ESG Performance Report
for Listed Companies in 2024

SAHA PATHANAPIBUL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

Published on 10 April 2025

ESG Performance

Company Name : SAHA PATHANAPIBUL PUBLIC COMPANY LIMITED Symbol : SPC

Market : SET Industry Group : Services Sector : Commerce

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity Management, Renewable/Clean Energy Management, Water resources and water quality management, Waste Management, Greenhouse Gas and Climate Change Management

The company has an environmental management system in place to facilitate operational planning and systematic environmental data management. This system supports continuous improvements in environmental performance, cost reduction, and mitigation of financial risks associated with non-compliance with environmental regulations.

Additionally, the company has established comprehensive environmental management policies that address key operational issues in alignment with environmental requirements. It actively manages significant environmental aspects relevant to its business, such as pollution, waste, and resource consumption. Environmental performance is incorporated into the company’s key performance indicators, and employees are encouraged to participate in environmental management initiatives.

In 2024, the company has intensified efforts to assess its carbon footprint from both internal and external operations, expanding the scope to cover all business units. This initiative aims to accelerate the calculation of the organization’s carbon footprint (CFO), which will contribute to the development of a carbon neutrality plan in the future.

The company’s environmental practices include energy management, renewable/clean energy utilization, water resource and water quality management, waste and waste material management, as well as greenhouse gas management and climate change mitigation.

Reference link for environmental policy and guidelines	:	https://www.sahapat.co.th/assets/uploads/forsociety/SPC_Sustainable_Development_Policy_EN_2024.pdf
Page number of the reference link	:	1

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	:	Electricity Management, Renewable/Clean Energy Management, Water resources and water quality management, Waste Management, Greenhouse Gas and Climate Change Management

The company is committed to conducting business sustainably based on principles of good corporate governance, transparency, accountability, and social responsibility, as well as the conservation of natural resources and environmental protection. The company places a high priority on its stakeholders across the business value chain and consistently advances technology and innovation to foster shared economic, social, and environmental values. The company's approach aligns with the sustainable business development guidelines of the Securities and Exchange Commission (SEC), Thailand, and various international standards, driving the company's growth in a concrete, stable, and sustainable manner across three dimensions: environmental, social, and governance. The process can be divided into 5 main steps as follows:

Process 1: Analysis of the context and relationship between the business and stakeholders, and identification of relevant issues to determine the organization's key sustainability topics (Materiality)
Process 2: Formulating the organization's sustainability policy (Policy)
Process 3: Defining the organization's sustainability strategy (Strategy)
Process 4: Implementing sustainability into practice (Implementation)
Process 5: Disclosing sustainability information (Disclosure)

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : Other : Sustainability Policy and Practices (2024 Revision)

Compliance with energy management principles and standards

Energy management principles and standards : Other : Sustainability Policy and Practices (2024 Revision)

Compliance with water management principles and standards

Water management principles and standards : Other : Sustainability Policy and Practices (2024 Revision) and the guidelines established by the Ministry of Natural Resources and Environment, specifically the "Effluent Standards for Certain Types and Sizes of Buildings, B.E. 2567 (2024), Type C.

Compliance with waste management principles and standards

Waste management principles and standards : Other : Sustainability Policy and Practices (2024 Revision)

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)

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

The company is conscious of and dedicated to controlling energy consumption to be as efficient as possible, using natural resources effectively, minimizing its impact on the environment, and being able to lower its energy expenses.

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 for consumption	2024 : purchased electricity for consumption 855,000.00 Kilowatt-Hours	2027 : Reduced by 40% or 342,000.00 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management	:	Yes

1. Encouraging Employees to Take Public Transportation or Carpool to Work
2. Mama's 'Caring for the Earth' Campaign: Giving Away Millions in Gold
3. Green PLEASE Project by SPC @Community
4. Paper Reduction to Digital Transformation
5. Digital name card
6. Energy Conservation and Renewable Energy Utilization Project
7. Internal Communication Campaign to Promote Energy Conservation and Environmental Protection

Diagram of performance and outcomes in energy management

SPC
SAHAPAT
Say Goodbye to Paper
ก้าวสู่อนาคตกับ Digital Name Card
Digital Name Card คืออะไร ?
Digital Name Card หรือเรียกว่า นามบัตรดิจิทัล คือการนำนามบัตรแบบเดิมที่ทำขึ้นมาจากกระดาษ เปลี่ยนเป็นนามบัตรในรูปแบบดิจิทัล
การดาวน์โหลด Digital Name Card
สามารถดาวน์โหลด QR Code Digital Name Card ได้ที่หน้าโปรไฟล์ของตนเองใน My SPC
www.sahapat.co.th
Sahapat
sahapat_official
@spc_sahapat

Information on electricity management

Company's electricity consumption (*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	778,780.00	893,990.00	956,011.74
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	667,000.00	777,000.00	855,000.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	111,780.00	116,990.00	101,011.74
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	245.90	281.66	311.51

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

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m^2)	3,052.00000000	3,315.00000000	3,832.00000000

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	4,196,379.00	N/A	4,417,996.46
Gasoline (Litres)	222,538.00	N/A	224,781.27

Additional explanation : Not include external fuel consumption

Information on total energy management (electricity + fuel)

Energy Consumption

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

Energy Consumption Intensity

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

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

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan	:	Yes

The company has established a water management system and a wastewater treatment system with well-defined management procedures in compliance with the standard regulations of the Ministry of Natural Resources and Environment and the Enhancement and Conservation of National Environmental Quality Act, B.E. 2535 (1992).

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	2024 : Water withdrawal 11,905.00 Cubic meters	2027 : Reduced by 20% or 59,510.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management	:	Yes

1. Annual Water Effluent Quality Monitoring
2. “Mont Fleur” Mineral Water: Dedicated to Global Water Conservation, Advocating Responsible Usage, and Ensuring Access to Clean Drinking Water for All

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	12,367.00	11,031.00	11,905.00
Water withdrawal by third-party water (cubic meters)	12,367.00	11,031.00	11,905.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	3.90	3.48	3.88
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00	0.00	0.00

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

Water discharge by destinations

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

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	12,367.00	11,031.00	11,905.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00034786	0.00028681	0.00028467

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

Water withdrawal expenses

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

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

The company has continuing waste management programs that began in 2023 and aim to increase staff awareness, knowledge, and discipline in order to make the environment inside and outside the organization more desirable. The efforts also lessen the company's waste disposal expenses, ease the strain on storage, and slow down global warming.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	No

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

1. Care The whale, Year 4
2. Green PLEASE by SPC Project
3. Recycling Station: Effective Waste Segregation
4. SPC Zero #GoGrowGreen Mangrove Planting Initiative in Bang Khun Thian District

Diagram of performance and outcomes of waste management

Care The whale, Year 4

Green PLEASE by SPC Project

Recycling Station: Effective Waste Segregation

SPC Zero #GoGrowGreen Mangrove Planting Initiative in Bang Khun Thian District

Information on waste management

Waste Generation(*)

	2022	2023	2024
Total waste generated (Kilograms)	19,940.00	23,067.00	N/A
Total non-hazardous waste (kilograms)	19,940.00	N/A	N/A
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.00	N/A
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	N/A	N/A

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

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

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	19,940.00	23,067.00	N/A
Reused/Recycled non-hazardous waste (Kilograms)	19,940.00	N/A	N/A
Percentage of total reused/recycled waste to total waste generated (%)	100.00	100.00	N/A
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	100.00	N/A	N/A

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company’s greenhouse gas management plan	:	Yes

The company understands how critical it's becoming to minimize the greenhouse gas emissions that come from its activities because these emissions affect the environment directly and indirectly. Thus, in order to determine the company's total greenhouse gas emissions, the company went ahead and created the "Carbon Footprint Organization (CFO)" in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO). This assessment serves as a foundation for planning environmental improvements and establishing strategies to reduce the company’s greenhouse gas emissions. It also prepares the organization for future trade regulations, enhances its competitiveness, and supports the achievement of net-zero greenhouse gas emissions in the future.

