ESG Performance Report
for Listed Companies in 2025

TAOKAENOI FOOD & MARKETING PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

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ESG Performance

Company Name : TAOKAENOI FOOD & MARKETING PUBLIC COMPANY LIMITED   Symbol : TKN

Market : SET   Industry Group : Agro & Food Industry   Sector : Food & Beverage

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

The Company is committed to conducting its business with environmental responsibility while pursuing sustainable growth. The Company emphasizes efficient resource utilization, prevention and mitigation of environmental impacts from its operations, and compliance with applicable environmental laws and regulations. The Company also promotes continuous improvement in operational processes and encourages environmental awareness among employees and stakeholders to support long-term environmental sustainability.

Electricity Management

The Company emphasizes efficient electricity use by monitoring and controlling energy consumption in production processes. Energy-efficient equipment and regular machinery maintenance are promoted to reduce energy consumption and environmental impact.

Fuel and Oil Management

The Company manages the storage and use of fuel and oil in accordance with safety standards and legal requirements. Regular inspections and emergency response measures are implemented to prevent leakage and minimize environmental risks.

Renewable / Clean Energy Management

The Company promotes the use of renewable and clean energy alongside improvements in energy efficiency. Alternative energy technologies are explored and implemented where appropriate to reduce reliance on fossil fuels.

Water Resource and Water Quality Management

The Company prioritizes efficient water use in its operations. Water consumption is monitored and controlled, and wastewater is treated through standard treatment systems before discharge. Water quality is also regularly monitored.

Waste Management

The Company manages waste in accordance with the Reduce, Reuse, Recycle principles. Waste is segregated at the source and disposed of in compliance with legal requirements through authorized waste management providers. Moreover, the Company is committed to effective waste and waste management in order to achieve Zero Landfill, ensuring that no waste is disposed of in landfills.

Biodiversity Management

The Company supports sustainable sourcing practices and plans to promote the use of palm oil certified by the Roundtable on Sustainable Palm Oil (RSPO) in the future, contributing to responsible production and the protection of ecosystems and biodiversity.

Greenhouse Gas and Climate Change Management

The Company monitors and evaluates greenhouse gas emissions from its operations and promotes energy efficiency and clean energy initiatives to reduce climate-related impacts.

Air Quality Management

The Company controls and monitors air emissions from production processes in compliance with regulatory standards through pollution control systems and regular air quality monitoring.

Noise Management

The Company controls noise levels from machinery and operational activities including other related activities as applicable to meet regulatory standards by installing noise-reduction equipment and conducting regular noise monitoring to minimize impacts on employees and nearby communities.

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

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

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes
Changes in environmental policies, guidelines, and/or goals	:	Biodiversity management

The Company recognizes the importance of biodiversity conservation and sustainable sourcing of raw materials. In this regard, the Company has begun assessing the feasibility of transitioning its palm oil usage toward palm oil certified by the Roundtable on Sustainable Palm Oil (RSPO). This initiative aims to support responsible palm oil production, reduce the risk of deforestation, and contribute to the long-term protection of ecosystems and biodiversity.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

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

Compliance with water management principles and standards

Water management principles and standards	:	3Rs or 5Rs

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

The Company has established an energy management plan to promote efficient energy use and minimize environmental impacts. Energy consumption in production processes and operational activities is regularly monitored and analyzed to identify opportunities for continuous improvement in energy efficiency. The Company also promotes the use of energy-efficient technologies and equipment, ensures proper maintenance of machinery, and raises employee awareness regarding responsible energy use. In addition, the Company plans to further study and consider the adoption of renewable and clean energy in the future to support the reduction of fossil fuel consumption and greenhouse gas emissions.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2025 : energy consumption 3,191.00 kWh/Ton FG.	2026 : Reduced by 3%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management	:	Yes

The Company has implemented a renewable energy sourcing project by installing solar panels on the rooftops of its warehouse buildings, production facilities, and parking areas. The total installed capacity is 2.00 megawatts (MW). The project was completed and has been generating electricity for internal use within the factory since 2022. In 2025, the solar power system generated 2,157,305.43 kWh of electricity, reducing electricity costs by approximately 13%, equivalent to more than THB 8,435,129.34. In addition, the project contributed to a reduction of carbon dioxide (CO_2) emissions by approximately 688.165 tCO_2e.

In terms of energy management, in addition to utilizing renewable energy, the Company continues to focus on reducing electricity consumption through various initiatives. These include campaigns encouraging employees to switch off lights when not in use and studies to optimize the operation of major machinery systems, such as chillers, air compressors, and Air Handling Units (AHU). In 2025, the Company was unable to achieve its energy reduction target, recording a 1% increase compared to 2024. This was mainly due to the temporary shutdown of the solar power system during the construction of a new cold storage facility. Nevertheless, the Company remains committed to reducing electricity consumption by at least 3% per ton of finished goods (FG) from 2026 onward. The Company also plans to install additional solar power systems as an alternative energy source and continuously improve energy efficiency relative to production output. Including initiatives to improve electricity efficiency related to equipment and machinery, as well as plans to study the feasibility of integrating AI as part of energy management development to enhance accuracy.

Diagram of performance and outcomes in energy management

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	14,298,781.00	16,797,876.00	16,895,574.43
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	14,298,781.00	14,542,887.00	14,738,269.00

	2023	2024	2025
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	2,254,989.00	2,157,305.43
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	5,147.15	6,228.36	6,898.97

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m^2)	0.00000000	0.00000000	0.00000000

Electricity Expense (*)

	2023	2024	2025
Total electricity expense (Baht)	63,193,337.20	66,105,837.78	65,239,410.79
Percentage of total electricity expense to total expenses (%)(**)	1.39	1.37	1.34
Percentage of total electricity expense to total revenues (%)(**)	1.18	1.15	1.22
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	22,747.78	24,510.88	26,639.20

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

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

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	0.00	37,206.10	36,827.63
Gasoline (Litres)	0.00	0.00	14,631.23
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet) (1)	0.00	0.00	10,057.80
LPG (Kilograms)	557,551.99	556,958.10	513,638.89
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : *Not include external fuel consumption*

Remark: *(1) Unit: Kilogram (kg)*

Companys fuel expense (*)

	2023	2024	2025
Total fuel expense (Baht)	14,145,183.80	15,385,869.13	14,951,119.97
Percentage of total fuel expense to total expenses (%)(**)	0.31	0.32	0.31
Percentage of total fuel expense to total revenues (%)(**)	0.26	0.27	0.28

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

(**) 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)	14,294.96	16,797.88	16,895.57

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)(*)	0.00266977	0.00292789	0.00315814
Intensity of total energy consumption within the organization (Megawatt-Hours / m^2)	0.00000000	0.00000000	0.00000000

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

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan : Yes

The Company has established a water management plan that focuses on efficient water use and maintaining water quality throughout its operations. Water consumption in the production process is regularly monitored and controlled, and measures are implemented to improve production processes in order to reduce water usage to the necessary level. In addition, the Company operates a standardized wastewater treatment system, and water quality is continuously monitored to ensure compliance with applicable legal requirements. The Company also places importance on reusing treated water through water recycling in suitable processes, beginning with studies to improve water recycling in order to further develop its utilization in other applications. This aims to reduce the use of water from natural resources. Furthermore, the Company promotes responsible water use and raises awareness among employees to support sustainable water resource management in the long term.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2025 : Water withdrawal 93,448.00 Cubic meters	2026 : Reduced by 3% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Raw water used in the production process is sourced from two sources:

- **Tap Water:** Used at the Rojana Factory and the Nopphawong Factory.
- **Groundwater:** Used at the Nopphawong Factory.

In 2025, the Company utilized treated water from the Nopphawong factorys wastewater treatment process for other beneficial activities. For example, storage containers were installed to collect treated water, which is then reused in areas that do not affect the production process. Such uses include cleaning the surrounding building floors, watering plants within the factory premises, and spraying water to reduce roof temperatures. In addition, the Company operates an efficient wastewater treatment system to adequately support its expanding production capacity. The quality of wastewater discharged from the factory is controlled to comply with legal requirements through a standardized treatment system. At the same time, the use of treatment chemicals is carefully managed at appropriate levels, helping to optimize the treatment process and reduce monthly treatment costs.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	127,672.00	95,674.00	93,448.00
Water withdrawal by third-party water (cubic meters)	91,997.00	75,577.00	78,194.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	35,675.00	20,097.00	15,254.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	45.96	35.47	38.16
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.02	0.02	0.02

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (**cubic meters**)	0.00	75,599.80	74,758.40
Wastewater discharged to third-party water (cubic meters)	0.00	75,599.80	74,758.40
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	127,672.00	95,674.00	93,448.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.02384439	0.01667612	0.01746740
Intensity of total water consumption (Cubic meters / m^2)	0.00000000	0.00000000	0.00000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	2,118,567.00	1,658,997.50	1,879,079.50
Total water withdrawal expense from third-party water (Baht)	1,679,193.00	1,370,658.50	1,680,721.50
Total water withdrawal expense from other sources (Baht)	439,374.00	288,339.00	198,358.00
Percentage of total water withdrawal expense to total expenses (%)(*)	0.05	0.03	0.04
Percentage of total water withdrawal expense to total revenues (%)(*)	0.04	0.03	0.04
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	762.62	615.13	767.28

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

The Company has established a waste management plan focusing on waste reduction and efficient resource utilization. Waste is segregated at the source according to its type, and the principles of Reduce, Reuse, and Recycle are applied to minimize the amount of waste requiring disposal. In addition, the Company ensures that waste is properly stored, transported, and disposed of in compliance with applicable laws and regulations, in cooperation with licensed waste management service providers. The Company also promotes employee awareness regarding waste segregation and waste reduction to support effective and environmentally responsible waste management.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2025 : non-hazardous waste 244.30 Tonne / Metric ton of product	2028 : Reduced by 5% / Metric ton of product	• Other : Reduce waste generated from the production process

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

In 2025, the Company implemented several key waste and waste management initiatives, including:

Seaweed for Soil Improvement Project

The Company organized an activity to donate 650 kilograms of soil conditioner, which was produced from the management of seaweed scraps and sludge from wastewater treatment at both factoriesRojana Factory and

Nopphawong Factory. The activity also included planting vegetables together with students from Wat Nong Mai Sung School, Uthai District, Phra Nakhon Si Ayutthaya Province. The soil conditioner was applied to support school vegetable gardening projects and the creation of a forest garden to help absorb carbon dioxide.

Collaboration Project to Promote Sustainable Packaging Solutions

Taokaenoi Food & Marketing Public Company Limited (TKN) and SCG Packaging Public Company Limited (SCGP) jointly signed a Memorandum of Joint Sustainability Development to develop sustainable packaging solutions, including paper packaging and polymer packaging, in order to meet consumer needs. The collaboration also aims to expand business cooperation to strengthen mutual capabilities while maximizing the use of recycled products and materials. This partnership reflects a strong commitment to conducting business under the ESG framework and promoting sustainability throughout the value chain.

Diagram of performance and outcomes of waste management

Information on waste management

Waste Generation(*)

	2023	2024	2025
Total waste generated (Kilograms)	1,055,342.99	1,066,182.40	1,130,373.17
Total non-hazardous waste (kilograms)	1,052,680.39	1,063,771.00	1,128,399.87
Total hazardous waste (kilograms)	2,662.60	2,411.40	1,973.30
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.20	0.19	0.21

	2023	2024	2025
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.20	0.19	0.21
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.00	0.00

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

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan	:	Yes

The Company has established a greenhouse gas management plan aimed at systematically reducing greenhouse gas emissions from its operations. The Company monitors and evaluates emission sources from various activities, such as electricity and fuel consumption in production processes, in order to identify opportunities for improving energy efficiency. In addition, the Company promotes measures to reduce greenhouse gas emissions, including the use of energy-efficient technologies and equipment, proper maintenance of machinery, and the assessment of opportunities to adopt renewable or clean energy in the future. These initiatives support the reduction of climate-related impacts over the long term.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	Yes
Company's existing targets	:	Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2024 : Greenhouse gas emissions 8,115.63 tCO_2e	2027 : Reduced by 3% in comparison to the base year	2050 : Reduced by 100% in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2024 : Greenhouse gas emissions 8,115.63 tCO_2e	2040	None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The Company has reviewed its data quality management system for greenhouse gas emission and removal reporting. A reporting manual for the organization has been developed to enhance knowledge and understanding among employees across the organization. The Company has also established plans to reduce greenhouse gas emissions, with data monitoring conducted at least once a month to ensure effective management. This approach supports the continuous reduction of the Companys greenhouse gas emissions and enables measurable performance outcomes.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	70,574.91	45,943.15	40,715.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,111.25	1,988.80	1,878.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	6,011.55	6,126.83	5,956.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	62,452.11	37,827.52	32,881.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.013181	0.008008	0.007610
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	25.40	17.03	16.63

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Other : SGS (Thailand) Co., Ltd.

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
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	N/A
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	N/A

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
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	N/A

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, Supplier rights

The Company recognizes the importance of conducting business responsibly and in alignment with internationally recognized human rights principles. The Company strictly complies with applicable laws, regulations, and labor standards, and has established clear policies and practices to safeguard the rights of all stakeholders as follows:

Employee Rights

The Company respects the rights, freedoms, and human dignity of all employees. We promote a fair and transparent working environment, encourage employee participation and expression, and provide secure and impartial grievance mechanisms.

Migrant Workers

The Company treats migrant workers equally and fairly in comparison with local employees, ensuring fundamental rights, fair compensation, and legally required welfare benefits. No unfair recruitment fees are imposed, and appropriate communication is supported to address language and cultural differences.

Child Labor

The Company strictly prohibits the use of child labor and fully complies with applicable labor laws. Age verification measures are implemented prior to employment, and preventive measures are established throughout the supply chain.

Consumer and Customer Rights

The Company is committed to delivering quality and safe products and services, providing accurate and transparent information, and maintaining effective customer complaint and feedback systems for continuous improvement.

Community and Environmental Rights

The Company conducts business with due consideration of community and environmental impacts. We promote community engagement in operational areas, manage resources efficiently, and strictly comply with environmental laws and regulations.

Occupational Health and Safety

The Company prioritizes the safety and well-being of employees by implementing accident prevention measures, risk assessments, safety training programs, and continuous workplace improvement initiatives.

Non-Discrimination

The Company promotes equality and diversity within the organization and prohibits discrimination based on race, nationality, gender, Sexual orientation, age, religion, disability, or any other status. A culture of mutual respect is strongly upheld.

Supplier Rights

The Company treats suppliers fairly and transparently. We encourage suppliers to operate in accordance with human rights principles, labor laws, and environmental standards, and have established a Supplier Code of Conduct as a shared framework for responsible business practices.

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, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

None

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	Others : Thai Labour Standard: TLS 8001-2020 by Ministry of Labour

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	No

The Company is currently developing and formalizing its Human Rights Due Diligence (HRDD) processes to ensure alignment with internationally recognized human rights standards.

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

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

	2023	2024	2025

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (**cases**)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business 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
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, Others : Non-discrimination

The Company places importance on fair human resource management, respect for human rights, and providing an appropriate working environment to support employee development and sustainable organizational growth. Key practices include the following:

Fair Compensation

The Company provides fair and competitive compensation based on job responsibilities, experience, and performance, while benchmarking against industry standards. Employees are also entitled to statutory benefits and additional welfare programs as appropriate.

Employee Training and Development

The Company promotes continuous employee development through training programs and skill development activities, including professional and leadership development, to enhance work efficiency and support business changes.

Employee Engagement and Relations

The Company encourages open communication between management and employees and organizes activities that promote engagement, teamwork, and positive workplace relationships.

Migrant / Foreign Workers

The Company employs migrant workers in compliance with applicable laws and regulations and ensures equal treatment, fair working conditions, and appropriate welfare without discrimination.

Child Labor

The Company strictly prohibits child labor and implements age verification procedures prior to employment to ensure compliance with labor laws.

Occupational Health and Safety

The Company prioritizes employee safety and well-being by implementing workplace safety measures, regular safety training, and monitoring of the working environment to prevent workplace accidents and promote a safe workplace.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee	:	Yes

and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Fair employee compensation	[Daily worker] 100% of the minimum wage mandated by law is paid, based on the work area [Permanent Employees] Having a clear and measurable performance evaluation system (KPIs) linked to monthly employee compensation.	2024: [Daily worker] 100% of the minimum wage mandated by law is paid, based on the work area [Permanent Employees] Having a clear and measurable Key Performance Indicator (KPI) system, measuring two main factors: 1. KPIs 70-80% 2. TKN GREAT culture 30-20% Total 100%.	2025: [Daily worker] 100% of the minimum wage mandated by law is paid, based on the work area [Permanent Employees] Having a clear and measurable performance evaluation system (KPIs) based on two main factors: 1. KPIs 90% 2. GREAT culture 10% Total: 100%
• Migrant/foreign labor	- 100% Equal compensation for both foreign and Thai employees. - 100% Transparent recruitment (Ethical Recruitment); bilingual employment contracts. The contract must be in a language understood by the worker (e.g., Burmese-Thai) to clearly understand their rights and working conditions before signing.	2024: - 100% Equal compensation for both foreign and Thai employees. - 100% Transparent recruitment (Ethical Recruitment); bilingual employment contracts are provided in a language understood by the worker (e.g., Burmese-Thai) to ensure clear understanding of rights and working conditions before signing.	2025: - 100% Equal compensation for both foreign and Thai employees. - 100% Transparent recruitment (Ethical Recruitment); bilingual employment contracts. The contract must be in a language understood by the worker (e.g., Burmese-Thai) to clearly understand their rights and working conditions before signing.

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Child labor	- Zero Tolerance Policy: A policy of "no child labor under 15 years old, and protection of child workers aged 15-18 years old" (Young Workers). - 100% Supplier Code of Conduct: Trading partners sign and accept the conditions of not using child labor. - No cases of legal violations or complaints regarding human rights and labor treatment (0 cases).	2024: - Zero Tolerance Policy: A policy of "no child labor under 15 years old, and protection of child workers aged 15-18 years old" (Young Workers). - 100% Supplier Code of Conduct: Trading partners sign and accept the conditions of not using child labor. - No cases of legal violations or complaints regarding human rights and labor treatment (0 cases).	2025: - Zero Tolerance Policy: A policy of "no child labor under 15 years old, and protection of child workers aged 15-18 years old" (Young Workers). - 100% Supplier Code of Conduct: Trading partners sign and accept the conditions of not using child labor. - No cases of legal violations or complaints regarding human rights and labor treatment (0 cases).
• Employee training and development	-Average number of knowledge training hours for employees -Average number of occupational safety (OHS) training hours for employees	2024: -Average number of knowledge training hours for employees = 15 hours/person/year -Average number of safety training hours (OHS) for employees = 6.8 hours/person/year	2025: -Average number of knowledge training hours for employees = 23.78 hours/person/year -Average number of safety training hours (OHS) for employees = 6.8 hours/person/year
• Promoting employee relations and participation	-Employee Engagement Score: Overall engagement score	2024: - 86.0% Employee Engagement Score	2025: - 86.4% Employee Engagement Score

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Non-discrimination	- No complaints of discrimination (0 cases) - 100% No restrictions on recruitment: Job postings are not gender-specific or age-specific (according to recruitment policy). - Employment of people with disabilities: According to Thai law, the ratio is 100:1 (100 employees per 1 person with a disability). - Promoting employee diversity (Diversity Management): Establishment and recruitment of a welfare committee; no racial or ethnic discrimination in election applications.	2024: - No complaints regarding discrimination (0 cases) - 100% of recruitment criteria are not restricted by gender or age (according to recruitment policy). - Employment of people with disabilities: (Section 33: 2 people with disabilities; Section 35: 27 people with disabilities) - Diversity management ratio: Establishment and recruitment of a welfare committee; no racial or ethnic discrimination in election applications = 1: 11	2025: - No complaints regarding discrimination (0 cases) - 100% of recruitment criteria are not restricted by gender or age (according to recruitment policy). - Employment of people with disabilities: (Section 33: 2 people with disabilities; Section 35: 26 people with disabilities) - Diversity management ratio: Establishment and recruitment of a welfare committee; no racial or ethnic discrimination in election applications = 1: 11
• Safety and occupational health at work	- Lost Time Injury Severity Rate (LTISR) for employees, (Number of working days/hours x 200,000) - Lost Time Injury Frequency Rate (LTISFR) for employees, (Number of incidents/hour of work x 200,000)	2024: - Lost Time Injury Severity Rate (LTISR) for employees, (number of working days/hours) = 2.35 days/hour - Lost Time Injury Frequency Rate (LTIFR) for employees, (number of incidents/hour) = 0.27 incidents per hour	2025: - Lost Time Injury Severity Rate (LTISR) for employees (number of working days/hours) = 2.21 days/hour - Lost Time Injury Frequency Rate (LTIFR) for employees (number of incidents/hour) = 0.16 incidents per hour

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Migrant workers/Foreign workers

The company has a policy to support the Recruitment Service Fee for daily wage employees, which includes work permit fees for foreign daily wage employees and employment contracts for foreign employees. These contracts are translated into two languages, Thai and Burmese, to ensure a clear understanding of the rights and working conditions of the employees during the hiring process.

Child Labor

The company has a hiring policy that requires all employees to be at least 18 years old.

Results show that no employees under the age of 18 are employed.

