

ESG Performance

Company Name : CHIANGMAI FROZEN FOODS PUBLIC COMPANY LIMITED Symbol : CM

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

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

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

Current climate change has resulted in global warming. It is a mission that all agencies and organizations must give importance to and cooperate in taking care of and maintaining to reduce the impacts that will occur.

The company has set policies for environmental management, water management, waste management, and energy management. It has encourage employee of all levels in the organization to use resources efficiently, appropriately, and sufficiently to maximize benefits, including applying them in daily life. Activities that have been carried out include volunteer projects for reforestation, natural material craft projects, waste separation activities, conservation energy activities, reused water activities, and operations that comply with environmental laws by providing environmental monitoring, such as air quality, noise, heat, light, chemical distribution, and waste water discharged from the factory. The results of the measurements passed the legal standards, and reports were prepared and submitted to the responsible agencies within the specified time frame.

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 : Others : There are no changes in policy

There are no changes to the policy, as the company maintains its firm commitment to environmental management and awareness of its surrounding community impacts

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : Other : The Notification of the Ministry of Industry on the Management of Wastes or Unused Materials (No. 2), B.E.

2566 (2023), dated 15 August 2023, among others.

Compliance with energy management principles and standards

Energy management principles and standards : Other : The Energy Conservation Promotion Act (No. 2), B.E. 2550 (2007), the Ministerial Regulation on Oil Storage Facilities, B.E. 2567 (2024), and the adoption of relevant international standards, among others.

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs, Other : The Notification of the Ministry of Industry on the Effluent Discharge Standards for Factories, B.E. 2560 (2017), dated 7 June 2017, among others.

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs, Other : The Notification of the Ministry of Industry on the Management of Wastes or Unused Materials (No. 2), B.E. 2566 (2023), dated 1

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 other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company operates two manufacturing plants, each with different product types, production processes, and energy consumption patterns. Accordingly, energy management plans and targets are established separately for each plant in alignment with the Company's policy. Operations are also conducted in compliance with applicable energy laws, including the Energy Conservation Promotion Act (No. 2), B.E. 2550 (2007). Initial targets are set within a three-year framework, with regular monitoring, evaluation, and progress reporting to management, and are reviewed annually.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2024 : energy consumption 0.26 Kilowatt-Hours / Kilogram of product	2027 : Reduced by 2% / Kilogram of product

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The results mentioned above, specifically for frozen sweet corn products, use a base year dataset of averages from 2023 and 2024, with an electricity consumption of 0.267 kWh/kg. Pre. The short-term 3-year target is a 2% reduction, or a reduction in electricity consumption per unit of production to no more than 0.261 kWh/kg. Pre.

For the year 2025, the performance was 0.271 kWh/kg Pre., an increase from the set target. This was due to problems with the cooling system management at the factory in the early part of the year, resulting in inefficient energy management. Nevertheless, the team remains committed to achieving the target within the set short-term timeframe

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	28,073,051.00	25,537,840.00	27,801,496.76
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	24,654,800.00	22,187,760.00	24,504,310.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	3,418,251.00	3,350,080.00	3,297,186.76
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	19,700.39	18,452.20	21,190.17

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

Electricity Consumption Intensity

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

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	106,384,950.76	83,987,295.49	89,236,034.44

	2023	2024	2025
Percentage of total electricity expense to total expenses (%) ^(**)	8.67	7.63	8.37
Percentage of total electricity expense to total revenues (%) ^(**)	8.38	7.04	8.36
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	74,656.11	60,684.46	68,015.27

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Fuel oil (Litres)	852,476.00	811,201.00	829,011.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	17,863,604.28	21,156,814.92	20,772,316.15
Percentage of total fuel expense to total expenses (%) ^(**)	1.46	1.92	1.95
Percentage of total fuel expense to total revenues (%) ^(**)	1.41	1.77	1.95

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

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

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	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	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Water resources are another important source of raw materials for the company's business operations. If water is not managed well, it may affect the business operations and cause problems with the community. Therefore, the company has set a policy for managing and controlling the use of water for business operations, both water use in the factory and water used in agriculture. It is committed to managing water use efficiently for sustainable production and not affecting the community. Therefore, the water management operation policy has been set as follows:

1. Set up a monitoring system for the amount of water available, as well as regulations related to water use that may affect operations and not cause impacts or conflicts with the community.
2. Set up a monitoring system for the quality of water used to comply with relevant standards and laws, both water used within the factory and water used in the farmer's cultivation area.
3. Manage water resources to ensure efficient water use, reduce losses, promote water circulation, reuse, and recycling as appropriate.
4. Set up a monitoring system for water use, set goals, and control the amount of use per production unit clearly.
5. Study guidelines and methods to encourage and support farmers to grow crops that use less water without affecting their yields and income.
6. Manage and set planting plans that are appropriate for the area, season, and availability of water resources, to produce good yields and not affect the community's water use.
7. Set up an assessment of the risks associated with water use, both water used in the factory and water used for agricultural cultivation by farmers.

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)
Increase of recycled water for consumption	2023 : Recycled water for consumption 21,850.00 Cubic meters	2025 : Increased by 5% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The results of activities to increase water recycling in 2025 did not meet the set target, achieving only 13,623 cubic meters, far below the baseline target of more than 21,850 cubic meters. The average amount of recycled water used in 2024-2025 (2-year period) is projected at 25,749 cubic meters. With usage exceeding the target, the main activities undertaken included using water for washing roads, cleaning waste filter equipment from the production line, mixing lime for the wastewater treatment system, using water for the sludge dewatering system, watering lawns, and participating in sustainable development activities based on the sufficiency economy philosophy in collaboration with the Department of Labor Protection and Welfare (growing vegetables and raising fish using 100% treated wastewater). The company also received an award for these activities.

Diagram of performance and outcomes in water management





Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	519,868.00	617,017.00	592,948.00
Water withdrawal by groundwater (cubic meters)	519,868.00	617,017.00	592,948.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	364.82	445.82	451.94

	2023	2024	2025
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.41	0.52	0.56

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

Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)	483,554.00	425,536.00	401,561.00
Wastewater discharged to surface water (cubic meters)	483,554.00	425,536.00	401,561.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	36,314.00	191,481.00	191,387.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	21,850.00	37,875.00	13,623.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.02860199	0.16060247	0.17921272

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	545,861.00	647,867.00	625,816.80
Total water withdrawal expense from other sources (Baht)	545,861.00	647,867.00	625,816.80
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.04	0.06	0.06
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.04	0.05	0.06
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	383.06	468.11	476.99

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	: 3
Actual number of disclosure boundaries	: -
Data disclosure coverage (%)	: 0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Waste management is categorized into two main groups: hazardous and non-hazardous waste. Hazardous waste is handled by licensed waste disposal companies. General and non-hazardous waste are managed separately, with general waste disposed of by licensed contractors and collected by local administrative authorities. For production residues that can be utilized, the Company has entered into agreements with local dairy farmer cooperatives to use such as animal feed.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2024 : non-hazardous waste 0.30 Kilograms	2027 : Reduced by 5% or 0.28 Kilograms	• Landfilling

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The results of activities to reduce general waste in 2025 showed a reduction to 0.27 kg/person/year, exceeding the target of 0.28 kg/person/year. This was achieved through activities focusing on separating recyclable waste from general waste, such as plastic, paper, and glass bottles. Furthermore, the company participated in Green Industry activities with the Ministry of Industry and obtained Green Industry Level 2 certification (Green Operations).

Diagram of performance and outcomes of waste management

การรับรองเลขที่ : GI(E) 2-780/2567



ใบรับรองฉบับนี้ให้ไว้กับ
บริษัท เชียงใหม่โพรเซสฟู๊ดส์ จำกัด (มหาชน)
 ที่ตั้งสถานประกอบการ : เลขที่ 92 หมู่ที่ 3 ถนนเชียงใหม่-แม่ใจ ตำบลหนองจ่อม
 อำเภอสันทราย จังหวัดเชียงใหม่ 50210

เพื่อรับรองว่าเป็น
อุตสาหกรรมสีเขียวระดับที่ 2
ปฏิบัติการสีเขียว (Green Activity)
 การดำเนินกิจกรรมเพื่อลดผลกระทบต่อสิ่งแวดล้อมได้สำเร็จตามความมุ่งมั่นที่ตั้งไว้

ลงชื่อ.....
 (นายจุลพงษ์ ทวีศรี)
 อธิบดีกรมโรงงานอุตสาหกรรม

ออกให้ ณ วันที่ : 24 มิถุนายน 2567
 มีผลถึง วันที่ : 23 มิถุนายน 2570
 เลขประจำตัวผู้เสียภาษี : 0107537000513
 เลขทะเบียนโรงงาน : 00500000125335



Information on waste management

Waste Generation ^(*)

	2023	2024	2025
Total waste generated (Kilograms)	25,933,920.00	21,267,450.00	19,211,530.00
Total non-hazardous waste (kilograms)	25,931,000.00	21,263,000.00	19,205,810.00

	2023	2024	2025
Total hazardous waste (kilograms)	2,920.00	4,450.00	5,720.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	20.43	17.84	17.99
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	20.42	17.83	17.98
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.01

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

	2023	2024	2025
Total reused/recycled waste (Kilograms)	25,826,000.00	21,132,000.00	18,955,000.00
Reused/Recycled non-hazardous waste (Kilograms)	25,826,000.00	21,132,000.00	18,955,000.00
Percentage of total reused/recycled waste to total waste generated (%)	99.58	99.36	98.66
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	99.60	99.38	98.69

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	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : No

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : No
goals

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No
management

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	17,742.20	38,983.07	40,780.18
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	6,910.93	7,737.32	3,939.20
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	10,831.27	8,934.17	10,328.52
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	22,311.58	26,512.46

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.013974	0.032697	0.038186
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	12.45	28.17	31.08

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 : No
emissions

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

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

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : CHIANGMAI FROZEN FOODS PUBLIC COMPANY LIMITED Symbol : CM

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

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

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

Chiangmai Frozen Foods Public Company Limited realizes that all employees are valuable human resources for the company. The company's development comes from the cooperation of all employees.

The company is committed to ensuring that all employees and stakeholders receive their rights and protections under labor laws, treating everyone equally and without discrimination, supporting, promoting, and avoiding actions that violate human rights, to comply with social responsibility standards and other relevant regulations. This includes reviewing and continuously improving employment policies and labor policies to ensure their appropriateness. In the event that practices or risks of human rights violations are found within the company's supply chain, tips or reports of wrongdoing can be submitted to the management representative responsible for labor standards.

Company employees are treated equally, receive fair wages, are not subjected to child labor, receive training and development, and participate in activities that foster relationships and encourage company involvement.

In terms of production and services, the company communicates product information to customers and consumers, enforces product labeling requirements in accordance with Thai law and the laws of trading partners, continuously develops products to meet customer satisfaction, and treats trading partners fairly and transparently, while promoting adherence to human rights principles.

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 : Others : No change in policy

The company holds annual meetings to review its policies, practices, social goals, and human rights. As of 2025, there are no policy changes. The company remains committed to recognizing and respecting human rights in all aspects, including race, religion, gender, age, and disability. It treats all personnel equally and complies with all relevant domestic and international laws.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour,
Others : Sedex Membles Ethical Trade Audit (SMETA)

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

Information on other social management

Plans, performance, and outcomes related to other social management

Chiangmai Frozen Foods has been awarded with the Sufficiency Economy Project.

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

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work, Others : Non-discrimination

The company is committed to developing the potential of its personnel to keep pace with developments and changes in the external environment. In 2025, the company provided training to develop its personnel to acquire the knowledge and adaptability needed for these changes and to improve work practices for the sustainability of the organization.

Quality System Development: Training was provided on the requirements of the quality system, including both the company's certified systems and newly learned systems applied in the workplace. This also included internal audit methods to verify that the systems were being used correctly.