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 net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

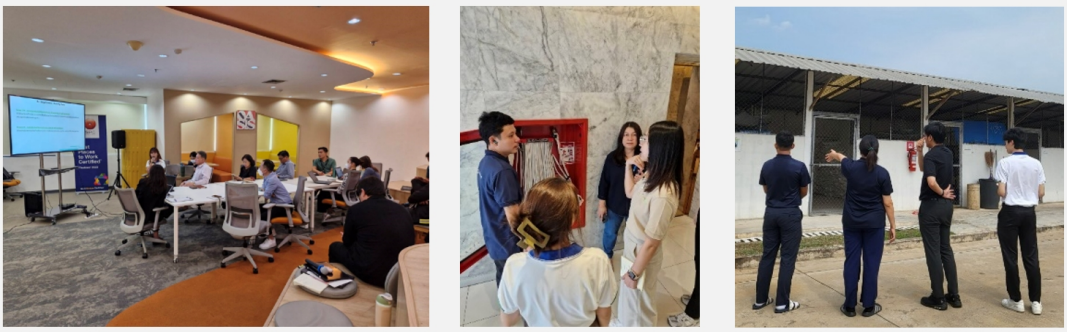
Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2024 : Greenhouse gas emissions 16,639.00 tCO_2e	-	2050 : Reduced by 100% or 16,639.00 tCO_2e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None
Scope 2	2024 : Greenhouse gas emissions 4,063.00 tCO_2e	-	2050 : Reduced by 100% or 4,063.00 tCO_2e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None
Scope 3	2024 : Greenhouse gas emissions 9,597.00 tCO_2e	-	2050 : Reduced by 100% or 9,597.00 tCO_2e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management	:	Yes

the company went ahead and created the "Carbon Footprint Organization (CFO)" in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO).

Diagram of performance and outcomes in greenhouse gas management



Carbon Footprint Organization (CFO)

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	12,403.59	14,316.00	30,299.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	12,015.33	12,778.00	16,639.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	388.26	1,538.00	4,063.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	9,597.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues)(*)	0.000349	0.000372	0.000725
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	3.92	4.51	9.87

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 : ECEE Company Limited

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	37,345.67	306,514.70	363,460.91
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	2,918.67	3,475.26	0.00
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	34,427.00	303,039.44	363,460.91

Absorption and removal of Greenhouse Gas

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

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Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

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

The Board of Directors, executives, and employees respect the dignity of human beings, treat all groups of stakeholders equally, and allow everyone to have equal opportunities without discrimination, regardless of differences in race, skin color, gender, age, religion, language, education, disability, social status, political opinions, or any identity. Furthermore, they adhere to applicable legal restrictions and international human rights standards. The company conducts its operations with extreme caution to avoid human rights breaches during the labor process. In 2024, the company treated workers fairly and respected human rights in a variety of ways, including hiring disadvantaged people in society, such as disabled people, allowing employees to participate in negotiations about benefits and agreements, not using child labor, legally employing foreign workers, having a termination process that complies with the law.

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

(the "Company") recognizes the value of ethical business practices and social responsibility. The company adheres to take responsibility for society and all stakeholder groups, as well as assuring the protection of human rights, which is a vital component of conducting business. Consequently, the company has established its "Human Rights Policy and Practice Guidelines on Respecting Human Rights" as a commitment to uphold, encourage, and support the protection of each person's fundamental rights and human dignity, including employees and stakeholders who are involved in the business's operations.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	Others : Human Rights Policy and Practice Guidelines on Respecting Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	Yes

In 2024, the company initiated the implementation of the **Human Rights Due Diligence Framework and Process (HRDD)** by conducting a comprehensive analysis and assessment of human rights risks. This includes effective risk management and impact mitigation, continuous and systematic monitoring and reporting, as well as the development of grievance mechanisms to promptly address potential negative impacts. The process follows eight key steps:

1. **Commitment:** Establishing policies
2. **Embedding in the Organization:** Raising awareness
3. **Human Rights Assessment:** Covering the entire value chain
4. **Integration:** Addressing issues holistically
5. **Monitoring and Evaluation:** Continuously improving effectiveness
6. **Communication:** Disclosing information to the public
7. **Stakeholder Engagement:** Facilitating collaboration
8. **Remediation and Grievance Mechanisms:** Ensuring effectiveness

The company identifies key risks to develop preventive measures and mitigate human rights impacts every three years. Additionally, risk assessments and management measures are reviewed and presented to the **Risk Management Committee** annually.

Currently, critical human rights risks include the **health and safety** of customers, consumers, employees, and business partners. However, the company plans to expand its human rights impact assessment to encompass other stakeholders throughout the supply chain.

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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

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

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Occupational health and safety in workplace

The Board of Directors consistently acknowledges that maintaining social responsibility, defending human rights, and conducting business ethically are essential elements of running a business. Consequently, the Corporate Governance and Sustainable Development Committee and the Executive Committee was tasked with revising the "Human Rights Policy and Guidelines on Respecting Human Rights (2024 revised edition) " in 2024. This is a commitment from the company to uphold, support, and encourage the respect and protection of fundamental human rights and dignity for all parties involved in the business's operations, including both employees and stakeholders. This is in line with international human rights laws and principles according to the Universal Declaration of Human Rights (UDHR) to share social responsibility under the concept of sustainable corporate development.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Fair employee compensation • Employee training and development • Promoting employee relations and participation • Migrant/foreign labor • Child labor	1. Reduce the rate of workplace accidents to zero. 2. Increase employee engagement score to over 70% by 2025. 3. Maintain employee development by focusing on enhancing skills and knowledge in current responsibilities and creating new skills necessary for the job (Upskills - Reskills).	2024: -	2025: 1. Reduce the rate of workplace accidents to zero. 2. Increase employee engagement score to over 70% by 2025. 3. Maintain employee development by focusing on enhancing skills and knowledge in current responsibilities and creating new skills necessary for the job (Upskills - Reskills).

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

1. The company has collaborated with the Vulcan Group to enhance the education of people with disabilities. In 2024, 33 people with disabilities were hired as employees or cared for by the company, representing 2.12 percent of the total of 1,551
2. Sahapat Massage by the Blind
3. Training Courses for Employee Development
4. Training Courses for Updating Abilities and Knowledge in Current Job Duties and Establishing New Talents Required for Work (Upskills - Reskills)
5. Marketing Day Seminar in 2024
6. Training Program for Employees to Enhance Knowledge and Understanding of Anti-Corruption Policies and Prevention Measures.
7. Leadership Development Program
8. Corporate Strategy Workshop
9. Innovation organization
10. Implementing the Innovation in Practice
11.Birth Month Activities
12. Emergency Loan Program
13. SPC Informal Debt Relief Program
14. One Item a Day: Instilling Awareness and Cultivating Honesty
15. Establishing a Prayer Room
16. Establishing Breastfeeding Rooms
17. Basic Firefighting Instruction and Drills for Fire Evacuation
18. Basic First Aid and Cardiopulmonary Resuscitation (CPR) Training

Diagram of performance and outcomes for employee and labor management

Sahapat Massage by the Blind

Marketing Day Seminar in 2024

Training Program for Employees to Enhance Knowledge and Understanding of Anti-Corruption Policies and Prevention Measures.