Furthermore, the company has a business policy requiring all business partners to sign a Supplier Code of Conduct, agreeing to the non-use of child labor.

Results show that 100% of the company's business partners have signed the Supplier Code of Conduct.

Promoting Employee Relations and Engagement

The Company enhances its labor standards and improves the effectiveness of labor management practices in alignment with Thai labor standards and applicable legal requirements through the election and establishment of a Welfare Committee in the workplace as required by law. Meetings are held at least on a quarterly basis, during which employer representatives and members of the Welfare Committee meet jointly to communicate and exchange information between management and employees, including grievances, suggestions, company rules and regulations, and guidelines for improving welfare administration to ensure appropriateness and legal compliance in caring for employees. In addition, the Company plays an active role in supporting and assisting the Welfare Committee, employee representatives, and other forms of employee representation, such as serving as an advisor to the Committee and organizing joint activities to foster constructive engagement and positive labor relations.

The Company conducts an annual Employee Engagement assessment using the Heartbeat Survey

As an evaluation tool to gather feedback from all employees and to utilize the results for corrective actions, continuous improvement, and further development initiatives aimed at maximizing employee satisfaction and workplace happiness. The results of the 2025 Employee Engagement assessment indicated an engagement level of 86.4%, representing an improvement compared to 2024 and reflecting employees continued confidence and trust in the organization. When considering individual survey dimensions, the top three highest-scoring areas were as follows:

1. Proud to be TKN Employees demonstrate a strong sense of belonging and confidence in the organization and are willing to represent and promote a positive corporate image to external parties.
2. Say positive things Employees tend to speak positively about the Company, reflecting their satisfaction and positive work experiences.
3. Teammates support Employees receive support and cooperation from their colleagues, contributing to a positive working atmosphere and effective collaboration.

The survey results reflect a corporate culture that emphasizes collaboration, trust, and strong organizational commitment, which are key factors in employee retention and in driving the Companys sustainable growth.

The Company organized the Kaizen Award 2025 project with the following objectives:

• To promote teamwork among employees in alignment with the Companys GREAT Culture.
• To encourage employee participation in jointly improving operational processes in their respective work areas.
• To foster and sustain a Kaizen mindset of continuous improvement within the organization.

Activity format: Submission of workplace improvement projects that were implemented and delivered tangible results in 2025.

Improvement categories:

• Operational Excellence

• Waste Management
• Safety & Environment
• Innovation & Sustainability

Activity period: 1 July 21 November 2025

Number of submitted projects: 80 projects (approximately THB 32 million in value impact)

Number of participants: 212 monthly employees

Category	Participants	Percentage
Individual Category	11 Persons	5.19%
Departmental Team Category	123 Persons	58.02%
Interdepartmental Team Category	78 Persons	36.79%

Results after project implementation:

• Reduction of production process waste
• Reduction of packaging costs
• Reduction of labor costs
• Reduction of working time to enhance productivity and efficiency
• Reduction of unnecessary movement in the production line

Non-Discrimination

The Company has established a non-discrimination policy and neither engages in nor supports any form of discrimination in employment, compensation, provision of benefits, access to training and development opportunities, promotion or job assignment consideration, termination, retirement, or working conditions on the basis of nationality, race, religion, language, age, gender, marital status, sexual orientation, disability, employee representation status, political affiliation, or any other personal beliefs or characteristics.

Occupational Health, Safety, and Environment

The Company aims to develop new products for the global market while upholding its commitment to responsibility in occupational health, safety, environmental, and social performance. Protecting employees, communities, and the environment forms a fundamental basis for the Companys long-term business success. The Company therefore places strong emphasis on occupational health, safety, and environmental management, strictly complying with applicable laws and operating in accordance with ISO 45001:2018 Occupational Health and Safety Management System requirements. The Company is also committed to achieving net zero greenhouse gas emissions by initiating the calculation and reporting of greenhouse gas emissions in accordance with ISO 14064-1 (Scope 1, 2, and 3) and establishing continuous improvement measures aimed at achieving zero accidents alongside reducing greenhouse gas emissions. In addition, the Company studies and develops production-related processes to ensure alignment with internationally recognized sustainable development standards, based on responsibility toward employees, business partners, and the environment.

As part of its corporate governance framework, the Company has established and implemented robust Occupational Health, Safety, and Environment (OSHE) policies. These policies are communicated comprehensively throughout the organization and to external stakeholders to ensure alignment with the Companys sustainability objectives at all levels. The policies also address significant operational impacts on employees, ecosystems, and surrounding communities. Internal reviews and regular external audits are conducted to ensure effectiveness. Mandatory OSHE training is provided to all employees, and active participation in sustainability initiatives is encouraged.

Additional Information on OSHE Performance

In 2025, the Company engaged more than 120 contractors, representing a total of 109,088 working hours throughout the year. All contractors complied with occupational health, safety, and environmental requirements, including mandatory pre-work training, Job Safety Analysis (JSA), establishment of safe work procedures, and work permit issuance in accordance with the risk level of each task, in full compliance with applicable laws. The Lost Time Injury Severity Rate (LTISR) was 2.21, and the Lost Time Injury Frequency Rate (LTIFR) was 0.16. By 2030, the Company is committed to leveraging technology to further enhance safety, reduce risks, and achieve zero Lost Time Accidents (LTA) for both employees and contractors, as well as zero fire incidents across all operational areas.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	2,778	2,697	2,449
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
Total employees (persons)	2778	2697	2449
Male employees (persons)	1318	1300	1094
Percentage of male employees (%)	47.44	48.20	44.67
Female employees (persons)	1460	1397	1355
Percentage of female employees (%)	52.56	51.80	55.33
Total of workers who are not employees (Person)	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

	2023	2024	2025
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)	1,051	952	719
Percentage of employees under 30 years old (%)	37.83	35.30	29.36
Total number of employees 30-50 years old (Persons)	1,584	1,576	1,558
Percentage of employees 30-50 years old (%)	57.02	58.44	63.62
Total number of employees over 50 years old (Persons)	143	169	172
Percentage of employees over 50 years old (%)	5.15	6.27	7.02

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	574	529	391
Percentage of male employees under 30 years old (%)	43.55	40.69	35.74
Total number of male employees 30-50 years old (Persons)	704	712	653
Percentage of male employees 30-50 years old (%)	53.41	54.77	59.69
Total number of male employees over 50 years old (Persons)	40	59	50

	2023	2024	2025
Percentage of male employees over 50 years old (%)	3.03	4.54	4.57

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	477	423	328
Percentage of female employees under 30 years old (%)	32.67	30.28	24.21
Total number of female employees 30-50 years old (Persons)	880	864	905
Percentage of female employees 30-50 years old (%)	60.27	61.85	66.79
Total number of female employees over 50 years old (Persons)	103	110	122
Percentage of female employees over 50 years old (%)	7.05	7.87	9.00

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	2,742	2,661	2,421
Percentage of employees in operational level (%)	98.70	98.67	98.86
Total number of employees in management level (Persons)	19	19	17
Percentage of employees in management level (%)	0.68	0.70	0.69

	2023	2024	2025
Total number of employees in executive level (Persons)	17	17	11
Percentage of employees in executive level (%)	0.61	0.63	0.45

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	1,292	1,274	1,074
Percentage of male employees in operational level (%)	98.03	98.00	98.17
Total number of male employees in management level (Persons)	14	14	12
Percentage of male employees in management level (%)	1.06	1.08	1.10
Total number of male employees in executive level (Persons)	12	12	8
Percentage of male employees in executive level (%)	0.91	0.92	0.73

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	1,450	1,387	1,347
Percentage of female employees in operational level (%)	99.32	99.28	99.41
Total number of female employees in management level (Persons)	5	5	5
Percentage of female employees in management level (%)	0.34	0.36	0.37

	2023	2024	2025
Total number of female employees in executive level (Persons)	5	5	3
Percentage of female employees in executive level (%)	0.34	0.36	0.22

Significant changes in the number of employees

Significant changes in number of employees over the past 3 Years : Yes

The Companys workforce has decreased by an average of 6% per year over the past three years. This is due to the Companys human resource management planning and the adoption of technology and automation in the production process to replace manual labor. As a result, operational efficiency (productivity improvement) has been enhanced, and the number of employees has been continuously reduced.

Number of male employees working in Thailand

	2023	2024	2025
Bangkok Metropolitan (Person)	0	0	N/A
Northern (Person)	0	0	N/A
Central (Person)	0	0	N/A
Northeastern (Person)	0	0	N/A
Southern (Person)	0	0	N/A
Eastern (Person)	0	0	N/A

Number of female employees working in Thailand

	2023	2024	2025
Bangkok Metropolitan (Person)	0	0	N/A
Northern (Person)	0	0	N/A

	2023	2024	2025
Central (Person)	0	0	N/A
Northeastern (Person)	0	0	N/A

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (**persons**)	28	29	28
Percentage of disabled workers to total employment (%)	1.01	1.08	1.14
Total number of employees with disabilities (**Persons**)	2	2	2
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	2	2	2
Percentage of disabled employees to total employees (%)	0.07	0.07	0.08
Total number of workers who are not employees with disabilities (**persons**)	26	27	26
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025

	2023	2024	2025
Total employee remuneration (baht)	51,275,282.00	53,978,020.61	53,842,651.04
Total male employee remuneration (baht)	25,019,767.00	26,970,298.79	25,180,690.05
Percentage of remuneration for male employees (%)	48.79	49.97	46.77
Total female employee remuneration (baht)	26,255,515.00	27,007,721.82	28,661,960.99
Percentage of remuneration for female employees (%)	51.21	50.03	53.23
Average of remuneration of employees (Baht/persons)	18,457.62	20,014.10	21,985.57
Average of remuneration for male employees (Baht/persons)	18,983.13	20,746.38	23,017.08
Average of remuneration for female employees (Baht/persons)	17,983.23	19,332.66	21,152.74
Rate of average of remuneration between female employees and male employees	0.95	0.93	0.92

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company has established a provident fund to promote savings and enhance long-term financial security for employees. The provident fund is operated under applicable laws and regulations and is overseen by the Provident Fund Committee, which comprises representatives of both the employer and employees. The Committee is responsible for setting policies, supervising, and monitoring the management of the fund in a prudent and transparent manner, with due regard to the best interests of fund members.

The funds investments are managed by licensed fund management companies. Employees are able to select investment plans, with appropriate investment diversification and risk management in place. The Company regularly monitors and reviews the funds operating and investment policies to ensure alignment with the funds objectives and prevailing economic conditions.

Overview of methods for determining employee and employer contribution Rates

Employees who are members of the provident fund may elect to contribute at a rate ranging from 3% to 15% of their wages, within the limits prescribed by the fund. The Companys contributions to the fund are subject to the following two conditions:

1. For employees enrolling in the provident fund for the first time, the Company contributes at a rate ranging from 3% to 7%, based on the employees length of service.
2. For employees who have previously withdrawn from the fund and subsequently re-enrolled, the Company contributes at a rate ranging from 3% to 7%, based on the employees membership period in the provident fund, in accordance with the funds regulations.

The Company and the Provident Fund Committee regularly review the appropriateness of both employee contribution rates and Company contribution rates, taking into consideration relevant laws and regulations, cost sustainability, and the objective of enhancing employees long-term financial security.

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

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	674	705	678
Number of employees joining in PVD (persons)	502	507	534
Number of PVD members / Total employees (%)	18.07	18.80	21.80
Number of PVD members / Total eligible employees (%)	74.48	71.91	78.76

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,199,776.95	1,333,736.90	1,419,076.00
Total amount of provident fund contributed by employee (baht)	1,852,176.05	2,100,733.10	2,268,851.22

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 (%)
TAOKAENOI FOOD & MARKETING PUBLIC COMPANY LIMITED	Yes	2,449	678	534	21.80	78.76

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

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD)	:	Facilitating automatic PVD enrollment for new employees, Initiatives to encourage employees to achieve sufficient retirement savings, Providing education or information on selecting appropriate investment policies

Facilitating automatic PVD enrollment for new employees

The Company facilitates new employees in becoming members of the Provident Fund by allowing them to complete the application form and select an investment plan from their first day of employment. Once the employees pass their probation period, they will be enrolled as Provident Fund members according to their stated intention, and they are able to review and change their selected investment plan.

Initiatives to encourage employees to achieve sufficient retirement savings

The company has regularly invited asset management companies that manage provident funds to provide training on saving for retirement, including investment plans and knowledge about selecting investment policies that are suitable for employees.

Providing education or information on selecting appropriate investment policies

The company has activities to enhance employees' investment knowledge, such as the Money Hero financial literacy course, supported by partner commercial banks; the Wellness Program: Financial Planning, which invites speakers to educate employees on finance and taxes; and the Happy Money program, which provides coaching on saving and investing, among others.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	11.00	15.00	17.75
Total amount spent on employee training and development (Baht)	2,470,000.00	4,780,000.00	3,480,000.00
Percentage of training and development expenses to total expenses (%)(*)	0.000543	0.000988	0.000717
Percentage of training and development expenses to total revenue (%)(*)	0.000461	0.000833	0.000650

Additional explanation : (*) *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)	11	9	5
Total number of employees that lost time injuries for 1 day or more (Persons)	11	9	5
Percentage of employees that lost time injuries for 1 day or more (%)	0.40	0.33	0.20
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 : (*) *The company with the total number of employees over 100 or more*
(**) *The company with the total number of employees less than or equal to 100*

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	108	120	106
Total number of male employee turnover leaving the company voluntarily (persons)	62	67	67
Total number of female employee turnover leaving the company voluntarily (persons)	46	53	39
Proportion of voluntary resignations (%)[1]	16.42	17.32	15.37
Percentage of male employee turnover leaving the Company voluntarily (%)	57.41	55.83	63.21
Percentage of female employee turnover leaving the Company voluntarily (%)	42.59	44.17	36.79

Remark: [1] *Calculated based on the number of monthly employees.*

	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
Reference link to consumer data privacy and protection policy and guidelines	:	https://investor.taokaenoi.co.th/personal_data_protection_act.html

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	:	No

Information on customer management plan

Customer management plan

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

Responsible Production and Customer-Oriented Services

The Company is committed to producing and delivering high-quality, safe, and internationally standardized products and services, placing responsibility toward customers at the core of its operations. This commitment encompasses the entire value chain, from raw material selection, manufacturing processes, quality control, and product safety, to storage and distribution, as well as the provision of accurate, clear, and transparent product information. The Company strictly complies with applicable laws and regulations and implements quality management and food safety systems to prevent risks that may impact consumers.

Enhancing Customer Satisfaction and Strengthening Customer Relationships

The Company places strong emphasis on listening to the Voice of Customer through various communication channels, including customer service centers, online platforms, and annual customer satisfaction surveys. Feedback received is systematically analyzed and utilized to continuously improve products, services, and operational processes. The Company maintains a transparent and accountable complaint management system with appropriate response timelines, and leverages customer suggestions to drive innovation and enhance customer experience in a sustainable manner. These efforts contribute to strengthening relationships, building trust, and fostering long-term brand loyalty.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

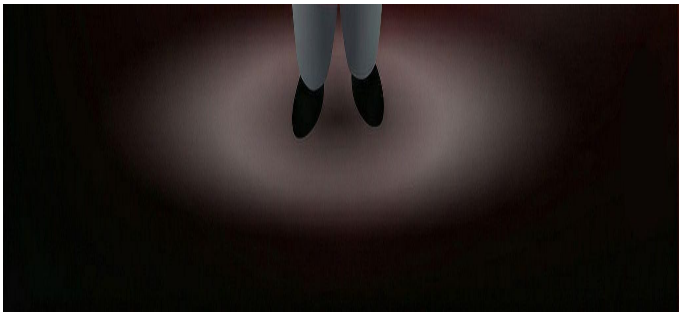
Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Taokaenoi Food & Marketing Public Company Limited received the Thailands Social Power Brand 2025 award in the Snacks category, recognizing brands with strong influence and engagement on social media in Thailand. The ranking is organized by BrandAge in collaboration with Ocean Sky Network, using the Mandala AI Ecosystem to analyze brand communications and consumer engagement across social media platforms. The ranking covers 44 industries and is based on social media data collected during 1 July 2024 30 June 2025.
The award reflects the Companys success in building strong brand awareness and consumer engagement through trend-driven digital content and marketing strategies that resonate with younger consumers.


SOCIAL POWER BRAND
แบรนด์ทรงพลังบนโซเชียลมีเดีย กลุ่มขนมขบเคี้ยว
THAILAND'S
SOCIAL
POWER BRAND
2025



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	:	02-9840666
Fax	:	02-1088708
Email	:	-
Companys website	:	www.taokaenoiglobal.com
Address	:	337 Bond St. Bangpood, Pakkret Nonthaburi 11120

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : No

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 : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : Educational system cooperation project (Dual Vocational Education Program) creating a cooperation ne	- Number of students participating in the program (Vocational Certificate level) - Number of network educational institutions - Number of students ready to integrate into the education system/society - Conversion rate (employee employment rate)	2024: - There are 27 students in the dual vocational education program at the Diploma level. - There are 5 network educational institutions. - 26 positions are ready for the education system/society. - 0 positions are being hired as employees (Conversion Rate).	2025: - There are 64 students in the dual vocational training program at the Diploma level. - There are 11 network educational institutions. - 62 positions are ready for integration into the education system/society. - 1 position has been hired as a permanent employee (Conversion Rate).

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Disadvantaged and vulnerable groups	The number of disabled employees employed under Articles 33 and 35.	2024: There are 29 disabled persons employed under Articles 33 and 35.	2025: There are 28 disabled persons employed under Articles 33 and 35.
• Others : Community Environment: Soil Quality Improvement Support Project for Agriculture (Project: We Use sea	- 100% of organic waste (seaweed waste) that is recycled. - Number of environmental complaints and fines paid.	2024: - 100% of organic waste (seaweed waste) is recycled. - Project not yet implemented.	2025: - 100% of organic waste (seaweed waste) that is recycled. - 0 environmental complaints and fines paid.

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Supporting Education and Employment

Dual Vocational Education Collaboration Program

1. Strategic Objectives

- Building collaborative networks:

Establish Memoranda of Understanding (MOUs) with the Office of the Vocational Education Commission (OVEC) and more than 11 leading technical and vocational colleges located near the Companys manufacturing sites to develop a skilled talent pipeline aligned with business needs.

- Enhancing professional competencies:

Upgrade teaching and learning from theoretical instruction to hands-on practical experience in the workplace in accordance with vocational education standards.

- Developing professional trainers:

Strengthen internal personnel capabilities through the Coach Kru program to cultivate coaching skills and a teaching mindset, enabling quality student development.

- Organizational sustainability:

Prepare workforce capacity to support core and supporting functions and accommodate future business expansion.

2. Key Performance Highlights

The Company focuses on developing two core programs aligned with the food industry and technology sectors:

1. **Engineering, Production, and Quality Assurance Skills Development Program**

- **Scope:** Covers specialized subjects including PLC systems, Machine Design, Quality Assurance (QA), and Food Safety (Pest Control for the Food Industry).
- **Student growth:** Increased from 27 students in 2024 to 64 students in 2025.

- **Coach Kru development:** Expanded the number of trainers from 8 to 19 (trainer-to-student ratio of 1:16) to ensure close supervision and effective mentoring.

1. **Information Technology Skills Development Program**

- **Curriculum:** Focuses on advanced website development, SQL Server database management, and IT regulations (PDPA/Security).
- **Outcome:** Participating students successfully completed the program, with some being offered full-time employment with the Company upon graduation.

3. Benefits and Outcomes

Job creation:
Students participating in the program decided to join the Company as full-time employees in 2024 and 2025 (with ongoing program expansion).
This initiative supports the Social (S) dimension by enhancing vocational skills and creating sustainable employment opportunities for youth, alongside strengthening Governance (G) through transparent collaboration with government agencies in compliance with legal and professional standards.

Project: Seaweed to Soil Enrichment

The Company emphasizes waste management under a Waste-to-Value approach by transforming leftover seaweed scraps and sludge from production processes at the Rojana and Nopphawong factories into nutrient-rich soil conditioners through fermentation and processing. These products are distributed to local farmers and community enterprises near the factories, helping reduce chemical fertilizer usage and supporting Zero Waste to Landfill practices.

Tangible Results

Zero Waste Management:
The Company successfully converted 878,609.87 kilograms of production by-products per year into soil conditioners, ensuring that no organic waste from production lines is sent to landfill.

ESG Brand Image:
This project serves as a model of Circular Economy waste management within the food industry and reflects strong corporate governance and responsibility toward all stakeholders.

Promoting Employment and Career Opportunities for Persons with Disabilities

(Sections 33 and 35) and Vulnerable/Underprivileged Groups

Policy and Implementation

The Company prioritizes reducing inequality and creating equal opportunities for vulnerable and underprivileged groups by upholding human rights principles and fair labor practices. In compliance with the Empowerment of Persons with Disabilities Act B.E. 2550 (2007), the Company supports the employment of persons with disabilities through direct employment (Section 33) and other forms of career support (Section 35), enabling persons with disabilities to earn stable incomes and achieve sustainable self-reliance.