Skills Development: Supervisory personnel play a crucial role in bridging the gap between management and employees, fostering understanding and collaboration. We have developed communication skills training for this group to cultivate positive attitudes and improve analytical thinking skills. Examples of training courses include:

Coaching programs: help employees unlock their potential, focus on developing towards their goals, and solve problems.

Train the trainer programs: encourage employees to think and express themselves confidently, enabling them to teach and mentor subordinates, and apply information correctly and clearly.

Computer-related career development: In today's world, it's undeniable that advancements in computer science and AI play a significant role in daily life and work. Recognizing this importance, the company has developed its personnel's knowledge in both the use and application of various essential computer programs to improve their work performance

Developing job-related knowledge: Employees at each task level transfer and coordinate their work. Developing employees' knowledge of both their own roles and related tasks that they will be assigned will help reduce potential problems and ensure they have knowledge of product standards to perform their work correctly.

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Training Hours per Person per Year	-	2026: 6 hr / person / yr

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

In 2025, the company conducted 44 internal personnel training courses and sent personnel to attend 89 external training seminars, totaling an average of 13.31 training hours per person per year.

Diagram of performance and outcomes for employee and labor management



โครงการอบรมพัฒนาบุคลากรของบริษัท

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	1,425	1,384	1,312
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	1425	1384	1312
Male employees (persons)	439	441	419
Percentage of male employees (%)	30.81	31.86	31.94
Female employees (persons)	986	943	893
Percentage of female employees (%)	69.19	68.14	68.06

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	329	263	290
Percentage of employees under 30 years old (%)	23.09	19.00	22.10
Total number of employees 30-50 years old (Persons)	741	703	685
Percentage of employees 30-50 years old (%)	52.00	50.79	52.21
Total number of employees over 50 years old (Persons)	355	418	337
Percentage of employees over 50 years old (%)	24.91	30.20	25.69

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	121	102	121

	2023	2024	2025
Percentage of male employees under 30 years old (%)	27.56	23.13	28.88
Total number of male employees 30-50 years old (Persons)	239	241	213
Percentage of male employees 30-50 years old (%)	54.44	54.65	50.84
Total number of male employees over 50 years old (Persons)	79	98	85
Percentage of male employees over 50 years old (%)	18.00	22.22	20.29

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	208	161	169
Percentage of female employees under 30 years old (%)	21.10	17.07	18.92
Total number of female employees 30-50 years old (Persons)	502	462	472
Percentage of female employees 30-50 years old (%)	50.91	48.99	52.86
Total number of female employees over 50 years old (Persons)	276	320	252
Percentage of female employees over 50 years old (%)	27.99	33.93	28.22

Number of employees categorized by position

	2023	2024	2025
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	2023	2024	2025
Total number of employees in operational level (Persons)	1,242	1,285	1,210
Percentage of employees in operational level (%)	87.16	92.85	92.23
Total number of employees in management level (Persons)	160	94	97
Percentage of employees in management level (%)	11.23	6.79	7.39
Total number of employees in executive level (Persons)	23	5	5
Percentage of employees in executive level (%)	1.61	0.36	0.38

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	336	390	365
Percentage of male employees in operational level (%)	76.54	88.44	87.11
Total number of male employees in management level (Persons)	89	47	50
Percentage of male employees in management level (%)	20.27	10.66	11.93
Total number of male employees in executive level (Persons)	14	4	4
Percentage of male employees in executive level (%)	3.19	0.91	0.95

Number of female employees categorized by position

	2023	2024	2025
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	2023	2024	2025
Total number of female employees in operational level (Persons)	906	895	845
Percentage of female employees in operational level (%)	91.89	94.91	94.62
Total number of female employees in management level (Persons)	71	47	47
Percentage of female employees in management level (%)	7.20	4.98	5.26
Total number of female employees in executive level (Persons)	9	1	1
Percentage of female employees in executive level (%)	0.91	0.11	0.11

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	N/A	419
Bangkok Metropolitan (Person)	N/A	N/A	12
Northern (Person)	N/A	N/A	407
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	0
Southern (Person)	N/A	N/A	0

	2023	2024	2025
Eastern (Person)	N/A	N/A	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	N/A	893
Bangkok Metropolitan (Person)	N/A	N/A	19
Northern (Person)	N/A	N/A	874
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	0
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	N/A	0

Number of employees working abroad

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	15	16	18
Percentage of disabled workers to total employment (%)	1.05	1.16	1.37

	2023	2024	2025
Total number of employees with disabilities (Persons)	15	16	18
Total male employees with disabilities (persons)	N/A	N/A	12
Total female employees with disabilities (persons)	N/A	N/A	6
Percentage of disabled employees to total employees (%)	1.05	1.16	1.37

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	226,239,668.02	243,217,878.15	253,220,940.49
Total male employee remuneration (baht)	N/A	N/A	107,199,732.48
Percentage of remuneration for male employees (%)	N/A	N/A	42.33
Total female employee remuneration (baht)	N/A	N/A	146,021,208.01
Percentage of remuneration for female employees (%)	N/A	N/A	57.67
Average of remuneration of employees (Baht/persons)	158,764.68	175,735.46	193,003.77
Average of remuneration for male employees (Baht/persons)	N/A	N/A	255,846.62
Average of remuneration for female employees (Baht/persons)	N/A	N/A	163,517.59
Rate of average of remuneration between female employees and male employees	N/A	N/A	0.64

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : No

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's
Provident Fund Committee

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	185	220	192
Number of employees joining in PVD (persons)	151	194	162
Number of PVD members / Total employees (%)	10.60	14.02	12.35
Number of PVD members / Total eligible employees (%)	81.62	88.18	84.38

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,831,108.34	1,913,129.19	1,957,042.17
Total amount of provident fund contributed by employee (baht)	4,884,235.85	5,375,134.29	5,369,729.85

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
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Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
CHIANGMAI FROZEN FOODS PUBLIC COMPANY LIMITED	Yes	1,312	192	162	12.35	84.38

Information on employee development

Employee training and development

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	10.36	11.95	13.31
Total amount spent on employee training and development (Baht)	901,080.21	945,777.00	943,143.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000734	0.000859	0.000884
Percentage of training and development expenses to total revenue (%) ^(*)	0.000710	0.000793	0.000883

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	N/A	2,551,248.00	3,148,800.00

	2023	2024	2025
Total number of hours worked by employees (Hours)	2,556,450.00	2,551,248.00	3,148,800.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	7	3	5
Total number of employees that lost time injuries for 1 day or more (Persons)	7	2	5
Percentage of employees that lost time injuries for 1 day or more (%)	0.49	0.14	0.38
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	2.74	0.78	1.59
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.55	0.16	0.32

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	470	424	370

	2023	2024	2025
Total number of male employee turnover leaving the company voluntarily (persons)	169	124	113
Total number of female employee turnover leaving the company voluntarily (persons)	301	300	257
Proportion of voluntary resignations (%)	32.98	30.64	28.20
Percentage of male employee turnover leaving the Company voluntarily (%)	35.96	29.25	30.54
Percentage of female employee turnover leaving the Company voluntarily (%)	64.04	70.75	69.46

	2023	2024	2025
Evaluation result of employee engagement	No	No	No

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Others : Occupational Safety and Health 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

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

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

Information on customer management plan

Customer management plan

- Company's customer management plan : 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

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	Customer Satisfaction Feedback Score	2023: 75%	2025: > 80%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2025, the company sent out customer satisfaction surveys twice, once in the first half of the year and once in the second half. The average score was 87.56%, exceeding the set target. Some customers provided suggestions for improvement to further enhance the service.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 026340061-4

Fax : 02-2384090

Email : info@cmfrozen.com

Company's website : www.cmfrozen.com

Address : -

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 : Education, Religion and culture, Sports and recreation,
implemented by the company over the past year Occupational health, safety, health, and quality of life

To demonstrate the responsibility of Chiangmai Frozen Foods Public Company Limited towards society and the environment, the company has set the policy on social and environmental responsibility as follows:

1. Environment

1.1 Control and supervise the production process, machinery, equipment and products to prevent them from affecting the environment.

1.2 Control and reduce various pollutions including contaminants that will be released into the external environment.

1.3 Reduce waste from both the production process and general use. In case waste disposal is necessary, it must be done in the correct way.

2. Natural resources

2.1 Improve the efficiency of the production process and machinery by introducing modern technology to reduce the use of natural resources.

2.2 Find ways to reuse various wastes.

3. Safety and hygiene

3.1 Improve the working environment to be safe.

3.2 Promote employees to be conscious of taking care of their health.

3.3 Find ways to prevent accidents at work.

4. Social responsibility

4.1 Support activities in society and the community, especially around the factory.

4.2 Cooperate and listen to opinions or suggestions from the community or stakeholders to improve things that affect the community as appropriate.

4.3 Participate in community and social development.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social : Yes
management goals

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Occupational health, safety, health, and quality of life	No community complaints were reported.	-	2026: No community complaints were reported.

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : No

The Company received the Good Labor Practices under the Sufficiency Economy award.

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

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	50,000.00	50,000.00	200,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.004073	0.004543	0.018756
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.003938	0.004194	0.018728

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

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ESG Performance

Company Name : CHIANGMAI FROZEN FOODS PUBLIC COMPANY LIMITED Symbol : CM

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

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Chiangmai Frozen Foods Public Company Limited recognizes the importance of good governance, which ensures that the organization conducts its business transparently, fairly, and treats stakeholders equally, as well as has an efficient management system. Intending to achieve stable and sustainable business growth, the company has appointed a Corporate Governance Committee to oversee its adherence to the governance policies continuously. There is monitoring and evaluation of compliance with the policies, and adjustments are made to ensure the policies remain appropriate. Additionally, a system is in place for monitoring and improving practices to align with good governance guidelines, leading to practices that meet international standards.

The corporate governance policy covers the company's regulations, articles of association, Public Limited Companies Act, and Securities and Exchange Act, as well as different rules, regulations, and directives issued by the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant regulatory bodies. This policy is divided into four sections:

Section 1: Organizational Philosophy, Vision, Mission, Organizational Values, and Principles of Corporate Governance

Section 2: Governance Structure

Section 3: Rights and Treatment of Stakeholders

Section 4: Internal Control

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

Nomination of directors

The Nomination and Compensation Committee will consider the list of individuals deemed suitable to be directors of the company's board from nominations made by shareholders and each director, as well as a list of individuals from the director database who have passed the qualification screening according to relevant laws and criteria. They must possess professional skills, expertise related to the company's business, and/or skills in accounting and finance, including the necessary skills for the board that are currently lacking, without discrimination based on gender, age, race, or religion. This list will be presented to the company's board for consideration and approval. Once the board approves the proposed list of directors, the company will proceed to present it to shareholders for election consideration. (Details on the company website www.comfrozen.com, Investor Relations section, Corporate Governance topic)

Determination of director remuneration

The nomination and remuneration committee is responsible for proposing appropriate remuneration for the company's board of directors, sub-committees, managing directors, executives, and senior management, in line with the increased workload, by comparing it with information from the same industry or the directors' remuneration report from the Thai Institute of Directors Association, or at least equivalent to the remuneration from the previous year. This remuneration should be appropriate for the workload and the knowledge and skills required to maintain the directors and executives that the company needs, to be proposed to shareholders for annual approval. The company has a policy to pay remuneration to the board of directors, sub-committees, managing directors, executives, and senior management at an appropriate level, consistent with the duties to be performed, under relevant laws and regulations. (Details on the company website www.comfrozen.com, Investor Relations section, Corporate Governance topic)

Independence of the board of directors from the management

The company's board of directors consists of executive directors and non-executive directors. Among the non-executive directors, one-third of the board or no fewer than three members must be independent directors, allowing for independent oversight of management. This gives all stakeholders confidence that the executive directors perform their duties with integrity, fairness, and equality, representing the shareholders and maintaining an appropriate balance of power.