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)[1]	3,167	3,174	3,090
Percentage of employees to total employment (%)	100.00	100.00	99.32
Percentage of non-employee workers to total employment (%)	N/A	N/A	0.68
Total employees (persons)[2]	3,167	3,174	3,069
Male employees (persons)[3]	1,659	1,667	1,600
Percentage of male employees (%)	52.38	52.52	52.13
Female employees (persons)[4]	1,508	1,507	1,469
Percentage of female employees (%)	47.62	47.48	47.87

	2022	2023	2024
Total of workers who are not employees (Person)[5]	N/A	N/A	21

Remark: [1] *include the monthly employees and daily employee.*
[2] *include the monthly employees and daily employee.*
[3] *Men monthly employees and daily employee.*
[4] *women monthly employees and daily employee.*
[5] *Number of security guards and housekeepers*

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	881	858	785
Percentage of employees under 30 years old (%)	27.82	27.03	25.58
Total number of employees 30-50 years old (Persons)	1,993	2,005	1,970
Percentage of employees 30-50 years old (%)	62.93	63.17	64.19
Total number of employees over 50 years old (Persons)	293	311	314
Percentage of employees over 50 years old (%)	9.25	9.80	10.23

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	494	495	449
Percentage of male employees under 30 years old (%)	29.78	29.69	28.06
Total number of male employees 30-50 years old (Persons)	1,023	1,015	1,003
Percentage of male employees 30-50 years old (%)	61.66	60.89	62.69
Total number of male employees over 50 years old (Persons)	142	157	148
Percentage of male employees over 50 years old (%)	8.56	9.42	9.25

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	387	363	336
Percentage of female employees under 30 years old (%)	25.66	24.09	22.87
Total number of female employees 30-50 years old (Persons)	970	990	967

	2022	2023	2024
Percentage of female employees 30-50 years old (%)	64.32	65.69	65.83
Total number of female employees over 50 years old (Persons)	151	154	166
Percentage of female employees over 50 years old (%)	10.01	10.22	11.30

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	2,980	2,983	2,875
Percentage of employees in operational level (%)	94.10	93.98	93.68
Total number of employees in management level (Persons)	174	180	186
Percentage of employees in management level (%)	5.49	5.67	6.06
Total number of employees in executive level (Persons)	13	11	8
Percentage of employees in executive level (%)	0.41	0.35	0.26

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	1,569	1,575	1,506
Percentage of male employees in operational level (%)	94.58	94.48	94.13
Total number of male employees in management level (Persons)	85	87	90
Percentage of male employees in management level (%)	5.12	5.22	5.63
Total number of male employees in executive level (Persons)	5	5	4
Percentage of male employees in executive level (%)	0.30	0.30	0.25

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	1,411	1,408	1,369
Percentage of female employees in operational level (%)	93.57	93.43	93.19

	2022	2023	2024
Total number of female employees in management level (Persons)	89	93	96
Percentage of female employees in management level (%)	5.90	6.17	6.54
Total number of female employees in executive level (Persons)	8	6	4
Percentage of female employees in executive level (%)	0.53	0.40	0.27

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees
-	795
-	1,708
-	566
Total number of employees	**3,069**

Significant changes in the number of employees

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

Number of male employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	820	756	623
Northern (Person)	228	252	270
Central (Person)	161	181	200
Northeastern (Person)	263	275	299
Southern (Person)	138	149	159
Eastern (Person)	49	54	49

Number of female employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	805	797	782
Northern (Person)	142	144	132
Central (Person)	101	101	93
Northeastern (Person)	196	203	194

	2022	2023	2024
Southern (Person)	161	160	159
Eastern (Person)	103	102	109

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	33	33	33
Percentage of disabled workers to total employment (%)	1.04	1.04	1.07
Total number of employees with disabilities (Persons)	33	33	33
Total male employees with disabilities (persons)	N/A	N/A	19
Total female employees with disabilities (persons)	N/A	N/A	14
Percentage of disabled employees to total employees (%)	1.04	1.04	1.08
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	N/A	N/A	0.00
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	774,119,891.36	747,634,250.12	799,222,273.03
Total male employee remuneration (baht)	444,911,015.44	424,272,903.65	457,841,350.42
Percentage of remuneration in male employees (%)	57.47	56.75	57.29
Total female employee remuneration (baht)	329,208,875.92	323,361,346.47	341,380,922.61
Percentage of remuneration in female employees (%)	42.53	43.25	42.71
Average remuneration of employees (Baht / Person)	244,433.18	235,549.54	260,417.81
Average remuneration of male employees (Baht / Person)	268,180.24	254,512.84	286,150.84
Average remuneration of female employees (Baht / Person)	218,308.27	214,572.89	232,390.01

	2022	2023	2024
Ratio of average remuneration of female employees to male employees	0.81	0.84	0.81

Provident fund management policy

Provident fund management policy : Have

Provident Fund: It is policy to encourage the Company's Provident fund Committee to comply with the Investment Governance Code ("I Code"). Selected fund managers must also abide by the I Code and manage investments responsibly. They must consider environmental, social, and governance factors ("ESG") and adhere to investment governance principles, which serve as guidelines for investing for the future, benefiting fund members—the Company's employees—in the long run. Each employee is entitled to membership of the provident fund since the date such the employee passes the probationary period, of which the membership will start from the employee's enrollment date. The member has to contribute to the fund and receive contribution money payable by the Company, on monthly basis through the period of membership, rate of savings/contributions of 3% - 15%.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	1,556	1,244	1,227
Proportion of employees who are PVD members (%)	49.13	39.19	39.98
Total amount of provident fund contributed by the company (baht)	N/A	24,600,000.00	25,600,000.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	N/A	3.29	3.20

Information on employee development

Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	16.31	23.80	21.22

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

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	1	3	2
Total number of employees that lost time injuries for 1 day or more (Persons)	1	3	2

	2022	2023	2024
Percentage of employees that lost time injuries for 1 day or more (%)	0.03	0.09	0.07
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

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	1,277	1,321	1,161
Total number of male employee turnover leaving the company voluntarily (persons)	661	619	624
Total number of female employee turnover leaving the company voluntarily (persons)	616	702	537
Proportion of voluntary resignations (%)[6]	3.40	3.50	3.20
Percentage of male employee turnover leaving the Company voluntarily (%)	20.87	19.50	20.33
Percentage of female employee turnover leaving the Company voluntarily (%)	19.45	22.12	17.50

Remark: [6] Calculated based on the total number of employees for that year.

	2022	2023	2024
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, Security measures of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	No

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	:	No
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

In 2024, the company received complaints from several customers through various online channels and the Consumer Coordination Center, which falls under the Quality Management Representative (QMR) department. The number of complaints increased **by 111 cases, or 26.43%,** indicating the company's expansion of distribution channels, leading to a larger customer base. As a result, more customers have access to the company's products, showcasing the company's growing business potential. The company welcomes these complaints and will use them to improve the production of products and services. The Consumer Coordination Center has received praise from customers for resolving issues quickly, providing updates on problem resolution, and following up on the process to ensure effective solutions for customers.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals	:	Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	By 2030, customer complaints reduce and increase product and service satisfaction by 20%.	2024: -	2027: By 2030, reduce customer complaints and increase product and service satisfaction by 20%.

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management	:	No

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	02-314-4444, 02-318-0062
Fax	:	02-318-1152
Email	:	-
Company's website	:	-
Address	:	2156 New Petchburi Road , Bang Kapi, Huai Khwang. 10310 Bangkok. Thailand.