Performance Summary (Past Two Years)

The Company has consistently maintained employment and career support for persons with disabilities in accordance with legally required ratios:

- **2024:** 29 persons employed and supported
- **2025:** 28 persons employed and supported

Social and Community Impact

Social (S) Dimension:
Enhances the capabilities of persons with disabilities in communities surrounding the Companys operations, providing access to employment opportunities, improving quality of life, and reducing dependency burdens on families.
Governance (G) Dimension:
Conducts business in transparent compliance with legal requirements, demonstrating responsibility toward stakeholders at all levels.
Community Sustainability:
Support under Section 35 promotes local job creation, empowering persons with disabilities to demonstrate their abilities and actively participate in the community with pride.
The Company remains committed to continuously strengthening its ESG policies to create genuine and sustainable social value creation.

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

ESG Performance

Company Name : TAOKAENOI FOOD & MARKETING PUBLIC COMPANY LIMITED Symbol : TKN

Market : SET Industry Group : Agro & Food Industry Sector : Food & Beverage

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Taokaenoi Food & Marketing Public Company Limited has been operating since 2004 and has experienced continuous development and growth. In 2015, the Company listed on the Stock Exchange of Thailand. In the past, the Company's growth has been in terms of market expansion, sales and profits, which have continued to grow. The Company exports its products to many countries around the world, as well as expanding its production capacity. However, due to changes in social conditions, people's lifestyles and economic conditions, both domestically and internationally, the Company has come up with the concept of developing the organization to grow sustainably together with stakeholders in every value chain.

The Company has established a corporate governance policy as a guideline for corporate governance. In 2024, the Board of Directors reviewed and improved the corporate governance policy to be in line with the principles of good corporate governance for listed companies in 2017 as the Securities and Exchange Commission (SEC) announced for the board of directors and employees to adhere to as a guideline for their operations, in conjunction with the Taokaenoi Code of Conduct with the aim of the company to grow sustainably in line with the company's vision, create good returns for shareholders, effectively respond to the expectations of stakeholders, and be transparent and fair to stakeholders.

Reference link for the full version of corporate governance policy and guidelines : https://investor.taokaenoi.co.th/misc/cg/20250324-tkn-cg-en.pdf

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

The Board of Directors has delegated the responsibilities to the Nomination and Remuneration Committee to establish and regularly review the structure of the Board, including its size, composition, diversity, and appropriate proportion of independent directors, to ensure alignment with the Companys objectives and long-term goals.

The Board of Directors is composed of individuals with diverse qualifications, encompassing a wide range of skills, experience, expertise, and specific attributes necessary to support the achievement of the Companys objectives. A Board Skills Matrix is developed to ensure that the Board, as a whole, possesses appropriate and well-balanced competencies, enabling it to understand and effectively respond to the needs and expectations of stakeholders.

The director nomination process involves a careful review of the backgrounds and qualifications of nominated candidates. Recommendations are submitted to the Board of Directors prior to proposing the appointments to the shareholders meeting for approval. Shareholders are provided with sufficient information on nominated candidates to support informed decision-making.

Determination of director remuneration

The Company has a policy to set the compensation for directors, sub-committee members, Chief Executive Officer, and senior executives at a level comparable to the Companys performance in order to retain the required quality of personnel. The Company determines compensation according to the following guidelines:

1. The Nomination and Compensation Committee will consider the compensation for the Companys directors, sub-committee members, and senior executives, ensuring it is appropriate to their duties, responsibilities, performance, the type/size of the Companys business, and the benefits expected from each individual. The compensation must be at a level sufficient to attract and retain quality personnel, in comparison with companies in similar businesses. Additionally, it should consider the type of compensation, method of payment, and the appropriate amount, with the results of the evaluation reported to the Board of Directors.
2. If there is a proposal to adjust the compensation rate for senior executives, it must be presented to the Board of Directors for approval.
3. The compensation for directors and sub-committee members must be presented annually to the shareholders' meeting for approval.

Independence of the board of directors from the management

The Board of Directors establishes a Board structure that promotes diversity and an appropriate balance between executive and non-executive directors in order to support effective oversight and sound checks and balances. This structure enables directors to exercise independent judgment and freely express their views. The Chairman of the Board, who serves as an independent director, works in collaboration with the Managing Director in formulating the Board meeting agenda to ensure that matters of significance to the Company are duly considered.

Director development

The Board of Directors places importance on ensuring that the Board and individual directors possess adequate knowledge and understanding of their roles and responsibilities, the Companys business operations, and applicable laws and regulations. The Company supports the continuous development of directors competencies by encouraging regular participation in training and development programs relevant to their duties.

Furthermore, directors are encouraged to attend training courses organized by the Thai Institute of Directors (IOD) and other relevant institutions throughout the year. The Company also provides an orientation program for newly appointed directors to equip them with essential information and a comprehensive understanding of the Companys objectives, key goals, vision, mission, core values, as well as its business nature and operational approach.

Board performance evaluation

The Board of Directors shall conduct an annual performance evaluation of the Board, sub-committees, and individual directors through a self-evaluation process. The results of the evaluation shall be utilized for the continuous improvement of the Boards structure, composition, and overall effectiveness in performing its duties.

Corporate governance of subsidiaries and associated companies

To control the subsidiary and associated companies, The Company has established the corporate governance policy for them with an aim to determine measures and mechanism both direct and indirect to enhance competency of the corporate governance and management of the subsidiary company and associated.

Another purpose is to supervise and ensure that the subsidiary and associated companies comply with measures and mechanism set forth and in conformity with The Company policy as well as the public company law, civil and commercial code, securities law and related laws including relevant notifications, regulations and criteria announced by the Capital Market Advisory Board, Securities and Exchange Commission and the Stock Exchange of Thailand ("SET")

Moreover, The Company has determined an investment policy for the subsidiary and associated companies to ensure conformity to the corporate governance principles and to be a guideline for investment in other businesses including to enhance competency to our business operation.

Taokaenoi has established an investment policy in relevant business or similar business or the business that could generate return and support our business operation, and to strengthen our growth and operation result, or to invest in a business as a synergy to the Company. For example, being a source or sales channel, development center for alternative raw materials for our production.

Nonetheless, the Board of Directors may consider investment in any business other than our core business or other business of the group in case it is considered that such business is potential and the investment will generate return to the Company and shareholders as a whole. The investment must be consistent and suit to the business situation, policy, goal and business growth direction and strategic plan of the Company. The consideration for an investment in any project will include the proportion of investment, expected profit, potential risks and financial status of the Company. The Company will determine investment analysis procedures before going forward with any project investment. Further details are as follows:

1.) The Company will send directors according to the proportion of shareholding in each company or top-rank employees to supervise the subsidiary and associated companies to ensure the same direction and to bring about the highest benefits to the Company. The Company should then have the Veto Right on important matters with which such subsidiary will proceed.

Dispatching representatives from the Company who hold directorship in the subsidiary and associated companies must be approved by the Board of Directors in advance. Any investment must be approved by the meeting of the Board of Directors or meeting of shareholders (as the case may be). Moreover, approval for such investment must be consistent and conform to the notifications of the Capital Market Advisory Board, Securities and Exchange Commission and the Stock Exchange of Thailand.

The investment in such company must pass an approval from the Board of Director. Every related transactions must be approved or consented to the Audit Committee.

2.) Any transactions or action of the subsidiary and associated company which is considered as related transactions as per notification of the related transactions or that considered or is an acquisition or disposal of assets according to notification of the acquisition or disposal of assets must obtain an approval from the meeting of the Board of Directors and/or approval from meeting of shareholders or approval from related authority as stipulated by law, before proceeding (as the case may be). The subsidiary and associated company must obtain an approval from the meeting of the Audit Committee before entering into any transaction or action (only the case of related transaction under notification of the related transactions), meeting of the Board of Directors and/or meeting of shareholders and/or related authority (as the case may be).

The related transactions between the Company, subsidiary and associated company must conform to business reason, transparency, and must be available for audit at any time, and must be under the reasonable market price and supporting factors. Moreover, The Company must disclose such related transactions in a financial statement according to the auditing standard of the listed companies. The data disclosed includes data of both parties to prevent a conflict of interest and potential corruption.

3.) In addition, when entering into a transaction or occurrence of situation of the subsidiary company or associated company which causing requirement that The Company must disclose the information to the Stock Exchange of Thailand under the criteria set forth in related notification, the director or senior employees being a representative of The Company must notify the Management without delay, about the subsidiary's plan to proceed such transaction. The data storage and records of the subsidiary must be available for audit and retrieval for preparation of financial statement.

4.) The Board of Directors and executives of the subsidiary and associated companies have the duty and responsibility for disclosure of the information related to financial status and operation result to the Company. The notifications of the Capital Market Advisory Board, Stock Exchange of Thailand related shall apply mutatis mutandis. Moreover, the directors' interest and their related persons must be disclosed and submitted to the Company.

5.) The Company determines the necessary work and operation plan to ensure that the subsidiaries and associated companies disclose the information relating to operation results and financial status and other information to the holding company. The Company will take neccessary actions and monitors to ensure the subsidiary and associated companies have a system for disclosure of data and adequate internal control system for business operation.

Moreover, The Company will monitor closely the operation result and situation of the subsidiary and associated companies. The analysis result including opinions or suggestions will be presented to the Board of Directors and the board of the subsidiary or associated companies for consideration to determine a policy or to improve for business growth and continual development of the subsidiary and associated companies.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	:	Yes
Guidelines and measures related to shareholders and stakeholders	:	Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

Shareholder

As the owners of the Company, shareholders are a key priority. The Board of Directors, acting on behalf of shareholders, manages and conducts business with care and diligence to achieve the Company's objectives. The Company ensures equal and fair treatment of all shareholders and provides regular, accurate, complete, and transparent disclosures. Additionally, the Company strictly prohibits directors, executives, and employees from exploiting non-public information for personal gain.

Employee

The Company is committed to establishing a fair and transparent human resource management system and performance evaluation framework in line with human rights principles. The Company recruits and retains employees based on competence and experience, continuously fostering professional development and providing opportunities for career growth and job stability. Employees are treated equally and fairly across various aspects:

- Compensation Employee compensation is determined based on knowledge, experience, job position, and responsibilities, aligning with both short-term and long-term business performance and the Companys annual compensation budget. The compensation structure is designed to reflect the Company's value creation for shareholders, economic conditions, and industry standards, provided in the form of salary and bonuses with a structured wage system.
- Employee Benefits The Company provides competitive benefits and privileges comparable to those offered by other companies in similar industries, in full compliance with legal requirements. These benefits include employee uniforms, annual health check-ups, social security, group insurance (life and health insurance), and a provident fund.
- Long-Term Employee Care The Company maintains a provident fund for employees, where participating employees contribute 3-7% of their salary monthly, with the Company matching contributions at the same rate based on the employee's tenure.

Customer

The Company is committed to continuous product quality improvement, with a strong focus on consumer safety and product excellence, ensuring maximum customer satisfaction. The Company takes full responsibility for its customers and strives to build their confidence and trust by offering high-quality products at fair and reasonable prices. To enhance customer experience and support, the Company has established a customer relations department responsible for providing product guidance and handling customer complaints. Customers can report product issues or service concerns via email or the Call Center, enabling the Company to address and resolve issues efficiently. Additionally, customer feedback is utilized to improve products and services continuously.

Business competitor

The Company conducts its business under a framework of fair, ethical, and transparent competition, with strict adherence to applicable laws, rules, and codes of conduct. The Company shall not engage in any unfair practices, abuse of market power, price fixing, collusion, or any actions that distort market mechanisms. The Company also respects intellectual property rights, commercial information, and confidential data of competitors, thereby promoting a fair and sustainable competitive environment.

Business partner

The Company upholds principles of fairness, equality, and integrity in conducting business with its suppliers and business partners. Supplier selection is carried out through transparent procurement processes with clear criteria, taking into consideration price reasonableness, quality, services, and long-term mutual benefits. The Company supports and encourages its business partners to operate ethically, with social and environmental responsibility, and in full compliance with applicable laws.

The Company shall not engage in transactions with any individual or legal entity involved in unlawful acts or exhibiting corrupt practices. In the event that corruption, bribery, or the provision of any improper benefits is identified in connection with entering into contracts or transactions with the Company, the Company reserves the right to immediately terminate the business relationship.

Creditor

The Company treats its creditors fairly, equitably, and transparently, and strictly complies with contractual terms, legal requirements, and relevant regulations. The Company respects creditors rights and is committed to maintaining sound relationships based on trust and mutual responsibility, with the objective of supporting financial stability and long-term business sustainability.

Government agencies

The Company conducts its business with integrity, transparency, and adherence to good governance principles, firmly opposing all forms of corruption in dealings with government authorities, public officials, and politically-exposed persons. The Company and its personnel must comply strictly with all applicable laws, regulations, and standards in interactions with government entities. Directors, executives, and employees are prohibited from offering, giving, soliciting, or receiving any improper benefit to or from government officials to obtain business advantages. The Company shall not engage in political contributions or support political activities using corporate resources. The policy encompasses risk management, training, monitoring, and enforcement measures, including disciplinary actions for violations, to ensure fair and transparent engagement with public sector stakeholders.

Reference link for Government agencies : https://investor.taokaenoi.co.th/misc/cg/tkn-anti-corruption-en.pdf

Community and society

The Company acknowledges its role as an integral part of society and the community and places great emphasis on corporate social and environmental responsibility. The Company promotes employee education and training programs to foster awareness and responsibility toward communities, the environment, and society at large. Additionally, employees are encouraged to participate in various corporate social responsibility (CSR) activities organized by the Company.

The Company conducts its business with a strong awareness of sustainable growth, beyond just sales and financial returns. Organizational growth must be balanced between business performance, stakeholder value delivery, and environmental responsibility. A lack of balance in any of these areas can negatively impact long-term sustainability. The Company's operational approach considers Environmental (E), Social (S), and Governance (G) factors, which drive continuous improvement and development, including:

- Enhancing employee knowledge and understanding at all levels regarding the importance of sustainable development and its contribution to the Companys value.
- Conducting impact assessments before implementing any business activities to evaluate their effects on economic, social, and environmental aspects.
- Establishing relevant business units to promote sustainable business growth and enhance corporate standards through participation in various sustainability initiatives.

Additionally, the Company places great importance on fundamental human rights, promoting respect for individual rights and freedoms, ensuring non-discrimination, gender and social equality, and strictly prohibiting child labor. The Company maintains a zero-tolerance policy toward corruption, embedding these principles within its corporate governance framework. It has a clear and firm commitment to refraining from supporting or engaging with businesses involved in human rights violations. The Company ensures equal and fair treatment of employees by providing welfare benefits, workplace safety, and hygiene measures, as well as appropriate compensation policies. Additionally, the Company strictly prohibits all forms of child labor.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Board of Directors reviews the Companys corporate governance policy on an annual basis. In 2024, the Company updated its corporate governance policy, which is the latest version, to align with the Corporate Governance Code for listed companies (2017) issued by the Securities and Exchange Commission of Thailand (SEC). This policy serves as a guideline for the Board of Directors and employees in their operations, alongside the Taokaenoi Code of Conduct (TKN Code of Conduct). The objective is to ensure the Companys sustainable growth in line with its vision, deliver strong returns to shareholders, effectively meet stakeholders expectations, and uphold transparency and fairness toward all stakeholders. The details are as follows:

Corporate Governance

The Company adopts four key principles as the foundation for corporate governance:

1. **Ethics :** Conducting business with integrity and ethical standards.
2. **Responsibility :** Committing to efficient performance while ensuring accountability and transparency, fostering trust among stakeholders.
3. **Equitable Treatment :** Treating all stakeholders fairly and impartially.
4. **Sustainable Value Creation :** Enhancing corporate value alongside sustainable business development to ensure long-term benefits for the Company and its stakeholders.

Corporate Governance Practices

To align with good corporate governance principles, the Company adheres to the Principles of Good Corporate Governance for Listed Companies 2017, as issued by the Securities and Exchange Commission (SEC). The Company follows eight key corporate governance principles:

Principle 1 Roles and Responsibilities of the Board of Directors

Principle 2 Establishing Company's Objectives and Key Goals for Sustainability

Principle 3 Enhancing an Effective Board of Directors
Principle 4 Selecting and Developing Senior Executives and Managing Human Resources
Principle 5 Encouraging Innovation and Responsible Business Practices
Principle 6 Ensuring a Proper Risk Management and Internal Control System
Principle 7 Maintaining Financial Credibility and Information Disclosure
Principle 8 Encouraging Shareholder Participation and Communication

Reference link for the full version of business code of conduct	:	https://investor.taokaenoi.co.th/misc/cg/20250324-tkn-cg-en.pdf

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, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

Prevention of Conflicts of Interest

The Board of Directors has established a Conflict of Interest Prevention Policy based on the principle that all decisions related to Company transactions must be made in the best interests of the Company and its shareholders. Company personnel, including directors, executives, and employees, must not exploit their position within the Company to seek personal or affiliated gains, whether financial or otherwise. They must also avoid engaging in activities that may lead to conflicts of interest. Any business transactions, whether conducted personally or through an entity in which an individual has an interest, must be disclosed in accordance with the Company's regulations and reported to the Board of Directors. Directors, executives, and employees have a duty to safeguard the Company's legitimate interests, limiting their external engagements to the minimum necessary. The following guidelines apply:

1. Directors, executives, and employees must refrain from engaging in business activities that compete directly or indirectly with the Company for personal benefit or the benefit of others. They must not hold decision-making authority, become a shareholder, partner, executive, or board member in a company engaged in similar or competing businesses unless safeguards are in place to ensure that such involvement does not negatively impact the Company. In such cases, they must immediately report their involvement to the Company Secretary.
2. Directors and executives must disclose any personal, family, or dependent business activities that may create conflicts of interest with the Company. This includes investments, business relationships with suppliers or clients, advisory roles, or direct or indirect transactions involving the Company.
3. All directors, executives, and employees must make business decisions that are solely in the best interests of the Company.
4. Directors, executives, and employees must avoid engaging in related-party transactions that could create a conflict of interest with the Company. If such transactions are necessary for the benefit of the Company, all decisions and actions must be free from personal influence or the influence of related individuals, whether through family ties or personal relationships. The transaction must be conducted at a fair and appropriate market price, as if it were made with an independent third party. In cases where a conflict of interest may arise, the

individual must report it to their superior for approval and withdraw from any involvement in the decision-making process.

5. Directors, executives, and employees must dedicate their full time and effort to their responsibilities within the Company and must not engage in personal business activities that interfere with their duties or work hours.

6. Directors, executives, and employees must avoid financial or other relationships with external individuals or entities that could result in financial loss to the Company, create a conflict of interest, or impair operational efficiency.

7. Directors, executives, and employees must not use or disclose the Company's internal information for personal or third-party benefits, regardless of whether it causes damage to the Company. Compliance with the Company's internal information usage policy is mandatory.

8. Directors, executives, and employees must not engage in activities that undermine the Company's interests or favor any individual or entity, whether for personal gain or for the benefit of others.

9. Directors and executives must abstain from voting or participating in the decision-making process on any matter where they have a conflict of interest. They must not approve transactions in which they have a personal interest and must excuse themselves from meetings where such matters are being discussed. Any party with a potential conflict of interest must disclose their relationship or financial involvement in the transaction to the Company.

Anti-corruption

The Company conducts its business with transparency and integrity, ensuring compliance with all relevant laws and standards. The Company has established and publicly declared its Anti-Corruption Policy, encouraging other companies and business partners to adopt and declare similar policies. Additionally, the Company maintains its membership in the Thailand Private Sector Collective Action Coalition Against Corruption (CAC) to enhance stakeholder and shareholder confidence.

Whistleblowing and Protection of Whistleblowers

The Company places great importance on good corporate governance, transparency, and accountability. It provides employees with opportunities to report irregularities in the Companys operations through dedicated channels and protection mechanisms. This ensures that whistleblowers and those providing information do not face retaliation or hardship, thereby serving as a positive example for society. The Company adheres to governance principles, ethical standards, and social responsibility to ensure fairness, transparency, and accountability in its business operations. It has established reporting channels for whistleblowing, complaints, feedback, or suggestions regarding any potential adverse impact on stakeholders or risks that may lead to damage to stakeholders, stemming from business operations or employee conduct involving violations of laws, ethical codes, fraud, unfair treatment, or negligence. Reports can be submitted through the following whistleblowing channels:

- Direct verbal or written complaints
- Complaint recipients email address at whistleblower@taokaenoi.co.th
- Sealed letter addressed directly to the designated
- Online submission via the Company website: www.taokaenoi.co.th

The aforementioned whistleblowing channels are secure and confidential, allowing whistleblowers, complainants, or individuals providing information to report wrongdoing or fraud and offer recommendations on compliance with anti-corruption measures with confidence. Complaints will be treated with the highest level of confidentiality, and whistleblowers may submit reports through multiple channels. They may choose to remain anonymous or disclose their identity to facilitate follow-up actions or provide additional details if necessary.

The Company has established mechanisms and processes for recording, monitoring progress, resolving issues, and reporting stakeholder complaints. It ensures that multiple accessible complaint channels are available and publicly disclosed on the Company's website or in the annual report. The complaint handling process is as follows:

Employees or stakeholders may report misconduct, submit complaints, provide feedback, or make suggestions through the designated channels. The Company will conduct an investigation following standard procedures, document the investigation in writing, and maintain confidentiality regarding the whistleblowers identity. Appropriate protective measures will be provided for whistleblowers who report misconduct in good faith. The Company will also safeguard the confidentiality of complaint-related information to protect the whistleblower from potential repercussions. If the investigation confirms misconduct, an investigation committee will be established to determine the appropriate disciplinary actions. The findings and proposed penalties will be reported to the Audit Committee and the Board of Directors for further action.

