Marketing Officer (CMO)	2 Oct 2023	Marketing, Personal Products & Pharmaceuticals

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mr. CORRADO GIAQUINTO</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Chief Executive Officer (CEO)</p> <p>(The highest-ranking executive)</p>	7 Jan 2025	<p>Business Administration, Personal Products &amp; Pharmaceuticals, Strategic Management, Leadership, Marketing</p>
<p>3. Ms. Nalisa Lekutai</p> <p>Gender: Female</p> <p>Age : 53 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Chief Commercial Officer (CMO)</p>	7 Jan 2025	<p>Business Administration, Personal Products &amp; Pharmaceuticals, Home &amp; Office Products</p>

List of executives	Position	First appointment date	Skills and expertise
4. Mrs. Manutsawat Wanalertlak Gender: Female Age : 46 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 (CSCO)	3 Feb 2025	Business Administration, Transportation & Logistics, Procurement
5. Ms. Nantika Saejeing <sup>(*)</sup> Gender: Female Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief Financial Officer	21 Apr 2025	Food & Beverage, Accounting, Finance, Audit, Budgeting

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

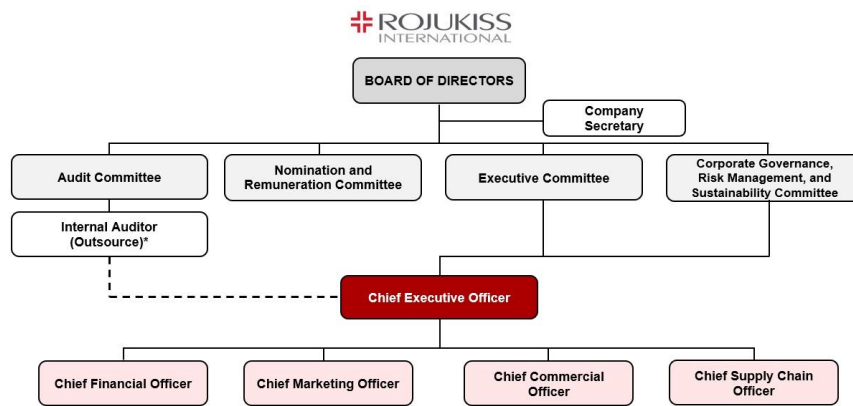
(\*\*) Accounting supervisor

(\*\*\*) 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 : 31 Dec 2025  
 executive and the next four executives as of date

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



Remark: \*The Company engaged Dharmniti Internal Audit Co., Ltd. to act as the Company's internal auditor for the year 2025.

## Remuneration policy for executive directors and executives

The Nomination and Remuneration Committee is responsible for identifying and nominating qualified individuals to assume the positions of Chief Executive Officer and senior executives of the Company. The Committee also considers and determines the structure and criteria for the remuneration of the Chief Executive Officer and senior executives, ensuring that such remuneration is appropriate to their roles and responsibilities, performance achievements linked to the Company's operating results, and other relevant external factors.

In addition, the Committee conducts benchmarking against remuneration levels of companies in the same or comparable industries to ensure competitiveness and alignment with market practices, and submits its recommendations to the Board of Directors for consideration and approval.

Executive directors or directors who are also executives of the Company are not entitled to remuneration under the Directors' remuneration arrangements, due to they already receive compensation in their capacity as employees of the Company.

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

The Nomination and Remuneration Committee considers and determines the structure and criteria for the remuneration of the Chief Executive Officer and senior executives, ensuring that such remuneration is appropriate to their roles and responsibilities, performance achievements linked to the Company's operating results, and other relevant external factors. In addition, the Committee conducts benchmarking against remuneration levels of companies in the same or comparable industries to ensure competitiveness and alignment with market practices, and submits its recommendations to **the Board of Directors for consideration and approval.**

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	26,861,697.36	30,952,706.40	29,544,149.99

#### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	1,111,698.84	1,268,350.31	475,684.88
Employee Stock Ownership Plan (ESOP)	Yes	Yes	Yes
Employee Joint Investment Program (EJIP)	No	No	No

The Company has implemented employee stock option plans by offering warrants to purchase the Company's shares to its executives and employees as follows:

#### 1. KISS ESOP (W-1) Scheme

The KISS ESOP (W-1) scheme was approved by the Extraordinary General Meeting of Shareholders No. 2/2020 held on 14 July 2020. Under this scheme, the Company offered warrants to purchase ordinary shares of the Company to executives and employees in an amount of not more than 18,000,000 units at an offering price of THB 7.20 per unit. The objective of the scheme is to provide incentives and rewards to executives and employees, encouraging their dedication and commitment to maximizing value for the Company and its shareholders. Eligible participants must be executives and/or employees of the Company as of the effective date of the Company's Registration Statement and Draft Prospectus for its initial public offering. The number of warrants allocated to each executive and/or employee may vary depending on position, experience, length of service, performance, potential, and contribution to the Company. The warrants have a term of five (5) years (expiring on 19 February), with an exercise ratio of one (1) warrant entitling the holder to subscribe for one (1) newly issued ordinary share of the Company. Under the KISS ESOP (W-1) scheme, five (5) executives of the Company (who have since resigned from their employment with the Company) were allocated warrants representing 51% of the total warrants under the scheme. The vesting schedule allows warrant holders to exercise their rights at 0%, 10%, 40%, 70%, and 100% of the allocated warrants in years 1 through 5, respectively. The Company has duly registered transfer restrictions on these warrants.

#### 2. KISS ESOP (W-2) Scheme

The KISS ESOP (W-2) scheme was approved by the Annual General Meeting of Shareholders for the year 2025 held on 24 April 2025. Under this scheme, the Company offered warrants to purchase ordinary shares of the Company to directors, executives, and employees in an amount of not more than 48,000,000 units at an offering price of THB 4.30 per unit. The purpose of this scheme is to provide incentives and rewards to directors, executives, and employees to encourage their commitment to delivering optimal performance and long-term value creation for the Company and its shareholders. Eligible participants must be directors, executives, and/or employees of the Company. The number of warrants allocated to each participant may differ based on position, experience, length of service, performance, potential, and contribution to the Company. The warrants have a term of five (5) years, expiring on 30 May 2030, with an exercise ratio of one (1) warrant entitling the holder to subscribe for one (1) newly issued ordinary share of the Company. Warrant holders must maintain their status as directors, executives, or employees of the Company or its group companies on the exercise date. Under the KISS ESOP (W-2) scheme, five (5) executives of the Company were

allocated warrants representing 75.63% of the total warrants under the scheme. The vesting schedule allows warrant holders to exercise their rights at 0%, 10%, 40%, 70%, and 100% of the allocated warrants in years 1 through 5, respectively. The Company has duly registered transfer restrictions on these warrants.

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

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

Estimated remuneration of executive directors and executives in the current year : 30,600,000.00

#### Other significant information

##### Other significant information

##### Assigned person

#### List of persons assigned for accounting oversight<sup>(3)</sup>

General information	Email	Telephone number
1. Ms. Pornthip Mankhongthongjaroen	pornthip_ma@rojukiss.com	026451155

Remark: <sup>(3)</sup> Ms. Pornthip Mankhongthongcharoen has been appointed as Deputy Director of Accounting and Finance and Accounting Controller, effective from 2 January 2026, replacing Ms. Wilaiporn Wongphokhom, Senior Accounting and Finance Manager and Accounting Controller, who resigned from the Company effective 1 January 2026.

#### List of the company secretary<sup>(4)</sup>

General information	Email	Telephone number
1. Ms. Wattara Arun	wattara_ar@rojukiss.com	026451155

Remark: <sup>(4)</sup> The Board of Directors Meeting No.3/2025, held on March 20, 2025, has resolved to approve the appointment of Ms. Wattara Arun as a Company Secretary, replacing Mr. Anotai Adulbhan effective from 1 April 2025 onwards.

#### List of the head of internal audit or outsourced internal auditor<sup>(5)</sup>

General information	Email	Telephone number
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General information	Email	Telephone number
1. Ms. Anutsaya Raksasorn	anutsaya@dir.co.th	-

Remark: <sup>(5)</sup> The Audit Committee Meeting No. 1/2025, held on 17 February 2025, approved the engagement and appointment of Dharmniti Internal Audit Co., Ltd. (under Dharmniti Public Company Limited), an external organization (outsourcing), to perform, supervise, and oversee the Company's internal audit process for the year 2025. Coordinator with outsource : Ms. Nantika Saejeing

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

#### Head of investor relations

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

#### List of the head of investor relations

General information	Email	Telephone number
1. Ms. Preeyaporn Ounbut	preeyaporn_ou@rojukiss.com	026451155

#### Company's auditor

#### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	3,150,000.00	<p>Types of non-audit service : Fee for the observation for destruction inventories in the amount of Baht10,000.</p> <p>Details of non-audit service : In this regard, the above mentioned audit fee does not include miscellaneous related expenses such as document/ printing, postage stamps, communication, etc. The audit firm will collect such expenses from the Company based on actual payment.</p> <p>Total non-audit fee 10,000.00 baht</p>	<p>1. Ms. NUNTIKA LIMVIRIYALERS            Email: nuntika.limviriyalers@pwc.com            License number: 7358</p> <p>2. Ms. TITHINUN VANKEO            Email: tithinun.vankeo@pwc.com            License number: 9432</p> <p>3. Mr. PAIBOON TUNKOON            Email: paiboon.tunkoon@pwc.com            License number: 4298</p>

**Details of the auditors of the subsidiaries**

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	712,250.00	-	1. Ms. NUNTIKA LIMVIRIYALERS Email: nuntika. limviriyalers@pwc.com License number: 7358  2. Ms. TITHINUN VANKEO Email: tithinun. vankeo@pwc.com License number: 9432  3. Mr. PAIBOON TUNKOON Email: paiboon. tunkoon@pwc.com License number: 4298

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

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

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

## Performance Report on Corporate Governance

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

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

In 2025, The Board of Directors has reviewed and set vision and mission of the Company as well as set the company strategy 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 based on the example of the Board of Directors Self-Evaluation Form recommended by Thai Institute of Director (Thai IOD) and the Stock Exchange of Thailand. Furthermore, in overseeing the management of the Company in accordance with the principles of good corporate governance, the Board of Directors monitored and reviewed various matters to ensure that the Companys operations were conducted in compliance with Good Corporate Governance practices. Such matters included the review of reports on securities holding by directors and executives, quarterly reports from the Boards sub-committees, the annual review and amendment of the Board of Directors Charter and the charters of the sub-committees, as well as the preparation of declarations of interests by directors and executives for the first time.

In order to comply with applicable laws and regulations of the relevant regulatory authorities, the Board of Directors also considered and approved key matters in accordance with its roles and responsibilities, including the approval of the financial statements, dividend payments, the convening of shareholders meetings, and the appointment of directors and sub-committee members.

#### The performance evaluation of High-level Executive

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 Companys 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.

The performance evaluation process for the Chief Executive Officer (CEO) is conducted as follows:

- Review and Approval: The Nomination and Remuneration Committee reviews and screens the evaluation forms before proposing them to the Board of Directors for formal approval.
- Data Collection: The Company Secretary collects the completed evaluation forms from all Board members to summarize the scores and compile various recommendations.
- Reporting: The summarized results are presented to the Nomination and Remuneration Committee and the Board of Directors, respectively.

#### Evaluation Criteria: The evaluation covers the following key performance areas:

1. Goal Identification and Achievement Status
2. Leadership
3. Strategy Formulation
4. Strategy Implementation
5. Financial Planning and Performance
6. Relationship with the Board of Directors
7. External Relationships
8. Management and Personnel Relations

- 9. Succession Planning
- 10. Product and Service Knowledge
- 11. Personal Attributes

## 2025 Evaluation Results

In 2025, the performance evaluation result for the Chief Executive Officer within the score range of 85% - 90%.