Director development

The company has a policy to support directors in training courses on being directors and developing a deeper understanding of the roles and duties of being a director, as well as being informed about various rules, regulations, and relevant laws to stay current with new situations and guidelines.

For new directors, the company provides a directors manual or organizes an orientation for new directors. The directors manual includes the articles of association, the latest annual report, and other important supporting documents, including the roles and responsibilities of company directors, corporate governance policies, business ethics, anti-corruption policies, and other policies, as well as the roles and responsibilities of every subcommittee.

Board performance evaluation

The company conducts annual performance evaluations of the board of directors. The company secretary will send the evaluation form to each director and compile the results for submission to the chairman of the nomination and remuneration committee for assessment of performance. The evaluation results will then be discussed in the board meeting. Furthermore, the suggestions received from the evaluation of the board's performance will be used to improve the efficiency of the board's work, aiming to maximize the benefits of corporate governance.

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, Other guidelines regarding shareholders and stakeholders

Shareholder

The company recognizes the rights of various stakeholders, including shareholders, customers, partners, business competitors, creditors, employees, society, communities, and the environment. This is evident in the vision and the company's code of ethics, which states that the company has a policy to ensure that each group of stakeholders is satisfied and fully receives their rights based on the principles of fairness and equality for sustainable mutual growth. Therefore, the company has established policies for dealing with all groups of stakeholders as follows:

Policy for Shareholders

1. The company is committed to creating quality and stable growth to provide shareholders with sustainable returns from efficient work and the company's good performance.
2. The company will respect the rights of shareholders to receive necessary information equally and disclose financial performance, financial status, and accurate supporting information as required by the Stock Exchange of Thailand and the Securities and Exchange Commission.
3. The company will perform its duties with honesty, integrity, transparency, and fairness to ensure that any decisions and actions consider the best interests of all shareholders and all related parties.
4. The company will control operations to comply with company policies and continuously develop operations to improve quality.

Employee

Employee Treatment Policy

The company recognizes the value of human resources and aims to instill a sense of pride among its personnel within the organization, fostering a collaborative work environment with equal opportunities for career advancement. Employees will be developed to enhance their potential, acquiring comprehensive and continuous knowledge and skills to create value and maintain excellence in the business. Therefore, the company has policies regarding compensation and benefits, employee knowledge and potential development, safety and health policies, and other relevant policies, with the following practices:

1. The company selects individuals for various positions fairly, considering the qualifications for each position, educational background, experience, and other necessary job requirements, without discrimination based on gender, age, race, or religion.
2. The company determines fair compensation and benefits for employees that are appropriate to their knowledge and abilities, the conditions and nature of the work, performance results, and align with the company's short-term and long-term performance, considering the company's overall results, management, and performance evaluations.
3. The company supports its employees in receiving training to enhance their knowledge and abilities, thereby developing their work potential to improve work efficiency and providing opportunities for career advancement.
4. The company encourages employees to stay informed about relevant information continually, as appropriate and feasible, to enhance effectiveness and foster good relationships in collaboration.
5. The company establishes a human resource management system concerning appointments, transfers, rewards, and penalties for employees that is clear, implemented with integrity, fairness, and impartiality, based on the knowledge, abilities, and suitability of the employees.
6. The company provides opportunities for employees to offer suggestions, lodge complaints, or report grievances related to work without it being considered a disciplinary offense. These complaints and grievances will be protected and treated confidentially, and various suggestions and complaints will be considered seriously, with prompt efforts to find solutions.

Customer

Customer Treatment Policy

The company has a policy to create customer satisfaction, therefore it has established the following practices:

1. The company provides a service system to ensure customer satisfaction by treating all customers equally and without discrimination.
2. The company will provide complete, accurate, and unembellished information about services, prioritizing the benefits of customers.

3. The company will establish a system for customers to file complaints regarding services or business operations, acting swiftly and responding to customers in the best possible manner.
4. The company will monitor and maintain the safety of the environment, both inside and around the factory and office buildings, to protect the lives and property of customers and visitors.
5. The company is committed to creating a positive impression and satisfaction for customers to ensure they receive the best service.

(Details on the company website www.comfrozen.com, Investor Relations section, Code of Ethics topic)

Business competitor

Policy on Conducting Business with Competitors

The company operates under a framework of fair competition rules, adhering to the following principles:

1. The company will not seek confidential information from competitors through dishonest means.
2. The company will conduct business within the framework of good competition, not damaging the reputation of competitors by making unfounded accusations against them, lacking in integrity and factual information.

(Details on the company website www.comfrozen.com, Investor Relations section, Code of Ethics topic)

Business partner

Partner Treatment Policy

The company intends to ensure that the procurement of goods and services is conducted to a standard and aims to develop and maintain sustainable relationships with partners and contractors who have clear objectives regarding the quality of goods and services that are commensurate with monetary value, technical quality, and mutual trust. Therefore, the company has established practices regarding the procurement of goods and services as follows:

1. The company ensures that competition is conducted on an equal basis with the received information.
2. The company establishes criteria for evaluating and selecting partners and contractors fairly.
3. The company prepares suitable and fair contract formats with partners.
4. The company implements management and monitoring systems to ensure that the terms of contracts are fully complied with and to prevent fraud and corruption at every stage of the procurement process.
5. The company pays partners and contractors on time according to the agreed payment terms.

(Details on the company website www.comfrozen.com, Investor Relations section, Code of Ethics topic)

Creditor

Creditor Treatment Policy

The company has a policy to treat creditors fairly, with the following practices:

1. The company will strictly maintain and comply with the terms agreed upon with creditors.
2. The company will ensure the timely repayment of loans and interest to all types of creditors, adhering to the loan agreement conditions without using borrowed funds in ways that contradict the purpose of the loan.
3. The company will manage operations to instill confidence in creditors regarding the company's financial position and its ability to meet debt obligations.
4. The company will provide accurate and complete information about the company to creditors.

(Details on the company website www.comfrozen.com, Investor Relations section, Code of Ethics topic)

Government agencies

Policy on Procedures and Measures Related to Government Agencies or the Public Sector

The company has the following policies and practices:

1. The company will cooperate with government agencies and other organizations in responding to emergencies or accidents arising from operations promptly, effectively, and cautiously.
2. The company will strictly adhere to laws and regulations concerning safety and will implement reliable safety management standards in cases where there are no existing laws and regulations.
3. The company will conduct itself according to its rights as a good citizen under the law and/or regulations issued by regulatory agencies and will cooperate with the government consistently.
4. The company will not engage in any political activities and will not use any company resources for such purposes. The company is committed to political neutrality, supports adherence to laws and democratic governance, and has no policies to provide political assistance to any politicians or political parties, whether directly or indirectly.

(Details on the company website www.comfrozen.com, Investor Relations section, Code of Ethics topic)

Community and society

Community and Social Development Participation Policy

To maintain a good community and society, the company establishes the following practices:

1. The company will strictly adhere to its rights as a good citizen under the law and/or regulations issued by regulatory bodies, and will regularly cooperate with the government.
2. The company encourages employees and stakeholders to be aware of and understand operational practices for participation in community and social development.
3. The company will continuously implement social projects or activities to foster love and unity within the community and society.
4. The company will ensure that its operations do not harm the quality of life of the community and society.
5. The company will instill a sense of responsibility towards the community and society among employees at all levels continuously and earnestly.
6. The company will collaboratively promote and create a community and society supportive of activities related to community development, including improving the quality of life and exchanging experiences from operations with the community and society to consistently enhance work practices.

(Details on the company website www.comfrozen.com, Investor Relations section, Code of Ethics topic)

Environmental and Natural Resource

Environmental and Natural Resource Policy

The company is committed to conducting business responsibly, environmentally friendly, and under natural resource principles as follows:

1. The company will manage operations to prevent impacts on the environment and natural resources, and exceed legal requirements.
2. The company aims to develop operational processes following international standards and will regularly review and assess its operations.
3. The company will instill and promote a sense of responsibility for the environment and natural resources among employees and stakeholders.
4. The company will recognize the importance of conserving the environment and natural resources to make it a livable area and a source of waterways by providing training to employees so that everyone understands the significance of valuing, preserving, and using natural resources as efficiently as possible.
5. The company will maintain the environment and biodiversity in operational areas to achieve a sustainable balance in the ecosystem.
6. The company will participate in reducing greenhouse gas emissions that may impact climate change.
7. The company will seek opportunities to exchange, learn, and share experiences from operations with other organizations to continuously improve its operations.

(Details on the company website www.comfrozen.com, Investor Relations section, Code of Ethics topic)

Human Rights

Human Rights Policy

The company conducts its business with respect for human rights principles according to universal standards as follows:

1. The company will treat all employees with respect for their dignity and worth.
2. The company supports employees in exercising their legitimate rights as citizens in accordance with the provisions of the constitution and the law.
3. The company will protect employees' personal information, such as biographies, health records, and work history. Disclosure or transfer of employees' data to the public will only occur with the consent of the respective employee. Abuse of this policy will be considered a disciplinary offense unless it is carried out according to company regulations or the law.
4. The company does not violate and does not support activities that violate human rights.
5. All employees must not engage in any actions that violate or harass others, whether verbally or through actions, based on race, gender, religion, age, or physical disability.

Anti-Corruption

Anti-Corruption Policy

The company has the ideology of conducting business with morality, complying with the laws of Thailand, maintaining transparency, adhering to responsibility towards society and all stakeholders, according to the principles of corporate governance and ethics in business conduct. It does not support any form of corruption and bribery. Therefore, in 2013, the company joined the Thai private sector coalition to combat corruption and established the following guidelines for practice.

1. Definition of corruption means the misuse of power or the unjust use of existing assets, including bribery in any form, whether through offering, contracting, promising, demanding, or receiving money, property, or other inappropriate benefits for personal gain, family, friends, or acquaintances, in relation to government agencies, private entities, or individuals involved, whether directly or indirectly, to induce those agencies or individuals to act or refrain from acting in accordance with the prescribed procedures, to obtain or maintain any inappropriate business interests, unless permitted by law, regulations, announcements, rules, customs, or local traditions.
2. The company has established an anti-corruption policy, which prohibits directors, executives, and employees from engaging in any activities related to all forms of corruption, whether for their own benefit, family, friends, or acquaintances, either directly or indirectly, whether as receivers, givers, or offerors, in monetary or non-monetary forms, to any government agency or private entity with which the company does business or interacts. Compliance with this policy is mandatory, and failure to adhere to it will result in disciplinary action according to the company's regulations and may incur penalties under the law if the actions are illegal.
3. The company emphasizes the importance of human resource management to implement anti-corruption and anti-fraud policies tangibly. It aims to communicate, educate, and train employees on preventing the misuse of duty for personal gain and the appropriate practices to promote understanding and adherence to corporate culture among personnel.
4. The company ensures fairness and protects employees who refuse corruption or report corruption and fraud related to the company by implementing measures to protect whistleblowers or those who cooperate in reporting tips and incidents of corruption and fraud, as specified in the company's protection and confidentiality measures. For employees who refuse corruption and fraud, the company has a policy of not demoting, punishing, or imposing negative consequences on those employees, even if such refusals result in the company losing business opportunities.
5. The company has an independent and impartial internal audit unit that reports directly to the audit committee. It assesses the risks of corruption, evaluates the likelihood of corruption occurring, and considers preventive measures

and controls to maximize effectiveness to ensure that the company can prevent and control corruption and fraud effectively.

6. The company has guidelines for governance and oversight to prevent and monitor the implementation of anti-corruption and anti-bribery policies. The Audit Committee is assigned to regularly oversee compliance with these policies at least once a year, as well as to review practices and operational requirements to align with changes in business, regulations, and legal requirements.