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Occupational health, safety, health, and quality of life, Reducing inequality

The company collaborates with and supports local communities as well as the government sector in an effort to constantly minimize impacts on communities and society. It focuses on executing in-process initiatives that contribute to community development or find sustainable solutions.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals	:	No

Information on outcomes and results of community and social management

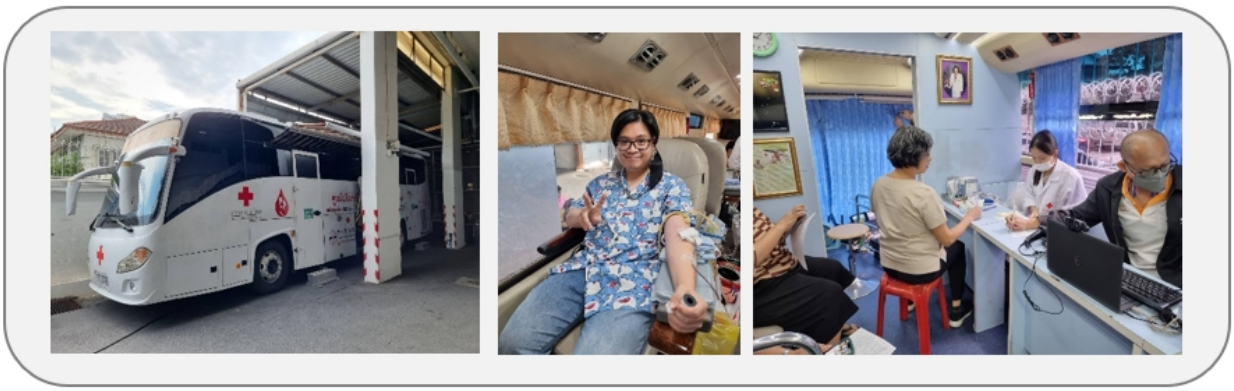
Performance and outcomes of community and social management

Performance and outcomes of community and social management	:	Yes

1. The "Honesty for the Nation" project
2. The 27th “Sahapat Admission”
3. SPC Internship
4. “Saha Pathanapibul” Recognized as One of the 45 Model Organizations Creating Value for People with Disabilities
5. “Saha Pathanapibul” Donated Relief Supplies to Flood Victims in the Northern Region.
6. Blood Donation Campaign 2024

Diagram of performance and outcomes in community and social management

The "Honesty for the Nation" project



Blood Donation Campaign 2024

"Saha Pathanapibul" Donated Relief Supplies to Flood Victims in the Northern Region.

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

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ESG Performance

Company Name : SAHA PATHANAPIBUL PUBLIC COMPANY LIMITED Symbol : SPC

Market : SET Industry Group : Services Sector : Commerce

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines	:	Yes

Policy and guidelines related to the board of directors

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

Nomination of Directors

Determination of Director Remuneration

Independence of the Board of Directors from the Management

Director Development

Board Performance Evaluation

Corporate Governance of Subsidiaries and Associated Companies

Policy and guidelines related to shareholders and stakeholders

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

Shareholder

Employee

Customer

Business competitor

Business partner

Creditor

Government agencies

Community and society

Information on business code of conduct

Business code of conduct

Business code of conduct	:	Yes

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct	:	Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information

Prevention of Conflicts of Interest

Anti-corruption

Whistleblowing and Protection of Whistleblowers

Prevention of Misuse of Inside Information

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 : -

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

Implementation of the CG Code for listed companies

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

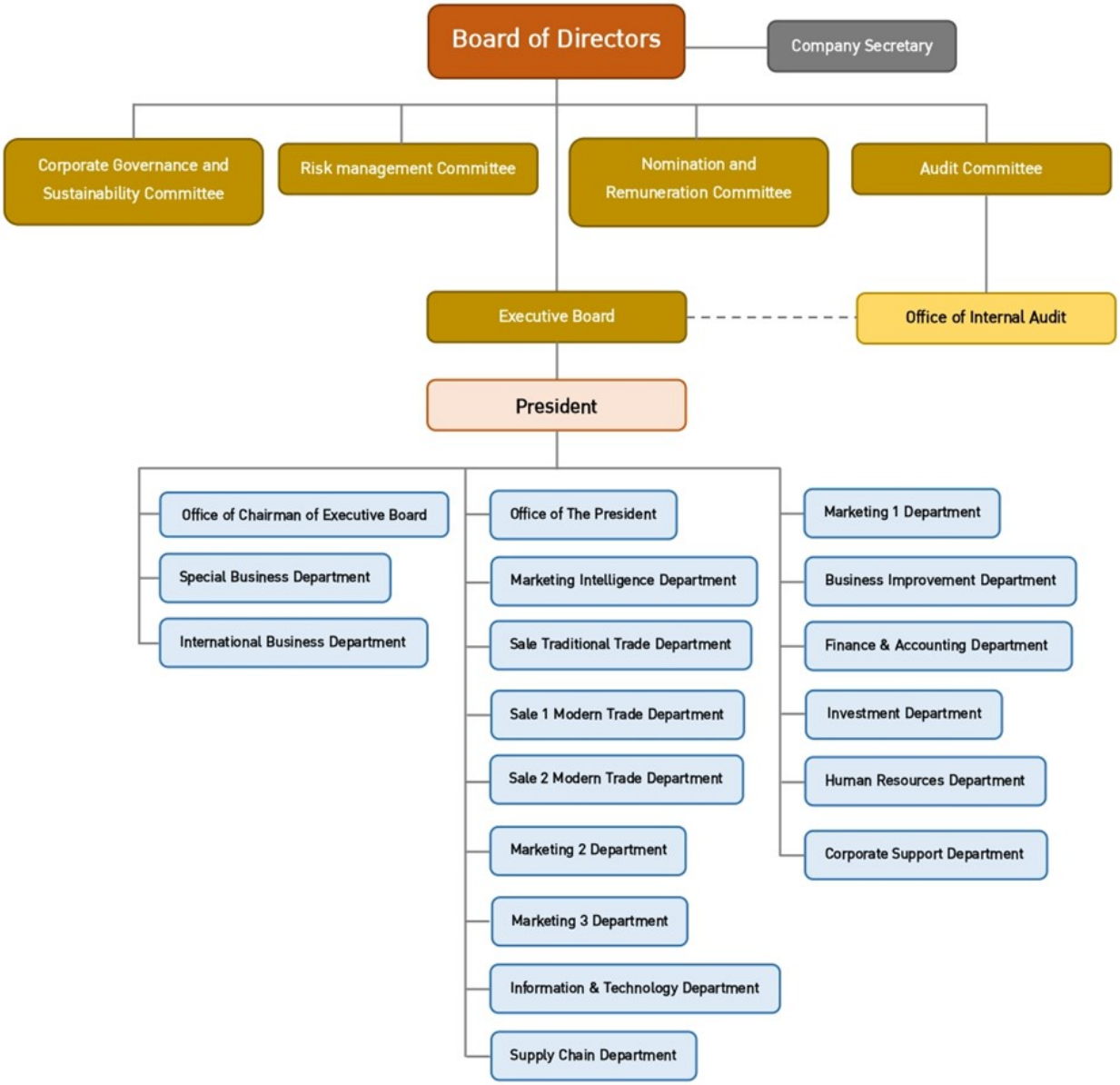
Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	15	
	11	4
Executive directors	5	
	3	2
Non-executive directors	10	
	8	2
Independent directors	5	
	5	0
Non-executive directors who have no position in independent directors	5	
	3	2

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	73.33	26.67
Executive directors	33.33	
	20.00	13.33
Non-executive directors	66.67	
	53.33	13.33
Independent directors	33.33	
	33.33	0.00
Non-executive directors who have no position in independent directors	33.33	
	20.00	13.33

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

	2024	
	Male (years)	Female (years)
Average age of board of directors	68	
	70	63

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. BOONCHAI CHOKWATANA Gender: Male Age : 77 years Highest level of education : Honorary degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 2,639,142 Shares (0.799740 %)	Chairman of the Board of Directors (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	13 May 2010	Strategic Management, Brand Management, Marketing, Transportation & Logistics, Leadership
2. Mr. ABHISIT VEJJAJIVA Gender: Male Age : 60 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Vice-chairman of the Board of Directors (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	19 Jan 2024	Economics, Law, Data Analysis, Change Management, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. KHACHORNSAKDI VANARATSEATH Gender: Male Age : 77 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 : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : - Type of director : Existing director	22 Apr 1996	Accounting, Commerce, Audit, Internal Control
4. Mr. WASIN TEYATEETI Gender: Male Age : 76 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 : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : - Type of director : Existing director	25 Apr 2005	Accounting, Corporate Management, Commerce, Audit, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. VATHIT CHOKWATANA Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 314,333 Shares (0.095252 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : - Type of director : Existing director	19 Jun 2008	Strategic Management, Corporate Management, IT Management, Marketing, Transportation & Logistics
6. Mrs. PASOOK RAKSAWONKSE Gender: Female 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 108,200 Shares (0.032788 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	19 Jun 2008	Marketing, Personal Products & Pharmaceuticals, Food & Beverage, Fashion