## 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
Ms. LACKANA LEELAYOUTHAYOTIN	Chairman of the board of directors	16 Jul 2020	Marketing, Business Administration, Economics, Personal Products & Pharmaceuticals, Governance/ Compliance
Mr. CORRADO GIAQUINTO	Director	16 Dec 2024	Business Administration, Personal Products & Pharmaceuticals, Strategic Management, Leadership, Marketing

#### List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
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List of directors	Position	First appointment date of director	Skills and expertise
Mrs. YUPIN MUNTZIG	Director	14 Aug 2025	Media & Publishing, Marketing, Brand Management, Business Administration

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

#### Selection of independent directors

##### Criteria for selecting independent directors

The Company has determined that the composition of its Board of Directors shall include independent directors in a proportion of not less than one-third of the total number of directors. In the nomination of independent directors, the Nomination and Remuneration Committee is responsible for identifying and selecting qualified individuals in compliance with applicable laws and regulations, as well as in accordance with the Board Skill Matrix established by the Company to align with its business strategies in various areas. The Committee then proposes such individuals to the Board of Directors for appointment or for submission to the shareholders meeting for approval, as the case may be, in accordance with the Companies Articles of Association.

The qualifications of independent directors are as follows:

- 1) Holding no more than one percent (1%) of the total voting shares of the Company, its subsidiaries, associates, major shareholders, or controlling persons, including shares held by related persons of such independent director.
- 2) Not being, nor having been, a director involved in management, employee, staff member, salaried advisor, or controlling person of the Company, its subsidiaries, associates, companies under common control, major shareholders, or controlling persons, unless such status has ceased for a period of not less than two years prior to the appointment.
- 3) Not having a relationship by blood or legal registration, including being a parent, spouse, sibling, or child (including the spouse of such child), with any other director, executive, major shareholder, controlling person, or any person proposed to be appointed as a director, executive, or controlling person of the Company or its subsidiaries.
- 4) Not having, nor having had, any business relationship\* with the Company, its subsidiaries, associates, major shareholders, or controlling persons in a manner that may interfere with the exercise of independent judgment, and not being, nor having been, a significant shareholder or controlling person of any entity having a business relationship with the Company, its subsidiaries, associates, major shareholders, or controlling persons, or any entity that may have conflicts of interest, unless such relationship has ceased for a period of not less than two years prior to the appointment.

\*Such business relationships include normal commercial transactions conducted in the ordinary course of business, leasing or renting of real estate, transactions relating to assets or services, or the provision or receipt of financial assistance, including loans, guarantees, or the provision of assets as collateral, as well as other similar transactions that result in the Company or the counterparty having obligations amounting to three percent (3%) or more of the Companies net tangible assets, or THB 20 million or more, whichever is lower. The calculation of such obligations shall be made in accordance with the methods prescribed for connected transactions under the relevant regulations of the

Stock Exchange of Thailand, mutatis mutandis, taking into account obligations incurred during the one-year period prior to the date on which the business relationship occurred with the same person.

5) Not being, nor having been, an auditor of the Company, its subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, controlling person, or partner of the audit firm in which the auditors of the Company, its subsidiaries, associates, major shareholders, or controlling persons are affiliated, unless such status has ceased for a period of not less than two years prior to the appointment.

6) Not being, nor having been, a provider of professional services of any kind, including legal or financial advisory services, receiving service fees in excess of THB 2 million per year from the Company, its subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, controlling person, or partner of such professional service provider, unless such status has ceased for a period of not less than two years prior to the appointment.

7) Not being a director appointed as a representative of the Company's directors, major shareholders, or shareholders who are related to the Company's major shareholders.

8) Not engaging in a business of the same nature that constitutes significant competition with the business of the Company or its subsidiaries, and not being a significant partner, director involved in management, employee, staff member, salaried advisor, or holding more than one percent (1%) of the total voting shares of any other company engaged in a business of the same nature that constitutes significant competition with the business of the Company or its subsidiaries.

9) Not having any other characteristics that would prevent the independent director from expressing independent opinions on the Company's operations.

As of 31 December 2025, the Company had 6 independent directors, namely: Dr. Lackana Leelayouthayotin, Ms. Pratana Mongkolkul, Dr. Chatrchai Tuongratanaphan, Mr. Kanit Savangvarorose, Mr. Panuwat Chalongkumdee, and Ms. Yupin Muntzing.

#### **Business or professional relationships of independent directors over the past year**

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

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

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

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

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

## Number of directors from major shareholders

Number of directors from each group of major : 1  
shareholders over the past year (persons)

## Rights of minority shareholders on director appointment

### Criteria and Procedures for the Election of Directors at the Shareholders Meeting:

1. Each shareholder shall have one vote per share held, with one share entitling the holder to one vote.
2. Shareholders may exercise all of their votes to elect one or more individuals as directors; however, the total number of individuals selected shall not exceed the number of directors to be elected at that meeting. In the case of voting for more than one candidate, shareholders may not allocate or divide their votes among the candidates.
3. The candidates receiving the highest number of votes, in descending order, shall be deemed elected as directors up to the number of directors to be elected. In the event that two or more candidates receive an equal number of votes resulting in more candidates than the number of directors to be elected, the Chairman of the meeting shall have the casting vote.

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

## Setting qualifications for the selection of directors

### Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
Business understanding and knowledge in related areas	Personal Products & Pharmaceuticals, Marketing, Others : Beauty and cosmetics product, health product, retail business and international business
Marketing and business administration	Marketing, Digital Marketing, Brand Management, Negotiation, Business Administration
Technology	Information & Communication Technology, IT Management, Digital Marketing, Others : AI

Qualifications, knowledge, or experience	Skill and expertise
Accounting and finance	Accounting, Finance, Audit, Internal Control, Budgeting
Laws and regulations	Law
Economics and government policy	Economics, Public Administration
Knowledge in money market and capital market	Finance & Securities, Finance
Corporate governance and sustainability	Corporate Social Responsibility, Sustainability, Governance/ Compliance

## 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, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2025: Risk Management Program for Corporate Leaders (RCL)</li> <li>• 2018: Advanced Audit Committee Program (AACP)</li> <li>• 2016: Director Certification Program (DCP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: The Current Landscape of the Biotechnology Industry in Thailand and Government Support Initiatives</li> <li>• 2017: TLCA Leadership Development Program (LDP)</li> <li>• 2016: Corporate Governance for Directors and Senior Executives (Regulators) State Enterprises and Public Organization class 15/2016</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
<p>2. Mrs. PRATANA MONGKOLKUL (Vice-chairman of the board of directors, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2024: Strategic Board Master Class (SBM)</li> <li>• 2023: Successful Formulation &amp; Execution of Strategy (SFE)</li> <li>• 2021: Board Nomination and Compensation Program (BNCP)</li> <li>• 2021: Director Leadership Certification Program (DLCP)</li> <li>• 2021: Ethical Leadership Program (ELP)</li> <li>• 2016: Advanced Audit Committee Program (AACP)</li> <li>• 2003: Director Accreditation Program (DAP)</li> <li>• 2003: Director Certification Program (DCP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: AI &amp; Business Workshop</li> <li>• 2025: Post- Mortem Workshop What killed Rojukiss in 2026</li> <li>• 2024: Intellectual Property and International Trade Program 2024</li> <li>• 2023: How to Develop a Risk Management Plan</li> <li>• 2022: International Trade Program 2022</li> <li>• 2017: IT Governance and Cyber Resilience Program</li> <li>• 2015: Corporate Governance for Directors and Senior Executives (Regulators) State Enterprises and Public Organization class 13/2015</li> <li>• 2008: CMA Leader Program class 6/2008</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
3. Ms. PIYAWADEE SONSINGH (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2016: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: AI &amp; Business Workshop</li> <li>• 2025: Post- Mortem Workshop What killed Rojukiss in 2026</li> </ul>
4. Mr. ANOTAI ADULBHAN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2023: Director Accreditation Program (DAP)</li> <li>• 2021: Board Nomination and Compensation Program (BNCP)</li> <li>• 2015: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Post- Mortem Workshop What killed Rojukiss in 2026</li> <li>• 2025: Post- Mortem Workshop What killed Rojukiss in 2026</li> </ul>
5. Mr. CHATRCHAI TUONGRATANAPHAN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2018: Advanced Audit Committee Program (AACP)</li> <li>• 2014: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Director Mentorship Program</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
6. Mr. PANUWAT CHALONGKUAMDEE (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2023: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: AI &amp; Business Workshop</li> <li>• 2025: Post- Mortem Workshop What killed Rojukiss in 2026</li> <li>• 2024: Facilitation Skills Training Program 2024</li> </ul>
7. Mr. KANIT SAVANGVAROROSE (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2024: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: AI &amp; Business Workshop</li> <li>• 2025: Post- Mortem Workshop What killed Rojukiss in 2026</li> <li>• 2023: CMA Leader Program class 33/2023</li> <li>• 2022: Corporate Governance for Directors and Senior Executives (Regulators) State Enterprises and Public Organization class 25/2022</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. CORRADO GIAQUINTO (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2025: Director Accreditation Program (DAP)</li> <li>• 2025: Director Certification Program (DCP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: AI &amp; Business Workshop</li> <li>• 2025: Introduce of Anti-Corruption 2025</li> <li>• 2025: Introduction to ESG: Environmental, Social, and Governance</li> <li>• 2025: Post- Mortem Workshop What killed Rojukiss in 2026</li> </ul>
9. Mrs. YUPIN MUNTZIG (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2025: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: A Key to Corporate Success 2/2025</li> <li>• 2025: AI &amp; Business Workshop</li> <li>• 2025: Post- Mortem Workshop What killed Rojukiss in 2026</li> </ul>

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

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. The performance evaluation was done by a collective performance evaluation, individual performance evaluation and a sub-committee performance evaluation as following structures:

**1. Board Performance Evaluation (as a Whole) :** The evaluation of the performance of the Board of Directors as a whole comprises six areas: (1) Board structure and qualifications; (2) Roles, duties, and responsibilities of the Board; (3) Board meetings; (4) Board dynamics and effectiveness in performing duties; (5) Relationship with management; and (6) Director development.

**2. Individual Director Performance Evaluation :** The evaluation of individual directors comprises five areas: (1) Personal qualifications; (2) Readiness to perform duties; (3) Participation in meetings; (4) Roles, duties, and responsibilities; and (5) Relationship with the Board and management.

**3. Sub-Committee Performance Evaluation (as a Whole and Individual) :** The evaluation of the performance of the Boards sub-committees comprises three areas: (1) Committee structure and qualifications; (2) Committee meetings; and (3) Sub-committee charters, roles, duties, and responsibilities, including reporting processes.

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

In 2025, the results of the performance evaluation of the Board of Directors were as follows:

**1. Board Performance Evaluation (as a Whole)** showed an average score of 86.03 %.

**2. Individual Director Performance Evaluation** showed an average score of 90.58%.

**3. Sub-Committee Performance Evaluation** The results of the sub-committee performance evaluation of the Audit Committee, the Corporate Governance, Risk Management, and Sustainability Committee and the Nomination and Remuneration Committee, Executive Committee showed an average score as a Whole of 89.54%, 83.16%, 82.67%, and 93.06% respectively and average score of 85.0%, 84.90%, 82.92%, and 92.71% respectively for individual.