7. The company will disseminate its anti-corruption and anti-bribery policies to all stakeholders and external parties via the company's communication channels, such as the company website, email, fax, annual disclosure reports (One Report), brochures, circulars, corporate social responsibility reports, orientation, training, seminars, and postal mail.

8. The definition of political contributions refers to financial support, goods, and/or participation in activities, as well as encouraging employees to engage in political activities on behalf of the company to gain a business advantage. This does not include employees participating in activities according to their personal freedoms, but they must not misrepresent themselves as employees or use any company property, equipment, or tools for political purposes.

9. The use of company funds or assets for charitable donations must only be done in the name of the company. The recipient of the charitable donation must be a foundation, public charitable organization, temple, hospital, educational institution, or organization for the benefit of society that has certification or is credible and verifiable, and must be conducted through the processes according to company regulations and approved by the authorized personnel.

10. Charitable donations in a personal capacity are permissible, but must not be related to or raise suspicion of corrupt practices for any benefit.

11. The provision of funds or company assets to support projects must be specified in the name of the company only. The financial support provided must aim for business purposes, a good image, and the reputation of the company. Disbursement must specify a clear purpose and have verifiable evidence, and must be conducted through the procedures according to company regulations.

12. Do not accept gifts or souvenirs that are cash, checks, bonds, stocks, gold, gems, real estate, or similar items from stakeholders with whom one has had contact, both from government agencies and private entities, that may benefit those individuals or oneself or cause damage to the company.

13. Do not accept any assets, items, gifts, or other benefits that induce neglect of ones duties.

14. Do not give any assets, items, gifts, or other benefits to influence decisions or cause the recipient not to comply with trade practices similar to those of other business partners.

15. Do not act as an intermediary in offering money, assets, items, or other benefits to parties involved in business, government agencies, or private entities in exchange for undue privileges or to induce government officials or private individuals to neglect compliance with laws, regulations, and legal practices as stipulated.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The company's board of directors has approved a code of business ethics and/or a manual for directors, executives, and employees to promote adherence by directors, executives, and employees at all levels as a routine practice. This serves as the framework for the company's operational standards. The board has also assigned individuals to be responsible for continuously monitoring the implementation and for regularly reviewing the various regulations to ensure their appropriateness. The business ethics were reviewed following the resolution of the board of directors' meeting No. 1/2026 on February 26, 2026, and have been disclosed on the company's website.

Reference link for the full version of business code : <https://www.cmfrozen.com/download/EN-Business->

Policy and guidelines related to business code of conduct

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

Prevention of Conflicts of Interest

The company's board has a policy regarding conflict of interest, stating that directors, executives, and employees must not seek personal benefits that conflict with the interests of the company or engage in actions that create conflicts of interest, with the following guidelines:

1) Directors, executives, and employees must avoid behaviors that create conflicts of interest with the company. If it is necessary to take any actions related to conflicts of interest, they must consider the company's best interests as a priority.

2) Directors, executives, and employees involved in external activities or holding positions outside the company, such as being directors, executives, advisors, or representatives in other organizations, must ensure that such activities do not create direct or indirect conflicts of interest with the company and must not affect their duties within the company.

3) Directors, executives, and employees will not engage in any actions related to corruption and bribery in all forms, whether for the benefit of themselves, family, friends, or acquaintances, either directly or indirectly, regardless of whether they are in the position of giver, receiver, or proposer, whether in cash or in kind, to government agencies or private entities with which the company conducts business or has dealings. They must adhere strictly to the policy; failure to comply will lead to disciplinary action according to the company's regulations and may result in legal penalties if the actions are illegal.

4) Directors with management authority must prepare reports on their own interests and those of related individuals when there is a change in information. The company will use this information to oversee transactions between the company and directors with management authority and/or the relevant individuals to comply with applicable rules, regulations, and laws.

5) Investments in any businesses that have related interests or transactions between the company and directors with management authority must be approved by the board, excluding any directors with a conflicting interest.

Anti-corruption

The company has the ideology of conducting business with morality, complying with the law, being transparent, and adhering to social responsibility towards all stakeholders, following the principles of corporate governance and business ethics. It does not support corruption and corrupt practices in any form. Therefore, in 2013, the company joined the Thai private sector coalition to fight against corruption and established the following practices:

1) Definition: Corruption refers to the misuse of power or property for inappropriate purposes, bribery in any form, whether by offering, contracting, promising, demanding, or receiving money, property, or other undue benefits, for personal gain for oneself, family, friends, acquaintances with government agencies, private entities, or individuals

involved, whether directly or indirectly, to persuade that agency or individual to perform or refrain from performing duties correctly according to established practices to obtain or maintain any other inappropriate business benefits, except in cases allowed by laws, regulations, announcements, rules, local customs, or trade traditions.

2) Establishment of an anti-corruption policy: It is prohibited for directors, executives, and employees of the company to engage in any actions related to any form of corruption, whether for their own benefit, family, friends, or acquaintances, both directly or indirectly, whether as a receiver, giver, or proposer, in monetary or non-monetary forms to government agencies or private entities with which the company does business or interacts. They must strictly adhere to this policy, and failure to comply will be considered a disciplinary offense according to the company's regulations and may result in legal penalties if the actions are illegal.

3) Emphasize the importance of human resource management in implementing anti-corruption policies in a tangible manner by communicating, educating, and training employees about preventing abuse of their positions for personal gain and the best practices to promote understanding and instill such practices as part of the organization's culture.

4) Ensure fairness and protection for employees who refuse to engage in corruption or those who report corruption and related misconduct within the company. This includes measures to protect whistleblowers or those cooperating in reporting corruption, as stipulated by the company's confidentiality and protection guidelines. The company policy does not allow for demotion, punishment, or negative consequences for employees who refuse to participate in corruption, even if such refusal may cause the company to lose business opportunities.

5) Maintain an independent and impartial internal audit function that reports directly to the audit committee for assessing corruption risks, evaluating the potential for corruption, and examining prevention and control measures to ensure maximum effectiveness in preventing and controlling corruption.

6) Establish guidelines for monitoring and overseeing the implementation of anti-corruption policies by requiring the audit committee to regularly oversee compliance with these policies at least once a year, as well as reviewing practices and requirements to align with changing business conditions, regulations, and legal requirements.

7) Do not engage in any actions related to politics or use any company resources for such activities. The company is a politically neutral organization that supports compliance with the law and democratic governance and does not have any policy to provide political assistance to politicians or any political parties, either directly or indirectly.

Whistleblowing and Protection of Whistleblowers

The company has a channel for reporting information. or protect the complainant by

1) Establish measures for reporting tips or complaints regarding violations of laws, ethics, or behaviors that may indicate corruption and misconduct by individuals within the organization, including directors, executives, employees, and other stakeholders. All complaints or tips provided by stakeholders will receive protection; they will be treated as confidential and shall not constitute a disciplinary offense if reported by an employee of the company in good faith. The company will promptly investigate and address any issues raised.

2) Provide safe channels through which employees or stakeholders can confidently access information when seeking guidance on compliance with anti-corruption measures via:

2.1 The company's website at www.cmfrozen.com > Investor Relations > Topics of interest such as Anti-Corruption Policy, Business Ethics, Corporate Governance Policy, or other topics.

2.2 By mail to:

Chairman of the Audit Committee, Chairman of the Corporate Governance and Sustainability Committee, Company Secretary,
Human Resources Department,

Address : Chiangmai Frozen Foods Public Company Limited

No. 149/34 Soi Anglo Plaza, Surawong Road,

Suriyawong Sub-District,

Bang Rak District,

2.3 By email at: cg@cmfrozen.com

2.4 By telephone number: 02-238-4091, 02-634-0061

Measures for Protecting Whistleblowers or Complainants

1) To protect the rights of complainants and whistleblowers acting in good faith, the company will conceal names, addresses, or any information that can identify the complainant or informant and will keep their information confidential.

2) In cases of complaints, the CEO, Executive Committee, senior management, and Audit Committee are responsible for receiving complaints, gathering information, and investigating the facts as received to report to the Board of Directors for consideration and determining appropriate sanctions if violations are found. They are also responsible for ensuring protection for whistleblowers, complainants, witnesses, and individuals providing information during fact-finding investigations from any distress or harm resulting from whistleblowing activities.

3) The CEO has to exercise discretion in ordering measures deemed appropriate to protect whistleblowers or complainants, witnesses, and individuals providing information during investigations from any distress or harm arising from reporting complaints.

4) The CEO may delegate responsibilities to another executive who shall act on their behalf in exercising discretion regarding protective measures, ensuring the safety of whistleblowers or complainants. The appointed executive must not be involved with matters related to the complaint, either directly or indirectly (e.g., if an accused party is under their direct supervision).

5) Individuals receiving information related to matters concerning complaints have a duty to maintain confidentiality regarding all complaint data and evidence provided by informants. Disclosure of such information is prohibited unless required by law.

Prevention of Misuse of Inside Information

The company has established policies and procedures to supervise directors, executives, and employees regarding the use of internal information that has not been disclosed to the public for personal gain and others' benefit, including penalties. The company communicates these guidelines to directors, executives, and employees to ensure their awareness and compliance as follows:

1) Establish a code of conduct for company directors and employees that covers the use of internal information and customer confidentiality protection, which is communicated to directors, executives, and employees for acknowledgment and compliance through their signatures.

2) Directors, executives, and employees who have access to material internal information that could affect the company's securities price are prohibited from disclosing such information or using it to trade securities, or persuading others to trade the company's securities, either directly or indirectly, whether for their own benefit or others', within 14 days before the financial statements or internal information is disclosed to the public. 3) Those with access to internal information must not disclose it to others until it has been announced to the Stock Exchange.

Important company information must be approved by the Board of Directors, Managing Director, or authorized persons before being released to external parties.

4) The sharing of internal information must be limited to the scope of assigned duties and responsibilities.

5) Implement measures and control systems to strictly oversee company information within each department to prevent the disclosure of important internal information before official publication.

6) Disciplinary actions for violations of these regulations are considered violations of the company's work rules and will be penalized accordingly, including verbal warnings, written warnings, probation, and termination of employment through dismissal, discharge, or resignation, as appropriate to the case.

Gift giving or receiving, entertainment, or business hospitality

The company has established an Anti-Corruption Policy, which includes guidelines for giving or receiving gifts, entertainment, or business hospitality as follows:

1) Directors, executives, and employees shall not engage in any actions that may be perceived as accepting or offering bribes to stakeholders in matters pertaining to their responsibilities either directly or indirectly to obtain improper benefits. The following practices must be adhered to:

1.1 Do not accept gifts or memorabilia that are cash, checks, bonds, stocks, gold, gems, real estate, or similar items from parties involved in dealings with both government agencies and private organizations if doing so provides undue advantage to those persons or oneself and may cause harm to the company.

1.2 Do not accept any property, items of value, gifts or advantages that could induce negligence in performing one's duties.

1.3 Before accepting any souvenirs or tokens of appreciation, ensure compliance with applicable laws and company regulations. Gifts exchanged during work-related activities should have a reasonable value appropriate for the occasion.

1.4 Do not offer property items of value/gifts/advantages intended to influence decisions nor induce recipients not to follow standard business practices similar to those applied by other trading partners.

1.5 When giving items for various occasions/events they should have a value that is reasonable and within normal limits.

1.6 Do not act as intermediaries for offering money/property/items/benefits with individuals related to business dealings government officials or private agencies in exchange for undeserved privileges nor inducing them into neglecting legal duties according to applicable rules and regulations.

2) Procurement processes must follow the company's established procedures ensuring transparency and auditability throughout contract signing processes.

3) Expenses related to business entertainment and other expenditures associated with fulfilling contractual obligations are permissible but must be reasonable and verifiable.

Information and assets usage and protection

The company encourages directors, executives, and employees to use the company's resources and assets efficiently and considers it a shared responsibility to promote and maintain the company's reputation. Therefore, the following practices are established:

1) Directors, executives, and employees will perform their duties with care and caution to prevent harm to stakeholders and the company's reputation.