List of directors	Position	First appointment date of director	Skills and expertise
7. Mr. BOONSITHI CHOKWATANA Gender: Male Age : 87 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 2,775,585 Shares (0.841086 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	13 May 2010	Strategic Management, Corporate Management, Marketing, Leadership, Business Administration
8. Mr. PETCH PANIANGVAIT Gender: Male Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 300,000 Shares (0.090909 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : - Type of director : Existing director	23 Apr 2012	Strategic Management, Corporate Management, Transportation & Logistics, Food & Beverage

List of directors	Position	First appointment date of director	Skills and expertise
9. Ms. SIRILAK DHANASARNSILP Gender: Female Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 761,551 Shares (0.230773 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : - Type of director : Existing director	17 Dec 2015	Law
10. Mrs. CHAILADA TANTIVEJAKUL Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : International Commerce and Policy Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 1,516,739 Shares (0.459618 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : - Type of director : Existing director	17 Dec 2015	Economics, Risk Management, Change Management, Human Resource Management, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
11. Mr. VICHAI CHAROENWONGSE Gender: Male Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : - Type of director : Existing director	25 Apr 2016	Health Care Services
12. Mr. THAMARAT CHOKWATANA Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Bachelor of Arts Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 255,586 Shares (0.077450 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	11 May 2017	Strategic Management, Brand Management, Marketing, Personal Products & Pharmaceuticals, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
13. Mr. VICHIT TANTIANUNANONT Gender: Male Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Commercial Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 18,153 Shares (0.005501 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : - Type of director : Existing director	23 Apr 2018	Commerce, Audit, Internal Control
14. Mr. SIRIPOL YODMUANGCHAROEN Gender: Male Age : 76 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Newly appointed director to replace the ex-director	16 Dec 2022	Economics, Commerce, Human Resource Management, Corporate Management, Risk Management
15. Mrs. SIRIWAN WONGARIYAKAVEE Gender: Female Age : 60 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	19 Jul 2024	Business Administration, Property Development, Finance, Corporate Management, Change Management

Additional explanation:
(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

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

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. BOONYARITH MAHAMONTRI Gender: Male Age : 79 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 62,218 Shares (0.018854 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : -	19 Jul 2024	-

Additional explanation:
(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. BOONCHAI CHOKWATANA	Chairman of the Board of Directors	✔				✔
2. Mr. ABHISIT VEJJAJIVA	Vice-chairman of the Board of Directors		✔		✔	
3. Mr. KHACHORNSAKDI VANARATSEATH	Director		✔	✔		
4. Mr. WASIN TEYATEETI	Director		✔	✔		
5. Mr. VATHIT CHOKWATANA	Director	✔				
6. Mrs. PASOOK RAKSAWONKSE	Director		✔		✔	✔
7. Mr. BOONSITHI CHOKWATANA	Director		✔		✔	
8. Mr. PETCH PANIANGVAIT	Director	✔				
9. Ms. SIRILAK DHANASARNSILP	Director		✔		✔	
10. Mrs. CHAILADA TANTIVEJAKUL	Director	✔				
11. Mr. VICHAI CHAROENWONGSE	Director		✔	✔		
12. Mr. THAMARAT CHOKWATANA	Director		✔		✔	✔
13. Mr. VICHIT TANTIANUNANONT	Director		✔	✔		
14. Mr. SIRIPOL YODMUANGCHAROEN	Director		✔	✔		
15. Mrs. SIRIWAN WONGARIYAKAVEE	Director	✔				✔
Total (persons)		5	10	5	5	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	20.00
2. Food & Beverage	2	13.33
3. Fashion	1	6.67
4. Personal Products & Pharmaceuticals	2	13.33
5. Property Development	1	6.67
6. Commerce	4	26.67
7. Health Care Services	1	6.67
8. Transportation & Logistics	3	20.00
9. Law	2	13.33
10. Marketing	5	33.33
11. Accounting	2	13.33
12. Finance	1	6.67
13. Human Resource Management	2	13.33
14. IT Management	1	6.67
15. Data Analysis	1	6.67
16. Brand Management	2	13.33
17. Corporate Management	7	46.67
18. Change Management	3	20.00
19. Leadership	4	26.67
20. Strategic Management	5	33.33
21. Risk Management	2	13.33
22. Audit	3	20.00
23. Internal Control	3	20.00
24. Business Administration	2	13.33

Information about the other directors

	2024
The chairman of the board and the highest-ranking executive are from the same person	No
The chairman of the board is an independent director	No
The chairman of the board and the highest-ranking executive are from the same family	Yes
Chairman is a member of the executive board or taskforce	Yes

	2024
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	Yes

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

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

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

The measures for balancing the power between the board of directors and the Management	:	Have
Methods of balancing power between the board of directors and Management	:	Increasing the proportion of independent directors to more than half, Appointing an independent director to jointly consider the agenda of the board of directors' meeting

Information on the roles and duties of the board of directors

Board charter	:	Have

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Others
  - -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Audit Committee

Role

- Others
  - -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Executive Committee

Role

- Others
  - -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

-

Reference link for the charter

-

Risk Management Committee

Role

- Audit of financial statements and internal controls
- Risk management

Scope of authorities, role, and duties

-

Reference link for the charter

-

Corporate Governance and Sustainable Development Committee

Role

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

Scope of authorities, role, and duties

-

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. VICHIT TANTIANUNANONT Gender: Male Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Commercial Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	10 May 2024	Commerce, Audit, Internal Control
2. Mr. KHACHORNSAKDI VANARATSEATH(*) Gender: Male Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	12 May 2023	Accounting, Commerce, Audit, Internal Control
3. Mr. WASIN TEYATEETI(*) Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	10 May 2024	Accounting, Corporate Management, Commerce, Audit, Internal Control

Additional explanation :
(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. BOONCHAI CHOKWATANA Gender: Male Age : 77 years Highest level of education : Honorary degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	30 Jun 1978
2. Mr. VATHIT CHOKWATANA Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	19 Jun 2008
3. Mrs. CHAILADA TANTIVEJAKUL Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : International Commerce and Policy Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	17 Dec 2015
4. Mr. PETCH PANIANGVAIT Gender: Male Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	26 Apr 2012

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mrs. PASOOK RAKSAWONKSE Gender: Female 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 : Yes	Member of the executive committee	12 Dec 2024	-

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. BOONCHAI CHOKWATANA	The chairman of the subcommittee
	Mr. VATHIT CHOKWATANA	Member of the subcommittee
	Mr. KHACHORNSAKDI VANARATSEATH	Member of the subcommittee (Independent director)
	Mr. WASIN TEYATEETI	Member of the subcommittee (Independent director)
Risk Management Committee	Mrs. CHAILADA TANTIVEJAKUL	The chairman of the subcommittee
Corporate Governance and Sustainable Development Committee	Mrs. CHAILADA TANTIVEJAKUL	Member of the subcommittee
	Mr. PETCH PANIANGVAIT	Member of the subcommittee
	Mr. ABHISIT VEJJAJIVA	The chairman of the subcommittee

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. VATHIT CHOKWATANA(***) Gender: Male Age : 60 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	PRESIDENT (The highest-ranking executive)	11 May 2017	Strategic Management, Corporate Management, IT Management, Marketing, Transportation & Logistics
2. Mrs. CHAILADA TANTIVEJAKUL(***) Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : International Commerce and Policy Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President	17 Dec 2015	Economics, Risk Management, Change Management, Human Resource Management, Corporate Management
3. Mr. PETCH PANIANGVAIT(***) Gender: Male Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Marketing Director 2	26 Apr 2012	Strategic Management, Corporate Management, Transportation & Logistics, Food & Beverage
4. Mrs. SIRIWAN WONGARIYAKAVEE(*)(***) Gender: Female Age : 60 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	Company Secretary	6 Nov 2018	Business Administration, Property Development, Finance, Corporate Management, Change Management