#### 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	86.03	100
	Self-assessment	90.58	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	86.54	100
	Self-assessment	85.00	100
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Nomination and Remuneration Committee	Group assessment	82.67	100
	Self-assessment	82.92	100
	Cross-assessment (assessment of another director)	None	None
Corporate Governance, Risk Management, and Sustainability Committee	Group assessment	83.16	100
	Self-assessment	84.90	100
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	93.06	100
	Self-assessment	92.71	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 : 6

past year (times)

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

**Details of the board of directors' meeting attendance**

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Ms. LACKANA LEELAYOUTHAYOTIN (Chairman of the board of directors, Independent director)	6	/	6	1	/	1		/	
2. Mrs. PRATANA MONGKOLKUL (Vice-chairman of the board of directors, Independent director)	6	/	6	1	/	1		/	
3. Ms. PIYAWADEE SONSINGH (Director)	6	/	6	1	/	1		/	
4. Mr. ANOTAI ADULBHAN (Director)	6	/	6	1	/	1		/	
5. Mr. CHATRCHAI TUONGRATANAPHAN (Director, Independent director)	5	/	6	1	/	1		/	
6. Mr. PANUWAT CHALONGKUAMDEE (Director, Independent director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
7. Mr. KANIT SAVANGVAROROSE (Director, Independent director)	6	/	6	1	/	1		/	
8. Mr. CORRADO GIAQUINTO (Director)	6	/	6	1	/	1		/	
9. Mrs. YUPIN MUNTZIG (Director, Independent director)	1	/	1	0	/	0		/	
10. Mrs. WORRAWAN CHAIKAMNERD (Director)	4	/	5	1	/	1		/	

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Ms. LACKANA LEELAYOUTHAYOTIN (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mrs. PRATANA MONGKOLKUL (Vice-chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Ms. PIYAWADEE SONSINGH (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Mr. ANOTAI ADULBHAN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. CHATRCHAI TUONGRATANAPHAN (Director)	5/6 (83.33%)	1/1 (100.00%)	N/A
6. Mr. PANUWAT CHALONGKUAMDEE (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mr. KANIT SAVANGVAROROSE (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. CORRADO GIAQUINTO (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Mrs. YUPIN MUNTZIG (Director)	1/1 (100.00%)	N/A	N/A
10. Mrs. WORRAWAN CHAIKAMNERD (Director)	4/5 (80.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>96.33%</b>	<b>100.00%</b>	<b>N/A</b>

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

Remark

1) Mrs. Yupin Muntzing was appointed as director effectively August 14, 2025.

#### Remuneration of the board of directors

##### Types of remuneration of the board of directors

Monetary remuneration for the Chairman, Independent Directors, and Non-Executive Directors, totaling 8 persons, in the aggregate amount of THB 2.11 million.

## Remuneration of the board of directors

### Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Ms. LACKANA LEELAYOUTHAYOTIN (Chairman of the board of directors, Independent director)</b>			<b>302,500.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	122,500.00	180,000.00	302,500.00	No	
<b>2. Mrs. PRATANA MONGKOLKUL (Vice-chairman of the board of directors, Independent director)</b>			<b>297,500.00</b>		<b>0.00</b>
Board of Directors (Vice-chairman of the board of directors)	87,500.00	120,000.00	207,500.00	No	
Audit Committee (Chairman of the audit committee)	90,000.00	0.00	90,000.00	No	
<b>3. Ms. PIYAWADEE SONSINGH (Director)</b>			<b>207,500.00</b>		<b>0.00</b>
Board of Directors (Director)	87,500.00	120,000.00	207,500.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
<b>4. Mr. ANOTAI ADULBHAN (Director)</b>			<b>242,500.00</b>		<b>0.00</b>
Board of Directors (Director)	87,500.00	120,000.00	207,500.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	35,000.00	0.00	35,000.00	No	
<b>5. Mr. CHATRCHAI TUONGRATANAPHAN (Director, Independent director)</b>			<b>315,000.00</b>		<b>0.00</b>
Board of Directors (Director)	75,000.00	120,000.00	195,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	60,000.00	0.00	60,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>6. Mr. PANUWAT CHALONGKUAMDEE (Director, Independent director)</b>			<b>270,500.00</b>		<b>0.00</b>
Board of Directors (Director)	87,500.00	120,000.00	207,500.00	No	
Corporate Governance, Risk Management, and Sustainability Committee (Member of the subcommittee)	28,000.00	0.00	28,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	35,000.00	0.00	35,000.00	No	
<b>7. Mr. KANIT SAVANGVAROROSE (Director, Independent director)</b>			<b>315,500.00</b>		<b>0.00</b>
Board of Directors (Director)	87,500.00	120,000.00	207,500.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance, Risk Management, and Sustainability Committee (The chairman of the subcommittee)	48,000.00	0.00	48,000.00	No	
<b>8. Mr. CORRADO GIAQUINTO (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance, Risk Management, and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>9. Mrs. YUPIN MUNTZIG (Director, Independent director)</b>			<b>65,306.45</b>		<b>0.00</b>
Board of Directors (Director)	12,500.00	45,806.45	58,306.45	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance, Risk Management, and Sustainability Committee (Member of the subcommittee)	7,000.00	0.00	7,000.00	No	
<b>10. Ms. Nantika Saejeing</b> (Member of the executive committee)			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>11. Mrs. Manutsawat Wanalertlak</b> (Member of the subcommittee)			<b>N/A</b>		<b>N/A</b>
Corporate Governance, Risk Management, and Sustainability Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
<b>12. Mrs. WORRAWAN CHAIKAMNERD</b> (Director)			<b>91,370.97</b>		<b>0.00</b>
Board of Directors (Director)	37,500.00	53,870.97	91,370.97	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>13. Ms. Saranthorn Chantakulchai</b> (Member of the executive committee)			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

#### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	685,000.00	999,677.42	1,684,677.42
2. Audit Committee	210,000.00	0.00	210,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	130,000.00	0.00	130,000.00
5. Corporate Governance, Risk Management, and Sustainability Committee	83,000.00	0.00	83,000.00

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

	2023	2024	2025

	2023	2024	2025
Meeting allowance (Baht)	809,500.00	1,127,500.00	1,108,000.00
Other monetary remuneration (Baht)	1,020,000.00	943,870.00	999,677.42
Total (Baht)	1,829,500.00	2,071,370.00	2,107,677.42

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

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

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

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

##### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

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

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.

#### Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)

-

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

#### The monitoring of compliance with corporate governance policy and guidelines

#### Prevention of conflicts of interest

#### Operations for conflict of interest prevention over the past year

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

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.

In 2025, the Board of Directors established the criteria and procedures for reporting conflicts of interest of directors and executives as follows:

- **Initial Reporting:** Directors and executives (as defined by the SEC) who are newly appointed are required to complete a *Report on Conflict of Interest Form*, providing accurate and truthful information, and to certify the accuracy of such information by signature (either handwritten or via electronic signature). The completed form must be submitted to the Office of the Company Secretary.

- **Reporting of Changes:** Whenever there is any change to the reported information, directors and executives are required to report such changes (only in the relevant amended sections) by completing the *Report on Conflict of Interest Form*, certifying the accuracy of the updated information, and submitting the form to the Company Secretary within 14 days from the date of such change.

- **Reporting and Summary:** The Company Secretary shall compile and summarize the conflict of interest information (including any updates) of directors and executives and report the same to the Board of Directors for acknowledgment on a semi-annual basis.

Upon receipt of the Report on Conflict of Interest Form from directors and executives, the Company Secretary shall acknowledge receipt by signature, retain the original copy for record-keeping, and deliver copies to the Chairman of the Board of Directors and the Chairman of the Audit Committee within seven business days.

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**

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

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

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

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

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.

In 2025, the Company Secretary prepared and reported a summary of the KISS securities holdings of directors and senior executives to the Board of Directors on a quarterly basis for acknowledgment. Details of the changes in the holdings of KISS securities by directors and senior executives as of 13 March 2025 and 30 December 2025 are as follows:

Director / Executive	No. of Shares held (shares)							2025 Increase (Decrease)
	As at Mar 13, 2025			As at Dec 30, 2025				
	Director/ Executive	Spouse / minor child / partnership	Total	Director/ Executive	Spouse / minor child / partnership	Total		
					Shares	% of total shares		
Dr. Lackana Leelayouthyotin	500,000	-	500,000	500,000	-	500,000	0.08%	-
Ms. Pratana Mongkolkul	-	300,000	300,000	-	300,000	300,000	0.05%	-
Mr. Kanit Savangvarorose	-	-	-	-	-	-	0.00%	-
Mr. Chatrchai Tuongratanaphan Ph.D.B.A.	300,000	7,000	307,000	300,000	7,000	307,000	0.05%	-
Mr. Panuwat Chalongkuanmdee	-	-	-	-	-	-	0.00%	-
Ms. Piyawadee Sonsingh	108,219,460	30,000	108,249,460	105,319,460	30,000	105,349,460	17.56%	(2,900,000)
Mr. Anotai Adulbhan	100,040	-	100,040	500,040	-	500,040	0.08%	400,000
Mrs. Yupin Muntzing	-	-	-	1,000	-	1,000	0.00%	1,000
Mr. Corrado Giaquinto	-	-	-	2,900,000	-	2,900,000	0.48%	2,900,000
Ms. Nantika SaeJeing *	-	-	-	-	-	-	0.00%	-
Ms. Nalisa Lektuai *	-	-	-	100,000	-	100,000	0.02%	100,000
Ms. Nutthinee Jenwattanavech *	-	-	-	-	-	-	0.00%	-
Mrs. Manutsawat Wanalertak *	-	-	-	-	-	-	0.00%	-

Remarks :

Paid up share as at Dec 30,2025 = 600,010,000 shares

\* Executives

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

	2023	2024	2025

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

## Anti-corruption action

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

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption,  
Communication and training for employees on anti-  
corruption policy and guidelines

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 Companys 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 Companys 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:

### 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.

### 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 companys policy. The objective of the support must be for public relation, support business, the Companys 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 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 Companys 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**

	2023	2024	2025

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

## Whistleblowing

### Operations related to whistleblowing over the past year

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

The Company has established mechanisms for receiving complaints and handling whistleblowing cases related to violations of laws, the Company's charter, and its Code of Conduct and work ethics, or behaviors that may indicate fraud or corruption by the Company's personnel. This includes appropriate protection measures for whistleblowers in accordance with this policy, in order to provide clear operational guidelines and to ensure that the handling of complaints regarding fraud and misconduct is carried out effectively.

Whistleblowers or complainants are required to provide details of the matter to be reported or complained of, together with their name, address, and contact telephone number, and to submit the information through the following channels:

- Email: whistleblowing@rojukiss.com
- 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

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

### The monitoring of compliance with other corporate governance policy and guidelines

In 2025, there were **no cases** in which any director of the Company committed **serious misconduct relating to ethical** issues in violation of applicable regulations. There were also **no news reports, penalties, accusations, or civil actions** taken by regulatory authorities against the Company's directors.

In addition, there were **no cases** in which **independent directors or executive directors resigned due to corporate governance issues**, and there were no instances of the entire Audit Committee resigning.