2) Directors, executives, and employees will maintain their dignity to be socially accepted, conduct themselves appropriately according to their positions and the context.

3) Directors, executives, and employees will manage and take care of any company property to ensure it is in usable condition, properly maintained, and that various resources are used appreciatively and to the best of their abilities.

4) Directors, executives, and employees will strictly adhere to the company's rules, regulations, and ethical principles.

Human rights

The company has established policies for conducting business based on the principles of respecting human rights according to international standards as follows:

1) Treating all employees with respect for their dignity and honor.

2) Supporting employees in exercising their legitimate rights as citizens in accordance with the provisions of the Constitution and relevant laws.

3) Protecting the personal information of employees, such as biographical data, health history, employment history. Disclosure or transfer of personal information to the public will only occur with the consent of the employee involved. Any violation is considered a disciplinary offense unless carried out according to company regulations or law.

4) Not violating and not supporting activities that infringe upon international human rights.

5) All employees must refrain from any actions that violate or harass others verbally or physically based on race, gender, religion, age, or physical disability.

Safety and occupational health at work

The company believes that safety and hygiene are fundamental responsibilities and crucial factors for the sustainable growth of the organization. Therefore, the company has established policies to enable employees and contractors to work safely and in accordance with relevant legal requirements by:

- 1) Striving to prevent accidents, injuries, and illnesses resulting from work through the sincere cooperation of all employees, as well as seeking ways to limit and control risks associated with unsafe practices.
- 2) Cooperating with government agencies and other organizations in promptly, effectively, and cautiously responding to emergencies or accidents arising from work activities.
- 3) Strictly adhering to laws and regulations regarding safety while implementing reliable management standards related to safety in cases where no specific laws or regulations are prescribed.
- 4) Designing tools, equipment, standard operating procedures, planning activities, and training employees to ensure they have adequate knowledge and information regarding workplace safety in order to prevent hazards that may arise from machinery, working methods, or various diseases.
- 5) Employees who report for duty under the influence of illegal drugs or alcohol at levels that could impair their job performance will face disciplinary action according to company regulations.

Promotion of compliance with the business code of conduct

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

The Company has established processes to promote compliance with the Code of Business Conduct among directors, executives, and employees in a systematic and continuous manner. Key practices include:

1. Employee Orientation

Introducing the Code of Business Conduct, corporate policies, and organizational values to new employees from their first day of employment.

2. Ongoing Training and Development

Providing annual training on the Code of Business Conduct and good corporate governance. This includes specialized programs such as Anti-Corruption and Conflict of Interest prevention.

3. Policies and Manuals

Establishing and maintaining the Code of Business Conduct and related operational manuals, ensuring that employees can easily access them, such as through the company website.

4. Whistleblowing Channels

Providing secure and confidential channels for reporting concerns or misconduct, along with measures to protect whistleblowers.

Diagram of promotion of compliance with the business code of conduct



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 : CAC.jpg

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

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

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

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

The company reviews its corporate governance policies, guidelines, and board charter annually. In 2025, there were significant changes to the corporate governance policies, guidelines, and board charter, summarized as follows:

1. The company is a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC), having been certified as a CAC member for the fourth consecutive term on December 31, 2025.
2. Changes to the limitations of directorship in listed companies:

Previously, any director could serve as a director in a maximum of 3 listed companies.

To be, any director could serve as a director in a maximum of 5 listed companies.

This remains consistent with the Good Corporate Governance Principles for Listed Companies 2017 (Thai CG Code 2017), Principle 3: Strengthening Effective Boards.

Implementation of the CG Code for listed companies

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

Chiangmai Frozen Foods Public Company Limited (CM) adheres to the Corporate Governance Code (CG Code), focusing on building confidence among shareholders and stakeholders. The company uses the standards of the Securities and Exchange Commission of Thailand (SEC) and the Stock Exchange of Thailand as its primary operational framework, as follows:

1. Defining the roles and responsibilities of the board and various subcommittees appropriately.
2. Establishing an appropriate board composition includes independent directors and audit committee members with specialized knowledge (e.g., finance and accounting) to act as checks and balances and ensure transparent oversight of management's operations.
3. Enhancing board effectiveness involves regular annual performance evaluations of both the board as a whole and individually to review performance and incorporate feedback for future improvements.
4. Promoting ethical conduct (Ethics & Code of Conduct) involves establishing and reviewing business code of conduct policies annually, disseminating them to employees and stakeholders, and maintaining anti-corruption policies and joining the Thai Private Sector Collective Action Coalition Against Corruption (CAC) for the fourth time in 2025.
5. Ensuring comprehensive risk management and internal controls covering operational, financial, and legal compliance aspects, with regular reviews from the audit committee and internal audit unit.
6. Maintaining financial credibility and transparency is crucial. Financial reports emphasize the accuracy of financial reporting and the disclosure of information through stock exchange channels and company websites, in accordance with the regulatory guidelines of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC).
7. Promoting shareholder engagement and communication encourages shareholder participation in decision-making through annual general meetings (AGMs). This includes allowing shareholders to submit questions in advance, managing and recording meeting minutes, and ensuring transparent and verifiable voting processes.

Other corporate governance performance and outcomes

The company remains committed to and prioritizes good corporate governance and sustainable development. In 2025, the company received a 4-star (Very Good) Corporate Governance Rating (CGR) from the Thai Institute of Directors (THAI IOD), and remains in the top quartile, the same as in 2024.

Corporate Governance Structure

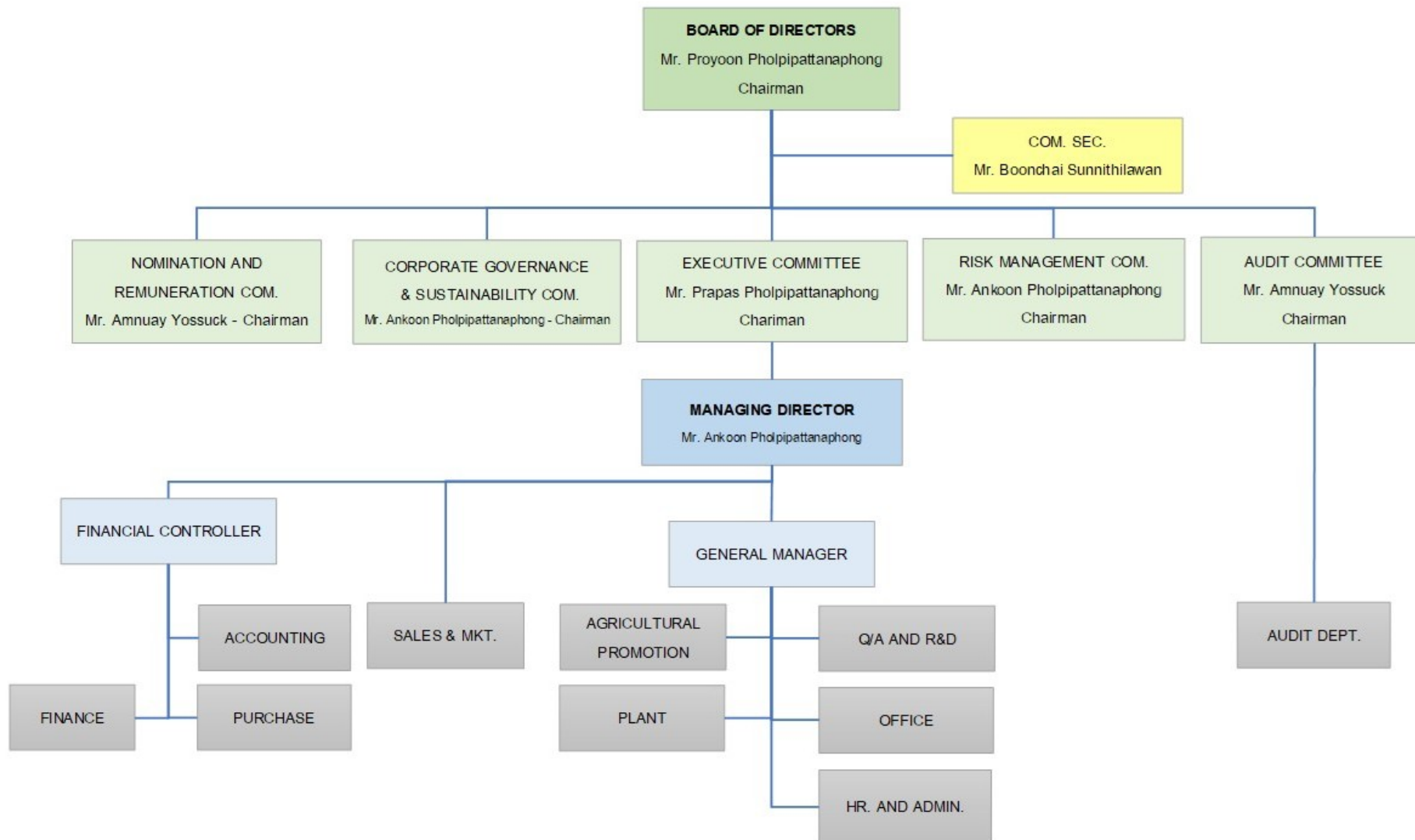
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Jan 2026

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	10		10		9	
	9	1	9	1	9	0
Executive directors	4		4		3	
	4	0	4	0	3	0
Non-executive directors	6		6		6	
	5	1	5	1	6	0
Independent directors	4		4		3	
	3	1	3	1	3	0
Non-executive directors who have no position in independent directors	2		2		3	
	2	0	2	0	3	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	90.00	10.00	90.00	10.00	100.00	0.00
Executive directors	40.00		40.00		33.33	
	40.00	0.00	40.00	0.00	33.33	0.00
Non-executive directors	60.00		60.00		66.67	
	50.00	10.00	50.00	10.00	66.67	0.00
Independent directors	40.00		40.00		33.33	
	30.00	10.00	30.00	10.00	33.33	0.00
Non-executive directors who have no position in independent directors	20.00		20.00		33.33	
	20.00	0.00	20.00	0.00	33.33	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	63		63		65	
	64	54	64	55	65	0

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. PRAYOON PHOLPIPATTANAPHONG Gender: Male Age : 91 years Highest level of education : Honorary degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 306,517 Shares (0.080420 %) 	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>31 Dec 1993</p>	<p>Agribusiness, Food & Beverage</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. LAN MU-CHIOU Gender: Male Age : 77 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : - Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	31 Dec 1993	Agribusiness, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. PRAPAS PHOLPATTANAPHONG</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : high school</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 9,102,800 Shares (2.388273 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	31 Dec 1993	Agribusiness, Food & Beverage, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. AMNUAY YOSSUCK Gender: Male Age : 88 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 667,920 Shares (0.175240 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Feb 1994	Economics, Agribusiness, Audit, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. ANKOON PHOLPIPATTANAPHONG Gender: Male Age : 55 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 : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 3,702,600 Shares (0.971439 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 181,500 Shares (0.047620 %) <p><u>Indirect shareholding details</u></p> <p>Married Couple</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>27 Apr 2000</p>	<p>Agribusiness, Leadership, Corporate Management, Business Administration, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. AMPON RUAYFUPANT Gender: Male Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 71,874 Shares (0.018857 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Apr 2006	Finance, Marketing, Audit, Data Analysis, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. PHUSIT WONGLORSAICHON Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	30 Apr 2010	Governance/ Compliance, Risk Management, Accounting, Audit

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. PEERAPAT PHOLPIATTANAPHONG Gender: Male Age : 37 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 : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 2,885,492 Shares (0.757057 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Apr 2023	Economics, Business Administration, Agribusiness, Marketing, Brand Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. LAN MING-TE Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Marketing&Corporate Strategic Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 19,085,821 Shares (5.007487 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Apr 2023	Marketing, Strategic 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
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List of directors	Position	Date of resignation / termination	Replacement director
1. Ms. CHUTIMA TANGMATITHAM Gender: Female Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No	23 Apr 2025	-