List of executives	Position	First appointment date	Skills and expertise
5. Ms. Jamnong Sriampornkul(**)(***) Gender: Female Age : 60 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 : Yes	Accounting Department Director	1 Mar 2022	Business Administration, Accounting, Data Analysis, Project Management

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

Remuneration policy for executive directors and executives

When proposing directors' remuneration to a shareholder meeting for approval, the Board shall consider whether the remuneration structure is appropriate for the directors' respective roles and responsibilities, reflects their individual and company performance, and provide incentives for the Board to lead the Company to achieve its short- and long-term objectives and propose the structure and remuneration rates for the Company's directors for shareholders to approve annually. The policy and practical guidelines are as follows:

1) Appoint a Remuneration Committee.
2) The remuneration of the board shall reflect each member's accountability and responsibilities, in addition to being comparable to the practice of other companies in the industry.
3) The structure and rate of the Board's remuneration, as well as other benefits, shall require shareholders' approval.
4) Disclose its remuneration policy and criteria that reflect the duties and responsibilities of each individual with details of compensation structure according to the position and type of directors and disclose the amount of remuneration for all forms of directors.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	62,754,371.60	62,750,600.00	65,902,000.00

Other remunerations of executive directors and executives

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

Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and executives in the current year	:	13,000,000.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Jamnong Sriampornkul	jamnong.s@sahapat.co.th	0-2318-0062 ต่อ 1204

List of the company secretary

General information	Email	Telephone number
1. Mrs. Siriwan Wongariyakavee	siriwan.w@sahapat.co.th	0-2318-0062 ต่อ 1255

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Sunanta Mongkolkittaveepol	sunanta.m@sahapat.co.th	0-2318-0062 ต่อ 1440

List of the head of the compliance unit

General information	Email	Telephone number
1. Mrs. Siriwan Wongariyakavee	siriwan.w@sahapat.co.th	0-2318-0062 ต่อ 1255

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. Mrs. Sasivimol Thesaphu	sasivimol.t@sahapat.co.th	0-2318-0062 ต่อ 1255

Company's auditor

Details of the company’s auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone number +66 2264 9090	3,330,000.00	-	-

Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone number +66 2264 9090	2,470,000.00	-	-

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

In 2024, the overall economy in Thailand began to show signs of recovery. The business and trade sectors experienced a resurgence as countries around the world reopened their borders. Thai tourism regained its vibrancy, attracting visitors from all corners of the globe. This surge in tourism not only boosted the nation's revenue but also enhanced market liquidity, contributing positively to the overall economic landscape. By being well-prepared to tackle the diverse obstacles and challenges of the business landscape, and by consistently striving to improve the company's operational efficiency, we have gained valuable insights from our past experiences. These lessons have helped us identify both the problems we face and the opportunities that arise. With dedication, commitment, and effort from all parties, along with support from our partners, collaborators, and customers, we have been able to navigate through crises and challenges. This has built confidence among our customers, collaborators, and investors in line with the company's resolution, enabling us to grow beyond the previous year.

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

Information about the selection of the board of directors

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SIRIPOL YODMUANGCHAROEN	Director	16 Dec 2022	Economics, Commerce, Human Resource Management, Corporate Management, Risk Management

Selection of independent directors

Criteria for selecting independent directors

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Rights of minority shareholders on director appointment

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

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. BOONCHAI CHOKWATANA (Chairman of the Board of Directors)	Participating	Other • 2023: 2023 SPC Strategy Workshop
2. Mr. ABHISIT VEJJAJIVA (Vice-chairman of the Board of Directors)	Non-participating	-
3. Mr. KHACHORNSAKDI VANARATSEATH (Director)	Non-participating	-
4. Mr. WASIN TEYATEETI (Director)	Non-participating	-
5. Mr. VATHIT CHOKWATANA (Director)	Participating	Other • 2023: 2023 SPC Strategy Workshop • 2023: Awareness PMS & KPIs • 2023: Change Management
6. Mrs. PASOOK RAKSAWONKSE (Director)	Participating	Other • 2023: 2023 SPC Strategy Workshop • 2023: Brand Building and Management • 2023: Change Management • 2023: Thai-Chinese Leadership Science (SC.) Class 5
7. Mr. BOONSITHI CHOKWATANA (Director)	Non-participating	-
8. Mr. PETCH PANIANGVAIT (Director)	Participating	Other • 2023: 2023 SPC Strategy Workshop • 2023: Awareness PMS & KPIs • 2023: Change Management • 2023: Design Thinking & Innovation and Mentoring • 2023: KPIs setting • 2023: Workshop:2024 SPC Goal setting & KPIs Alignment
9. Ms. SIRILAK DHANASARNSILP (Director)	Non-participating	-
10. Mrs. CHAILADA TANTIVEJAKUL (Director)	Participating	Other • 2023: 2023 SPC Strategy Workshop • 2023: Awareness PMS & KPIs • 2023: Communication as Leader and Workshop • 2023: Modern Business Concept • 2023: Workshop:2024 SPC Goal setting & KPIs Alignment
11. Mr. VICHAI CHAROENWONGSE (Director)	Non-participating	-
12. Mr. THAMARAT CHOKWATANA (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
13. Mr. VICHIT TANTIANUNANONT (Director)	Non-participating	-
14. Mr. SIRIPOL YODMUANGCHAROEN (Director)	Non-participating	-
15. Mrs. SIRIWAN WONGARIYAKAVEE (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Director Accreditation Program (DAP)
16. Mr. BOONYARITH MAHAMONTRI (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

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

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

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 : 22 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. BOONCHAI CHOKWATANA (Chairman of the Board of Directors)	12	/	12	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
2. Mr. ABHISIT VEJJAJIVA (Vice-chairman of the Board of Directors)	11	/	11	1	/	1	N/A	/	N/A
3. Mr. KHACHORNSAKDI VANARATSEATH (Director, Independent director)	11	/	12	1	/	1	N/A	/	N/A
4. Mr. WASIN TEYATEETI (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
5. Mr. VATHIT CHOKWATANA (Director)	11	/	12	1	/	1	N/A	/	N/A
6. Mrs. PASOOK RAKSAWONKSE (Director)	12	/	12	1	/	1	N/A	/	N/A
7. Mr. BOONSITHI CHOKWATANA (Director)	12	/	12	1	/	1	N/A	/	N/A
8. Mr. PETCH PANIANGVAIT (Director)	12	/	12	1	/	1	N/A	/	N/A
9. Ms. SIRILAK DHANASARNSILP (Director)	12	/	12	1	/	1	N/A	/	N/A
10. Mrs. CHAILADA TANTIVEJAKUL (Director)	12	/	12	1	/	1	N/A	/	N/A
11. Mr. VICHAI CHAROENWONGSE (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
12. Mr. THAMARAT CHOKWATANA (Director)	10	/	12	1	/	1	N/A	/	N/A
13. Mr. VICHIT TANTIANUNANONT (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
14. Mr. SIRIPOL YODMUANGCHAROEN (Director, Independent director)	10	/	12	1	/	1	N/A	/	N/A
15. Mrs. SIRIWAN WONGARIYAKAVEE (Director)	5	/	5	0	/	0	N/A	/	N/A
16. Mr. BOONYARITH MAHAMONTRI (Director)	6	/	6	0	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. BOONCHAI CHOKWATANA (Chairman of the Board of Directors)			N/A		1,392,000.00
Board of Directors	N/A	N/A	N/A	-	
Executive Committee	N/A	N/A	N/A	-	
Nomination and Remuneration Committee	N/A	N/A	N/A	-	
2. Mr. ABHISIT VEJJAJIVA (Vice-chairman of the Board of Directors)			N/A		725,000.00
Board of Directors	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance and Sustainable Development Committee	N/A	N/A	N/A	-	
3. Mr. KHACHORNSAKDI VANARATSEATH (Director)			**N/A**		**850,000.00**
Board of Directors	N/A	N/A	N/A	-	
Audit Committee	N/A	N/A	N/A	-	
Nomination and Remuneration Committee	N/A	N/A	N/A	-	
4. Mr. WASIN TEYATEETI (Director)			**N/A**		**760,000.00**
Board of Directors	N/A	N/A	N/A	-	
Audit Committee	N/A	N/A	N/A	-	
Nomination and Remuneration Committee	N/A	N/A	N/A	-	
5. Mr. VATHIT CHOKWATANA (Director)			**N/A**		**950,000.00**
Board of Directors	N/A	N/A	N/A	-	
Executive Committee	N/A	N/A	N/A	-	
Nomination and Remuneration Committee	N/A	N/A	N/A	-	
6. Mrs. PASOOK RAKSAWONKSE (Director)			**N/A**		**920,000.00**
Board of Directors	N/A	N/A	N/A	-	
Executive Committee	N/A	N/A	N/A	-	
7. Mr. BOONSITHI CHOKWATANA (Director)			**N/A**		**1,144,000.00**