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

### Meeting attendance of audit committee<sup>(6)</sup>

Meeting attendance of audit committee (times) : 7

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. PRATANA MONGKOLKUL (Chairman of the audit committee)	7	/	7	7/7 (100.00%)
2 Mr. CHATRCHAI TUONGRATANAPHAN (Member of the audit committee)	7	/	7	7/7 (100.00%)
3 Mr. KANIT SAVANGVAROROSE (Member of the audit committee)	7	/	7	7/7 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

Remark: <sup>(6)</sup> 1. Mrs. Prathana Mongkhonkul and Mr. Kanit Sawangwororos are individuals with sufficient knowledge and experience to review the reliability of the financial statements, as well as to perform other duties as Audit Committee members. 2. The Audit Committee Meetings were held in a hybrid meeting, comprising onsite meetings at the Company's office and meetings conducted via electronic using the MS Teams system

## The results of duty performance of the audit committee

In 2025, the key aspects of the Audit Committee's responsibilities are as follows:

### 1. Reviewing the accuracy of the financial reports and the adequacy of the company's information disclosure.

The Audit Committee has reviewed the quarterly consolidated financial statements and the annual consolidated financial statements of the company regarding the accuracy and completeness of the financial statements, significant accounting adjustments, and accounting estimates that impact the financial statements. It also reviewed the adequacy and appropriateness of the accounting methods and the scope of the audit, the completeness and accuracy of the disclosures, and the independence of the auditors. The Audit Committee has considered and agreed with the auditors that the previously stated financial statements of the company have been prepared in accordance with generally accepted accounting standards, are accurate, complete, and reliable, and that the accounting policies selected are appropriate.

## **2. Reviewing related party transactions or transactions that may involve conflicts of interest.**

The Audit Committee has placed importance on reviewing related party transactions or transactions that may involve conflicts of interest within the business group. A policy for conducting related party transactions has been established, and management is required to report related party transactions on a quarterly basis, in accordance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). These transactions are conducted in a reasonable manner, for the maximum benefit of the business group, and do not favor any party.

## **3. Reviewing the internal control system.**

The Audit Committee recognizes the importance of having a good internal control system and considers it a crucial responsibility to ensure that the company has an adequate and appropriate internal control system to manage operations effectively and in accordance with goals, objectives, laws, and related regulations. In 2025, the company engaged Dharmniti Internal Audit Co., Ltd. (Dharmniti) to audit and monitor the overall internal control system of the company. The audit results showed no significant issues with a material impact. Additionally, the Audit Committee reviewed the adequacy of the internal control system based on the internal control framework of The Committee of Sponsoring Organizations of the Treadway Commission (COSO). The internal control evaluation report from Dharmniti indicated no significant weaknesses or deficiencies. The Audit Committee is of the opinion that the company's internal control system is appropriate and sufficiently effective for business operations, with no material issues that could impact the company's operations.

## **4. Monitoring the internal audit activities.**

The Audit Committee has overseen the internal audit function to ensure its independence, requiring it to report directly to the Audit Committee as outlined in the Internal Audit Charter, which was established in 2020. The Audit Committee has reviewed the annual audit plan, the execution of the plan, and the results of the internal audit work, providing recommendations and following up on corrective actions for significant issues to promote good corporate governance and ensure adequate internal controls. The committee also reviewed the independence and adequacy of resources for the internal audit function and concluded that the company's internal audit system is appropriate, sufficient, and effective. The performance of the internal audit function has achieved its set objectives.

## **5. Consideration of the appointment of the auditor.**

The Audit Committee has considered the selection of auditors by evaluating their independence, the quality of past audit work, the skills, knowledge, and experience of the auditors, as well as the appropriateness of the audit fees. The Audit Committee has resolved to propose to the Board of Directors for consideration and approval at the meeting to appoint certified public accountant on behalf of PricewaterhouseCoopers ABAS Limited, as the company's auditor for the year 2025, along with the proposed audit fees for the year 2025.

Additionally, the Audit Committee held a meeting with the auditors without management present to discuss the independence of the auditors in performing their duties, as well as important issues from the review and audit of the financial statements that had changed. The auditors reported that no significant issues were found in terms of accounting, and they received excellent cooperation in performing their work.

## **6. Reviewing compliance with laws.**

The Audit Committee has reviewed and overseen the company's and its subsidiaries' compliance with regulations, policies, and business operations to ensure they are conducted in accordance with the Securities and Exchange Act, the regulations of the Securities and Exchange Commission, the Stock Exchange of Thailand, and other laws relevant to the company's business. The Audit Committee found no indications to suggest any deficiencies in compliance and/or any actions that are clearly inconsistent with or in violation of the relevant regulations, rules, and laws.

## **7. Reviewing corporate governance.**

The Audit Committee has reviewed the company's corporate governance to ensure that the company has an appropriate and effective governance process. The committee has promoted and monitored the progress of

developing good corporate governance practices continuously, providing guidance and recommendations to improve the necessary internal controls to further develop the process. The Audit Committee is of the opinion that the company should continue to develop and improve corporate governance practices. Additionally, the Audit Committee's charter has been updated to align with the announcement of the Securities and Exchange Commission.

#### 8. Self-assessment of the Audit Committee.

The Audit Committee has conducted a self-assessment of its performance both individually and as a group, in accordance with the best practices of the Securities and Exchange Commission. The results of the performance evaluation were satisfactory, as the committee carried out its duties fully as outlined in the Audit Committee Charter approved by the Board of Directors. The committee utilized its knowledge, skills, and independence while continuously providing feedback and recommendations to management and the Board of Directors.

From the performance of the Audit Committee for the year 2025, as reported above, the Audit Committee has carried out its duties in accordance with the charter assigned by the Board of Directors fully and independently, ensuring that the company has effective and adequate corporate governance. Additionally, the company's operations are conducted for the maximum benefit of all shareholders, fairly and equitably, without conflicts of interest, and with an adequate and appropriate internal control system.

### Information on summary of the results of duty performance of subcommittees

#### Meeting attendance and the results of duty performance of subcommittees

##### Meeting attendance of Executive Committee<sup>(7)</sup>

Meeting Executive Committee (times) : 14

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. PIYAWADEE SONSINGH (The chairman of the executive committee)	14	/	14	14/14 (100.00%)
2 Mr. ANOTAI ADULBHAN (Vice-chairman of the executive committee)	14	/	14	14/14 (100.00%)
3 Mr. CORRADO GIAQUINTO (Member of the executive committee)	14	/	14	14/14 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Ms. Nantika Saejeing (Member of the executive committee)	10	/	10	10/10 (100.00%)
5 Mrs. WORRAWAN CHAIKAMNERD (Member of the executive committee)	0	/	0	N/A
6 Ms. Saranthorn Chantakulchai (Member of the executive committee)	2	/	3	2/3 (66.67%)
<b>Average meeting attendance rate</b>				<b>(93.33%)</b>

### The results of duty performance of Executive Committee

As of 31 December 2025, the Executive Committee comprised four members, consisting of two non-executive directors (NEDs): Ms. Piyawadee Sonsingh (Chairman of the Executive Committee) and Mr. Anotai Adulbhan (Vice Chairman of the Executive Committee); one director and Chief Executive Officer: Mr. Corrado Giacobinto; and one Executive / Chief Financial Officer: Ms. Nantika Saejeing.

In addition, Executives (or C-Level) such as the Chief Sales Officer, Chief Marketing Officer, and Chief Supply Chain Officer attend Executive Committee meetings to report progress in their respective functions. In 2025, a total of 14 Executive Committee meetings were held in a hybrid format, comprising onsite meetings at the Companys office and meetings conducted via electronic media using the MS Teams system. The overall attendance rate of the Executive Committee members was 93.33%.

The Executive Committee performed its duties in accordance with the scope of authority and responsibilities as stipulated in its Charter. The key duties are summarized as follows:

1. To determine the Companys strategic direction, including the business plan and annual budget, and to establish the relevant management structure for submission to the Board of Directors for consideration.
2. To monitor the Companys performance, both financial and operational, and to report to the Board of Directors.
3. To provide opinions to the Board of Directors regarding the Companys dividend policy.
4. To seek and evaluate investment opportunities in new businesses and submit them to the Board of Directors for consideration.
5. To consider and approve the Companys transactions, such as investment transactions, within the scope of authority delegated by the Board of Directors.
6. To provide opinions on matters to be submitted to the Board of Directors for approval, except for matters already considered by other sub-committees within their delegated authority.

Remark: <sup>(7)</sup> 1. Ms. Piyawadee Sonsingh was appointed as Chief Executive Officer, replacing Ms. Worrawan Chaikamnerd, effective from 7 January 2025 onwards.  
2. Ms. Nantika Saejeing was appointed as an Executive Director and Chief Financial Officer (CFO), effective from 21 April 2025 onwards.  
3. Ms. Saranthorn Chantakulchai resigned from her positions as Executive Director and Chief Financial Officer (CFO), effective from 1 April 2025 onwards.

### Meeting attendance of Nomination and Remuneration Committee

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHATRCHAI TUONGRATANAPHAN (The chairman of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
2 Mr. ANOTAI ADULBHAN (Member of the subcommittee)	5	/	5	5/5 (100.00%)
3 Mr. PANUWAT CHALONGKUAMDEE (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

Here is the English translation of the report, using professional corporate language suitable for an Annual Report (Form 56-1 One Report):

#### Nomination and Remuneration Committee Report

The Nomination and Remuneration Committee (NRC) consists of three members: two Independent Directors, namely **Mr. Chatrchai Tuongratanaphan** (Chairman) and **Mr. Panuwat Chalongkuamdee** (Member), and one Non-Executive Director, **Mr. Anotai Adulphan** (Member).

In 2025, the Committee held a total of 5 meetings conducted in a hybrid format, combining physical meetings at the companys office with electronic meetings via MS Teams. The Committee reported its performance summaries to the Board of Directors after every meeting and carefully screened all relevant agendas before proposing them for Board consideration. For the year 2025, the key activities performed are summarized as follows:

- Nomination of Directors:** Reviewed the qualifications of candidates nominated to replace directors retiring by rotation for the year 2025. These nominations were proposed to the Board of Directors for endorsement and subsequently to the 2025 Annual General Meeting of Shareholders (AGM) for approval.
- Transparent Recruitment:** Conducted the recruitment of qualified individuals for directorship through a transparent process. Selection was based on expertise that aligns with the companys needs, utilizing a **Board Skill Matrix** to analyze skills, experience, and specialized knowledge, ensuring the Board's composition is appropriate and consistent with the companys business operations.
- Executive Recruitment:** Evaluated and identified qualified external candidates for executive positions within the company.
- Remuneration Policy:** Reviewed the criteria and structure for remuneration, including the total budget and allocation for the Board of Directors and Sub-committees. These were proposed to the Board and the 2025 AGM for approval to ensure that director compensation is appropriate and competitive.

5. **Annual Reporting:** Reviewed the Nomination and Remuneration Committees performance report for 2025 for inclusion in the Annual Registration Statement / Annual Report (Form 56-1 One Report) for the year ended December 31, 2025.
6. **Charter Review:** Reviewed and updated the Nomination and Remuneration Committee Charter.
7. **Performance Evaluation Review:** Reviewed the performance evaluation forms for the Board of Directors (both as a whole and individuals) and Sub-committees for the year 2025.
8. **CEO Evaluation:** Reviewed the performance evaluation criteria and results for the Chief Executive Officer (CEO) for 2025 to propose to the Board of Directors for approval.
9. **Compensation Structure:** Considered adjustments to the compensation and benefit structure for employees to propose to the Board of Directors for approval.
10. **ESOP Allocation:** Reviewed the list of directors, executives, or employees eligible for the allocation of warrants under the **Warrants to Purchase Ordinary Shares Scheme for Directors, Executives, and Employees of Rojukiss International Public Company Limited No. 2 (KISS-ESOP-W2)**. This was proposed to the Board for endorsement and to the 2025 AGM for approval.
11. **Welfare Improvements:** Considered improvements to employee welfare and benefits to remain competitive in the market, proposing these to the Board of Directors for approval.

The Nomination and Remuneration Committee has performed its duties with prudence, integrity, and in accordance with the responsibilities defined in its Charter. The Committee remains committed to the principles of good corporate governance to ensure balanced and sustainable benefits for all stakeholders.