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		3	6	3	3	3

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. PRAYOON PHOLPIPATTANAPHONG	Chairman of the board of directors		✓		✓	✓
2. Mr. LAN MU-CHIOU	Director		✓		✓	
3. Mr. PRAPAS PHOLPIPATTANAPHONG	Director	✓				✓
4. Mr. AMNUAY YOSSUCK	Director		✓	✓		
5. Mr. ANKOON PHOLPIPATTANAPHONG	Director	✓				✓
6. Mr. AMPON RUAYFUPANT	Director		✓	✓		
7. Mr. PHUSIT WONGLORSAICHON	Director		✓	✓		
8. Mr. PEERAPAT PHOLPIPATTANAPHONG	Director	✓				
9. Mr. LAN MING-TE	Director		✓		✓	
Total (persons)		3	6	3	3	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	22.22

Skills and expertise	Number (persons)	Percent (%)
2. Agribusiness	6	66.67
3. Food & Beverage	2	22.22
4. Marketing	3	33.33
5. Accounting	1	11.11
6. Finance	1	11.11
7. Data Analysis	1	11.11
8. Brand Management	1	11.11
9. Corporate Management	1	11.11
10. Leadership	2	22.22
11. Strategic Management	2	22.22
12. Risk Management	1	11.11
13. Audit	3	33.33
14. Internal Control	1	11.11
15. Governance/ Compliance	2	22.22
16. Business Administration	3	33.33

Information about the other directors ^{(*)(**)}

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

	2023	2024	2025
Chairman is a member of the executive board or taskforce	-	Yes	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	No	No	No

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Others : The separation of powers and responsibilities, and the opportunity for independent directors to propose agenda items both before and during the meeting.

The checks and balances between the board of directors and the company's management are as follows:

1. In accordance with the principles of corporate governance and transparency, the positions and responsibilities of the Chairman and Managing Director are clearly separated, meaning they are not the same person. This distinction is made between policy setting and implementation.
2. Independent directors can propose agenda items independently, both before the meeting (with annual meeting planning) and by raising newly arising issues during the meeting.

Information on the roles and duties of the board of directors

Board charter : Have

1. Objectives

Board of Directors as Representative of Shareholders. It is responsible for supervising the management of the company in accordance with the law. The Company's objectives and articles of association ensure that the management manages the business under the corporate governance policy. Social responsibility is to promote and strengthen the confidence of shareholders, the public, and all groups of stakeholders.

2. Composition and appointment

2.1 The Board of Directors consists of the Chairman of the Board of Directors. The number of directors shall not be less than 5, and not less than half of the total number of directors must be residents of the Kingdom and be independent directors. Not less than 1/3 of the total number of directors and not less than 3 members.

2.2 The shareholders consider and approve the appointment of the Board of Directors.

2.3 To the Board of Directors: Elect a director as the Chairman of the Board of Directors.

2.4 The appointment of directors shall be in accordance with the Company's Articles of Association and the provisions of relevant laws. The consideration must include the person's educational history and professional experience with sufficient details. For the benefit of the decision of the Board of Directors and shareholders.

3. Qualifications of the Board of Directors

3.1 The Company's directors must be knowledgeable, competent, honest, ethical in business operations, and have sufficient time to devote their knowledge, competencies and perform duties for the Company.

3.2 The applicant must not have any characteristics prohibited by the Law on Public Limited Companies and other relevant laws and must not have characteristics that indicate a lack of suitability to be entrusted to manage a business in which the public is a shareholder. As prescribed by the Securities and Exchange Commission.

3.3 Director The director can hold the position of director in other listed companies in a total of not more than 5 listed companies. The Company must not be an obstacle to the performance of the duties of the Company's directors and must comply with the guidelines of the Stock Exchange of Thailand, and the Securities and Exchange Commission

3.4 Independent directors must have the qualifications related to independence as specified by the Company and in accordance with the same guidelines as the qualifications of the Audit Committee as announced by the Stock Exchange of Thailand. The Audit Committee must be able to take care of the interests of all shareholders equally and not cause conflicts of interest. In addition, they must be able to attend the Board of Directors meetings and give their opinions independently.

3.5 For independent directors, the Company defines directors who do not act as executives, directors who are independent of the management, and shareholders who have controlling power, and who do not have a business relationship with the Company. In a manner that would make it restrictive. To express an independent opinion, additional qualifications are required:

1) Not holding more than 0.50% of the Company's paid-up capital, Subsidiaries. This shall include shares held by related persons.

2) Members of other listed companies can be directors in a total of no more than 5 listed companies.

3) Not participating in the management and not being an employee. Employees, consultants who receive regular salaries or have control over the Company, subsidiaries, Associates, Related companies, or companies in which major shareholders directly or indirectly hold shares, exceeding 5% of the paid-up capital, or are persons in conflict. The applicant must not have had any such interests for at least 2 years.

4) Not be a person who has a blood relationship or by legal registration in the manner of parents, spouses, etc., including the children's spouses, executives, major shareholders, controlling persons, or persons who will be nominated to be executives or controlling persons of the Company or its subsidiaries.

5) There is no business relationship with the Company or its subsidiaries. Associates or juristic persons who may have conflicts in a manner that may hinder them. The Company shall exercise independent judgment and shall not have any other characteristics that prevent it from giving an independent opinion on the Company's operations.

6) Not being or having been an auditor of the Company, Subsidiaries, Associates, or juristic persons that may have conflicts and are not major shareholders. Directors who are not independent directors, executives, or managing partners of the audit firm who are auditors of the Company. Subsidiaries Unless the applicant has ceased to have such characteristics at least 2 years before the date of submission of the application for permission to the Office.

7) Not being or having been a professional service provider, including providing legal or financial advisory services, that receives services of more than two million baht per year from the Company, its subsidiaries, and subsidiaries. Associates or juristic persons that may have conflicts. In the case of a professional service provider being a juristic person, it shall include being a major shareholder. A director who is not an independent director, executive, or managing partner of a professional service provider, unless he or she has ceased to have such characteristics for at least 2 years before the date of submission of the application for permission to the Office.

8) There are no interests or interests, whether direct or indirect, in the financial and management aspects of the Company, its subsidiaries, or subsidiaries. Associates or major shareholders of the Company

- 9) There are no prohibited characteristics as specified by the Securities and Exchange Commission.
- 10) Independence of the company's major shareholders
- 11) The interests of all shareholders are taken care of equally.
- 12) It can ensure that there is no conflict of interest between the Company and its executives, major shareholders, or other companies that have the same group of executives or major shareholders.
- 13) Able to attend the Board of Directors meetings to make decisions on important issues of the Company.
- 14) Be a person with knowledge, abilities, skills, expertise, experience, as well as leadership and vision that will be beneficial to the Company's business operations.

4. Term of office

Directors are required to hold the position. Upon the expiration of the term, he may be considered for election as a new director of the company.

At every Annual General Meeting of Shareholders, the Company's directors will retire from their positions, amounting to one-third of the number of directors at that time. If the number of directors cannot be divided into three parts. The number is closest to the part of 1 out of 3 directors who will have to leave their positions in the first and second years. After registering with the company, let's draw a lottery. In the following years, the director who has been in office for the longest time shall retire. In addition to resigning from office, according to the agenda. Director of the Company retires from office when

- 4.1 Dead
- 4.2 Resignation
- 4.3 Lack of qualifications to be a director of the Company or have characteristics prohibited under the Law on Public Limited Companies, or characteristics that indicate a lack of suitability to be entrusted to manage a business in which the public is a shareholder as prescribed. In the Securities and Exchange Act.
- 4.4 The shareholders' meeting resolved to remove him from office.
- 4.5 The court ordered the dismissal.

Any director who resigns from his or her position shall submit a letter of resignation to the Chairman of the Board of Directors if the position of director becomes vacant. For reasons other than the time to retire according to the term, the Board of Directors shall appoint a person who is qualified and does not have any characteristics prohibited by law. Unless the vacant term of the director is less than 2 months, the person who becomes a substitute director shall only serve as a director for the remaining term of the replaced director.

5. Authority and Responsibility

In addition to his main duties as representatives of shareholders. The authority and responsibilities of the Company's directors are also in accordance with the law, the Company's Articles of Association, and the resolutions of the shareholders' meeting. As follows:

- 5.1 The Board of Directors has duties under the Company's Articles of Association, which include overseeing the Company's compliance with the law. Objectives, Articles of Association, and Resolutions of the Shareholders' Meeting
- 5.2 Define the Company's vision, mission, ideology, corporate governance principles, and strategies.
- 5.3 Manage and operate in accordance with the objectives, financial targets, and company plans, as well as monitor and supervise the implementation of the specified work plan.
- 5.4 Providing an accounting system, financial reporting, and auditing, as well as ensuring that the internal control and internal audit systems are efficient and effective.
- 5.5 Monitor and manage the resolution of potential conflicts of interest, including connected transactions.
- 5.6 Establish comprehensive risk management guidelines and ensure that executives have an effective system or process. Risk Management

5.7 Ensure that there is an appropriate system or mechanism for the remuneration of senior executives. To create both short-term and long-term motivation.

5.8 Evaluate the performance of the Managing Director and determine the remuneration in line with the performance

5.9 Provide appropriate communication channels with each group of shareholders and stakeholders of the Company.

5.10 Provide accurate, clear, transparent, credible, and international standard information disclosure.

5.11 Be a leader and an example of good performance.

5.12 The Board of Directors and senior executives have acknowledged the anti-corruption measures. It has the authority, duties, and responsibilities to formulate policies. The Board of Directors and senior executives are aware of and value these measures and instill them into practice as a culture of the organization.

5.13 Director Executives and Employees The anti-corruption policy must be strictly followed. Failure to comply will be considered a disciplinary offense and punishable according to the regulations set by the Company and may be punished according to the law. If the act is illegal.

6. Meetings

6.1 The Company sets the schedule of Board of Directors meetings in advance on an annual basis, which is required to be held regularly at least once a quarter, and each director is aware of the schedule.

6.2 Chairman of the Board of Directors and the Managing Director jointly considered the matter on the agenda.

6.3 Arrange for the meeting invitation letter, meeting agenda, and supporting documents to be sent to the directors at least 7 days in advance of the meeting date to allow sufficient time to consider the information.

6.4 Requires a quorum of directors to attend the meeting. When considering and voting on important matters such as the acquisition or disposal of assets of the Company and its subsidiaries that have a significant impact on the Company. Expansion of investment projects, determination of management authority, financial management policy formulation, and risk management, etc.

6.5 At the meeting If any director is an interested person, the agenda item to be considered must be removed before the start of the deliberation on the agenda.

6.6 All directors have the right to propose matters to be included in the agenda. Check the meeting documents and other important documents if in doubt. Other directors and management must take action to answer the question.

6.7 The Company Secretary or his or her designer must prepare the minutes of the meeting within the time prescribed by law.

7. Quorum

7.1 At least half of the Board of Directors meetings must be attended by the Company's directors. All directors of the company will be a quorum.

7.2 The decision of the meeting shall be a majority vote.

7.3 A director of the company has one vote. If the votes are equal, the chairman of the meeting shall cast one more vote as a decisive vote.

8. Evaluation

The evaluation of the performance of the Company's Board of Directors is held annually and is divided into 3 types:

- 1) Evaluation of the performance of individual directors,
- 2) Evaluation of the performance of the entire Board of Directors,
- 3) Evaluation of the performance of the Managing Director.

The Board of Directors will use the performance evaluation as information to support the opinion of the Board of Directors. Presenting to shareholders for consideration of the agenda for the election of directors, which is issued according to the terms.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Others
- Define the vision, mission, and policies.