Prevention of Misuse of Inside Information

To ensure fair access to information and prevent the misuse of internal information for personal benefit, the Company's policy applies to directors, executives, employees, and staff, including their spouses and minor children. As part of the Company's commitment to Good Governance, the Board of Directors has approved a policy governing the use of internal information as follows:

1. Directors, executives, employees, staff, and external parties who have access to or possess internal Company information must keep it confidential and handle it with great caution.
2. Current and former directors, executives, and employees must not disclose or use the Companys confidential and/or internal information, including trade secrets of business partners, for their own benefit or for the benefit of others, either directly or indirectly, regardless of whether they receive compensation or not. This applies even if such disclosure does not result in any apparent harm to the Company or its partners.
3. Directors, executives, employees, and staff, including individuals presumed to have access to inside information under the **Securities and Exchange Act B.E. 2535 (1992) (and its** amendments), who obtain non-public information that could influence the price or value of the Company's securities, impact investor decisions on purchasing or selling securities, or potentially cause harm to investors, must not trade, transfer, or accept the transfer of the Companys securities based on such confidential information. Additionally, they must not encourage others to trade or engage in any legal transactions using confidential or internal Company information, whether for personal gain or the benefit of others. Any violation of this policy will be considered a serious offense.
4. The Company has established preventive measures against the misuse of internal information (Insider Trading). Directors, executives, employees at the Department Director level or higher, and individuals with access to confidential information, including their spouses, domestic partners, and minor children, are strictly prohibited from trading the Company's securities within one month prior to the release of material financial information (e.g., quarterly and annual financial statements or other significant disclosures) and for at least 48 hours after the information has been made public. To enforce this policy, the Investor Relations Department will issue an advance notification letter to relevant individuals. Additionally, confidentiality reminders will be sent to prevent unauthorized stock trading in cases where transactions may impact the Companys share price.
5. Directors and executives, including their spouses, domestic partners, minor children, and legal entities in which they, their spouses, or minor children collectively hold more than 30% of the voting rights (and that percentage is the largest shareholding in that entity), must report all purchases, sales, or changes in the Companys securities holdings to the Company (via the Corporate Secretary). Additionally, they must disclose their securities holdings and any changes to the Securities and Exchange Commission (SEC) under Section 59 of the Securities and Exchange Act. These reports must be submitted within three business days from the transaction date or, alternatively, under the following conditions: (A) When the total transaction value exceeds 3 million baht, or (B) At the completion of six months from the initial transaction date.
6. Directors, executives, employees, and staff, including former directors, executives, and employees, are responsible for maintaining the confidentiality of the Companys internal information and must use such information solely for business purposes, ensuring compliance with the Securities and Exchange Act. Directors, executives, and employees are strictly prohibited from using confidential or internal Company information for the benefit of other companies where they hold shares or positions as directors, executives, or employees. They must not exploit such information for personal gain, disclose it to external parties, or use it in any unauthorized mannerwhether directly or indirectly, and regardless of whether they receive any benefit or compensation.

The Company has established disciplinary penalties for individuals who exploit or disclose internal information for personal gain or in a manner that could harm the Company. The severity of the disciplinary action will be determined based on the circumstances, including verbal warnings, written warnings, probation, or termination of employmentwhether through dismissal, removal, or forced resignation. Additionally, the Company provides training for executives to ensure they understand their obligations, including reporting their securities holdings and those of their spouses and minor children who hold the Companys securities. This training also covers the legal penalties under the Securities and Exchange Act.

Reference link for Prevention of Misuse of Inside Information	:	https://investor-th.taokaenoi.co.th/misc/cg/20230727-tkn-inside-information-th.pdf

Money laundering prevention

The Company strictly adheres to all applicable anti-money laundering laws and regulations.

Gift giving or receiving, entertainment, or business hospitality

The exchange of gifts, benefits, assets, services, entertainment, or hospitality in business dealings must adhere to local customs, traditions, and legal regulations. The value of such exchanges must be reasonable, align with the Company's Anti-Corruption Policy, and must not influence unfair decision-making.

Compliance with laws, regulations, and rules

The Company places great importance on compliance with all applicable laws, regulations, and regulatory requirements, both domestically and internationally. The Company adheres to principles of accuracy, transparency, and accountability in its business operations. Policies and practices have been established in alignment with relevant legal and regulatory frameworks, supported by appropriate corporate governance, internal control, and risk management systems. The Company also closely monitors changes in applicable laws and regulations to ensure ongoing compliance and to mitigate risks arising from non-compliance. In addition, the Company promotes awareness and understanding of legal and ethical standards among directors, executives, and employees at all levels, fostering a corporate culture grounded in integrity and responsibility toward all stakeholders.

Information and assets usage and protection

The Company recognizes the importance of safeguarding its information and assets, including those of customers, business partners, and all stakeholders. The Company has therefore established policies and guidelines to ensure that information and assets are used appropriately and handled with due care. Confidential and sensitive business information must be protected and used solely for legitimate business purposes. Such information must not be used for personal benefit or disclosed to unauthorized parties.

With respect to assets, directors, executives, and employees at all levels are required to use the Companys assets efficiently, responsibly, and strictly for business purposes. They are also responsible for ensuring that such assets are properly maintained and protected from damage, loss, misuse, or unauthorized use. The Company has implemented appropriate internal control systems and security measures to prevent unauthorized access, use, or disclosure of information and assets.

Anti-unfair competitiveness

The Company upholds fairness, integrity, and transparency in its business operations and does not engage in unfair competitive practices. The Company ensures that all business competition is conducted ethically and in compliance with relevant laws and regulations.

Information and IT system security

The Company places high importance on safeguarding information and information technology systems to mitigate risks arising from unauthorized access, use, alteration, or disclosure of data. Appropriate information security policies and measures have been established, covering access control management, data classification, data backup procedures, cybersecurity protection, and continuous monitoring of abnormal activities.

The Company also regularly reviews and assesses information technology risks and continuously enhances its internal control measures to address evolving threats and technological changes. In addition, the Company promotes awareness and understanding of information security among directors, executives, and employees at all levels to prevent and minimize potential impacts on business operations and stakeholders.

Environmental management

The environment is essential to human survival and sustainable growth. As a manufacturer and distributor of snack products derived from natural ingredients, the Company recognizes that global environmental changes directly impact the quality of raw materials and packaging. The Company conducts environmental impact assessments before implementing any operations and designs processes that minimize environmental impact through the use of appropriate technology. The Company also takes measures to protect and restore biodiversity affected by its business activities, properly manage waste disposal and emissions, and monitor greenhouse gas emissions. Additionally, the Company fosters a culture of environmental awareness, ensuring that all employees incorporate eco-friendly practices into their daily operations.

Human rights

The Company places great importance on fundamental human rights, promoting respect for individual rights and freedoms by ensuring non-discrimination for all people. The Company actively supports equality, without distinction of gender or social class, and firmly commits to not engaging in or supporting businesses associated with human rights violations. The Company ensures fair and equal treatment of employees by providing benefits that meet or exceed legal requirements, maintaining workplace safety and hygiene, and offering training and career development opportunities. Employees are encouraged to enhance their skills in various areas, and fair compensation structures are established. Additionally, the Company strictly complies with labor laws and internal regulations to ensure just and equitable treatment of all employees.

Safety and occupational health at work

The Company places strong emphasis on occupational health and safety for employees, contractors, and all relevant parties. The Company is committed to conducting its business under policies that prioritize accident prevention, risk reduction, and the promotion of a healthy workplace. Appropriate safety measures have been established in compliance with applicable laws and relevant standards, including regular risk assessments, hazard control measures, and continuous improvement of the working environment. In addition, the Company provides regular training and awareness programs on occupational health and safety for employees. Safety performance is monitored, reviewed, and reported to prevent and reduce work-related accidents and illnesses. The Companys objective is to maintain a safe, hygienic, and supportive working environment that enhances operational efficiency and sustainable business 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 established the Code of Conduct as a fundamental framework guiding its operations. The Code and related policies are communicated comprehensively to directors, executives, and employees at all levels through orientation programs, regular training sessions, and internal communication channels, in order to foster awareness, understanding, and strict adherence.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	:	Yes
Anti-corruption networks or projects the company has joined or declared intent to join	:	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : มติรับรอง CAC_20240401 (1).pdf

Diagram of participation in anti-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 corporate governance policy and guidelines, or board of directors charter	:	Yes
Material changes and developments in policy and guidelines over the past year	:	Yes

Over the past year, the Company has reviewed and revised its corporate governance policies and practices, including the charters of the Board of Directors and its subcommittees, to ensure alignment with good corporate governance principles, applicable laws, and relevant regulations, as well as to ensure their appropriateness for the Companys current operations. In addition, the Company has communicated these policies and practices to executives and relevant departments and has continuously monitored their implementation in order to support effective corporate governance.

Implementation of the CG Code for listed companies

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

The Company has adopted the Corporate Governance Code for Listed Companies (CG Code) in accordance with the guidelines prescribed by the Office of the Securities and Exchange Commission (SEC) to govern its corporate governance practices. The Board of Directors places importance on transparent and accountable corporate governance while taking into consideration the interests of all stakeholders. The Company has established relevant policies, practices, and charters to support compliance with such principles. In addition, these policies and practices are regularly reviewed to ensure their appropriateness and alignment with applicable laws, regulations, and best practices for listed companies on the Stock Exchange of Thailand.

Other corporate governance performance and outcomes

Practices to Promote Shareholders Rights

Summary of the 2025 Annual General Meeting of Shareholders (AGM)

The summary of the Minutes of the 2025 Annual General Meeting of Shareholders can be viewed at the following link https://investor.taokaenoi.co.th/misc/shareholder-meeting/agm2025/20250509-tkn-agm2025-minutes-en.pdf

In 2025, the Company held the Annual General Meeting of Shareholders in a physical meeting format only on Friday, 25 April 2025 at 1:00 p.m. at Jupiter Rooms 1213, 1st Floor, Challenger Building, IMPACT Muang Thong Thani, Ban Mai Subdistrict, Pak Kret District, Nonthaburi 11120. During the year, the Company did not convene any Extraordinary General Meeting of Shareholders. The date for determining the list of shareholders entitled to attend the meeting (XM) was 20 March 2025. For the 2025 Annual General Meeting of Shareholders, the Company conducted the meeting as follows:

The Company provided an opportunity for minority shareholders to propose agenda items and nominate qualified candidates for election as directors in advance of the Annual General Meeting of Shareholders during the period from 1 November 2024 to 30 December 2024. Shareholders wishing to propose agenda items must be either a single shareholder or a group of shareholders holding the Companys shares as of the proposal date and collectively holding not less than 5% of the total voting rights of the Company. The Nomination and Remuneration Committee will review and screen the proposed agenda items and director nominations before submitting them to the Board of Directors for further consideration and subsequently proposing them to the Shareholders Meeting for approval. However, in 2025, no shareholders proposed any agenda items and/or nominated any candidates for consideration for election as directors prior to the Shareholders Meeting.

Prior to the Annual General Meeting of Shareholders, the Company disclosed the Board of Directors resolution regarding the convening of the meeting, including the date, time, and agenda items, through the information disclosure system of the Stock Exchange of Thailand (SET) to ensure that shareholders were informed in advance and had sufficient time to prepare for attending the meeting.

The Company also delivered the notice of the meeting through Thailand Securities Depository Co., Ltd., the Companys securities registrar. The notice of meeting clearly specified the meeting agenda, relevant supporting information necessary for decision-making, the Board of Directors opinions, the minutes of the previous meeting, the annual report, and related meeting documents, as well as documents required for proxy appointment and procedures for granting a proxy as prescribed by the Company. In addition, the Company facilitated shareholders who were unable to attend the meeting in person by allowing them to appoint an independent director of the Company as their proxy to attend the meeting and vote on their behalf. The Company also provided convenience for shareholders who wished to use a proxy form in paper format, whereby shareholders could request such documents via email at ir@taokaenoi.co.th , and the Company would arrange for delivery through the channel specified by the shareholders.
The notice of meeting was delivered to shareholders at least 14 days prior to the meeting date, having been sent by

post on 25 March 2025. On the same day, the Company also published the notice of meeting together with the supporting documents on the Companys website, allowing shareholders sufficient time to review the information in advance.

In addition, the Company provided shareholders with the opportunity to submit questions regarding the meeting agenda in advance of the meeting date, allowing the Company to compile relevant information and prepare comprehensive clarifications. Shareholders were able to make inquiries or submit questions regarding the shareholders meeting through the Companys Investor Relations Department via email at ir@taokaenoi.co.th Prior to the commencement of the meeting, the Company clearly explained the voting procedures, voting methods, and vote counting process for each agenda item to the shareholders. Furthermore, this Annual General Meeting utilized a barcode system for registration and vote counting to facilitate shareholders attending the meeting and to ensure that the voting process and voting results for each agenda item were transparent and verifiable. The Company counted votes from shareholders who approved, disapproved, or abstained for each agenda item. The Chairman of the meeting asked shareholders or proxies whether there were any who disagreed with or abstained from voting on each agenda item and requested those who disagreed or abstained to raise their hands so that the staff could collect their voting cards before the closing of voting for that agenda item. The staff then collected and processed the voting results after the meeting was completed. For shareholders who appointed an independent director as their proxy, the Company cast votes in approval, disapproval, or abstention according to the shareholders instructions. In agenda items where a director had a conflict of interest, such director was requested to leave the meeting during the consideration of that agenda item. In addition, the Chairman of the meeting provided shareholders with the opportunity to freely express their opinions, suggestions, or questions on each agenda item before voting, ensuring that shareholders received sufficient information and details.

The Company appointed a legal advisor, Kudun and Partners Limited, to supervise the meeting and verify the vote counting process to ensure compliance with applicable laws and the Companys Articles of Association, as well as to act as an observer at the vote counting station. A total of 8 directors attended the meeting, representing all 8 directors of the Company.

The Company subsequently disclosed the resolutions of the shareholders meeting, including the voting results for each agenda item, through the SET Link system of the Stock Exchange of Thailand and on the Companys website at www.taokaenoi.co.th/ir on 25 April 2025. The minutes of the meeting, which comprehensively recorded the proceedings, including questions, clarifications, and opinions of shareholders, were also published on 9 May 2025.

Corporate Governance Structure

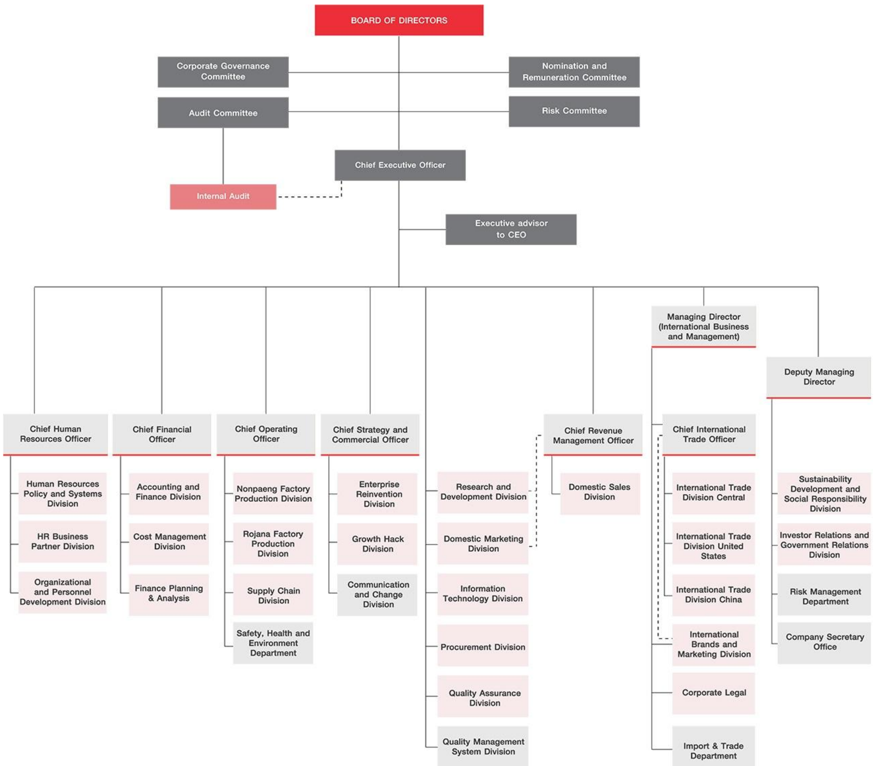
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 30 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	10		10		8	
	6	4	6	4	4	4
Executive directors	4		4		4	
	3	1	3	1	1	3
Non-executive directors	6		6		4	
	3	3	3	3	3	1
Independent directors	4		4		4	
	3	1	3	1	3	1
Non-executive directors who have no position in independent directors	2		2		0	
	0	2	0	2	0	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	60.00	40.00	60.00	40.00	50.00	50.00
Executive directors	40.00		40.00		50.00	
	30.00	10.00	30.00	10.00	12.50	37.50
Non-executive directors	60.00		60.00		50.00	
	30.00	30.00	30.00	30.00	37.50	12.50
Independent directors	40.00		40.00		50.00	
	30.00	10.00	30.00	10.00	37.50	12.50
Non-executive directors who have no position in independent directors	20.00		20.00		0.00	
	0.00	20.00	0.00	20.00	0.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	58		59		63	
	58	57	59	58	66	59

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. YUTH VORACHATTARN Gender: Male Age : 77 years Highest level of education : Master'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 (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	24 Mar 2012	Governance/ Compliance, Risk Management, Sustainability, Accounting, Finance

List of directors	Position	First appointment date of director	Skills and expertise
2. Ms. ORRAPAT PEERADECHAPAN Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Master of Public Administration (MPA) Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	21 Sep 2004	Food & Beverage, Finance, Law, Marketing, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
3. Ms. PORNTERA RONGKASIRIPHAN Gender: Female Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	10 Nov 2008	Food & Beverage, Accounting, Finance, Economics, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
4. Mrs. WANEE THASANAMONTIEN Gender: Female Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	13 Nov 2014	Accounting, Finance, Law, Risk Management, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. JIRAPONG SUNTIPIROMKUL Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	1 Sep 2018	Accounting, Finance, Risk Management, Strategic Management, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
6. Mr. SOMJIN SORNPAISARN Gender: Male Age : 63 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	20 Apr 2022	Finance, Accounting, Engineering, Risk Management, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
7. Ms. MOOKDA PAIRATCHAVET Gender: Female Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	20 Apr 2022	Risk Management, Food & Beverage, Governance/ Compliance, Business Administration, Finance

List of directors	Position	First appointment date of director	Skills and expertise
8. Mr. KRISADA CHINAVICHARANA Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director to replace the ex-director	25 Apr 2025	Economics, Risk Management, Business Administration, Governance/ Compliance

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

Yuth Worachattarn
- Board Chairman
- CGC Chairman
- Independent Director

Wanee Tassanamontien
- AC Chairman
- Independent Director

Dr.SomjinSornpaisarn
- RMC Chairman
- Independent Director

Krisada Chinavicharana
- Independent Director

Mookda Pairatchavet
- Director
- Executive Director

Orrapat Peeradechapan
- Director
- Chief Executive Officer

Jirapong Suntipiromkul
- Director
- Deputy Managing Director

Porntera Rongkasiripan
- Director
- GM. : NCP Trading and Supply Co.,Ltd

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

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. ITTHIPAT PEERADECHAPAN Gender: Male Age : 41 years Highest level of education : Honorary degree Study field of the highest level of education : Entrepreneurship Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes	27 Oct 2025	-

List of directors	Position	Date of resignation / termination	Replacement director
2. Mr. CHAIYONG RATANACHROENSIRI Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No	25 Apr 2025	Mr. KRISADA CHINAVICHARANA Appointment date of replacement director : 25 Apr 2025

List of directors	Position	Date of resignation / termination	Replacement director
3. Mr. NUTCHATPONG PEERADECHAPAN Gender: Male Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Education Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No	1 Apr 2025	-

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. Mr. YUTH VORACHATTARN	Chairman of the board of directors		✔	✔		
Total (persons)		**4**	**4**	**4**	**0**	**3**

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
2. Ms. ORRAPAT PEERADECHAPAN	Director	✔				✔
3. Ms. PORNTERA RONGKASIRIPHAN	Director	✔				✔
4. Mrs. WANEE THASANAMONTIEN	Director		✔	✔		
5. Mr. JIRAPONG SUNTIPIROMKUL	Director	✔				✔
6. Mr. SOMJIN SORNPAISARN	Director		✔	✔		
7. Ms. MOOKDA PAIRATCHAVET	Director	✔				
8. Mr. KRISADA CHINAVICHARANA	Director		✔	✔		
Total (persons)		**4**	**4**	**4**	**0**	**3**

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	25.00
2. Food & Beverage	3	37.50
3. Law	2	25.00
4. Marketing	1	12.50

Skills and expertise	Number (persons)	Percent (%)
5. Accounting	5	62.50
6. Finance	7	87.50
7. Sustainability	2	25.00
8. Engineering	1	12.50
9. Strategic Management	4	50.00
10. Risk Management	6	75.00
11. Governance/ Compliance	3	37.50
12. Business Administration	3	37.50