#### Meeting attendance of Corporate Governance, Risk Management, and Sustainability Committee <sup>(8)</sup>

Meeting Corporate Governance, Risk Management, and Sustainability Committee : 4  
(times)

List of Directors	Meeting attendance of Corporate Governance, Risk Management, and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KANIT SAVANGVAROROSE (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. PANUWAT CHALONGKUAMDEE (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of Corporate Governance, Risk Management, and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mrs. YUPIN MUNTZIG (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
4 Mr. CORRADO GIAQUINTO (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mrs. Manutsawat Wanalertlak (Member of the subcommittee)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Corporate Governance, Risk Management, and Sustainability Committee

In 2025, at the Board of Directors Meeting No. 2/2025 held on 25 February 2025, the Board resolved to change the name of the Good Corporate Governance Committee to the Corporate Governance and Sustainability Committee. Subsequently, at the Board of Directors Meeting No. 5/2025 held on 13 August 2025, the Board approved the merger of two sub-committees, namely the Corporate Governance and Sustainability Committee and the Risk Management Committee, into a single committee titled the **Corporate Governance, Risk Management and Sustainability Committee (CGRSC)**.

As of 31 December 2025, the Corporate Governance, Risk Management and Sustainability Committee comprised five members, consisting of three independent directors: Mr. Kanit Savangvarorose (Chairman), Mr. Panuwat Chalongsuamdee, and Ms. Yupin Muntzing; one director and executive: Mr. Corrado Giaquinto; and one executive: Mrs. Manutsawat Wanalertlak.

The Corporate Governance, Risk Management and Sustainability Committee was appointed and performed its duties within the scope of authority and responsibilities delegated by the Board of Directors, as stipulated in the Charter of the Corporate Governance, Risk Management and Sustainability Committee. In 2025, the Committee held a total of four meetings, with all members attending, representing an attendance rate of 100%.

The Corporate Governance, Risk Management and Sustainability Committee performed its duties in accordance with the scope of authority and responsibilities specified in its Charter. The key duties undertaken are summarized as follows:

- Approved, supervised, advised, and monitored the implementation of the Corporate Governance and Sustainability Plan for 2025.
- Review and Agree 2025 Policies related to Corporate Governance, Risk Management, and Sustainability such as the Corporate Governance Policy, Code of Conduct the Human Rights Policy, Risk Management Policy and the Whistleblowing Policy for proposed to the Board of Directors for approval.
- Supervised, advised, and monitored regarding the risk management.
- Approved the Corporate Governance, Risk Management and Sustainability Committee Report for the year 2025, to be included in the Company's Form 56-1 One Report for the fiscal year ending December 31, 2025.

- Reviewed the Charter of the Corporate Governance and Sustainability Committee.
- Conducted a performance evaluation of the Corporate Governance, Risk Management, and Sustainability Committee for the year 2025.

*Remark: (8) Mrs. Yupin Muntzing and Mrs. Manutsawat Wanalertlak were appointed as the member of Corporate Governance, Risk Management, and Sustainability Committee effectively 14 August 2025 and onward.*

# Corporate Sustainability Policy

## Information on policy and goals of sustainable management

### Sustainability Policy

Sustainability Policy : Yes

### Sustainability Policy

## Rojukiss International Public Company Limited

### 1. Objectives

This policy serves as a strategic roadmap to promote sustainable business growth that generates positive social and environmental impacts. It supports the achievement of the **United Nations Sustainable Development Goals (SDGs)** by providing a framework for integrating sustainability into all business operations, decision-making processes, and stakeholder engagements to create long-term value for shareholders, employees, customers, partners, and society.

### 2. Policy Framework

The Company integrates sustainability across four key pillars: **Environment, Social, Governance, and Economy**. We are committed to measurable performance, transparent reporting, and continuous improvement.

### 3. Environmental Pillar

1. Support eco-friendly business operations to drive sustainability.
2. Operate with environmental consciousness by managing and reducing impacts on the environment and climate change resulting from business activities.
3. Promote resource efficiency throughout the **Value Chain** (sourcing, warehousing, logistics, and distribution) by collaborating with partners to mitigate environmental and climate impacts.

### 4. Social Pillar

1. Conduct business with consideration for all stakeholders based on **Human Rights** principles; protecting labor rights, safety, health, and maintaining a positive working environment with equal career opportunities regardless of race, religion, age, gender, or social status.
2. Enhance customer relationship management and product quality management, focusing on delivering quality products with a priority on customer health and safety.
3. Strengthen community and stakeholder engagement through transparent communication channels, fair treatment, and support for the development of quality of life and society.

### 5. Corporate Governance Pillar

1. Adhere to transparency in business operations and comply with all laws, rules, regulations, and standards set by regulatory bodies.
2. Comply with the **Code of Conduct**, as well as all relevant company policies and orders, such as Good Corporate Governance, Risk Management, Business Continuity Management (BCM), Accounting and Finance policies, Anti-Corruption, Occupational Health and Safety, and IT/Network usage policies.
3. Foster a culture of good governance and risk management among employees at all levels.

### 6. Economic Pillar

1. Develop and promote corporate innovation and technology as a core business strategy to increase long-term value and growth, while creating safe, high-quality innovations for everyone.
2. Commit to Research & Development (R&D) in beauty and health products and services that responsibly meet consumer needs and accessibility.
3. Continuously improve operational efficiency by defining clear targets, measurement methods, and monitoring systems to ensure sustainability.

**7. Implementation and Review**

- **Responsibility:** The Chief Executive Officer (CEO) and the management team are responsible for integrating this policy into all business aspects and reporting progress to the Board of Directors.
- **Reporting:** An annual Sustainability Performance Report will be presented to the **Corporate Governance, Risk Management, and Sustainability Committee (CGRSC)**.
- **Review:** This policy shall be reviewed annually, or sooner if there are significant changes in regulations, environment, or strategy.

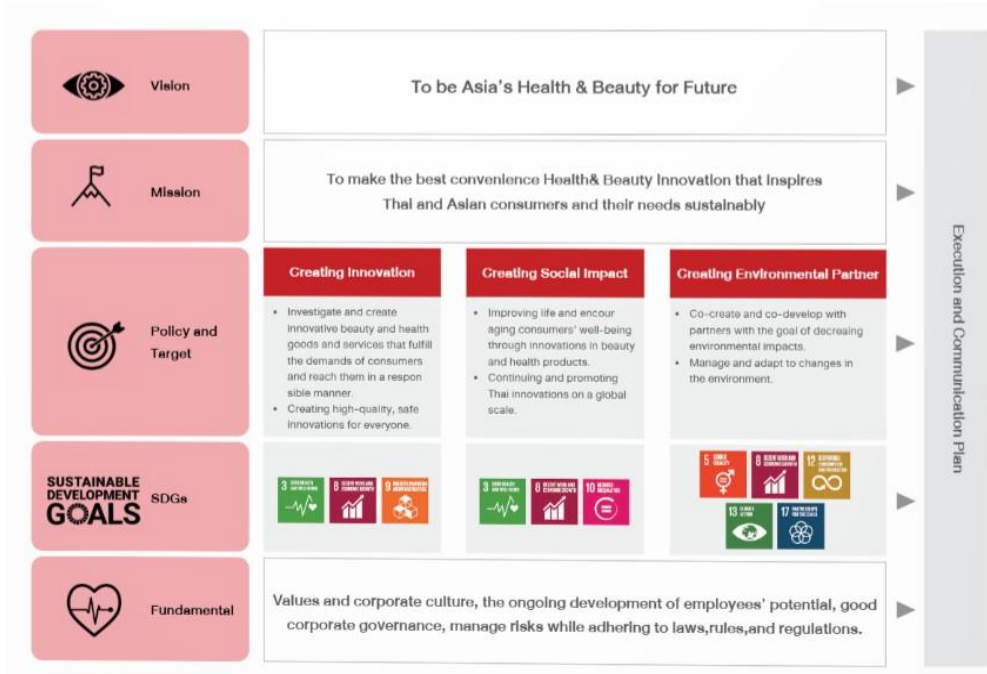
**Effective Date:** Approved by the Board of Directors Meeting No. 6/2025 on November 12, 2025. Effective from **November 13, 2025**, onwards.

Reference link for sustainability policy : <https://www.rojukissinternational.com/en/sustainability>  
Page number of the reference link : -

**Sustainability management goals**

Does the company set sustainability management goals : No

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).

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 : Yes

In 2025, the Company implemented the following sustainability changes and developments:

1. **Establishment of Sustainability Policy:** The Board of Directors established the Sustainability Policy, which underwent rigorous screening and received endorsement from the Corporate Governance, Risk Management, and Sustainability Committee (CGRS Committee).

2. **Approval and Monitoring of Sustainability Plan for Y2025 :** The CGRS Committee approved the 2025 Sustainability Work Plan, covering Environmental, Social, and Governance (ESG) dimensions in alignment with the Company's business strategy. Furthermore, the CGRS Committee consistently monitored progress against this plan and provided quarterly reports to the Board of Directors.
3. **Review of Data Privacy Standards:** The Board of Directors reviewed the Customer Personal Data Protection Policy (PDPA), following a comprehensive review and verification by the CGRS Committee.

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

### Business value chain

Rojukiss International Public Company Limited (the Company) operates in the business of developing, outsourcing manufacturing, and distributing beauty and health products under its various proprietary brands. These include skincare products under the Rojukiss brand and cosmetic products under the Sis2Sis brand. All products are researched and developed covering both formulas and packaging by the Company in collaboration with its manufacturing partners. The Company distributes these products through both domestic and international distribution channels.

### Value Chain of Rojukiss International Public Company Limited

The Company's operational overview emphasizes value creation at every stage of the process from product selection to consumer delivery to drive sustainable growth and optimize profit margins. The corporate activity structure is categorized into two primary components as follows:

#### 1. Primary Activities

These activities are directly involved in product creation and revenue generation, categorized by the supply chain stages:

- **Upstream Operations:**
  - **Research & Development (R&D) and Product Development:** Focused on innovation and defining product specifications.
  - **Packaging Management:** Overseeing the strategic design and management of product packaging.
  - **Product Procurement:** Sourcing and acquiring products to ensure compliance with quality standards.
  - **Product Management and Distribution:** Managing product inventory and ensuring efficient distribution across various channels.
- **Midstream Operations:**
  - **Sales and Marketing:** Formulating strategic plans to enhance brand awareness and drive sales.
  - **Procurement for Sales Support:** Sourcing resources to facilitate promotional activities, such as special events and kiosks.
- **Downstream Operations:**
  - **Consumer & Customer Delivery:** Delivering products and fostering superior experiences for consumers and customers.
  - **After-Sales Service:** Providing ongoing support to ensure long-term customer satisfaction and retention.

#### 2. Support Activities

Back-office functions that enhance operational efficiency and ensure the seamless execution of primary activities:

- **Technology Development:** Integrating innovations and emerging technologies to elevate products and services.
- **Human Resource Management:** Strategically managing personnel to drive organizational performance and efficiency.
- **Firm Infrastructure:** Maintaining a robust management system and organizational structure as a foundation for stable growth.

The integration of these activities enables the Company to achieve effective cost management and generate healthy profit margins. This comprehensive approach ensures the delivery of superior value to all stakeholders.