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	N/A	N/A	N/A	-	
8. Mr. PETCH PANIANGVAIT (Director)			**N/A**		**928,000.00**
Board of Directors	N/A	N/A	N/A	-	
Executive Committee	N/A	N/A	N/A	-	
Corporate Governance and Sustainable Development Committee	N/A	N/A	N/A	-	
9. Ms. SIRILAK DHANASARNSILP (Director)			**N/A**		**720,000.00**
Board of Directors	N/A	N/A	N/A	-	
10. Mrs. CHAILADA TANTIVEJAKUL (Director)			**N/A**		**972,000.00**
Board of Directors	N/A	N/A	N/A	-	
Executive Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
Corporate Governance and Sustainable Development Committee	N/A	N/A	N/A	-	
11. Mr. VICHAI CHAROENWONGSE (Director)			**N/A**		**720,000.00**
Board of Directors	N/A	N/A	N/A	-	
12. Mr. THAMARAT CHOKWATANA (Director)			**N/A**		**700,000.00**
Board of Directors	N/A	N/A	N/A	-	
13. Mr. VICHIT TANTIANUNANONT (Director)			**N/A**		**900,000.00**

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	N/A	N/A	N/A	-	
Audit Committee	N/A	N/A	N/A	-	
14. Mr. SIRIPOL YODMUANGCHAROEN (Director)			**N/A**		**700,000.00**
Board of Directors	N/A	N/A	N/A	-	
15. Mrs. SIRIWAN WONGARIYAKAVEE (Director)			**N/A**		**850,000.00**
Board of Directors	N/A	N/A	N/A	-	
16. Mr. BOONYARITH MAHAMONTRI (Director)			**N/A**		**0.00**
Board of Directors	N/A	N/A	N/A	-	

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	0.00	0.00	0.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	0.00	0.00	0.00
5. Risk Management Committee	0.00	0.00	0.00
6. Corporate Governance and Sustainable Development Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	0.00
Other monetary remuneration (Baht)	0.00

	2024
Total (Baht)	0.00

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)	:	0.00

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, Transactions between the company and related parties, Other significant transactions, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year	:	No / In progress

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. VICHIT TANTIANUNANONT (Chairman of the audit committee)	5	/	5
2 Mr. KHACHORNSAKDI VANARATSEATH (Member of the audit committee)	5	/	5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
3 Mr. WASIN TEYATEETI (Member of the audit committee)	5	/	5

The results of duty performance of the audit committee

In 2024, held a total of 5 meetings, we discussed relevant matters with the Company's executives, internal auditor and financial auditor. All members of the Audit Committee are able to express their opinions independently and perform their duties in accordance with the law, the Audit Committee Charter, the principles of good corporate governance and as assigned by the Board of Directors, as follows:

1. We reviewed the quarterly and annual financial statements, which had previously been reviewed by the auditor. We ensured that they had been prepared correctly and that they conform in essence with generally accepted accounting practices. Moreover, we ensured sufficient disclosure of information per accounting standards. We also found that the auditor had expressed his opinion unconditionally.
2. We reviewed the 2024 Internal Control sufficiency assessment Form and the implementation of the 2024 Internal Audit Plan. We regularly received progress reports and provided our recommendations to improve its efficiency. In our opinion, the Company's internal control was adequate and suitable for its current business. We also granted our approval to the 2028 Internal Audit Plan proposed by Internal Audit Department.
3. We selected and nominated of EY Office Limited to be the auditor of the Company for the year 2024 and consider the auditor fees, based on the following criteria: knowledge, competence, and independence. We have proposed the name and audit fee to the board of Directors. With the board's assent, the name and audit fee will be presented before the 2024 Annual General Meeting of Shareholders for the final approval and appointment.
4. Review the Audit Committee Charter for the year 2024, whereby the Audit Committee has proposed to the Board of Directors' Meeting No. 8 (Board#31) on December 19, 2024 for consideration and approval to use the original Audit Committee Charter approved by the Board of Directors' Meeting No. 8 (Board#30) on December 19, 2023, as it is still consistent with the principles of good corporate governance of the Securities and Exchange Commission (SEC) and is consistent with the Company's good corporate governance policy in all respects.
5. We reviewed connected transactions and concluded that the Company had thoroughly abided by all requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission. We were also of the opinion that the Company had thoroughly and correctly disclosed all connected transactions.
6. Attended a meeting with the auditor without the management attending the meeting 1 time to acknowledge the scope of services, cooperation and plans of the management, observations/issues from the audit that the auditor considered important, and to confirm the independence of the auditor.
7. We reviewed the Company's compliance with securities and exchange laws, regulations of the Stock Exchange of Thailand, and other laws pertinent to the Company's operations. We found that the Company had thoroughly complied with all relevant laws, rules, and regulations in accordance with good corporate governance principles.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. BOONCHAI CHOKWATANA (The chairman of the executive committee)	12	/	12
2 Mr. VATHIT CHOKWATANA (Vice-chairman of the executive committee)	9	/	12
3 Mrs. CHAILADA TANTIVEJAKUL (Member of the executive committee)	12	/	12
4 Mr. PETCH PANIANGVAIT (Member of the executive committee)	12	/	12
5 Mrs. PASOOK RAKSAWONKSE (Member of the executive committee)	11	/	12

The results of duty performance of Executive Committee

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Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 4

List of Directors	Meeting attendance of Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. BOONCHAI CHOKWATANA (The chairman of the subcommittee)	4	/	4
2 Mr. VATHIT CHOKWATANA (Member of the subcommittee)	4	/	4
3 Mr. KHACHORNSAKDI VANARATSEATH (Member of the subcommittee)	2	/	2
4 Mr. WASIN TEYATEETI (Member of the subcommittee)	2	/	2

The results of duty performance of Nomination and Remuneration Committee

In 2024, the Nomination and Remuneration Committee held a total of 4 meetings, performing its duties in accordance with the law, the Nomination and Remuneration Committee Charter, the Good Corporate Governance Principles, and as assigned by the Board of Directors, as follows:

Nomination: The committee is responsible for considering and nominating qualified persons to fill vacancies on the Board of Directors, which are a result of retirement by rotation and selected qualified individuals to serve as directors of the company in place of those who resign. The criteria considered include an area of expertise that aligns with the Company's needs and demonstrations of competence, experience, leadership, vision, and ethics, among other qualifications. Nominees shall not possess any attributes prohibited by applicable laws, regulatory announcements, or the Company's Articles of Association. The committee ensures that the director nomination process is transparent.