Scope of authorities, role, and duties

1. To manage and operate the company in accordance with its objectives, financial goals, and business plans, and to monitor and ensure compliance with the established plans.
2. The board of directors has duties as stipulated in the company's regulations, including overseeing the company's compliance with laws, objectives, regulations, and shareholder meeting resolutions.

Reference link for the charter

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Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

Authority of the Audit Committee

1. The Audit Committee may invite management or company officials to attend meetings to discuss, clarify, or respond to inquiries regarding the duties and responsibilities of the Audit Committee as necessary and appropriate.
2. The Audit Committee can consult with the company's experts or advisors (if available) or hire external consultants or experts in case of necessity at the company's expense.
3. The Audit Committee may consult external legal counsel if deemed necessary to discuss legal issues that may significantly affect the company's financial statements.

Duties of the Audit Committee

1. Consider, select, and propose to the executive committee to appoint the company's auditor.
2. Review the company's financial reports to ensure they are accurate, complete, sufficient, and reliable.
3. Approve the appointment, removal, transfer, or termination of the internal audit manager or equivalent, based on the management's proposal.
4. Coordinate with the internal auditor and the company's auditor regarding the scope of the audit and the audit planning, as well as ensure that the internal auditor and the auditor can operate independently.
5. Discuss and review the following matters with the internal auditor and the company's auditor.
 - 5.1 The efficiency and effectiveness of the company's internal control system, including the adequacy of resources used for internal control.
 - 5.2 Issues identified from the audit and recommendations from the internal auditor and the company's auditor.
6. Review and consider with management and the company's auditor upon completion of the annual audit regarding the following matters:
 - 6.1 The annual financial statements and accompanying notes.
 - 6.2 The auditor's report.
 - 6.3 Significant issues identified during the audit.
 - 6.4 Matters related to the audit that must be reported to the committee according to generally accepted auditing standards.
- 7 Review and consider together with management and the company's internal auditor, the following matters:
 - 7.1 Deficiencies identified during the year and the response from management.
 - 7.2 Difficulties encountered during the audit, which may include the scope of operations or access to necessary information for the audit.
 - 7.3 Changes in the scope of the audit differing from the scope outlined in the audit plan.
 - 7.4 The budget and staffing of the internal audit department.
 - 7.5 The charter of the internal audit department.
 - 7.6 The operational standards of the internal audit department (which should align with the operational standards set by the Institute of Internal Auditors of Thailand).
8. Review the company's compliance with relevant regulations and laws.
9. Consider related transactions, the acquisition or disposal of assets, or transactions that may involve conflicts of interest to be in accordance with the laws and regulations of the Securities and Exchange Commission, Thailand.
10. Review and supervise the operations of directors, executives, and employees to ensure strict adherence to anti-corruption and anti-bribery policies.
11. Prepare an operational report of the audit committee, submit it to the board of directors, and disclose it in

the company's annual report. This report must be signed by the chairman of the audit committee.

12. Review significant risks and risk mitigation methods from management, auditors, and internal auditors.

13. Review and propose amendments to the audit committee's charter when appropriate to ensure it is up-to-date and suitable for the organization's environment.

14. Carry out any other work related to the audit activities as assigned by the board of directors with the approval of the audit committee.

Responsibilities of the Audit Committee

The Audit Committee is responsible to the Board of Directors according to the duties and responsibilities assigned. The responsibility for all company activities towards external parties remains with the Board of Directors.

Reference link for the charter

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Executive Committee

Role

- Others
- Manage the operations according to the company's policies.

Scope of authorities, role, and duties

Scope of Authority

The Executive Committee is assigned powers, duties, and responsibilities by the Board of Directors, and it will not have the nature of delegation of authority that allows approval of transactions in which it or individuals who may have conflicts of interest are involved or may have other kinds of conflicts of interest with the company or its subsidiaries, except for approving transactions that comply with the policies and criteria previously considered and approved by the Board of Directors. Such approvals must be submitted to the Board of Directors and/or the shareholders' meeting for consideration and approval according to the requirements set by the Stock Exchange of Thailand, the Securities and Exchange Commission, or relevant laws.

Duties and Responsibilities

1. To establish management policies and operational directions in alignment with the company's policies and objectives, focusing on creating stability and maximizing benefits for the company.
2. To supervise, control, and ensure that management operates strictly according to the established policies.
3. To have the authority to approve and perform legal transactions within the framework set by the Board of Directors.
4. To undertake any other actions as assigned by the Board of Directors.

Reference link for the charter

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Corporate Governance and Sustainability Committee

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

Roles, Duties, and Responsibilities

1. The Governance and Sustainability Committee must dedicate time and exercise its discretion independently to maximize the benefit of enhancing good corporate governance in the company.

2. Study and draft corporate governance policies within the framework of current laws, regulations, rules, and guidelines of the overseeing organizations, such as the Stock Exchange of Thailand, the Securities and Exchange Commission, and related agencies, as well as international standards for good corporate governance.

3. Present the draft corporate governance policy to the company's board for consideration, approval, and to be utilized as a guideline for the practices of the board, executives, and employees by preparing the corporate governance policy in writing.

4. Provide guidance to the board of directors, executives, and employees of the company in performing their duties according to the framework and guidelines of corporate governance policies to ensure that the board's oversight functions and the management's administration are carried out effectively, practically, and appropriately in accordance with the expectations of shareholders and all stakeholders.

5. Regularly review and enhance corporate governance policies to ensure that the company's corporate governance practices are up-to-date and in line with international standards, as well as laws, regulations, and internal recommendations concerning governance.

6. Monitor and evaluate the performance of the board of directors and the company's management according to the best practices set out in the corporate governance policy on an annual basis.

7. Prepare a report on the assessment of corporate governance and present it to the board of directors, along with necessary comments and recommendations.

8. Propose good practice guidelines regarding ethics and business conduct for the board of directors, executives, and employees of the company.

9. Appoint a task force to support corporate governance activities as necessary and appropriate.

Reference link for the charter

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Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

Scope of Authority and Responsibilities of the Risk Management Committee

1. Define a clear business direction, identify, analyze, and review significant risk factors, and establish strategies for managing those risks.

2. Set standards for risk management to serve as guidelines for various departments according to their responsibilities.

3. Oversee to ensure that these measures are communicated thoroughly and that employees comply with them.

4. Arrange for systematic and continuous assessment and analysis of potential damages to ensure that risk assessments cover all stages of business operations.

5. Support and develop risk management to occur continuously throughout the organization and in line with international standards.

Reference link for the charter

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Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Roles and Responsibilities of the Nomination and Compensation Committee

1. Recruitment

1.1 Define the qualifications of the directors to be recruited in accordance with the structure, size, and composition of the committee as determined by the board of directors.

1.2 Consider the appropriateness of the knowledge, experience, and expertise of the overall board members. What qualifications are needed for the board members to ensure that the company's board has the expected composition?

1.3 Consider the independence of each independent director to determine which independent director meets the complete qualifications or which ones lack the qualifications to be an independent director, as well as whether there is a need to recruit new independent directors if the number of independent directors does not meet the company's board policy.

1.4 Consider the commitment of time from the directors. If they are existing directors, the assessment should rely on the results from their self-evaluation, to consider in proposing the reappointment of existing directors for another term. For individuals to be proposed as new directors, it should be considered based on the number of companies that the individual is currently serving before becoming a company director.

2. Recruit and propose suitable individuals to hold the position of director for the committee's consideration.

2.1 Determine the method of recruiting individuals to hold the director position suitable for the organization's specific characteristics, such as considering existing directors for reappointment, accepting

nominations from shareholders, using external companies for assistance in recruitment, considering individuals from the professional director registry, or allowing each director to nominate suitable individuals, etc.

2.2 Review the list of nominees and select individuals whose qualifications match the established criteria.

2.3 Carefully verify that the individuals being proposed meet the qualifications according to legal requirements and the regulations of the relevant regulatory authority.

2.4 Approach individuals who meet the established qualifications to ensure that they are willing to accept the position of director of the company if appointed by the shareholders.

2.5 Submit names to the committee for consideration and include them in the shareholder meeting notice for the shareholders' further consideration of their appointment.

2.6 The nomination committee may be authorized to consider recruiting senior executives, particularly the managing director or chief executive officer.

3. Compensation Setting

3.1 Establish guidelines and policies for determining the compensation of the company's board of directors and sub-committees, to be presented to the company's board of directors and/or proposed for approval at the shareholders' meeting, as applicable.

3.2 Determine necessary and appropriate compensation, both monetary and non-monetary, for individual members of the board of directors. The compensation for the board should consider the appropriateness relative to duties, responsibilities, performance, and incentives to achieve both short-term and long-term goals, by comparing it with data from the same industry or companies in similar businesses, or the compensation report from the Thai Institute of Directors Association, or equivalent to the previous year's compensation, to be proposed for the board's consideration and subsequently submitted to the shareholders' meeting for approval.

Responsibilities of the Nomination and Compensation Committee

1. Responsible to the board of directors and required to provide explanations and answer questions regarding the compensation of the board members at the shareholders' meeting.

2. Report the policy principles or reasons for setting the compensation of directors and executives as required by the Stock Exchanges regulations, disclosed in the company's annual information filing.

3. Undertake any other actions related to determining compensation as assigned by the board of directors; management and relevant departments must report or present related information and documents to the Nomination and Compensation Committee to support its operations in fulfilling its assigned duties.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. AMNUJAY YOSSUCK^(*) Gender: Male Age : 88 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	15 May 2014	Economics, Agribusiness, Audit, Internal Control
<p>2. Mr. AMPON RUJAYFUPANT^(*) Gender: Male Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	26 Apr 2006	Finance, Marketing, Audit, Data Analysis, Business Administration
<p>3. Mr. PHUSIT WONGLORSAICHON^(*) Gender: Male Age : 54 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</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	23 Apr 2025	Governance/ Compliance, Risk Management, Accounting, Audit

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Ms. CHUTIMA TANGMATITHAM ^(*) Gender: Female Age : 56 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 audit committee (Non-executive directors, Independent director)	23 Apr 2025	-

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. PRAPAS PHOLPIPATTANAPHONG Gender: Male Age : 76 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : high school Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	3 Nov 1988

List of committee members	Position	Appointment date of executive committee member
2. Mr. ANKOON PHOLPIPATTANAPHONG Gender: Male Age : 55 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	Member of the executive committee	27 Apr 2000
3. Mr. PEERAPAT PHOLPIPATTANAPHONG Gender: Male Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	26 Apr 2023

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

Other Subcommittees

Subcommittee name	Name list	Position
Corporate Governance and Sustainability Committee	Mr. ANKOON PHOLPIPATTANAPHONG	The chairman of the subcommittee
	Ms. WARISARA KANGKANKA	Member of the subcommittee
	Mr. THAMMARAT CHAROENSANTI	Member of the subcommittee
	Mr. PEERAPAT PHOLPIPATTANAPHONG	Member of the subcommittee
	Mr. BOONCHAI SUNNITHILAWAN	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. PHUSIT WONGLORSAICHON	Member of the subcommittee (Independent director)
	Mr. BOONMEE SAMUN	Member of the subcommittee
Risk Management Committee	Mr. ANKOON PHOLPIATTANAPHONG	The chairman of the subcommittee
	Ms. WARISARA KANGKANKA	Member of the subcommittee
	Mr. THAMMARAT CHAROENSANTI	Member of the subcommittee
	Mr. PEERAPAT PHOLPIATTANAPHONG	Member of the subcommittee
	Mr. BOONCHAI SUNNITHILAWAN	Member of the subcommittee
	Mr. BOONMEE SAMUN	Member of the subcommittee
Nomination and Remuneration Committee	Mr. AMNUAY YOSSUCK	The chairman of the subcommittee (Independent director)
	Mr. AMPON RUAYFUPANT	Member of the subcommittee (Independent director)
	Mr. PRAPAS PHOLPIATTANAPHONG	Member of the subcommittee
	Mr. ANKOON PHOLPIATTANAPHONG	Member of the subcommittee
	Mr. PHUSIT WONGLORSAICHON	Member of the subcommittee (Independent director)