## 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
<b><u>Internal stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Employees</li> <li>• Expatriate</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding business management approaches, business situations, and measures to achieve the company's goals.</li> <li>• Managing change to achieve better outcomes.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Revise the compensation and benefits structure to be modern, considering market standards and legal requirements.</li> <li>• Provide fair and appropriate compensation by offering salaries and bonuses based on performance and capabilities.</li> <li>• Promote employee advancement through career development programs and reward employees with long service (Long Service Year Award).</li> <li>• Implement</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> <li>• An effective and fair performance evaluation system.</li> <li>• Employee compensation, benefits, and safety.</li> </ul>	<p>health and safety measures for employees by providing necessary equipment and creating a safe working environment. Arrange Annum Health Checkup, and Group Insurance</p> <ul style="list-style-type: none"> <li>• Organize regular internal relationship-building activities every month, such as employee birthday celebrations, recreational activities, and interdepartmental collaboration projects, to foster a positive work environment.</li> <li>• Provide communication channels and platforms for listening to employee feedback, such as the Employee Townhall Meeting held every quarter to update important information on performance, business direction, and gather suggestions from employees. Internal communication channels through email and online platforms are used to share news, daily updates, and significant events</li> <li>• Conduct internal employee training, including IT Cyber Security Training, and organize external</li> </ul>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>training based on the annual training plan of each department, focusing on courses related to employees' responsibilities. These aim to enhance knowledge and develop employees' potential to keep up with current trends and apply them in daily life.</p> <ul style="list-style-type: none"> <li>• Organize training sessions/arrange business study tours abroad for relevant departments.</li> <li>• Arrange for employees from all departments to conduct market visits in order to experience product merchandising, study competitors, and provide suggestions for the sales team and relevant departments to adjust their operational plans.</li> </ul>	
<u>External stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> <li>• Standard organization</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct business in strict adherence to regulatory compliance.</li> <li>• Provide information and engage in continuous discussions with relevant authorities regularly to report and provide additional information consistently.</li> <li>• Support and promote activities or request cooperation from businesses in various areas.</li> </ul>	<p>Consistently and diligently comply with the policies of regulatory authorities and other government agencies.</p> <ul style="list-style-type: none"> <li>• Collaborate and provide support in regulatory oversight and various activities with the relevant government agencies on an ongoing and regular basis.</li> <li>• Attend meetings and seek advice, as well as exchange views to establish operational guidelines that comply with regulations or practices that do not violate the law, such as the Food and Drug Administration (FDA) and the Securities and Exchange Commission (SEC), etc.</li> <li>• Fully cooperate with government agencies or other regulatory bodies.</li> <li>• Participate in the process of establishing regulatory criteria or offer recommendations in focus group meetings and participate in public consultations.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Business partners</li> </ul>	<ul style="list-style-type: none"> <li>• Management and clarity regarding sales targets.</li> <li>• Treating business partners with fairness and equality.</li> <li>• Having a transparent, fair, and auditable procurement process.</li> <li>• Maintaining confidentiality and respect for trade information in a professional manner.</li> <li>• Adopting business practices focused on social responsibility, community, and environmental sustainability, including safety, occupational health, labor standards, and anti-corruption policies</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Adhere to policies of treating business partners and trade partners fairly and equally.</li> <li>• 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.</li> <li>• 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.</li> <li>• Exchange information to verify compliance with internationally recognized standards (ISO) for manufacturing, focusing on social,</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>environmental, and safety criteria with partners who act as contract manufacturers (OEM)</p> <ul style="list-style-type: none"> <li>• Develop and expand product distribution channels to enhance the company's customer service efficiency, including distribution through online channels to adapt to the current business situation.</li> <li>• Evaluate production quality and the allocation of raw materials that meet standards while considering social and environmental risks, by continuously working with business partners who are producers and raw material suppliers.</li> <li>• Meet regularly with contract manufacturers (OEM partners) to analyze and assess production risks and the social and environmental impacts on a quarterly basis.</li> <li>• Engage in discussions and seek new business partners for future business expansion in alignment with the company's vision.</li> </ul>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Investors or investment institutions</li> <li>• Analysts</li> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Treating all shareholders equally.</li> <li>• Disclosing information through multiple accessible channels, accurately and in a timely manner.</li> <li>• Achieving continuous growth in performance, generating profits for shareholders, and providing appropriate dividend payments.</li> </ul>	<ul style="list-style-type: none"> <li>• Complying with the guidelines and regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.</li> <li>• Operating in accordance with governance principles and being socially responsible.</li> <li>• Investment to foster growth</li> <li>• Implementing dividend payments in accordance with the policy.</li> <li>• Providing various channels for disclosing information and communicating with shareholders and investors.</li> <li>• Organizing and participating in various activities as appropriate, such as roadshows or conferences, to meet with investors both domestically and internationally on an ongoing basis.</li> <li>• Meetings with investors or groups of securities analysts.</li> <li>• The investor relations section of the website is consistently updated with the latest information.</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Online Communication</li> <li>• Annual General Meeting (AGM)</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>Consumers</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Product quality and the service provided by Sale team are prioritized.</li> <li>Product developments are provided with a diverse range that meets customer needs in terms of quality, price, and distribution across various channels.</li> <li>Safeguard customers' personal data, ensuring that their privacy is</li> </ul>	<ul style="list-style-type: none"> <li>Comply with the company's policy to provide fair and equal service to all customers.</li> <li>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.</li> <li>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.</li> <li>Provide numerous distribution channels that allow customers to reach the company's products and services more easily, both in leading retail stores and through online purchases.</li> <li>Arrange Customer contact channels are provided for inquiries and</li> </ul>	<ul style="list-style-type: none"> <li>Complaint Reception</li> <li>Satisfaction Survey</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	not violated.	feedback via Call Center, email, Line group (Official Line Account), and Messenger <ul style="list-style-type: none"> <li>• Update corporate website continuously with new product information or activities to allow customers to search for product-related details.</li> </ul>	

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

**Information on sustainability report**

**Corporate sustainability report**

Corporate sustainability report : Doesnt Have data

**Company sustainability disclosure aligned with standards**

Company sustainability disclosure aligned with : GRI Standards

standards or guidelines

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

##### Risk Management Policy

###### 1. Purpose

This policy establishes a consistent and systematic approach for identifying, assessing, managing, and monitoring risks that could impact the achievement of Rojukiss International Public Company Limiteds (the Company) strategic and operational objectives. It ensures risk management is embedded in all levels of decision-making, supporting sustainable growth and stakeholder confidence.

###### 2. Scope

This policy covers all risk categories strategic, operational, financial, compliance, reputational, and emerging risks such as ESG and cybersecurity.

###### 3. Governance Structure

###### 3.1. Board of Directors

- Approve the risk management policy.
- Ensure risk management is integrated into strategy, planning, and performance oversight.
- Promote a strong risk management culture across the organization.

###### 3.2. Corporate Governance, Risk and Sustainability Committee

- Review/ recommend the risk management policy to the Board.
- To approve risk appetite, risk tolerance and the annual risk management plan
- To oversee and monitor managements implementation of the Enterprise Risk Management (ERM) framework.
- Toreview risks above tolerance and approve the respective risk management plan
- To coordinate with the Audit Committee on significant risk and internal control information to support the development of the internal audit plan
- To review the Charter of the Corporate Governance, Risk, and Sustainability Committee at least once a year and propose it to the Board of Directors for approval.
- To perform any their duties as assigned by the Board of Directors.

###### 3.3. Management Team (CEO and C-Level Executives)

- Propose the strategic plan aligned with risk considerations.
- Develop policy and risk management strategy for execution.
- Identify and assess key business risks within their areas of responsibility.
- Oversee the implementation and monitoring of risk management

###### 4. Risk Management Framework

The Company adopts a framework aligned with **COSO ERM (2017)** and **ISO 31000 (2018)**, consisting of five components:

1. Governance and Culture Leadership commitment and accountability.
2. Strategy and Objective Setting Defining risk appetite and aligning with business goals.
3. Performance Identifying, assessing, and responding to risks affecting objectives.
4. Review and Revision Continuous improvement of risk management practices.
5. Information, Communication, and Reporting Transparent and timely reporting

###### 5. Risk Appetite and Tolerance

- The Company defines risk appetite as the level of risk it is willing to accept to pursue objectives.
- Risk tolerance thresholds are set annually and reviewed periodically by the Board.
- Appetite and tolerance levels are established by risk category and linked to KPIs.

- Any risk exceeding tolerance must be escalated to the Committee.

## 6. Risk Management Process

1. **Identify Risks** Detect internal and external factors that may affect objectives.
2. **Assess Risks** Evaluate likelihood and impact using standardized criteria.
3. **Prioritize Risks** Rank risks based on severity and control effectiveness.
4. **Develop Mitigation Plans** Define strategies to avoid, reduce, transfer, or accept risk.
5. **Monitor and Report** Track mitigation progress and report quarterly to the Committee and Board.

## 7. Reporting and Review

- **Quarterly:** Management submits enterprise risk reports to the Committee and Board.
- **Annually:** Policy, framework and annual plan are reviewed for improvement.
- **Ongoing:** Emerging risks are continuously monitored and addressed.

## 8. Effective Date and Review

This policy becomes effective upon approval by the **Board of Directors** and will be reviewed every two years or as needed to reflect significant organizational or external changes.

**Approved by: Board of Directors** Rojukiss International Public Company Limited

**Date:** 12 November 2025

Reference link to risk management policy and plan : <https://www.rojukissinternational.com/en/governance/policies-and-corporate-documents>

Page number of the reference link : -

## Information on ESG risk factors management standards

### ESG risk factors management standards

Standards on ESG risk management : Yes

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

## Information on ESG risk factors

### Risk factors on business operation

### Operational risk associated with the Company or the group of companies

#### Risk 1 Risk from reliance on a few key manufacturers

Related risk factors : Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Shortage or fluctuation in pricing of raw materials  
or  
productive resources

ESG risk factors : Yes

**Risk characteristics**

In product development, the Company has engaged manufacturers to produce products for the Company. Although the Company specifies the main raw materials (Active Ingredients) and the overall key characteristics of the products, and collaborates with the manufacturing facility on components, defining details, and developing production formulas, including certain production steps, the Company does not manufacture the products itself. Instead, the Company has engaged a primary manufacturer, with a production base in South Korea, to produce goods under the Company's trademarks.

**Risk-related consequences**

In the event that a manufacturer is required to cease production for the Company for any reason, particularly for popular products with high sales volumes, this could impact the Company's business continuity and may significantly affect the Company's operating performance.

**Risk management measures**

To manage and diversify the risks associated with having a limited number of manufacturers, the Company has initiated the selection of additional manufacturers in both South Korea and Thailand. This aims to increase the diversity of both domestic and international production sources and to mitigate potential risks arising from raw material shortages. Furthermore, different manufacturers possess varying expertise in product innovation across different categories. Only manufacturers with international production standards, stability, and business sustainability will be selected. For key products with high sales proportions and popularity, the Company has arranged for the sourcing and development of additional manufacturers alongside the primary ones, ensuring that quality improvements are made to be equivalent to or superior to existing manufacturers.

**Risk 2 Risk from product imitation or the unauthorized use of the company's trademarks.**

Related risk factors : Strategic Risk

- Damage to company image and reputation

Operational Risk

- Loss or damage from non-compliance of partners  
or  
counterparties

ESG risk factors : Yes

**Risk characteristics**

The Company's continuous success in marketing and public relations, and the widespread popularity of its products, may lead to a risk of competitors or other manufacturers imitating both the product's concept and trademark. This would negatively impact both the Company's performance and its image, as counterfeit products may not meet standards or possess comparable quality. However, due to the similarity in both attributes and appearance of the

imitated products, consumers may be misled and develop negative perceptions towards the brand and the organization.

### **Risk-related consequences**

In the event of imitation of such products, it could impact the company's operational performance and have a negative effect on both financial results and the company's reputation.