Information about the other directors (*)(**)

	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
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	Yes	No	No

Additional explanation :

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

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

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

The measures for balancing the power between the board of directors and the Management	:	Doesnt Have
Methods of balancing power between the board of	:	Increasing the proportion of independent directors to more

directors and Management than half

Information on the roles and duties of the board of directors

Board charter : Have

Board of Directors Charter

The Company has established and adopted a Board of Directors Charter as a formal governance framework defining the roles, authority, responsibilities, and operational guidelines of the Board of Directors. The Charter ensures compliance with applicable laws, regulatory requirements, and recognized corporate governance best practices, while promoting transparency, accountability, and effective oversight. It enables the Board to set strategic direction, oversee risk management and internal control systems, supervise management performance, and safeguard the interests of shareholders and all stakeholders, thereby supporting long-term value creation and sustainable growth. The key provisions are summarized as follows: Key Provisions of the Board of Directors Charter

1) Board Structure and Composition

- The Board consists of at least five (5) directors
- At least one-third (1/3) of directors must be independent, with a minimum of three (3) independent directors
- Independent directors must meet the qualifications prescribed by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET)
- At least half of the Board members must reside in Thailand
- The Board maintains appropriate diversity in skills, experience, and professional expertise

2) Term of Office of Directors

- Directors serve terms in accordance with the Companys Articles of Association
- Directors retire by rotation and may be re-elected at the Shareholders Meeting
- Any changes to Board composition must comply with applicable laws and regulatory requirements
- Defined terms support Board continuity, renewal, and effective corporate governance

3) Roles and Responsibilities of the Board of Directors

- Define the Companys vision, strategy, and business direction
- Oversee management performance to ensure alignment with corporate objectives
- Approve key business, financial, and investment policies and plans
- Ensure effective risk management, internal control, and corporate governance frameworks
- Safeguard the interests of shareholders and stakeholders

4) Corporate Governance and Ethics

- Perform duties with integrity, transparency, and accountability
- Prevent and manage conflicts of interest effectively
- Comply with the principles of Duty of Care, Duty of Loyalty, and Duty of Obedience

5) Meetings and Oversight

- Hold regular and effective Board meetings
- Conduct at least one annual meeting of non-executive directors without management presence

6) Performance Evaluation and Remuneration

Conduct annual performance evaluations of the Board, individual directors, and Board committees Determine directors remuneration in a fair, transparent, and shareholder-approved manner

7) Charter Review

- Regularly review and update the Board Charter to align with legal requirements and best practices

Reference link for the board charter : https://investor.taokaenoi.co.th/misc/charter/tkn-charter-of-

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role
• Audit of financial statements and internal controls

Scope of authorities, role, and duties
(1) To review the Company's financial reporting, ensuring accuracy, completeness, and sufficient disclosure of information to ensure fairness to all shareholders. This includes coordinating with external auditors and the management responsible for preparing quarterly and annual financial reports, with a focus on the quality and reliability of the financial reports.
(2) To review the Companys internal control system and internal audit system to ensure they are appropriate and effective. The Audit Committee will also assess the independence of the internal audit department and approve decisions regarding the appointment, transfer, or dismissal of the head of internal audit or other departments responsible for internal audits.
(3) To ensure that the Company complies with securities and stock exchange laws, regulations, and other applicable laws, including the Company's own rules, policies, and business ethics.
(4) To review the Companys processes for controlling and overseeing information technology operations and data security to ensure effectiveness according to international standards.
(5) To consider and propose the appointment or dismissal of an independent individual to act as the Companys auditor, determine the auditors remuneration, and meet with the auditors at least once a year without management being present.
(6) To review transactions related to, or potentially in conflict with, interests in accordance with the securities and stock exchange laws and the regulations of the stock exchange. This is to ensure such transactions are reasonable and in the best interest of the Company. The Audit Committee will also review the Companys disclosure of related-party transactions and conflicts of interest to ensure completeness and accuracy.
(7) If the Company's auditors discover suspicious activities involving directors, executives, or others responsible for the Company's operations or subsidiaries violating the law, and the auditors report this to the Audit Committee, the committee must promptly conduct further investigations and report the preliminary results to the SEC and auditors within 30 days of receiving the report.
(8) The Audit Committee must prepare a report to be included in the Companys annual report, which must be signed by the Chairman of the Audit Committee. The report should include at least the following information:
(a) Opinion on the accuracy, completeness, and reliability of the Companys and subsidiaries financial reports.
(b) Opinion on the adequacy of the internal control system of the Company and its subsidiaries.
(c) Opinion on compliance with the Securities and Exchange Act, Stock Exchange Regulations, or other relevant laws pertaining to the Companys and its subsidiaries business.
(d) Opinion on the appropriateness of the auditors.

(e) Opinion on transactions that may involve conflicts of interest.
(f) Number of audit committee meetings and attendance of each member.
(g) Overall observations or comments by the audit committee from the performance of its duties according to the committees charter.
(h) Any other matters that the shareholders or the public should be aware of, within the scope of duties and responsibilities assigned by the board of directors.
(9) In the course of the Audit Committees duties, if it finds or has concerns about any of the following that may have a significant impact on the financial position and performance of the Company, the committee must report these to the Board of Directors for necessary corrective actions within the time frame deemed appropriate by the Audit Committee:
(a) Transactions involving conflicts of interest.
(b) Fraud, irregularities, or significant deficiencies in the internal control system.
(c) Violations of the Securities and Exchange Act, Stock Exchange Regulations, or other relevant laws pertaining to the Companys business.
If the Board of Directors or management does not take corrective action within the specified time, any member of the Audit Committee may report these issues to the Securities and Exchange Commission (SEC) or the Stock Exchange.
(10) The Audit Committee may seek independent advice from professional consultants at the Companys expense if necessary.
(11) The Audit Committee also performs any other tasks assigned by the Board of Directors as deemed appropriate.
(12) Additionally, the Audit Committee reviews the accuracy of reference documents and self-assessment forms related to anti-corruption measures under the Thai Private Sector Collective Action Coalition Against Corruption (CAC) program.

Reference link for the charter

https://investor.taokaenoi.co.th/misc/charter/tkn-charter-of-the-audit-committee-en.pdf

Nomination and Remuneration Committee

Role

• Director and executive nomination
• Remuneration

Scope of authorities, role, and duties

The Nominations and Remuneration Committee carries out its duties as assigned by the Board of Directors, with the following scope of authority and responsibilities.
Scope of Duties
(1) Selecting individuals for nomination as directors and senior executives, ensuring that the criteria and process for selection are transparent and well-established, and then proposing them to the Board of Directors and/or the shareholders meeting for approval.
(2) Determining the remuneration for directors and senior executives, ensuring that the process for setting compensation is fair, reasonable, and consistent with the Companys goals, and then proposing it to the Board of Directors and/or shareholders meeting for approval.
(3) Reviewing and providing opinions on human resources policies, to be presented to the Board of Directors, aligning with the Companys business strategy. This includes overseeing the selection of Company directors and senior executives across all business groups, ensuring that leadership succession plans are reviewed regularly.
(4) Carrying out any other tasks as assigned by the Board of Directors.

(5) The Nominations and Remuneration Committee may seek independent advice from professional consultants when necessary, at the Companys expense.
The management and relevant departments must provide information and documents related to their duties to support the Nominations and Remuneration Committees work in fulfilling its responsibilities.
Responsibilities
The Nominations and Remuneration Committee is directly responsible to the Board of Directors for the duties and responsibilities assigned to it. However, the Board of Directors retains overall responsibility for the operations of the Company to external parties.
The management and relevant departments must report or present information and documents to the Nominations and Remuneration Committee to support the Committees work in fulfilling its responsibilities.

Reference link for the charter
https://investor.taokaenoi.co.th/misc/charter/tkn-nomination-and-remuneration-committee-charter-en.pdf

Risk Management Committee

Role
• Risk management
• Climate-related risks and opportunities governance

Scope of authorities, role, and duties
Scope of Authority and Responsibilities of the Risk Management Committee
(1) Establish policies, strategies, and approaches for managing the overall risks of the organization, covering important types of risks.
(2) Develop preventive measures, risk management plans for management, and the overall organizational risk management process to ensure the Company has adequate and appropriate risk management.
(3) Supervise managements compliance with the policies, strategies, and organizational-level risk management approaches, monitor compliance with the organizational risk management framework, and report to the Board of Directors.
(4) Monitor, assess, and oversee the risk management process of management to ensure it remains at an appropriate level and in accordance with the established policies.
(5) Review and approve reports on the evaluation of the likelihood of fraud, including the impact, covering various forms of fraud such as the preparation of false financial reports, asset loss, corruption, management overriding of internal controls, alterations to critical report data, and improper acquisition or use of assets.
(6) Acknowledge the internal control assessment report from the internal audit department.
(7) Review and approve the disclosure of risk-related information in the annual report (Form 56-1 One Report).
(8) Review the system and assess the effectiveness of the policies, strategies, and approaches to risk management at least annually, or whenever risk levels change.
(9) Provide opinions and recommendations when the Company needs to hire external personnel to assist with tasks in areas where the Company lacks sufficient personnel and/or expertise to meet the established goals. However, such hiring should be temporary.
(10) Perform any other duties as assigned by the Board of Directors.
(11) The Risk Management Committee may seek independent advice from other professional consultants when necessary, at the Companys expense.

Reference link for the charter
https://investor.taokaenoi.co.th/misc/charter/tkn-risk-management-committee-charter-en.pdf

Corporate Governance Committee

Role

• Corporate governance
• Sustainability development

Scope of authorities, role, and duties

Scope of Duties

(1) To set the policies and guidelines for the Companys corporate governance in compliance with the principles of good governance for listed companies, as specified by the Stock Exchange of Thailand and the Securities and Exchange Commission, as well as the Companys code of ethics and corporate social responsibility policies for the Company and its subsidiaries, to be presented to the Board of Directors.
(2) To provide advice to the Board of Directors on matters related to corporate governance, business ethics, and corporate social responsibility.
(3) To set the principles and practices of good governance processes appropriate for the Companys business and international standards.
(4) To review, propose to the Board of Directors, and consider policies on good governance, business ethics, sustainability management practices (including stakeholder management, social responsibility, community, environmental protection), and any policies or practices that support the Companys governance operations, ensuring they are suitable for the Company and its subsidiaries.
(5) To establish monitoring and evaluation processes for the Board of Directors and management, including subsidiaries, in accordance with the Companys governance policies, ethics, and corporate social responsibility. Results of the annual governance evaluation should be presented to the Board of Directors for the following year, along with necessary recommendations.
(6) To review practices related to corporate governance and ensure that they are effectively implemented.
(7) To set the framework for anti-corruption governance within the Company.
(8) To ensure that management communicates the Companys governance principles and practices to all stakeholders, including the Company, shareholders, employees, customers, partners, society, and the environment, as a guide for operations and to ensure general awareness.
(9) To hire advisors or independent individuals to provide opinions or recommendations as necessary.
(10) To review, revise, and approve the Corporate Governance Committees Charter at least once a year and present it to the Board of Directors for approval.
(11) To advise the working team in preparing for external assessments of corporate governance rankings by an external agency.
(12) To study and set the important principles and practices for governance processes suitable for the Companys business.
(13) To perform any other duties assigned by the Board of Directors, with approval from the Corporate Governance Committee.
(14) The Corporate Governance Committee may seek independent opinions from other professional consultants as necessary at the Companys expense.

Reference link for the charter

https://investor.taokaenoi.co.th/misc/charter/tkn-charter-of-the-corporate-governance-committee-en.pdf

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mrs. WANEE THASANAMONTIEN(*) Gender: Female Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	13 Nov 2014	Accounting, Finance, Law, Risk Management, Strategic Management
2. Mr. YUTH VORACHATTARN Gender: Male Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	24 Mar 2012	Governance/ Compliance, Risk Management, Sustainability, Accounting, Finance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. SOMJIN SORNPAISARN Gender: Male Age : 63 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	25 Apr 2025	Finance, Accounting, Engineering, Risk Management, Business Administration

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. CHAIYONG RATANACHROENSIRI Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	25 Apr 2025	-

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

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

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. SOMJIN SORNPAISARN	The chairman of the subcommittee (Independent director)
	Mr. YUTH VORACHATTARN	Member of the subcommittee (Independent director)
	Mrs. WANEE THASANAMONTIEN	Member of the subcommittee (Independent director)
Corporate Governance Committee	Mr. YUTH VORACHATTARN	The chairman of the subcommittee (Independent director)
	Mrs. WANEE THASANAMONTIEN	Member of the subcommittee (Independent director)
	Mr. SOMJIN SORNPAISARN	Member of the subcommittee (Independent director)
Risk Management Committee	Mr. SOMJIN SORNPAISARN	The chairman of the subcommittee (Independent director)
	Ms. ORRAPAT PEERADECHAPAN	Member of the subcommittee
	Mr. JIRAPONG SUNTIPIROMKUL	Member of the subcommittee
	Ms. PORNTERA RONGKASIRIPHAN	Member of the subcommittee
	Mr. Prin Pitchavichit	Member of the subcommittee
	Mrs. Tipnapa Jitjang	Member of the subcommittee
	Mr. Woothi Kruanamkhum	Member of the subcommittee

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

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Nomination and Remuneration Committee	Mr. CHAIYONG RATANACHROENSIRI	The chairman of the subcommittee (Independent director)	25 Apr 2025	Mr. SOMJIN SORNPAISARN Appointment date of replacement committee member : 26 Apr 2025
Corporate Governance Committee	Mr. CHAIYONG RATANACHROENSIRI	Member of the subcommittee (Independent director)	25 Apr 2026	Mr. SOMJIN SORNPAISARN Appointment date of replacement committee member : 26 Apr 2025

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

List of executives	Position	First appointment date	Skills and expertise
1. Ms. ORRAPAT PEERADECHAPAN Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Master of Public Administration (MPA) Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	28 Oct 2025	Food & Beverage, Finance, Law, Marketing, Strategic Management
2. Mr. JIRAPONG SUNTIPIROMKUL Gender: Male Age : 63 years Highest level of education : Master'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 : No Accounting supervisor : No	Managing Director	27 May 2013	Accounting, Finance, Risk Management, Strategic Management, Sustainability

List of executives	Position	First appointment date	Skills and expertise
3. Mr. Prin Pitchavichit Gender: Male Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief People Officer	1 Jan 2020	Human Resource Management, Sustainability, Corporate Social Responsibility, Leadership, Governance/ Compliance
4. Mrs. Tipnapa Jitjang(*) Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief Financial Officer	1 May 2021	Budgeting, Risk Management, Data Analysis, Finance, Accounting
5. Mr. Wachira Yarnthasanakij Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief International Trade Officer	11 Feb 2022	Brand Management, Food & Beverage, Marketing, Digital Marketing, Negotiation

List of executives	Position	First appointment date	Skills and expertise
6. Mr. Husin Adam Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Strategy and Commercial Officer	16 Aug 2023	Business Administration, Engineering, Strategic Management, Data Analysis, Change Management
7. Mr. Woothi Kruanamkhum Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Operating Officer	1 Nov 2024	Engineering, Food & Beverage, Industrial Materials & Machinery, Data Analysis, Strategic Management

List of executives	Position	First appointment date	Skills and expertise
8. Mr. Woraphan Khongkomonsakul Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Master of Public Administration (MPA) Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Revenue Officer	1 Oct 2025	Food & Beverage, Marketing, Strategic Management, Brand Management
9. Mr. Kwanchai Asanee(***) Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Co-Chief Executive Officer	1 Mar 2026	Food & Beverage, Budgeting, Strategic Management, Data Analysis, Marketing

List of executives	Position	First appointment date	Skills and expertise
10. Mr. Anajak Limphaisan (***) Gender: Male Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Compliance and Legal Officer	1 Mar 2026	Law, Statistics, Negotiation

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

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

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

Remuneration policy for executive directors and executives

The Company establishes a remuneration policy for executive directors and executives to ensure that compensation is appropriate, fair, and commensurate with their roles and responsibilities. The policy aims to motivate effective performance and support the Companys sustainable growth. Remuneration is determined based on the scope of duties and responsibilities, the Companys performance, and individual performance, as well as by benchmarking against companies within the same industry or of comparable size.

The remuneration structure for executive directors and executives consists of salary, performance-based bonus, and other benefits or welfare as determined by the Company. The Company will periodically review this policy to ensure alignment with business conditions and good corporate governance practices.

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

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	72,872,814.00	78,483,703.00	78,335,895.00
Total remuneration of executive directors (baht)	1,200,000.00	1,160,000.00	1,160,000.00
Total remuneration of executives (baht)	71,672,814.00	77,323,703.00	77,175,895.00

The Company provides remuneration to executive directors and management in the form of salary and bonus only, with no other forms of monetary compensation.

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	2,620,266.00	2,870,930.00	2,634,587.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

The Company has established a provident fund by registering the employer to participate in the Krungthai Master Pooled Fund, which has been duly registered. The fund is managed by Krungthai Asset Management Public Company Limited. All employees and executives are eligible to apply for membership. Members are required to make contributions to the fund, whereby the employer deducts such contributions from wages and remits them to the fund at the rate of 315 percent of wages. The employer is obligated to make contributions to the Provident Fund on the same day that members make their contributions to the fund, at the following percentage rates of wages:

Initial Membership Application (Based on Years of Service)	Reinstatement of Membership (Based on Years of Membership in the Fund)	Employer Contribution Rate (%)
Less than 3 years	Less than 3 years	3
From 3 years but less than 7 years	From 3 years but less than 7 years	5
From 7 years and above	From 7 years and above	7

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year	:	12,833,770.00
Estimated remuneration of executive directors and executives in the current year	:	78,000,000.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Wanchai Wongphongsavivat	wanchai.w@taokaenoi.co.th	02-9840666

List of the company secretary

General information	Email	Telephone number
1. Mr. Anajak Limphaisan	anajak.li@taokaenoi.co.th	02-9840666

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Thanabhat Wongwit	thanabhat.wo@plgroup.co.th	-

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Jirapong Suntipiromkul	ir@taokaenoi.co.th	02-9840666 ต่อ 304
2. Mr. Jettasic Sittipiyasakul	ir@taokaenoi.co.th	02-9840666 ต่อ 304

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED Yan Nawa Sathon Bangkok 10120 Telephone number -	2,580,000.00	Types of non-audit service : Work that is carried out according to the agreed-upon plan. Details of non-audit service : Goods destruction observation fee, BOI compliance inspection fee, and asset impairment testing service fee,Actual miscellaneous expenses incurred Amount paid during the fiscal year 269,229.25 baht Amount to be paid in the future 250,000.00 baht Total non-audit fee 519,229.05 baht	1. Mr. CHOOPONG SURACHUTIKARN Email: csurachutikarn@deloitte.com License number: 4325

Details of the auditors of the subsidiaries(1)

Audit fee (Baht)	Other service fees		
1,630,000.00	Types of non-audit service : Actual miscellaneous expenses incurred Details of non-audit service : Actual miscellaneous expenses incurred Amount paid during the fiscal year 19,655.00 baht Amount to be paid in the future 0.00 baht Total non-audit fee 19,655.00 baht		

Remark:

[1] The audit fees of the subsidiaries consist of the following companies: 1.) TKN Next Co., Ltd. 2.) NCP Trading and Supply Co., Ltd. 3.) Taokaenoi Care Co., Ltd. 4.) Taokaenoi USA Inc. 5.) TKN & Major Popcorn Co., Ltd. The audit fees of the subsidiaries totaling THB 1,350,000 represent the audit fees for Subsidiaries No. 14, as approved by the 2025 Annual General Meeting of Shareholders. In addition, the audit fee of THB 280,000 represents the audit fee for Subsidiary No. 5, which was incorporated in November 2025.

Assigned personnel in case of a foreign company

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

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

Over the past year, the Board of Directors has performed its duties within the scope of authority stipulated by law, the company's articles of association, and good corporate governance principles, by overseeing the company's operations to align appropriately with established policies and business directions.

The Board of Directors has considered and approved important matters related to the company's business operations, including the establishment of business policies and strategies, monitoring the company's performance, considering and approving financial statements, overseeing risk management and internal control systems, as well as ensuring that operations comply with laws and good corporate governance principles.

Furthermore, the Board of Directors also emphasizes overseeing the company's business operations to be responsible, transparent, and considerate of all stakeholders, in order to build confidence among shareholders, investors, and the company's stakeholders.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. YUTH VORACHATTARN	Chairman of the board of directors	24 Mar 2012	Governance/ Compliance, Risk Management, Sustainability, Accounting, Finance
Ms. ORRAPAT PEERADECHAPAN	Director	21 Sep 2004	Food & Beverage, Finance, Law, Marketing, Strategic Management
Ms. PORNTERA RONGKASIRIPHAN	Director	10 Nov 2008	Food & Beverage, Accounting, Finance, Economics, Strategic Management

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. KRISADA CHINAVICHARANA	Director	25 Apr 2025	Economics, Risk Management, Business Administration, Governance/ Compliance

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

Selection of independent directors

Criteria for selecting independent directors

The company places importance on good corporate governance by establishing criteria for the nomination of independent directors in line with the principles of good corporate governance for listed companies, including the regulations of the Securities and Exchange Commission (SEC) Office and the Stock Exchange of Thailand, to enable independent directors to perform their duties efficiently, transparently, and independently from management.