As the Nomination and Remuneration Committee, we considered the qualifications of nominees individually. To

prevent a conflict of interest, we observe the principle that if one of us was retiring by rotation, that member would not nominate him/herself. We considered factors such as knowledge, competence, and experience. We also examined the impartiality of independent director nominees, whose independence from management pursuant to applicable regulations would ensure performance efficacy and the ability to express their opinions freely. We recommended the re-election of 5 directors who retiring by rotation. This recommendation requires the Board of Directors endorsement and presented to shareholders at the annual general meeting of shareholders to obtain their resolution.

However, the shareholders were allowed to nominate candidates to be appointed directors at the 2024 Annual General Meeting of Shareholders from November 1 - December 30, 2023, but no nominations were made.

Remuneration: We reviewed and proposed remuneration criteria and types, including the remuneration budget and allocation of portions of the budget to directors' different roles—namely, their service to the board, the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee and the Corporate Governance and Sustainable Development Committee. We have submitted the proposal to the Board of Directors. With its approval, the nominations will be presented to shareholders at the Annual General Meeting of Shareholders to obtain their resolution. The Company has disclosed the remuneration of each director individually in the Form 56-1 One Report.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mrs. CHAILADA TANTIVEJAKUL (The chairman of the subcommittee)	4	/	4

The results of duty performance of Risk Management Committee

In 2024, the Risk Management Committee held a total of 4 meetings. The Risk Management Committee performed its duties and responsibilities as specified in the charter, focusing on developing systematic risk management to promote the growth and sustainability of the Company. The summary of important operations is as follows:

1. Governed risk management according to the Risk Management Policy.
2. Fostered a risk culture among to employees. We equipped them with risk management awareness, the understanding of its importance, and the know-how needed through training.
3. Reviewed the risk management policies and supplement with strategic directions, missions and visions, and develop a tangible risk management system in accordance with the international standards COSO ERM 2017 (Committee of Sponsoring Organizations of the Treadway Commission, Enterprise Risk Management, 2017).
4. Reviewed and revised the Sahapat's risk management policy according to its vision, mission, and strategic direction. We also developed a risk management system according to the COSO ERM 2017 (Committee of Sponsoring Organizations of the Treadway Commission, Enterprise Risk Management 2017)
5. Monitor and report risk management results with key risk indicators (KRI) and develop and improve risk management plans to suit the changing situations and contexts of each risk.
6. Supported the analysis of emerging risks and environmental, social and governance (ESG Risks), including economic risks arising from the Company's business partners and the assessment of human rights risks to assess potential impacts and determine appropriate management approaches.
7. Encourage crisis management by analyzing the situation and the business impacts that may occur from various disasters to implement a Business Continuity Plan (BCP) so that the business can continue to operate according to its goals.
8. Acknowledged the summary report of consumer complaints from the Quality Management Department every quarter and monitor the performance of the Quality Management Department to promote the quality of the company's products and services to meet the needs of consumers in all dimensions.

In addition, the Risk Management Committee has reviewed the Risk Management Committee Charter for 2024 by proposing it to the 8th Board of Directors' Meeting (Board#31) on December 19, 2024 for consideration and approval to use

the original Risk Management Committee Charter approved by the 8th Board of Directors' Meeting (Board#30) on December 19, 2023, as it is still consistent with the principles of good corporate governance of the SEC Office and is consistent with the Company's good corporate governance policy in all respects.

Meeting attendance of Corporate Governance and Sustainable Development Committee

Meeting Corporate Governance and Sustainable Development Committee (times) : 3

List of Directors	Meeting attendance of Corporate Governance and Sustainable Development Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mrs. CHAILADA TANTIVEJAKUL (Member of the subcommittee)	3	/	3
2 Mr. PETCH PANIANGVAIT (Member of the subcommittee)	2	/	3
3 Mr. ABHISIT VEJJAJIVA (The chairman of the subcommittee)	3	/	3

The results of duty performance of Corporate Governance and Sustainable Development Committee

In 2024, the Governance Committee held 1 meeting, the Organizational Sustainability Committee held 1 meeting, and the Corporate Governance and Sustainable Development Committee held 3 meetings. The committees performed their duties in accordance with the law, the charter, the corporate governance guidelines, and the assignments delegated by the Board of Directors as follows:

1. They reviewed and endorsed the company's operational plan for sustainable development in 2024, which featured initiatives aimed at engaging employees and offering them benefits. This included a mangrove planting event during the company's anniversary month, disseminating ESG and sustainability knowledge to employees through various communication platforms, and organizing seminars to educate directors and executives on sustainable business practices, encompassing subsidiaries and affiliated entities, etc.

2.They evaluated and approved the operational strategy of the Corporate Governance and Sustainable Development Committee for 2025, ensuring the company maintains a sustainability strategy and a clear direction for managing sustainability throughout the organization.

3. They evaluated strategies to enhance the company's SET ESG Ratings for the year 2025.

4. They submitted a proposal to the Board of Directors for the review of the company's policies in 2024, aimed at ensuring compliance with the corporate governance standards set by the SEC and the Stock Exchange of Thailand. This initiative includes overseeing the adherence of various departments to the established policies and principles of good corporate governance, such as the Corporate Governance Principles Handbook (which encompasses the Corporate Governance Policy, the eight Governance Principles, Business Ethics, and the Code of Conduct for the Board of Directors, Executives, and Employees), along with the Human Rights Policy and related practices that uphold human rights.

5. They recommended to the Board of Directors the evaluation of the corporate social responsibility policy for sustainable development for 2024, intended to guide the company's operational practices. The proposal also emphasized the importance of effective communication and dissemination of this policy to subsidiaries and all stakeholders, thereby strengthening the organization's commitment to sustainable development. It is the responsibility of all executives and employees, at every level, to support, promote, and adhere to the corporate social responsibility policy for sustainable development.

6. They proposed to the Board of Directors the establishment of criteria for allowing shareholders to suggest agenda items and/or nominate candidates for election to the Board of Directors ahead of the 2025 Annual General Shareholders' Meeting. Shareholders had the opportunity to submit their proposals in writing to the company from November 1 to December 30, 2024.

7. They conducted an analysis to identify the primary sustainability challenges for 2024, enabling relevant

personnel to gain a deeper understanding of the organization's context and effectively drive the company towards a comprehensive sustainable development strategy. Furthermore, responsibilities for sustainability across various dimensions were allocated, and critical sustainability issues were integrated into the company's strategic framework.

8. They endorsed the Carbon Footprint for Organization (CFO) calculation plan for 2024. Last year, the company undertook its first comprehensive carbon footprint assessment across three scopes, encompassing not only the office environments but also extending to warehouses nationwide, all subsidiaries, and a manufacturing facility.

9. They submitted a proposal to the Board of Directors for the review and approval of the Board of Directors Charter, along with the Corporate Governance and Sustainable Development Committee's charter for 2024, to establish operational guidelines that adhere to governance principles and are appropriate for the current landscape.

10. They established a Sustainability Development Working Group to carry out tasks assigned by the Board and to oversee and monitor the working group's activities to ensure compliance with company policies and relevant regulations.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability management goals

Does the company set sustainability management goals : Yes

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

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

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

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

Information on impacts on stakeholder management in business value chain

Business value chain

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
External stakeholders			
• Suppliers • Business partners • Community • Dealers • Raw material distributors • Product distributors • Consumers • Raw material manufacturers	-	-	• Social Event • Online Communication • External Meeting • Complaint Reception • Satisfaction Survey

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Select quality products and services that meet consumer needs.	• Waste and Waste Management • Greenhouse Gas Management • Human Rights • Customer / Consumer Responsibility • Community / Social Responsibility • Sustainable Supply Chain Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Information on ESG risk factors management standards

ESG risk factors management standards

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

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1

Related risk factors	:	Strategic Risk • Volatility in the industry in which the company operates • Behavior or needs of customers / consumers
ESG risk factors	:	Yes

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP)	:	Yes

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's 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	:	Yes

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

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge 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)

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

Information on organization's 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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