### **Risk management measures**

- The Company enters into agreements with all manufacturers who are aware of its product formulations, requiring them to agree not to disclose or disseminate the production formulas, product ingredients, or manufacturing processes to others. They also agree not to produce and sell products sold by the Company themselves, either in the country of manufacture or for export to other countries, with this agreement remaining in effect for 1-3 years after the Company ceases placing orders with that manufacturer.
- The Company registers trademarks for its products where legally permissible, covering both Thailand and international markets where it plans to enter or expand. This also includes registering patents for the Company's products, both domestically and internationally, to prevent and reduce the risk of imitation of the Company's trademarks and new innovations.
- The Company allocates marketing budgets to build brand recognition and loyalty, foster trust, and encourage the purchase of genuine products. It communicates with consumers to choose products from reliable distribution channels, such as the Company's authorized dealers, department stores and leading retailers that are partners with the Company, and leading e-marketplace authorized dealers appointed by the Company, among others.
- The Company consistently invests significant capital or dedicates substantial time to research and develop innovative products that are difficult to imitate, in order to enhance its competitive advantage and help reduce the risk of product imitation.

### **Risk 3 Risk from competitive conditions in the beauty product market**

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Competition risk

ESG risk factors : No

### **Risk characteristics**

Although the skincare and cosmetics market is highly competitive, it continues to exhibit a high growth rate. This continuously attracts new entrepreneurs to enter the market, and existing competitors are constantly innovating to enhance the unique and distinctive features of their products.

### **Risk-related consequences**

The challenge for the beauty product market industry is the necessity to utilize new technologies to enhance products and services, as well as to create brand distinctiveness to meet consumer demands and suit consumers in each segment. This has resulted in significantly increased competition within this industry and an abundance of competitors in the market.

### **Risk management measures**

The Company recognizes this risk and has therefore established guidelines for management and for creating competitive opportunities and business success for the Company as follows:

- The Company's marketing strategy continues to prioritize offering "skincare products that utilize "innovative" key ingredients within the cosmetics and beauty industry," which has always been the Company's strength. This involves introducing new technologies to meet consumer demands, maintaining efficient and safe product manufacturing standards, while keeping prices accessible so that consumers can easily perceive and decide to purchase the

products, in line with the Company's objectives, all while maintaining profit margins at the Company's projected levels.

- Building product identity and brand recognition (Brand Awareness) through continuous marketing investment to increase awareness and reinforce consumers' recognition and memory of the Company's products, trademarks, patents, and the distinctive characteristics and qualities of all its products. This is achieved by adjusting communication strategies, promotional activities, or public relations plans across various media, both off-line, such as television advertisements to promote new products and famous Brand Ambassadors to keep the brand in the Top of Mind of consumers and compete with other brands in the skincare and beauty product market, and online, such as product reviews by KOLs/KOCs and the use of social media platforms like Facebook, TikTok, IG, and Twitter to reach target groups who currently use these types of media.

- Accessing consumers through diverse and comprehensive distribution channels, primarily selecting those that are reliable and widely accepted by consumers. The advantage of having diverse, easily accessible, and convenient distribution channels contributes to consumers' ease of decision-making and purchase. Currently, the Company's products are available both off-line in various retail formats, including beauty and health product stores such as Watsons and Eveandboy, and convenience stores, which now, in addition to 7-Eleven, also include CJ, a rapidly expanding chain. Online e-Commerce channels include Shopee, Lazada, and TikTok.

#### **Risk 4 Risk from changes in consumer behavior**

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers

ESG risk factors : Yes

#### **Risk characteristics**

Current consumer behavior is changing rapidly and has become significantly more complex in its demands, influenced by trends in economics, finance, and society.

#### **Risk-related consequences**

If the company is unable to effectively assess and respond to evolving consumer needs and behaviors in a timely manner, its opportunities for success will be diminished.

#### **Risk management measures**

The Company therefore places great importance on understanding consumer needs and behaviors, mandating annual assessments of consumer demands for both skincare and cosmetic products, both domestically and internationally. These assessments are conducted using both qualitative methods (Qualitatively), such as interviewing various consumer groups (Focus Group Discussion) and analyzing international popularity trends, and quantitative methods (Quantitatively), such as reviewing market data and conducting market research (Consumer Survey). These insights are utilized for marketing planning, developing existing products, and designing new products, thereby ensuring that the Company's products effectively and rapidly align with evolving consumer behaviors. This approach is considered the core objective and essence of the Company's operations.

#### **Risk 5 Risk of primary reliance on modern trade channels (Modern Trade), particularly convenience store channels (Convenience Store).**

Related risk factors : Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

ESG risk factors : Yes

#### **Risk characteristics**

The market for skincare and cosmetic products remains popular and continues to attract customer interest. Currently, customers primarily purchase products through modern trade channels, including convenience stores. For the years

ended 31 December 2023, 31 December 2024, and 31 December 2025, the Company recorded sales through convenience store channels representing 26%, 32.5%, and 42%, respectively, of the Company's total sales before adjustments for estimated product returns and trade discounts, due to the sale of sachet cream products through such channels as 7-Eleven. The increased proportion of convenience store channels this year comes from the sales generated by the company's ability to place more products in convenience stores like CJ More.

**Risk-related consequences**

The Company recognizes the risk of relying primarily on convenience store channels and such customers, and to mitigate such risks

**Risk management measures**

- The company has a contingency plan for risk management by introducing new products for sale in other Modern Trade channels, such as Big C, Lotus.
- Adjusting the e-commerce channel plan by organizing Live Streaming distribution, utilizing influencers, as well as KOL/KOC for product reviews and affiliate marketing, to enable consumers to make purchases conveniently from digital platforms. resulting in the company having sales distributed through e-commerce
- Expanding distribution to international markets is another distribution channel that the company expects will complement and generate growth for the company. The markets included in the company's plan are Vietnam, Laos, Cambodia, and Myanmar, before expanding to other key markets in Southeast Asia during 2025-2030, according to the established business development plan.

**Risk 6 Risk from the Company's reliance on a single brand exceeding 30 percent of the Company's sales.**

- Related risk factors : Strategic Risk
- Reliance on large customers or few customers
  - Damage to company image and reputation
  - Competition risk

ESG risk factors : Yes

**Risk characteristics**

Rojukiss products remain the main brand generating revenue for the company, accounting for 93.2 percent of the total revenue before adjustments for estimated product returns and trade discounts. Almost all revenue comes from the highly competitive facial skincare product category, which is sensitive to consumer purchasing decisions. which has the potential to receive both positive and negative information. Therefore, any event that negatively impacts the image or products of the Rojukiss brand could significantly affect the company's sales and operational performance.

**Risk-related consequences**

The Company has recognized this risk, which negatively impacts the brand image of Rojukiss.

**Risk management measures**

The company therefore continues to operate cautiously and adheres to the working principles that have been continuously practiced for over 19 years, which include strict adherence to manufacturing standards and product quality testing by experts (Dermatologically Tested) to alleviate customer concerns and ensure the company's strong confidence in product quality and safety. To reduce reliance solely on facial skincare products, the company has further building on the brand's success with a variety of products, such as the brand's popular facial masks. a wide selection of Rojukiss products, including Korean-style lip care sticks that help address issues such as chapped lips, dry lips, colorless lips, and dark lips, among others. Additionally, the company plans to diversify risk by strengthening other brands. In 2025, the company launched a new look for its Sis2Sis product line (cosmetic products in sachets with built-in brushes) into the market.

**Risk 7 Risks from New Product Launch**

- Related risk factors : Strategic Risk
- Competition risk

### Operational Risk

- Delays in the development of future projects

ESG risk factors : No

#### **Risk characteristics**

New product development refers to the enhancement of existing products, as well as the creation of entirely new products. Throughout the more than 19 years of Rojukiss products in Thailand, the brand's new product development has been consistent and has received excellent reception from both existing and new consumers. Although the company may face investment risks if new products are not well-received or favored by consumers, particularly in a highly competitive business environment with numerous new product launches by competitors in the market.

#### **Risk-related consequences**

The company may face risks from new products not being accepted or favored by consumers, particularly in a highly competitive business environment with numerous new products being launched by competitors in the market.

#### **Risk management measures**

Therefore, the company systematically reviews its new product development plans to mitigate the risk of failure in launching new products, as follows:

- The Product Development Department is responsible for the systematic development of new products, including design, testing, and selection of new products to meet the needs of target groups. This involves working closely with manufacturers in South Korea to study beauty industry trends and plan product launches that align with business opportunity analysis and marketing strategies, which will be handled by the Marketing Department.
- Establish a procedure for the Product Development Department and Marketing Department to propose plans for approval from the Management and Sales Departments, to collaboratively select and provide feedback on new products to be distributed both domestically and internationally, including the appropriate size and packaging characteristics for distribution in each channel. Present new product plans to key partners to gather feedback and assess the feasibility of launching products. Monitor the success rate to utilize successes/risks in refining marketing plans to ensure that defined sales targets can be achieved.
- The Product Development Department and the Purchasing Department jointly select suitable manufacturers, who may be domestic or from South Korea, based on past performance, quality, and agreed-upon prices. Before accepting products, the Product Development Department will randomly sample products for inspection prior to confirming their acceptance into the warehouse.
- The Marketing Department is responsible for conducting research, analyzing consumer behavior, planning product introductions to the market, advertising and public relations, and organizing marketing activities to drive awareness and trial purchases of new products among target customers, as well as repeat purchases, to ensure a satisfactory success rate for new product investments. This also includes adjusting plans as appropriate if consumer response trends do not meet expectations, and mitigating investment risks for new product launches.
- There is a dedicated person responsible for coordinating with FDA (Food and Drug Administration) officials, who possesses knowledge and understanding of compliance with rules and prohibitions. Regulatory procedures must be followed and approval obtained from relevant agencies. Only then will the Purchasing Department instruct the manufacturer to commence production.

#### **Risk 8 Inventory impairment risk**

Related risk factors :

### Operational Risk

- Shortage or fluctuation in pricing of raw materials  
or  
productive resources
- Product obsolescence

- Inventory risk

ESG risk factors : No

**Risk characteristics**

Facial skincare products and cosmetics are classified as items whose popularity fluctuates with prevailing trends. Consequently, the company is required to maintain an adequate stock of products to satisfy customer and market demand, and to be capable of promptly addressing any sudden surge in demand arising from sales promotion plans or marketing initiatives.

**Risk-related consequences**

This may result in the risk of inventory impairment in the event that the popularity or demand for such products changes.

**Risk management measures**

the Company deems it necessary to plan in advance to ensure sufficient inventory levels for marketing plans and to consistently cover all distribution channels comprehensively. In 2023, 2024, and 2025. The Company maintains an average inventory level equivalent to 125 days, 126 days, and 119 days. In order to mitigate such risks,

Furthermore, the Company mandates a review of inventory storage and the establishment of policies for managing safety stock appropriate to each product type, including consistently managing products according to their shelf life. For instance, if products have a short remaining shelf life or inventory movement is slow due to decreased consumer demand, sales promotion campaigns will be considered to accelerate product sales. Additionally, regular reviews are conducted to control and reduce quantities, as well as to cease further production orders and discontinue sales for certain items that generate low sales or are prone to obsolescence.

**Risk 9 Risk of damage to consumers or product recalls due to quality issues.**

Related risk factors : Strategic Risk

- Damage to company image and reputation

Operational Risk

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

Compliance Risk

- Legal risk

ESG risk factors : Yes

**Risk characteristics**

Skincare products and cosmetics are products applied directly to the facial skin, which is a delicate area. Should consumer dissatisfaction arise after product use, this could lead to anger or potentially result in claims or lawsuits demanding compensation from the company.