1. Qualifications of Independent Directors

Independent directors of the company must possess qualifications and not have prohibited characteristics as stipulated by relevant laws and criteria, with key details as follows:

1. Is an individual with knowledge, abilities, experience, and expertise beneficial to the company's business operations, and capable of performing director duties efficiently.
2. Possesses independence in exercising judgment and can provide straightforward opinions for the best interests of the company and its shareholders as a whole.
3. Holds shares in the company not exceeding 1% of the total voting shares of the company, its parent company, subsidiaries, associated companies, or individuals who may have a conflict of interest. This includes shares held by related persons.
4. Is not or has not been a director involved in management, an employee, staff, or a salaried advisor, or a controlling person of the company, its parent company, subsidiaries, or associated companies, unless such status has ceased for at least 2 years.
5. Has no business, financial, or other beneficial relationship with the company, its parent company, subsidiaries, associated companies, or individuals who may have a conflict of interest in a manner that could impede independent judgment.
6. Is not a person with a close family relationship with the executives, major shareholders, controlling persons, or directors of the company.
7. Is not a director appointed as a representative of the company's directors, major shareholders, or shareholders who are related to major shareholders.
8. Able to dedicate sufficient time to perform duties as a director, and perform duties with honesty, integrity, diligence, and uphold the best interests of the company and its shareholders as a whole.

2. Independent Director Nomination Process

The company has established a transparent and systematic process for nominating independent directors, taking into account the suitability of the Board of Directors' structure, with key steps as follows:

1. The Nomination and Remuneration Committee is responsible for determining the appropriate qualifications and characteristics of independent directors, taking into account their knowledge, abilities, experience, expertise, and the diversity of the company's board of directors.
2. The Nomination Committee will consider selecting individuals with appropriate qualifications and verify their independence qualifications to comply with the criteria of the SEC Office and the Stock Exchange of Thailand.
3. Upon determining that the individual possesses suitable qualifications, the Nomination and Remuneration Committee will propose the name of such individual to the Board of Directors for consideration and approval.
4. The Board of Directors will consider the suitability of the nominated candidate before presenting it to the shareholders' meeting for approval of appointment as an independent director of the company.

The company places importance on the selection of independent directors who possess genuine knowledge, abilities, and independence to enhance the efficiency of corporate governance and management, ensuring transparency, accountability, and consideration for the best interests of all shareholders and stakeholders.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year	:	Yes

Nature of business relationship or professional services

The Company has considered the business relationships and professional services of the individual nominated for the position of independent director and has determined that the said individual has no business relationship or professional service relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, in a manner that may create a conflict of interest or affect their independence in performing duties. Such relationships include being a business partner, contractor, service provider, consultant, or providing professional services such as auditing, legal consulting, financial consulting, or any other professional services to the Company.

Reason and necessity to maintain or appoint such person to be an independent director

Although the individual has served as an independent director of the company for a continuous period exceeding 9 years, the individual still fully meets the qualifications for an independent director as prescribed by law and regulatory bodies. Furthermore, there are no business relationships or professional services that could create a conflict of interest with the company, and the individual remains capable of performing duties independently. The individual possesses knowledge, abilities, experience, and expertise beneficial to the company's corporate governance and business operations, and therefore can continue to provide valuable opinions and recommendations for the company's operations.

The board of directors' opinion on the individual's role as an independent director

The Board of Directors is of the opinion that the aforementioned individual can effectively perform duties as an independent director and can exercise independent and impartial judgment in considering various matters, while considering the best interests of the company and its shareholders as a whole. Furthermore, even though having served as an independent director for an extended period, the individual remains capable of providing constructive opinions and recommendations regarding the company's operations, independently from the management.

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 shareholders over the past year (persons)	:	0

Rights of minority shareholders on director appointment

The Company provides an opportunity for minority shareholders to nominate individuals for consideration as directors in advance of the Annual General Meeting of Shareholders. Minority shareholders holding not less than 5% of the total voting shares of the Company may nominate individuals who possess full qualifications and do not have prohibited characteristics as stipulated by relevant laws and regulations, and submit the information of the nominated individuals along with supporting documents in accordance with the criteria and within the timeframe specified by the Company.
The Nomination and Remuneration Committee will screen the suitability of the nominated individuals before proposing them to the Board of Directors for consideration. If deemed suitable, the names will then be presented to the Shareholders' Meeting for consideration and appointment as company directors.
The Company has disclosed the criteria, methods, and period for minority shareholders to exercise their right to nominate individuals for consideration as directors through the Company's website, to ensure that shareholders can exercise their rights transparently and fairly.

Method of director appointment	:	Method by which shareholders can divide their votes among candidates in accordance with the Public Limited Companies Act (Cumulative voting)

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
Possesses knowledge and experience in business administration and corporate governance.	Leadership, Strategic Management, Governance/ Compliance, Business Administration
Possesses knowledge and experience in finance, accounting, or financial data analysis.	Accounting, Finance, Data Analysis, Budgeting
Knowledge or experience in laws, regulations, or requirements related to business operations.	Law, Risk Management, Governance/ Compliance
Experience in organizational management, policy formulation, or strategic planning	Project Management, Corporate Management, Leadership, Strategic Management
Possesses knowledge and understanding of risk management, internal control systems, and operational auditing.	Risk Management, Audit, Internal Control, Governance/ Compliance
Knowledge or experience in the food and beverage industry or consumer goods business.	Food & Beverage, Marketing, Corporate Management, Strategic Management
Experienced in product development, marketing, or consumer goods business management.	Food & Beverage, Marketing, Digital Marketing, Brand Management, Business Administration
Knowledge or experience in social responsibility, sustainable development, or good corporate governance	Corporate Social Responsibility, Sustainability, Leadership, Strategic Management, 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. Mr. YUTH VORACHATTARN (Chairman of the board of directors, Independent director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
2. Ms. ORRAPAT PEERADECHAPAN (Director)	Non-participating	-
3. Ms. PORNTERA RONGKASIRIPHAN (Director)	Non-participating	-
4. Mrs. WANEE THASANAMONTIEN (Director, Independent director)	Non-participating	-
5. Mr. JIRAPONG SUNTIPIROMKUL (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Advanced Audit Committee Program (AACP)
6. Mr. SOMJIN SORNPAISARN (Director, Independent director)	Non-participating	-
7. Ms. MOOKDA PAIRATCHAVET (Director)	Non-participating	-
8. Mr. KRISADA CHINAVICHARANA (Director, Independent director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The company conducts an annual evaluation of the Board of Directors' performance. This year, the evaluation was conducted through the **Board Self Check** of the Thai Institute of Directors Association (IOD), which is a tool developed based on good corporate governance principles to systematically assist the Board of Directors in evaluating its roles and performance.

The evaluation covers key issues related to the performance of the Board of Directors, including the structure and composition of the Board, the formulation of policies and strategic direction, the oversight of management operations, risk management and internal control systems, good corporate governance, as well as the effectiveness of meetings and directors' participation in their duties. The evaluation results are used as a guideline for continuous development and improvement of the Board's performance to enhance the effectiveness of corporate governance and support the sustainable growth of the company's business.

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

The Company conducts annual performance evaluations for the Board of Directors, sub-committees, and individual directors to review the effectiveness of the Board's performance and to use this information for the continuous development of the Company's corporate governance.

The overall evaluation results for the past year were at a good level, reflecting that the Board of Directors and sub-committees were able to perform their duties and responsibilities appropriately, effectively overseeing the company's operations, and providing policy and strategic recommendations to the management to support the company's business operations in achieving its defined objectives.

The Board has considered using the recommendations from the evaluation results as guidelines for continuous improvement in their performance, such as reviewing the roles and charters of the Board to align with business changes and relevant regulations, promoting directors' development of knowledge and skills necessary for their duties, and enhancing the effectiveness of organizational risk oversight, to support good corporate governance and the sustainable growth of the company.

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	85.88	100
	Self-assessment	89.90	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	95.13	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Corporate Governance Committee	Group assessment	93.70	100
	Self-assessment	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	93.17	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	75.80	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Company conducts an annual performance evaluation of the Chief Executive Officer (CEO). The results of this evaluation are analyzed to identify measures for improving efficiency and creating a development plan for future performance. The evaluation form for the CEOs performance includes the following categories:

1. Leadership
2. Strategy formulation
3. Strategy implementation
4. Financial planning and performance
5. Relationship with the Board of Directors
6. External relations
7. Management and employee relations
8. Succession planning
9. Knowledge of products and services
10. Personal characteristics

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times)	:	12
Date of AGM meeting	:	25 Apr 2025
EGM meeting	:	No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. YUTH VORACHATTARN (Chairman of the board of directors, Independent director)	12	/	12	1	/	1		/	
2. Ms. ORRAPAT PEERADECHAPAN (Director)	11	/	12	1	/	1		/	
3. Ms. PORNTERA RONGKASIRIPHAN (Director)	12	/	12	1	/	1		/	
4. Mrs. WANEE THASANAMONTIEN (Director, Independent director)	12	/	12	1	/	1		/	
5. Mr. JIRAPONG SUNTIPIROMKUL (Director)	12	/	12	1	/	1		/	
6. Mr. SOMJIN SORNPAISARN (Director, Independent director)	12	/	12	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. Ms. MOOKDA PAIRATCHAVET (Director)	11	/	12	1	/	1		/	
8. Mr. KRISADA CHINAVICHARANA (Director, Independent director)	6	/	7	0	/	1		/	
9. Mr. ITTHIPAT PEERADECHAPAN (Director)	9	/	9	1	/	1		/	
10. Mr. CHAIYONG RATANACHROENSIRI (Director, Independent director)	5	/	5	0	/	1		/	
11. Mr. NUTCHATPONG PEERADECHAPAN (Director)	4	/	4	0	/	0		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. YUTH VORACHATTARN (Chairman of the board of directors)	12/12 (100.00%)	1/1 (100.00%)	N/A
2. Ms. ORRAPAT PEERADECHAPAN (Director)	11/12 (91.67%)	1/1 (100.00%)	N/A
3. Ms. PORNTERA RONGKASIRIPHAN (Director)	12/12 (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. Mrs. WANEE THASANAMONTIEN (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
5. Mr. JIRAPONG SUNTIPIROMKUL (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
6. Mr. SOMJIN SORNPAISARN (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
7. Ms. MOOKDA PAIRATCHAVET (Director)	11/12 (91.67%)	1/1 (100.00%)	N/A
8. Mr. KRISADA CHINAVICHARANA (Director)	6/7 (85.71%)	0/1 (0.00%)	N/A
9. Mr. ITTHIPAT PEERADECHAPAN (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
10. Mr. CHAIYONG RATANACHROENSIRI (Director)	5/5 (100.00%)	0/1 (0.00%)	N/A
11. Mr. NUTCHATPONG PEERADECHAPAN (Director)	4/4 (100.00%)	N/A	N/A
Average meeting attendance rate	**97.19%**	**80.00%**	**N/A**

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

Some directors of the company are occasionally unable to attend Board of Directors meetings due to important, unpostponable engagements. However, these directors continue to perform their duties and continuously monitor information related to the company's operations.

Remuneration of the board of directors

Types of remuneration of the board of directors

The Company determines the remuneration of the Board of Directors in accordance with the Company's Articles of Association. Article 16, paragraph one, of the Company's Articles of Association stipulates that Directors are entitled to receive remuneration from the Company in the form of rewards, meeting allowances, gratuities, bonuses, or other similar benefits, in accordance with the Articles of Association or as approved by the Shareholders' Meeting. This may be set as a fixed amount or based on criteria, and may be determined on a case-by-case basis or remain in effect until changed. Furthermore, they shall receive allowances and various welfare benefits in accordance with the Company's regulations.

The Shareholders' Meeting is responsible for considering and approving the remuneration of the Board of Directors and sub-committees, taking into account appropriateness in line with the duties and responsibilities assigned.

Directors who serve full-time as executives of the Company will not receive director's remuneration in this regard, as they already receive remuneration in the form of salaries and bonuses according to the executive compensation structure. Apart from what is stated above, the Company does not provide any additional benefits for the directors and sub-committees.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. YUTH VORACHATTARN (Chairman of the board of directors, Independent director)			**1,076,000.00**		**0.00**
Board of Directors (Chairman of the board of directors)	720,000.00	150,000.00	870,000.00	No	
Audit Committee (Member of the audit committee)	180,000.00	0.00	180,000.00	No	
Corporate Governance Committee (The chairman of the subcommittee)	10,000.00	0.00	10,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	16,000.00	0.00	16,000.00	No	
2. Ms. ORRAPAT PEERADECHAPAN (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Ms. PORNTERA RONGKASIRIPHAN (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
4. Mrs. WANEE THASANAMONTIEN (Director, Independent director)			**699,000.00**		**0.00**
Board of Directors (Director)	360,000.00	75,000.00	435,000.00	No	
Audit Committee (Chairman of the audit committee)	240,000.00	0.00	240,000.00	No	
Corporate Governance Committee (Member of the subcommittee)	8,000.00	0.00	8,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	16,000.00	0.00	16,000.00	No	
5. Mr. JIRAPONG SUNTIPIROMKUL (Director)			**0.00**		**0.00**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
6. Mr. SOMJIN SORNPAISARN (Director, Independent director)			**598,000.00**		**0.00**
Board of Directors (Director)	360,000.00	75,000.00	435,000.00	No	
Audit Committee (Member of the audit committee)	135,000.00	0.00	135,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	10,000.00	0.00	10,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	10,000.00	0.00	10,000.00	No	
Corporate Governance Committee (Member of the subcommittee)	8,000.00	0.00	8,000.00	No	
7. Ms. MOOKDA PAIRATCHAVET (Director)			**1,160,000.00**		**0.00**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	960,000.00	200,000.00	1,160,000.00	No	
8. Mr. KRISADA CHINAVICHARANA (Director, Independent director)			**270,000.00**		**0.00**
Board of Directors (Director)	270,000.00	0.00	270,000.00	No	
9. Mr. Prin Pitchavichit (Member of the subcommittee)			**0.00**		**0.00**
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
10. Mrs. Tipnapa Jitjang (Member of the subcommittee)			**0.00**		**0.00**
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
11. Mr. Woothi Kruanamkhum (Member of the subcommittee)			**0.00**		**0.00**
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
12. Mr. ITTHIPAT PEERADECHAPAN (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
13. Mr. CHAIYONG RATANACHROENSIRI (Director, Independent director)			**275,000.00**		**0.00**
Board of Directors (Director)	120,000.00	75,000.00	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)	20,000.00	0.00	20,000.00	No	
Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Mr. NUTCHATPONG PEERADECHAPAN (Director)			**0.00**		**0.00**
Board of Directors (Director)	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	2,790,000.00	575,000.00	3,365,000.00
2. Audit Committee	615,000.00	0.00	615,000.00
3. Nomination and Remuneration Committee	62,000.00	0.00	62,000.00
4. Corporate Governance Committee	26,000.00	0.00	26,000.00
5. Risk Management Committee	10,000.00	0.00	10,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	3,958,000.00	3,458,000.00	3,503,000.00
Other monetary remuneration (Baht)	0.00	690,000.00	575,000.00
Total (Baht)	3,958,000.00	4,148,000.00	4,078,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year (Baht) : 427,000.00

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : Yes

Mechanism for overseeing subsidiaries and associated companies : Yes

Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies

The company establishes mechanisms for overseeing the management and operations of subsidiaries and associated companies to ensure that operations align with the company's policies and business direction, as well as comply with laws, regulations, and good corporate governance principles. The Board of Directors has clearly defined these oversight guidelines.
The company appoints directors or representatives of the company to serve as directors in subsidiaries in proportion to its shareholding, to oversee, monitor, and determine the business direction in alignment with the company's policies and strategies, as well as to ensure appropriate risk management and internal control systems are in place.
In addition, subsidiaries and associated companies shall periodically report their operating results, financial position, and significant transactions to the management and the Board of Directors, in order to effectively monitor performance and oversee business operations.
Furthermore, significant operations of subsidiaries and associated companies must comply with the policies and guidelines established by the company, as well as adhere to relevant laws and regulations of regulatory bodies, to ensure that the group's business operations are transparent and consider the best interests of all shareholders and stakeholders.

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 prioritizes the prevention of conflicts of interest to ensure that business operations are transparent, fair, and consider the best interests of the Company and its shareholders as a whole. The Board of Directors has clearly established policies and guidelines for preventing conflicts of interest and oversees strict adherence by executives and employees.
The Company requires directors, executives, and employees to avoid actions that may create conflicts of interest with the Company and to disclose any transactions or relationships that may affect their judgment in performing their duties, as well as to refrain from participating in the consideration or decision-making on matters in which they have an interest.
In cases where there are transactions that may give rise to conflicts of interest or connected transactions, the Company will proceed according to the criteria stipulated by law and the regulations of the Securities and Exchange Commission, as well as the Stock Exchange of Thailand. Such transactions must be reviewed by the Audit Committee and the Board of Directors to ensure that the operations are reasonable, transparent, and fair to the Company and its shareholders.
In addition, the Company has established appropriate internal control and internal audit systems to continuously support the oversight and monitoring of operations that may involve conflicts of interest.

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 inside information to seek benefits over the past year : Yes

The Company places importance on appropriately overseeing the use of its inside information to prevent the use of undisclosed information for personal gain. The Board of Directors has clearly established policies and guidelines for preventing the use of inside information by directors, executives, and employees.

The Company requires directors, executives, and relevant employees to maintain the confidentiality of the Company's inside information and not to use undisclosed information for personal gain or disclose it improperly to external parties. Furthermore, the Company requires directors and executives to report their holdings of the Company's securities, including changes in the holdings of their own, their spouses, and their minor children, in accordance with legal requirements.

The Company has established a securities trading blackout period for directors, executives, and related persons during the period prior to the disclosure of financial statements or significant information that may affect securities prices. Furthermore, relevant parties are communicated with and urged to strictly adhere to these policies.

In this regard, the Company emphasizes enhancing awareness regarding the use of inside information and compliance with relevant laws. This involves continuous communication of guidelines to directors, executives, and employees, as well as reviewing and improving governance measures to be more appropriate, to promote transparent business operations and adherence to good corporate governance principles.

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

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	1

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

Year of event	Details	Progress status
Oct 2025	**Case or issue** The SEC imposed civil sanctions on 5 individuals for insider trading of TKN shares and aiding and abetting the offense. **Investigation results** From a review of documents, practices, and internal communications regarding the governance of non-public information, the company has found that significant control measures are already in place. This includes, in particular, the establishment of a securities trading blackout period prior to the disclosure of material information and the communication of restrictions via email to relevant parties. This reflects the emphasis on controlling risks from insider information use. However, structurally, some processes are found to be ad-hoc rather than systematically defined. This does not indicate a lack of control measures, but rather an opportunity to develop the system to be clearer and more systematically explainable. 1. Establishment of Securities Trading Blackout Period: The company consistently establishes securities trading blackout periods prior to the disclosure of financial statements or material information and notifies relevant parties via email. This is a crucial measure to reduce the risk of insider trading and support equal access to information for shareholders. The company can further develop its data storage and communication to be more systematic, enabling clear explanations to external agencies. 2. Communication of Company Information Usage Restrictions: The company communicates restrictions on securities trading through email notifications during specified periods to ensure relevant parties are aware and comply. This helps raise awareness for appropriate information use and supports good corporate governance principles. The company can periodically reinforce policy communications to emphasize the importance of confidentiality and compliance with relevant regulations. 3. Prevention of Unfair Advantage Against Other Shareholders: The company prioritizes shareholder equality by disclosing material information through the stock exchange channels and the company's website to ensure all shareholder groups have simultaneous access to information. This reduces the risk of unfair information disclosure and reflects a commitment to maintaining transparency and fairness. **Corrective actions** To enhance the company's data governance to be clear and consistent with good corporate governance principles, the company has established the following approach to system development, appropriate for its organizational characteristics: 1. Communication of Data Usage Guidelines Across the Organization (Policy & Communication) The company regularly communicates its data usage guidelines to personnel at all levels to foster a shared understanding that non-public information must be appropriately	Incident no longer subject to action

Year of event	Details	Progress status
	managed and should not be used for personal gain or to disadvantage other shareholders. The focus is on ensuring all personnel recognize their duty to maintain data confidentiality and strictly adhere to the organization's data governance principles. 2. Fostering an Organizational Culture of Responsible Data Usage (Culture & Compliance) The company prioritizes creating an organizational culture that recognizes the importance of responsible data usage. It aims to ensure that personnel at all levels understand that the company's data is a critical asset, and inappropriate use of such data could impact shareholder fairness and capital market confidence. The Board of Directors and management play a role in overseeing and continuously supporting compliance to instill the understanding that maintaining data confidentiality and not using data for personal gain are fundamental principles of conducting business with good governance. 3. Maintaining Control Measures and Communicating Restrictions (Control & Monitoring) The company maintains measures establishing a blackout period for trading securities prior to the disclosure of material information and communicates related restrictions to personnel at all organizational levels through internal communication channels to ensure consistent understanding and compliance. The company monitors and reviews these practices appropriately to support robust and effective data governance. The company reaffirms its commitment to prudently and transparently govern its data, ensuring fairness to all shareholder groups. It recognizes that non-public information is crucial for the decision-making of shareholders and investors, and managing such information is a vital duty of the company as a listed entity. The company focuses on establishing clear guidelines, continuous communication, and fostering organizational awareness to ensure that personnel at all levels use data appropriately, under the principles of integrity and fairness to shareholders and the capital market. The company will continuously review and develop its governance guidelines to comply with laws, regulations of regulatory bodies, and best practices in the capital market, as well as the long-term expectations of stakeholders.	