**Risk-related consequences**

have a significant negative impact on the company's image and trademark.

**Risk management measures**

The Company endeavors to limit consumer dissatisfaction to a narrow scope and to resolve such damages as quickly as possible. The Company has established the following action plan:

1. Quality Control

The Company prioritizes product quality, implementing quality control procedures from formula development, production, pre-storage inspection, and transportation to the point of sale to customers. Every production lot of products will have a quality certificate from the manufacturer to ensure that the products sold will satisfy customers with their quality and safety when purchased and used.

2. Product Liability insurance

The Company selects manufacturing facilities that carry Product Liability insurance for producing goods for the Company. This is to cover cases where lawsuits are filed and it is proven that consumers have suffered damage from using the product due to ingredients, raw materials used, or manufacturing processes that do not meet established standards. The insurance company and the manufacturer will be responsible for such damages.

3. Team to handle product complaints

Establish a team to handle product complaints across all distribution channels, covering issues such as quality, packaging, or damaged goods (provided it can be proven that the damage originated from the Company). This will be done within a defined timeframe to prevent customers from feeling that the Company is neglecting or evading responsibility. Customers must provide necessary information in accordance with the Company's product complaint policy. The responsible party will respond to customers within 24 hours to update on progress and proceed with approval and dispatch of replacement products to customers within 3-7 days. However, this complaint process does not cover consumer satisfaction derived from product use or allergic reactions. In cases of product allergies, consumers must follow the procedures established by the Company to genuinely prove an allergic reaction from using the Company's products (e.g., a medical certificate from a reputable medical institution). This is to ensure a fair and accurate conclusion for both the Company and the consumers.

4. Compensated and mitigated

In 2025, there were an average of no more than 10 complaints per month from consumers regarding dissatisfaction with quality, packaging, or damaged goods. The Company has already compensated and mitigated consumer dissatisfaction within the specified timeframe.

**Risk 10 Risk of inability to fully comply with the conditions of various licenses, including relevant laws and regulations.**

Related risk factors : Strategic Risk  
• Policies or international agreements related to business operations

Compliance Risk  
• Change in laws and regulations

ESG risk factors : Yes

**Risk characteristics**

Given that the Company's business is subject to supervision under numerous legal criteria and regulations from various relevant agencies, including government bodies responsible for overseeing essential licenses, as well as international policies or laws.

**Risk-related consequences**

may lead to risks arising from the inability to fully comply with the terms of licenses, requirements, or various orders from relevant government agencies, which could result in the relevant regulatory government agencies considering the suspension or revocation of licenses, and/or incurring legal liability for the company. Alternatively, risks from non-compliance with laws and regulations could cause operational disruption, necessitating a halt in operations or incurring costs to manage potential impacts.

**Risk management measures**

To mitigate this risk and to comply with laws and regulations correctly, as a responsible business operator, the Company proceeds as follows:

1. Appoint a responsible person to study and monitor changes in relevant laws and regulations, and to act as an auditor, guiding relevant departments to operate in accordance with laws and regulations pertaining to product claims and advertising of properties, such as the Product Development Department, Product/Packaging Design Department, and Marketing Department, to ensure that personnel at all levels operate within the framework of relevant laws and regulations, thereby reducing errors and the risk of fines, cancellations, suspension of sales, or product recalls.
2. The Company will consider engaging external legal counsel (if necessary) when complex legal issues are identified and the existing team may lack sufficient understanding. The engagement of external legal counsel will undoubtedly enable the Company to mitigate such risks.

### **Risk 11 Exchange rate risk**

Related risk factors :

#### Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

#### **Risk characteristics**

The Company engages in both importing goods from abroad and exporting goods for sale to foreign countries. Consequently, the Company may be exposed to risks arising from fluctuations in foreign exchange rates, both in terms of paying for goods and receiving payments from customers in foreign currencies.

#### **Risk-related consequences**

The Company has invested in foreign subsidiaries that operate in their respective local currencies, which consequently creates a risk of foreign exchange loss if the Thai Baht depreciates.

#### **Risk management measures**

The Company has managed risks by entering into forward foreign exchange contracts (Forward Contract) to mitigate the risk arising from exchange rate fluctuations to an appropriate extent.

### **Risk 12 Data security risks, operating systems, and cyber threats**

Related risk factors : Strategic Risk

- Changes in technologies

ESG risk factors : Yes

#### **Risk characteristics**

Data and operating system security risks refer to the susceptibility to cyberattacks, such as malware, ransomware, phishing, or software vulnerability exploitation.

#### **Risk-related consequences**

which results in data breaches, business disruptions, and reputational damage

#### **Risk management measures**

To maintain cybersecurity under the guidance of Internal & External Audit through Endpoint Security. The company restricts the use of external devices for connection to company equipment, such as USBs and external hard drives. Such devices must be registered in the system to allow connection only to registered endpoints, thereby preventing the introduction of viruses or malware that may be embedded in other files unrelated to work. This was implemented in Q2/2024, and other annual activities continue to be carried out to reduce risks to operating systems and cyber threats, such as

- The IT department organizes training for employees to review operational procedures for both office and warehouse staff, in cases where employees suspect they have received phishing mail or malware, including how to

observe email messages and links that may lead to ransomware. This also includes an annual update on cyber invasion situations for current employees. New employees will receive Cyber Security training on their first day of work. This is to ensure that employees understand and are aware of cyber threats that could cause business damage to the company.

- Annual data recovery testing according to the business continuity plan, to ensure that backed-up data is up-to-date and that in case of an emergency, data can be restored within the specified timeframe.
- Management provides sufficient budget support for the procurement of modern anti-virus software with the capability to protect against operating system attacks and cyber threats.

**Risk 13 Personal Data Protection Act (PDPA) Compliance Risk**

Related risk factors :

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

ESG risk factors : Yes

**Risk characteristics**

In accordance with Thailand's enactment of the Personal Data Protection Act B.E. 2562 (2019), which came into effect in June 2022, companies that process personal data are required to implement governance and management policies to protect the personal data of the company's shareholders, customers, employees, and stakeholders, in compliance with personal data protection laws.

**Risk-related consequences**

Given that it is a new law, there may be an inadequate understanding of its provisions, which could potentially lead to errors.

**Risk management measures**

The company is well aware of this risk and has received recommendations from the internal audit committee, which evaluated the operational plan regarding this matter. This is due to significant amendments still required for legal compliance. Therefore, the plan for complying with personal data protection laws should be made more stringent, including:

- Recruit a Data Protection Officer (who will coordinate and monitor the use of personal data by all departments within the company to comply with the Personal Data Protection Act B.E. 2562. The officer should be someone who has undergone training and received a certificate related to the Personal Data Protection Act, in order to provide clear practical guidelines to relevant departments, work more effectively in accordance with the said law, and have independence in monitoring and supervising the company's use of personal data, replacing the appointment of representatives from each department to oversee themselves).
- A centralized record of personal data usage must be established and updated in real-time to enable verification of who accessed personal data, when, and whether it was for the specified purposes.
- Enhance the complete workflow for departments that use data, covering data collection objectives, consent requests, recording of personal data usage, and destruction of collected data within the specified timeframe.

**Risk 14 Risk of reliance on a management team with business expertise**

Related risk factors :

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

ESG risk factors : Yes

### **Risk characteristics**

The Company recognizes that its success is contingent upon the capabilities of its management team, which possesses extensive knowledge, competence, expertise, and experience in the beauty care product business. This encompasses product development, marketing, domestic and international sales, product management, and supply chain management. The personnel within the Company's management team are experienced, highly knowledgeable, capable, and possess a profound understanding of the beauty and health care product industry. Furthermore, they maintain a positive attitude towards operating in a highly competitive sector that necessitates swift adaptation to align with the dynamic market and ever-evolving consumer demands.

### **Risk-related consequences**

If the Company is unable to retain its management team and employees with knowledge, capabilities, and positive attitudes, or is unable to recruit replacement personnel within an appropriate timeframe, this may significantly and negatively impact the Company's business operations, operating results, and financial position.

### **Risk management measures**

To mitigate such risks, the Company has prepared personnel in each field to be able to support the work of senior executives. This includes recruiting professional personnel to assist in management, developing succession plans for key positions, specifically for all Chief Officer level personnel. Key successors are selected and appointed with the approval of the Nomination and Remuneration Committee, and the Nomination and Remuneration Committee directly recruits the Chief Executive Officer. The Company regularly reviews and monitors the progress of these succession development plans, as well as initiating the fostering of relationships between middle management and operational staff to maintain good relationships among future generations of executives.

The plans for retaining talented employees who are crucial mechanisms in the Company's business operations are as follows:

- The Company has established a standard for employee compensation management, utilizing data from sources such as Korn Ferry, Manpower, and Adecco. An annual comparison of employee compensation is conducted and presented to the Nomination and Remuneration Committee to ensure that the Company allocates appropriate remuneration to executives and employees commensurate with their responsibilities and that it is competitive with leading organizations in the same or similar industries.

- Project for the issuance and offering of warrants to purchase shares of the Company to executives and employees (ESOP Warrant) as follows:

(1) At the Extraordinary General Meeting of Shareholders No. 1 held on July 14, 2020, a resolution was passed to approve the project for the issuance and offering of warrants to purchase shares of the Company to executives and employees (ESOP Warrant) for the first time, totaling not exceeding 18 million shares, with a par value of 0.5 Baht per share, representing not more than 2.9 percent of the Company's paid-up capital after such offering. This is to incentivize and retain personnel within the Company. Employees will be able to gradually exercise their rights to purchase the Company's ordinary shares at a price of 7.20 Baht, with an exercise ratio of 1 warrant per 1 ordinary share. The rights can be gradually exercised upon completion of 24 months from the warrant issuance date, which was the date the Company first issued and offered ordinary shares to the public on February 19, 2021, until the expiration of the 60-month period.

(2) At the Annual General Meeting of Shareholders 2025 held on April 24, 2025, a resolution was passed to approve the project for the issuance and offering of warrants to purchase shares of the Company to executives and employees (ESOP Warrant) for the second time, totaling not exceeding 48 million shares, with a par value of 0.5 Baht per share, representing not more than 7.41 percent of the Company's paid-up capital after such offering. This is to incentivize and retain personnel within the Company. Employees will be able to gradually exercise their rights to purchase the Company's ordinary shares at a price of 4.30 Baht, with an exercise ratio of 1 warrant per 1 ordinary share. The rights can be gradually exercised upon completion of 24 months from the warrant issuance date until the expiration of the 60-month period.

## Information on business continuity plan (BCP)

### Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has established guidelines and measures to respond to emergency situations and potential crises in order to effectively manage and mitigate any impacts on its business operations. These measures include the regular updating of the relevant team database, as well as the establishment of evacuation protocols for incidents such as fire, earthquakes, and floods. The Company has also developed protocols for pandemic management, handling protests or riots, first aid and employee accident response, and public relations and media crisis management.

In addition, the Company places significant importance on the continuity of its information technology systems by conducting tests of the IT Business Continuity Plan (IT BCP), implementing incident response procedures for cybersecurity threats and ransomware, and establishing response guidelines for PM 2.5 air pollution incidents. These measures aim to ensure that the Company's operations can continue efficiently and with minimal disruption.

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management : Yes  
policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Companys sustainable supply chain management : Yes  
plan

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 2025, 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 : No  
criteria with new suppliers?

### Information on supplier code of conduct

#### Supplier code of conduct

Supplier code of conduct : No

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

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

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

## Innovation development

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

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

Company's research and development (R&D) policy : Yes

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

- None-

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

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

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

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

#### Benefits of innovation development

##### Financial benefits

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

##### Non-financial benefits

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

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