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Communication and

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

The company prioritizes conducting business with transparency and adhering to good corporate governance principles. It has established anti-corruption policies and guidelines for its directors, executives, and employees, as well as implementing control measures related to high-risk business processes such as raw material procurement, partner selection, business contracting, and sales and marketing operations, to prevent corruption in business operations. Key initiatives include:

Review of the suitability of anti-corruption measures

The company periodically reviews its anti-corruption policies and guidelines to ensure compliance with relevant laws and practices, as well as to address potential risks arising from the company's business operations, particularly in procurement processes, partner selection, and business transactions with both domestic and international partners.

Assessment and identification of corruption risks

The company assesses and identifies corruption risks in key business processes, such as raw material procurement, supplier selection, distributor appointment, and international business operations, while also establishing appropriate internal control measures to mitigate such risks.

Communication and training for employees on anti-corruption policies and guidelines

The company communicates its anti-corruption policies and guidelines thoroughly to directors, executives, and employees, and provides knowledge and raises awareness regarding compliance with these policies to foster an organizational culture committed to transparency and ethical business conduct.

Monitoring and evaluation of compliance with the anti-corruption policy

The company continuously monitors and evaluates compliance with its anti-corruption policy, and provides channels for employees and stakeholders to report tips or complaints regarding corruption or inappropriate conduct.

Verification of the completeness and adequacy of processes by the Audit Committee or auditors

The Audit Committee is responsible for overseeing and monitoring the adequacy of internal control systems related to corruption prevention, including reviewing reports from internal audit units and external auditors, to ensure that the company has appropriate systems and processes in place for preventing and detecting corruption.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

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

Supplier Governance

The company prioritizes conducting business with partners transparently and fairly. Guidelines have been established for business partners, such as raw material suppliers, manufacturers, and distributors, to operate in adherence to business ethics, laws, and relevant standards. The company communicates these guidelines to its partners and monitors compliance with business terms and established standards to promote a transparent and responsible supply chain.

No Gift Policy and Business Hospitality

The company has established a No Gift Policy, stipulating that directors, executives, and employees must not accept gifts, assets, or any other benefits from partners, customers, or parties involved with the company's business that could influence their decision-making in performing their duties. This is to promote transparent and fair business operations and prevent conflicts of interest.

For business hospitality, the company stipulates that it may be provided when appropriate according to business customs, with the objective of building business relationships, and must not be an act intended to induce or influence business decisions. The value of business hospitality must not exceed 3,000 Baht per instance and must comply with the regulations and guidelines set by the company.

The company communicates this policy to directors, executives, and employees to ensure strict adherence, thereby fostering an organizational culture committed to transparency and business ethics.

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times)	:	5

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. WANEE THASANAMONTIEN (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 Mr. YUTH VORACHATTARN (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. SOMJIN SORNPAISARN (Member of the audit committee)	3	/	4	3/4 (75.00%)
4 Mr. CHAIYONG RATANACHROENSIRI (Member of the audit committee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(93.75%)

The results of duty performance of the audit committee

In 2025, the Audit Committee of Taokaenoi Food & Marketing Public Company Limited comprised three independent directors. All members possess the qualifications required under the Audit Committee Charter, which has been prepared in accordance with the guidelines and requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), and has been approved by the Board of Directors. At present, the Companys Audit Committee consists of:

1. Mrs. Wanee Thasanamontien Chairman of the Audit Committee, attended 5/5 meetings
2. Mr. Yuth Vorachattarn Audit Committee Member, attended 5/5 meetings
3. Dr. Somjin Sornpaisarn Audit Committee Member, attended 4/5* meetings

The Audit Committee performed its duties independently in accordance with the scope of authority and responsibilities stipulated in the Audit Committee Charter. In 2025, a total of five meetings were held. The Committee also held meetings with management, the external auditor, and the internal auditor as appropriate, and regularly reported the outcomes of its meetings to the Board of Directors. The key activities performed during the past year can be summarized as follows:

1. Review of Financial Statements

The Audit Committee reviewed the Companys quarterly financial statements and the annual financial statements for 2025 by considering key information together with management and the external auditor. The Committee also inquired about the accuracy and completeness of the information, the appropriateness of accounting policies, and the adequacy of disclosures in the financial statements. In addition, the Audit Committee held a meeting with the external auditor without the presence of management to allow for independent discussion. The Audit Committee concurred with the external auditor that the Companys financial statements present fairly, in all material respects, in accordance with financial reporting standards.

2. Review of Connected Transactions or Transactions that May Involve Conflicts of Interest

The Audit Committee reviewed connected transactions and transactions that may involve conflicts of interest, including the disclosure of such transactions to ensure compliance with the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission. The Committee considered whether such transactions were conducted under normal business conditions, were reasonable, and were in the best interest of the Company, as well as whether the disclosures were accurate and complete.

3. Review of Internal Audit

The Audit Committee considered the independence, scope of duties, and internal audit plan of P&L Internal Audit Co., Ltd., which serves as the Companys internal auditor. The Committee also reviewed and approved the annual audit plan, which was prepared based on the Companys risk profile, and continuously monitored the audit results. The Audit Committee is of the opinion that the Company has an adequate and appropriate internal audit system that is consistent with international standards.

4. Review of Internal Control System

The Audit Committee reviewed the results of the evaluation of the internal control systems of the Company and its subsidiaries together with the external auditor and the internal auditor to assess the adequacy and effectiveness of the internal control systems. The Committee concluded that the Company has appropriate and sufficient internal control systems for its business operations, proper safeguarding of assets, and reliable, accurate, and complete reporting systems.

5. Review of Risk Management System

The Audit Committee reviewed the Companys risk management policies and guidelines and continuously monitored the progress of risk management activities. The Company has appointed a Risk Management Committee, chaired by an independent director and comprising senior executives as members, to oversee the Companys enterprise risk management. The Committee identifies and assesses key risk factors, establishes risk management measures, and regularly monitors implementation to ensure that the Companys risk management remains appropriate and aligned with the changing business environment.

6. Complaints Handling and Whistleblowing

The Company has established channels for receiving complaints and whistleblowing reports from both internal and external parties. Reports may be submitted through the Companys website, via email at whistleblower@taokaenoi.co.th , or by sending a letter directly to the responsible person, in order to promote transparency and ensure that complaints can be appropriately reviewed and investigated.

7. Compliance with Laws and Relevant Regulations

The Audit Committee reviewed the Companys compliance with the Securities and Exchange laws, the regulations of the Stock Exchange of Thailand, and other laws relevant to the Companys business operations. In October 2025, the Company was notified by the Securities and Exchange Commission regarding legal enforcement actions against certain individuals involved in the use of inside information for securities trading. The Audit Committee has closely monitored this matter and discussed it with management to review the relevant internal control measures and to reinforce awareness and strict compliance with applicable laws and regulations.

8. Consideration of the Appointment of the External Auditor

The Audit Committee considered the selection of the external auditor by taking into account independence, qualifications, experience in auditing listed companies, and the appropriateness of the audit fee. The Committee then provided its recommendation to the Board of Directors for further submission to the 2025 Annual General Meeting of Shareholders for approval of the appointment of the external auditor and the determination of the audit fee for the year 2025.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 3

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SOMJIN SORNPAISARN (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. YUTH VORACHATTARN (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
3 Mrs. WANEE THASANAMONTIEN (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee of Taokaenoi Food & Marketing Public Company Limited consisted mostly of independent directors. All members possess the qualifications required under the Nomination and Remuneration Committee Charter, which has been prepared in accordance with the guidelines and requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), and has been approved by the Board of Directors. At present, the Companys Nomination and Remuneration Committee consists of:

1. Dr. Somjin Sornpaisarn Chairman of the Nomination and Remuneration Committee
2. Mr. Yuth Vorachattarn Member of the Nomination and Remuneration Committee
3. Mrs. Wanee Thasanamontien Member of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has performed its duties as assigned by the Board of Directors within the scope specified in the Charter with due care, fairness, and reasonableness. The Committee also reviewed and provided opinions on key matters before submitting them to the Board of Directors for consideration. The Nomination and Remuneration Committee is required to hold at least two meetings per year. In 2025, the Company convened a total of three Nomination and Remuneration Committee meetings, with all members attending every meeting. The Committee carried out its duties and responsibilities as assigned, with the key activities during 2025 summarized as follows:

1. **Determination of the Remuneration of the Board of Directors**

   The Nomination and Remuneration Committee reviewed the structure and level of remuneration for the Board of Directors and subcommittees for the year 2025. In doing so, the Committee considered the duties and responsibilities of directors, the Companys performance, the size and nature of the business, as well as the practices of other listed companies in the same industry. The Committee then submitted its recommendation to the Board of Directors for further proposal to the 2025 Annual General Meeting of Shareholders for approval.
2. **Performance Evaluation of the Board of Directors**

The Nomination and Remuneration Committee reviewed the evaluation forms and the results of the performance evaluation of the Board of Directors and subcommittees for 2025. The Company conducted the evaluation through the Board Self Check system of the Thai Institute of Directors Association (IOD), which is a tool developed based on good corporate governance principles to assess the effectiveness of the performance of the Board of Directors and subcommittees. The evaluation results were analyzed and used as information to continuously enhance the effectiveness of the Boards performance. The results have also been disclosed in the Annual Registration Statement / Annual Report (Form 56-1 One Report).

3. **Governance Oversight Related to Senior Management**

In 2025, the Nomination and Remuneration Committee closely monitored developments in corporate governance relevant to the Company, including the enforcement actions undertaken by the SEC in October 2025 concerning legal measures against individuals involved in the use of inside information for trading the Companys securities. The Nomination and Remuneration Committee discussed with the Board of Directors appropriate measures to strengthen governance practices and establish ethical and compliance standards for executives and senior personnel to support the Companys operations in accordance with good corporate governance principles.

In addition, the Company has disclosed information regarding the remuneration of the Board of Directors, subcommittees, and executives in the Annual Report to enable shareholders and stakeholders to review such information with transparency.

Meeting attendance of Corporate Governance Committee

Meeting Corporate Governance Committee : 1 (times)

List of Directors	**Meeting attendance of Corporate Governance Committee**			**Average meeting attendance**
	Meeting attendance (times)	**/**	**Meeting attendance rights (times)**	
1 Mr. YUTH VORACHATTARN (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mrs. WANEE THASANAMONTIEN (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
3 Mr. SOMJIN SORNPAISARN (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Corporate Governance Committee

In 2025, the Corporate Governance Committee of Taokaenoi Food & Marketing Public Company Limited was responsible for establishing policies and guidelines to promote good corporate governance, as well as monitoring the Companys social responsibility and sustainability practices. The objective is to ensure that the

Companys business operations are conducted with transparency, fairness toward stakeholders, and in accordance with the principles of good corporate governance for listed companies. The Corporate Governance Committee, appointed by the Board of Directors, consists of three members as follows:

1. Mr. Yuth Vorachattarn Chairman of the Corporate Governance Committee
2. Mrs. Wanee Thasanamontien Member of the Corporate Governance Committee
3. Dr. Somjin Sornpaisarn Member of the Corporate Governance Committee

The Corporate Governance Committee has performed its duties in accordance with the responsibilities stipulated in the Corporate Governance Committee Charter. The Committee oversees and monitors the Companys corporate governance practices to ensure alignment with the principles of good corporate governance for listed companies in accordance with the guidelines of the Stock Exchange of Thailand and the Securities and Exchange Commission. In addition, the Committee monitors compliance with the Companys Code of Business Conduct and the corporate social responsibility policies of the Company and its subsidiaries.

In 2025, the Corporate Governance Committee held one meeting, with all members attending the meeting. The key matters discussed and actions taken are summarized as follows:

- The Corporate Governance Committee oversaw the process of providing minority shareholders with the opportunity to propose agenda items and nominate candidates for consideration as directors in advance of the Annual General Meeting of Shareholders, in order to promote shareholders rights and participation in the Companys governance.
- The Corporate Governance Committee acknowledged the results of the Corporate Governance Report of Thai Listed Companies (CGR) 2025, prepared by the Thai Institute of Directors Association with support from the Stock Exchange of Thailand. The Company received a rating of **4 Stars (Very Good)** with an asterisk. The evaluation results were affected by the legal enforcement actions undertaken by the Securities and Exchange Commission in October 2025 regarding the use of inside information in the trading of the Companys securities by related persons.

The Company has therefore reviewed its corporate governance practices and related internal control measures. The Company has also enhanced awareness regarding the use of inside information among directors, executives, and employees throughout the organization. In addition, communications have been made to ensure that personnel at all levels recognize that those who have access to significant information of the Company are considered insiders and must strictly comply with applicable laws and the Companys policies. The Company has also reviewed and strengthened compliance and governance measures to prevent similar incidents in the future.

- The Corporate Governance Committee acknowledged the results of the Annual General Meeting quality assessment for 2025 conducted by the Thai Investors Association, under which the Company received a score of **98 percent**, rated at the Excellent level.
- The Corporate Governance Committee also acknowledged the Companys sustainability assessment results under the SET ESG Ratings 2025 conducted by the Stock Exchange of Thailand. The assessment results were affected by the legal enforcement actions undertaken by the Securities and Exchange Commission during the past year. In response, the Company reviewed its corporate governance practices and related internal control measures, and strengthened awareness of legal compliance and business ethics among directors, executives, and employees in order to enhance the Companys sustainability and corporate governance standards going forward.
- The Corporate Governance Committee also monitored the implementation of the Companys corporate governance action plans, including the review of the Corporate Governance Policy, the Code of Business Conduct, and the charters of the various Board committees to ensure alignment with good practices for listed companies. The Committee also promoted continuous communication of governance and ethics policies to employees.

Based on the above activities, the Corporate Governance Committee is of the opinion that the Company has continuously emphasized the importance of good corporate governance and remains committed to improving its governance practices and sustainability initiatives in accordance with best practices for listed companies, in order to support the Companys stable and sustainable growth in the future.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SOMJIN SORNPAISARN (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Ms. ORRAPAT PEERADECHAPAN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Mr. JIRAPONG SUNTIPIROMKUL (Member of the subcommittee)	1	/	1	1/1 (100.00%)
4 Ms. PORNTERA RONGKASIRIPHAN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Mr. Prin Pitchavichit (Member of the subcommittee)	1	/	1	1/1 (100.00%)
6 Mrs. Tipnapa Jitjang (Member of the subcommittee)	1	/	1	1/1 (100.00%)
7 Mr. Woothi Kruanamkhum (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Risk Management Committee

Taokaenoi Food & Marketing Public Company Limited recognizes the importance of risk management that may affect the Companys business operations and the achievement of its objectives in order to support the sustainable growth of the organization. The Board of Directors has therefore appointed a Risk Management Committee to establish policies and guidelines, and to oversee the Companys risk management to ensure that it is appropriate and effective. The Risk Management Committee, appointed by the Board of Directors, consists of seven members as follows:

1. Dr. Somjin Sornpaisarn Chairman of the Risk Management Committee
2. Ms. Orrapat Peeradechaphan Member of the Risk Management Committee
3. Mr. Jirapong Suntiphiromkul Member of the Risk Management Committee
4. Ms. Porntera Rongkasiriphan Member of the Risk Management Committee
5. Mr. Parin Pitchavichit Member of the Risk Management Committee
6. Mr. Woothi Kruanamkhum Member of the Risk Management Committee

7. Mrs. Tipnapa Jitjang Member of the Risk Management Committee

The Risk Management Committee performed its duties in accordance with the scope of authority and responsibilities stipulated in the Risk Management Committee Charter. The Committee is responsible for establishing policies and guidelines for enterprise risk management, as well as overseeing the identification, assessment, and monitoring of the Companys key risks to ensure that risks remain within an acceptable level and to minimize potential impacts on business operations. In 2025, the Risk Management Committee held one meeting, with all members attending the meeting. The key activities undertaken by the Committee are summarized as follows:

- Reviewed the Companys risk management policies, strategies, and guidelines to ensure alignment with the business environment and the Companys operational plans.
- Considered and defined the categories of risk and the enterprise risk assessment framework to be used as guidelines for identifying and evaluating the Companys key risks, taking into account the likelihood of risk events and the severity of their potential impact on business operations.
- Acknowledged the results of the Companys risk assessment and risk management measures, and regularly reported such results to the Audit Committee and the Board of Directors.

The Risk Management Committee is of the opinion that the Company has an appropriate risk management system that aligns with the nature of its business operations. The Company continuously monitors and evaluates its key organizational risks in order to support the achievement of its strategic objectives and to create sustainable value for the Companys stakeholders.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Taokaenoi Food & Marketing Public Company Limited (the Company") has a sustainability policy that aligns with its vision to become an innovative food company that brings happiness to consumers worldwide. The Company aims to deliver value to consumers as "products" that have "innovation", as well as creating a culture of consumption that adapts to the times. The Company also aims to deliver other values to stakeholders through rewards and value from collaboration, including creating valuable products for consumers, designing environmentally-friendly production process, building relationships with surrounding communities, or collaborating on research and development on raw material resources with raw material producers. The Company is concerned about the value chain of the business from upstream to downstream as follows:

Upstream: Move forward with stakeholders who are business partners

Considering the business process, it is apparent that every step of the operation from upstream to downstream involves the Companys stakeholders. Therefore, it is essential to move forward together with stakeholders, especially our business partners. The Company is committed to conducting its business with fairness, building engagement, and delivering value for each other. These efforts are to ensure that our business partners are proud to be part of the process of delivering the value of "Taokaenoi" products to consumers.

- Main raw material suppliers: The Company strives to collaborate with seaweed manufacturers to develop the main raw material, raw seaweed, to increase production and minimize environmental impact. The Company aims to develop a seaweed species that provides higher yield with better quality.
- Raw material and packaging suppliers: The Company aims to promote and select producers of raw materials and packaging that have environmental friendly production process and adhere to the principle of fair trade.

Along the way: Every employee contributes to delivering happiness to consumers.

- Every employee is the person who drive the Companys sustainable growth. The Company promotes awareness of sustainable development among all employees, focusing on understanding the impact on society and environment and how it affects everyone's well-being. When all employees realize the outcome of sustainable operation, it results in well-design products ready to be delivered to consumers with pride.
- The Company promotes a sense of corporate bonding to encourage employees to feel that they are part of our growth. The Company's policy is to continuously develop its personnel, with fair assessment system, reasonable incentive, and reasonable welfares.
- Promoting understanding toward sustainability: The Company has made the sustainable development a key performance indicator for executives from director-level and higher in all departments to encourage sharing with the entire corporation and stakeholders from upstream to downstream.

Along the way: Environmentally friendly production process and products, and the search for alternative innovation for sustainability

- At present, most of the raw materials used in the food industry come from nature. Adopting production processes that have minimal impact on the environment and nature will help to maintain the sustainable growth of our business. Recognizing that nature and environment facilitate growth, the Company aims to develop modern production processes that reduce waste emissions to nature, including wastewater treatment, reducing waste during production, or seeking alternative energy sources, such as solar cells, for production process. The Company also participates in assessments for various production standards, such as ISO and BRC, to build trust among stakeholders and affirm that our products deliver value to the environment, as well as great taste and nutrition.

- Due to limited resource, global uncertainty, emerging risks such as COVID-19 pandemic, heat waves and many more events that could damage agricultural products and may lead to shortages, the Company has a policy to study variety of alternative resources, including innovation such as plant-based foods and packages made from environmentally-friendly materials. This approach allows the Company to diversify its business while adhering to the Company's vision to become the world food innovation company.

Downstream: Enhancing value, experience and consumption of our products with happiness

- The core of the Companys business is to deliver innovative products and offer the experience of having good food to consumers, which includes happiness of consumption, nutrition, and product safety. The Company emphasizes the research and development to incorporate modern technology into production process and to deliver products to consumers. We also strive to communicate to consumers the value of our products toward society and environment. It is our endeavor to make our consumers proud to be part of consuming good food that benefits not only themselves but also society and the environment.

Preparing sustainability plan and strategy

Taokaenoi and stakeholders are aware of various issues related to sustainability, whether they are short-term, medium-term, or long-term. These issues covers environmental, social, and governance dimensions with the aim of creating sustainability and fostering a culture of corporate sustainability. The Company has developed a strategy to achieve the Sustainable Development Goal (SDGs) following the international principles established by the United Nations. The SDGs are focused on 3 aspects namely economy, society, and environment to ensure effective corporate sustainability. To achieve the corporate sustainability, the Company supports activities within the value chain and upholds good corporate governance principle, connecting the entire business chain.

The Company has appointed a working group for sustainability operations to implement the established plan and strategy, to achieve the set targets. The Company has analyzed and identified major stakeholders, important issues and their priority every year to determine the sustainability operation approach for corporate sustainability.

Reference link for sustainability policy	:	https://investor-th.taokaenoi.co.th/sustainability_management_policy.html

Sustainability management goals

Does the company set sustainability management goals	:	Yes

The Company has established sustainability management goals aligned with its business strategies in both the short and long term, aiming to achieve business growth while simultaneously promoting environmental stewardship, social responsibility, and good corporate governance. This approach is intended to create balanced and sustainable value for all stakeholders.

The Company has established quantitative targets in various areas to guide its operations and enable continuous monitoring of progress (further details are provided under the sections on Environmental Sustainability Management and Social Sustainability Management). These targets include initiatives such as reducing energy consumption, lowering greenhouse gas emissions, reducing water usage, minimizing waste and waste generation, providing fair compensation, developing employee capabilities, promoting employee engagement and relationships, and ensuring occupational health and safety, among others.

In addition, the Company focuses on enhancing operational efficiency, optimizing resource utilization, developing product innovation, and conducting business with transparency and good governance, in order to support sustainable growth and strengthen the Companys long-term competitiveness.

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

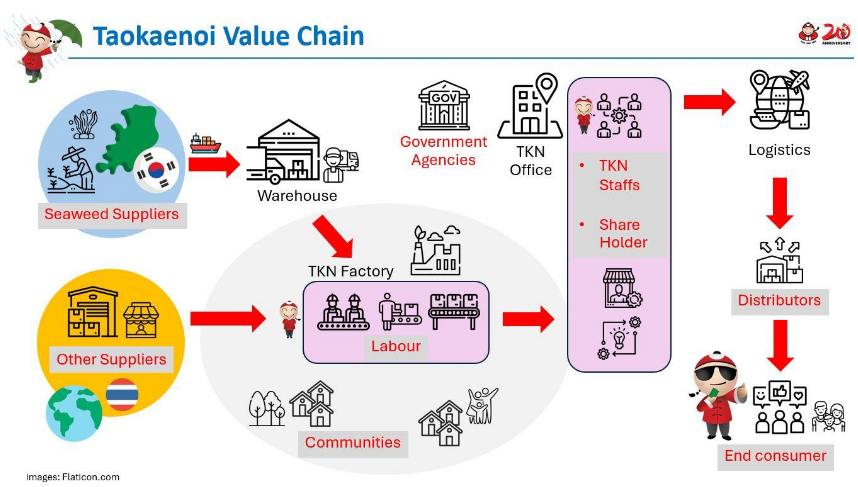
Information on impacts on stakeholder management in business value chain

Business value chain

The Company's main business is the manufacture and distribution of seaweed snacks and other types of snacks. The business value chain begins with the main raw material source, which comes from seaweed farms that are cultivated in deep seawater. The seaweed is then processed into dried seaweed by processors and sent to the Company's factory to be processed into various types of seaweed snacks, such as fried seaweed, roasted seaweed, baked seaweed, and tempura seaweed. The Company's products are then distributed to distributors both domestically and internationally, through modern trade and traditional retail stores, as well as online channels, before reaching consumers.

In addition, the Company also works with partners to organize promotional activities for Taokaenoi products to make them more accessible to consumers. This starts with focusing on creating value in products and services to meet customer needs, cooperating with business partners, caring about resource use, production, management, providing access to distribution channels for consumers, and managing after-sales products.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees	o Fair treatment o Respect for human rights o Safe and healthy working conditions o Opportunities for employees to learn and develop o Other employee benefits	o Pay fair wages and conduct performance evaluations fairly o Respect human rights and equality o Provide appropriate benefits, including compliance with labor laws o Provide a suitable working environment	• Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Training / Seminar
External stakeholders			
• Shareholders	o Good return on investment o Company's performance and continuous, stable growth o Providing equal opportunities to shareholders and protecting their interests o There are systems in place for auditing, good corporate governance, and risk management in the business operations.	o Pay dividends to shareholders in proportion to the Company's performance and policy o Govern the Company in a transparent, fair and auditable manner o Appoint an investor relations officer to provide accurate information and build relationships with shareholders	• Press Release • Online Communication • Annual General Meeting (AGM)

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Customers	o Product value o Delicious taste o Product quality and brand awareness	o Offer quality and innovative healthy food products to consumers o Take responsibility for products o Accurate product information disclosure	• Press Release • Online Communication • Complaint Reception • Satisfaction Survey
• Suppliers	o Fair and transparent procurement process o Collaborative product development for consumers o Conduct business fairly	o Fair selection of business partners o Create opportunities for joint growth with partners o Pay on time, and in accordance with agreed policy	• Visit • External Meeting • Complaint Reception • Satisfaction Survey
• Dealers	o Valuable product delivery o Support for trade and marketing terms	o Offer valuable products that are in demand by consumers o Agree on fair trade and trade terms o Help distributors solve sales problems	• Visit • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Community • Society	o Minimize environmental and community impact o Good environment around the factory o Promote a sustainable relationship between the community and the factory	o Does not create an impact on the surrounding environment o Comply with environmental regulations o Use modern production technology to reduce resource consumption o Send Company staff to organize activities to help the surrounding community on a regular basis and listen to problems that may arise in order to solve them promptly	• Social Event • Online Communication • Complaint Reception
• Government agencies and Regulators	o Comply with laws	o Monitor the issuance of new laws that are relevant	• External Meeting

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : No

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

Details of organization's material sustainability topics

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines	:	IFRS Sustainability Disclosure Standards

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk management is an integral part of corporate governance, ensuring the sustainable and stable operation of the business. In today's world, various events can quickly impact and pose risks to businesses and stakeholders, including climate change, international conflicts, pandemics, rapid changes in consumer behavior, and other unforeseen risks.

Recognizing the importance of risk management, the Company has established a Risk Management Committee and a Risk Management Subcommittee, comprising representatives from various departments of the Company. These committees drive the organization towards implementing risk management guidelines and anticipate risks that may affect business operations or organizational goals. Additionally, the Company continuously communicates with employees to ensure awareness of potential risks and encourages their participation in preventing or mitigating business risks.

The Risk Management Committee and the Risk Management Subcommittee have the following scopes and responsibilities:

1. Review and evaluate the risk management system
2. Determine preventive and control measures for risks
3. Develop a plan to control and monitor various risk issues
4. Report performance results to the Audit Committee and the Board of Directors at least once a year or when the risk level changes significantly

The Company regularly reviews and updates its risk assessment, including monitoring existing and emerging risks that may have a significant impact. In assessing risks, the Company has established a risk management framework for effective implementation, as follows:

a.) Objective Setting

The Company sets organizational objectives and goals, including strategic plans, plans, projects, and activities for each business unit. Objectives should specify what the organization or department expects to achieve. Therefore, objectives must show the results that the organization or department wants to achieve.

The Risk Management Committee will consider the consistency of organizational objectives with the strategic plans to determine a risk management plan that is acceptable to the organization under changing circumstances or risk factors.

b.) Identification of Events or Risk Factors

This is to identify risks from internal and external factors that affect the achievement of organizational objectives and goals, or performance results at both organizational and activity levels. The following types of risks are identified:

1. Strategic Risk
2. perational Risk
3. Financial Risk
4. Compliance Risk
5. Emerging Risk

c.) Risk Assessment, Risk Ranking, and Risk Management

After the Risk Management Committee has identified potential events, activities, and types of risks that the organization may face, whether strategic, operational, financial, or non-compliance, the Committee will analyze which departments are involved in those events or activities. These departments are called Risk Owners.

The Risk Owner will identify the activities of its department that are related to the risk and assess the likelihood and impact of the risk event. This will lead to appropriate risk management decisions.

d.) Monitoring and Evaluation

To ensure the quality and appropriateness of risk management, the Company has hired an internal auditor to monitor the results in collaboration with line managers, the Risk Management Subcommittee, and the Risk Management Committee.

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 Risks associated with dependence on the primary raw material (seaweed).

Related risk factors	:	Strategic Risk • Climate change and disasters Operational Risk • Shortage or fluctuation in pricing of raw materials or productive resources
ESG risk factors	:	Yes

Risk characteristics

The key raw material for the Companys production is Nori dried seaweed sheets, which are produced by processing edible red seaweed into sheets. This variety of seaweed grows best in three countries: South Korea, China, and Japan. In other regions, it cannot be cultivated sufficiently due to geographical conditions, ocean currents, and temperature. In the past, the Company has primarily imported dried seaweed sheets from South Korea, accounting for more than 95%. Since seaweed is an agricultural product, and there is only one harvest season per year during the winter, the production is highly dependent on the climate.

Risk-related consequences

Higher product costs, and severe raw material shortages, could impact production volume and affect sales.

Risk management measures

The Company has established a dedicated internal department to monitor the seaweed cultivation process annually. The Company also coordinates continuously with suppliers in South Korea, through online meetings and site visits, to ensure an adequate supply of seaweed for the Companys annual growth plans. Additionally, the Company fosters good relationships with suppliers in China and Japan to serve as backup sources of seaweed in case of emergencies. The Company regularly reviews its seaweed stock policy to ensure sufficient raw material for production.

In the event of a price increase for the raw materials, the risk management approach would involve accepting the risk, as this issue affects the global seaweed industry, both raw and processed. Therefore, the Company must adapt, such as by adopting automated production technologies to replace labor, optimizing production processes to reduce waste, or even developing new products with lower costs to maintain the Companys profit margins.

Risk 2 Risk from Competition and Economic Slowdown

Related risk factors : Strategic Risk
- Competition risk
- Economic risk

ESG risk factors : No

Risk characteristics

The competition within the seaweed snack segment and the broader snack industry is intense, driven by the need to meet the constantly changing demands of consumers in various consumer groups. Additionally, the economic slowdown both domestically and internationally, caused by factors such as war, natural disasters, economic issues, and consumer confidence, all create pressure on the Companys growth. These factors also present challenges in managing the Companys fixed costs.

Risk-related consequences

The snack food industry is constantly adapting to competition and changes in the economic conditions of each country. Failure to adapt will negatively impact sales and the ability to maintain market share in the long term.

Risk management measures

The Company implements the 5G strategy (From "Good" to "Great" with Go Firm, Go Broad, Go Global) as a guide for its operations. Over the past year, the implementation of this strategy has shown that it helps the Company navigate various situations. "Go Firm" is a strategy aimed at streamlining the organization and reducing costs by incorporating technology into production, which helps manage the Companys costs and allows it to sell products at competitive prices in both the seaweed snack segment and other snack segments. "Go Broad" is a strategy to broaden the product offerings. In the seaweed snack product line, the Company conducts research and development to launch new products (NPD) that align with the preferences in each country, such as flavors exclusive to certain countries and product types that suit local preferences. The Company also seeks new products outside the seaweed snack category to increase business opportunities. "Go Global" focuses on expanding into more international markets to reduce the risks associated with economic recessions in specific countries. The strategy emphasizes expanding into new markets with potential and building brand loyalty through marketing activities.

Risk 3 Risk from Dependence on a Few Large Customers

Related risk factors : Strategic Risk
- Reliance on large partners / distributors or few partners / distributors

ESG risk factors : Yes

Risk characteristics

Domestically, the Company distributes its products through modern retail channels, including convenience stores, supermarkets/hypermarkets, and wholesale channels, as well as traditional retail stores. The share of sales through convenience stores accounts for over 30% of domestic sales.

In international markets, the Company appoints distributors to manage sales in each country. Typically, there is one distributor per country, with the Company's major markets being China, Indonesia, Malaysia, and the United States.

Risk-related consequences

If a distributor experiences problems and is unable to operate, it will affect sales.

Risk management measures

For the domestic market, the Company aims to reduce the risk of relying too heavily on any single partner by implementing a sales strategy that distributes products across three main channels: 1. Modern Trade retailers, 2. Domestic distributors, 3. Online retail stores. The Company has also planned to expand its distribution partnerships locally, starting in 2023.

For international markets, the Company has signed distribution agreements, set joint operational plans with distributors, and maintains strong relationships with them. Additionally, the Company mitigates risks by opening new markets to diversify its sales portfolio.

Risk 4 Risk from Labor Shortages in Production Processes

Related risk factors :

Operational Risk

- Shortage or reliance on skilled workers

ESG risk factors : Yes

Risk characteristics

The Companys main products are seaweed-based snacks, divided into four product groups: fried, baked, tempura, and grilled. The grilled group still requires skilled labor in certain production steps that cannot yet be replaced by machinery.

Risk-related consequences

A labor shortage could affect production efficiency, causing delays in meeting targets or ensuring timely delivery to customers.

Risk management measures

To mitigate the risk of labor shortages, the Company hires external companies to manage and provide labor resources, reducing the burden of daily labor procurement. The Company also ensures competitive compensation in line with other companies in the area and offers attractive benefits to recruit new labor and retain skilled and experienced workers. Moreover, the Company operates with a human rights policy to ensure fair working conditions.

The Company continues to develop new technologies for production processes, such as packaging machinery, temperature control equipment for fryers, and continuous improvements in production methods, in line with the "Go Firm" strategy, to reduce labor use and promote efficient production.

Risk 5 Risk from Environmental and Community Impacts

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Impact on the environment

Compliance Risk

- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

The Company operates two production facilities. The primary production base is at the Rojana Industrial Park in Ayutthaya, which mainly produces seaweed snacks,and the Noppawong factory in Pathum Thani province, which is currently used as a factory for the production of non-seaweed products, product development, and OEM (Original Equipment Manufacturer) production.

Risk-related consequences

If a factory or production process impacts the environment in a community, it may lead to disputes or legal action, affecting product manufacturing.

Risk management measures

The Company places great importance on responsible business practices concerning the environment, society, and governance. It has committed to using resources efficiently and managing them appropriately, including using alternative energy, waste management, and pollution control (additional details regarding the Companys environmental initiatives can be found in Section 3: Driving the Business for Sustainability). This approach aims to prevent environmental, public health, and safety issues in surrounding communities. Without proper management, such issues could lead to community protests, damaging the Companys reputation and incurring compensation costs.

Risk 6 Disruptions Due to Force Majeure, Natural Disasters, or Epidemics

Related risk factors : Strategic Risk
- Pandemic risk
- Climate change and disasters

Operational Risk
- Climate change and disasters
- Impact on the environment
- Pandemic risk

ESG risk factors : Yes

Risk characteristics

The Companys business operations could be disrupted due to production problems, or if key assets used in operations are damaged by force majeure events such as natural disasters, civil unrest, severe accidents, terrorism, or epidemic lockdowns.

Risk-related consequences

This could affect the company's operations and production capacity.

Risk management measures

To manage the risk of disruptions, the Company has developed and regularly reviews its Business Continuity Plan (BCP) to mitigate risks. It also conducts drills to ensure that relevant executives and employees are familiar with operational procedures during such events. Additionally, the Company has taken out insurance policies to reduce risks related to key business assets, including Industrial All Risks (IAR) insurance and Business Interruption (BI) insurance.

Risk 7 Human Rights Risks

Related risk factors : Strategic Risk
- ESG risk

Operational Risk
- Human error in business operations
- Safety, occupational health, and working environment
- Impact on human rights

ESG risk factors : Yes

Risk characteristics

The Company recognizes the importance of conducting its operations with respect for human rights, as these issues pose a significant risk to the organizations sustainability. Human rights violations can have a profound impact across the value chain, affecting employees, customers, communities, business partners, and stakeholders. Poor management of human rights issues can threaten the Companys long-term sustainability, both in measurable and immeasurable ways.

Risk-related consequences

If human rights issues arise, it could damage the company's reputation and potentially affect employee and worker trust.

Risk management measures

The Company has established a human rights policy and continuously communicates this within the organization, incorporating it into the companys business ethics. This includes treating employees fairly, ensuring basic human rights, gender equality, supporting LGBTQ individuals, pregnant women, and people with disabilities, all in compliance with legal requirements and international standards. The Company also provides training for employees on safety, occupational health, and working conditions. Moreover, it has set up grievance channels for human rights violations both within the organization and across its value chain.

Risk 8 Financial Risks

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

The Company exports products internationally, with key currencies in transactions being Thai Baht, US Dollar, and Singapore Dollar. Therefore, exchange rate fluctuations have an unavoidable impact on the Companys financial risks.

Risk-related consequences

Fluctuations in exchange rates could result in exchange rate losses for the company.

Risk management measures

To mitigate exchange rate risk, the Company manages costs by paying for raw materials in the same currency as the sales revenue (Natural Hedge), particularly for seaweed raw materials purchased in US Dollars. The Company also reduces financial risk through financial instruments such as currency forward contracts and foreign currency deposit accounts.

Risk 9 Changes in Laws and Regulations Affecting Business Operations

Related risk factors :

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

The Company operates in the snack food and processed food sector, which is governed by a variety of laws and regulations that differ domestically and internationally. Changes in these laws could impact business operations.

Risk-related consequences

This could impact the company's business operations, causing business disruptions or penalties.

Risk management measures

The Company assigns each department to monitor and keep up-to-date with relevant legal changes, especially in areas like raw material imports, production processes, waste management, and product labeling. The legal department is responsible for handling any complaints or legal disputes related to the business's non-compliance. This ensures the Company can adapt quickly to legal and regulatory changes.

Risk 10 Cybersecurity and Data Breach Risks

Related risk factors :

Operational Risk

• Information security and cyber-attack

ESG risk factors : Yes

Risk characteristics

With the central role of information technology in business, which links operational data and management, the threat of cyberattacks and data theft has increased. Cybersecurity is therefore a significant risk for the Company.

Risk-related consequences

A breach could damage the Companys reputation, result in lawsuits, or even disrupt business operations.

Risk management measures

The Company regularly reviews its IT policies and procedures to mitigate risks related to information technology, ensuring that they are effective and compliant with relevant regulations, such as the Personal Data Protection Act (PDPA), the Cybersecurity Act, and the Computer Crime Act. The following steps are taken to manage cybersecurity risks:

1. A risk management team and a team responsible for PDPA compliance are appointed to address incidents that may affect the Companys image and reputation. They set appropriate corrective actions and communicate with all stakeholders both internally and externally.

2. The Company has defined IT policies covering system usage, maintenance, access controls, security, and penalties, along with initiatives to ensure long-term sustainability.

3. Adequate security measures are implemented to protect IT systems, aligning with the NIST Cybersecurity Framework. These measures include identifying potential risks, preventing threats, monitoring for cyber threats, responding to incidents, and recovering from any damages caused by cyberattacks according to Article 13(4).

4. If an incident occurs that impacts the information systems, the Company has established policies and procedures to manage the situation. These are designed to contain the potential impact of the incident, limiting any disruptions to operations and minimizing the effect on the Companys reputation.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Business Continuity Plan (BCP) is a framework established by the Company to prepare for and manage emergency situations or unforeseen events that may disrupt business operations. The objective is to ensure business continuity, minimize potential losses, and enable a timely recovery to normal operations.
The Company has established a business continuity management process covering the following key elements:

1. **Risk Assessment**
   Identification and evaluation of potential risks that may impact the business, such as natural disasters, fire incidents, IT system failures, or security-related events.
2. **Business Impact Analysis (BIA)**
   Assessment of the potential impact of disruptions on critical business functions, including the determination of acceptable downtime (Recovery Time Objective: RTO).

3. **Continuity Strategies**

   Development of strategies and measures to ensure that critical operations can continue, such as alternate work locations, data backup systems, and allocation of essential resources.

4. **Incident Response Plan**

   Establishment of procedures to respond to incidents, including clearly defined roles and responsibilities to ensure effective and timely actions.

5. **Recovery Plan**

   Development of recovery procedures to restore key systems and business processes within the defined timeframe.

6. **Testing and Review**

   The Company regularly tests the BCP and reviews and updates the plan to ensure its effectiveness and alignment with evolving risks and business environments.

The Company is committed to strengthening its organizational resilience to effectively respond to emergencies and minimize impacts on all stakeholders.

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 policy and guidelines	:	No

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management plan	:	No

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct	:	No

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

Key suppliers acknowledging compliance with the supplier code of conduct

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

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : Yes

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	2.90	4.50	5.06

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

In the past year, the Company placed strong emphasis on research and development (Research and Development: R&D) as a key driver to enhance its competitiveness and support sustainable long-term growth. The Company allocated its R&D budget in an appropriate and systematic manner, aligned with its business strategy and product development direction, covering both the enhancement of existing products and the development of new products to respond to evolving consumer needs, as well as sustainability and environmental trends. The Companys R&D activities are categorized into two main product groups: seaweed products and non-seaweed products.

Seaweed products, the Company focuses on continuous product quality improvement, including enhancements in taste, texture, and quality standards, in order to maintain the competitiveness of its core products in the market. This is undertaken in parallel with the development of environmentally friendly packaging, with an emphasis on reducing resource consumption and greenhouse gas emissions, as well as extending product offerings into new formats, such as seaweed-based seasoning powder products, to increase product diversity and create additional business opportunities in both domestic and international markets.

Non-seaweed products, the Company prioritizes the development of new products with high growth potential to expand its customer base and diversify revenue streams. The Company focuses on products that align with emerging consumption trends and the evolving behavior of new consumer segments, and develops differentiated products with higher value-added compared to competitors. Examples include baked corn snacks, popcorn, roasted nuts, and konjac-based snack products. These initiatives strengthen the Companys product portfolio and reinforce its leadership in innovation within the snack market, while reducing the risk associated with reliance on a single product category. The Companys continued investment in research and development reflects its commitment to ongoing innovation alongside responsible business practices that consider social and environmental impacts, with the objective of creating long-term value for all stakeholders.

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 innovation culture : No

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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