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

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
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Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Corporate Governance and Sustainability Committee	Ms. PIYALUK CHUEPHUDEE	Member of the subcommittee	1 Nov 2025	Mr. BOONMEE SAMUN Appointment date of replacement committee member : 12 Nov 2025
Risk Management Committee	Ms. PIYALUK CHUEPHUDEE	Member of the subcommittee	1 Nov 2025	Mr. BOONMEE SAMUN Appointment date of replacement committee member : 12 Nov 2025
Nomination and Remuneration Committee	Ms. CHUTIMA TANGMATITHAM	Member of the subcommittee (Independent director)	23 Apr 2025	Mr. PHUSIT WONGLORSAICHON Appointment date of replacement committee member : 14 May 2025

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. PRAPAS PHOLPIATTANAPHONG</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : high school</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>CHAIRMAN OF EXECUTIVE COMMITTEE</p>	<p>1 Jan 2016</p>	<p>Agribusiness, Food & Beverage, Leadership</p>
<p>2. Mr. ANKOON PHOLPIATTANAPHONG</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>MANAGING DIRECTOR (The highest-ranking executive)</p>	<p>1 Jan 2016</p>	<p>Agribusiness, Leadership, Corporate Management, Business Administration, Strategic Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. PEERAPAT PHOLPIPATTANAPHONG</p> <p>Gender: Male</p> <p>Age : 37 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Director	26 Apr 2023	Economics, Business Administration, Agribusiness, Marketing, Brand Management
<p>4. Mr. BOONCHAI SUNNITHILAWAN^{(**)(**)}</p> <p>Gender: Male</p> <p>Age : 56 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : Yes</p>	FINANCIAL CONTROLLER	1 Oct 2024	Economics, Banking, Finance, Strategic Management, Business Administration

List of executives	Position	First appointment date	Skills and expertise
<p>5. Ms. WARISARA KANGKANKA</p> <p>Gender: Female</p> <p>Age : 58 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	GENERAL MANAGER	1 Jan 2016	Agribusiness, Food & Beverage
<p>6. Mr. SAIRUNG BOONTOM</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Agricultural</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	AGRICULTURAL PROMOTION MANAGER	1 Jan 2017	Agribusiness, Negotiation, Leadership

List of executives	Position	First appointment date	Skills and expertise
<p>7. Ms. NICHAPA SUNGKITBOON^(**) Gender: Female Age : 3 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes</p>	ACCOUNTING MANAGER	20 Jun 2022	Accounting
<p>8. Mr. THAMMARAT CHAROENSANTI Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Agro- Industry Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	PLANT MANAGER 2	1 Jan 2011	Agribusiness, Food & Beverage

List of executives	Position	First appointment date	Skills and expertise
9. Ms. PIYALUK CHUEPHUDEE Gender: Female Age : 56 years Highest level of education : Bachelor's degree Study field of the highest level of education : Food science and technology Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	PLANT MANAGER 1	1 Jan 2004	Agribusiness, Food & Beverage, Leadership, Corporate Management, Sustainability
10. Ms. KAMORN RAT PHOLPIATTANAPHONG Gender: Female Age : 35 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	OFFICE MANAGER	1 Jan 2024	Agribusiness, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Business Administration

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

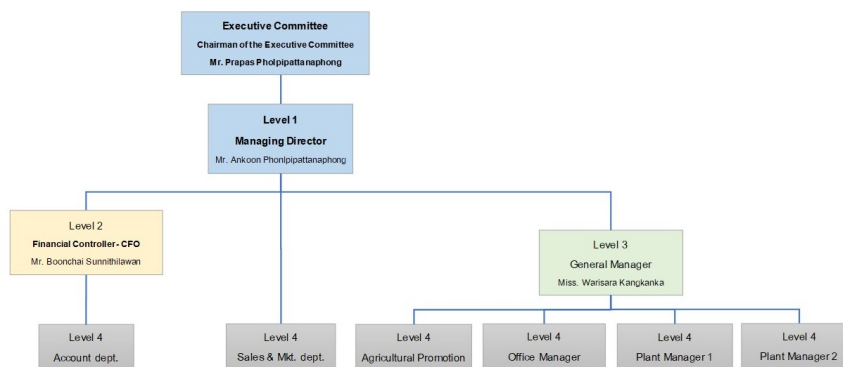
(**) Accounting supervisor

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

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

Organization structure of the highest-ranking executive and the next four executives as of date : 1 Jan 2026

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



Remuneration policy for executive directors and executives

The company has established clear and transparent compensation for directors and executives at appropriate levels to retain qualified directors and executives that meet the company's requirements. The Nomination and Remuneration Committee is responsible for recommending suitable compensation for the Board of Directors, subcommittees, Managing Director, executive directors, and senior executives in accordance with increased workload. This serves as motivation for directors and executives to fully apply their knowledge and capabilities in management, and corresponds to directors' increased responsibilities, with the goal of achieving sustainable growth and good operating results for the company. This ultimately provides returns to shareholders, employees, and all stakeholders in both the short and long term.

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

The Nomination and Remuneration Committee has determined the necessary and appropriate monetary and non-monetary compensation for each member of the Board of Directors. The compensation determination for the Board of Directors should consider the appropriateness of the compensation in relation to their duties, responsibilities, performance, and the motivation to successfully achieve both short-term and long-term goals. By comparing the compensation to data from the same industry, companies in similar businesses, or directors' compensation reports from the Thai Institute of Directors Association, or to the same compensation as the previous year, the proposal will be submitted to the Board of Directors for approval and then presented to the shareholders' meeting for approval.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	14,032,675.00	15,898,650.00	15,187,100.00

	2023	2024	2025
Total remuneration of executive directors (baht)	1,066,666.67	1,200,000.00	1,200,000.00
Total remuneration of executives (baht)	12,966,008.33	14,698,650.00	13,987,100.00

The monetary compensation for executive directors consists of an annual director's salary of 400,000 baht (with the same terms and conditions as company directors), subject to approval at the annual shareholders' meeting.

The monetary compensation for executives, according to the company's compensation structure, includes salary, bonuses, company car allowance, and telephone allowance.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	337,928.80	349,632.30	385,855.80

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. NICHAPA SUNGKITBOON	nichapas@cmfrozen.com	02 634 0061-4

List of the company secretary

General information	Email	Telephone number
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General information	Email	Telephone number
1. Mr. BOONCHAI SUNNITHILAWAN	boonchais@cmfrozen.com	02 634 0061-4

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. CHIRATCHAYA WORACHOTSAKHUNKIT	chiratchayaw@cmfrozen.com	02 634 0061-4

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. BOONCHAI SUNNITHILAWAN	boonchais@cmfrozen.com	02 634 0061-4

Company's auditor

Details of the companys auditor⁽¹⁾

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
AST MASTER COMPANY LIMITED 790/12 THONG LOR TOWER, SOI THONG LOR 18, SUKHUMVIT 55 ROAD KHLONGTAN KHLONG TOEI Bangkok 10110 Telephone number 0-2714-8843	1,125,000.00	Types of non-audit service : Fees for compliance checks for BOI investment promotion certificates Details of non-audit service : For consideration and approval of the application for corporate income tax exemption benefits from the Board of Investment. Amount paid during the fiscal year 0.00 baht Amount to be paid in the future 50,000.00 baht Total non-audit fee 50,000.00 baht	1. Ms. NONGRAM LAOHAAREEDILOK Email: nongram@astmaster.com Telephone number: 02-714-8843 License number: 4334 2. Ms. PAKAMON LAOHAARREEDILOK Email: pakamon@astmaster.co.th Telephone number: 02-714-8843 License number: 11499 3. Ms. SUNANTA KUMSUK Email: sunanta@astmaster.co.th Telephone number: 02-714-8843 License number: 8207

Remark: ⁽¹⁾ As of December 31, 2025, there were outstanding audit fees of 1,125,000 baht and outstanding BOI compliance audit fees of 50,000 baht. The total outstanding amount was 1,175,000 baht.

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

By 2025, the Board of Directors will oversee and set the strategic direction for the sustainable growth of Chiang Mai Frozen Foods Public Company Limited (CM) amidst climate and global economic challenges. Its key roles can be summarized as follows:

1. Strategic and Policy Oversight

The company board, sub-committees, and management prioritize "Strategies for adapting to sustainability," overseeing and assessing the risks and opportunities arising from climate change. In particular, the procurement of agricultural raw materials must be able to cope with fluctuations in weather conditions, such as droughts or unusually heavy rainfall, which can affect the supply chain.

2. Important risk management

The board of directors, sub-committees, and management are monitoring the situation and managing risks, particularly those arising from the volatility of the Thai baht, which tends to appreciate continuously against the US dollar. This impacts the company's performance, requiring monitoring of geopolitical conflicts that affect energy costs and supply chains. Furthermore, it underscores the importance of seeking new business opportunities to strengthen the company's capabilities and ensure sustainable future growth.

3. Corporate governance in accordance with good corporate governance policies.

The company's board of directors, sub-committees, and management monitor and support a corporate culture committed to ethical business practices through a No Gift Policy and a transparent Whistleblowing system. The company is a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC), having received CAC membership certification for the fourth consecutive term on December 31, 2025.

In summary, the overall performance of the company's board of directors, as described above, included six board meetings held in 2025, all of which were attended by directors and thus constituted a quorum.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
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List of directors	Position	First appointment date of director	Skills and expertise
Mr. PRAPAS PHOLPIPATTANAPHONG	Director	31 Dec 1993	Agribusiness, Food & Beverage, Leadership
Mr. PHUSIT WONGLORSAICHON	Director	30 Apr 2010	Governance/ Compliance, Risk Management, Accounting, Audit

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Recruitment

- 1) Determine the qualifications of the directors to be recruited, in accordance with the structure, size, and composition of the board of directors as determined by the company's board of directors.
- 2) Consider the suitability of the knowledge, experience, and expertise of the directors as a whole, determining what qualities the board of directors needs to have to have the expected composition of the board.
- 3) Consider the independence of each independent director to determine which independent directors meet the qualifications and which lack the necessary qualifications. Also, consider whether it is necessary to recruit new independent directors if there are fewer independent directors than the company's board of directors requires.
- 4) Consider the dedication of the directors' time. If they are incumbent directors, their self-assessments should be taken into consideration when nominating them for another term. For individuals to be nominated as new directors, consideration should be given to the number of companies they have served prior to becoming a director.

Recruitment Process

- 1) Consider the list of individuals nominated by minority shareholders (if any).
- 2) Consider the list of individuals from the director database of the Securities and Exchange Commission (SEC) and/or the Thai Institute of Directors Association (THAI IOD).
- 3) Consider individuals who are highly qualified and/or possess knowledge, skills, and experience according to the Board Skill Matrix.
- 4) Consider the existing board members whose terms have expired by rotation. Considering their skills, qualifications, experience, and suitability to still provide independent and unbiased opinions, they have played a crucial role in advising on important issues in the past.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 4

Rights of minority shareholders on director appointment

The company permits minority shareholders to nominate individuals for consideration as company directors in advance. This nomination period runs from December 15, 2025, to January 31, 2026. Information is disseminated through the Company's website, www.cmfrozen.com, and the Stock Exchange of Thailand's website, www.set.or.th.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

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. PRAYOON PHOLPIATTANAPHONG (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) • 2004: Director Accreditation Program (DAP)
2. Mr. LAN MU-CHIOU (Director)	Non-participating	-
3. Mr. PRAPAS PHOLPIATTANAPHONG (Director)	Non-participating	Thai Institute of Directors (IOD) • 2004: Director Accreditation Program (DAP)
4. Mr. AMNUAY YOSSUCK (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2004: Director Accreditation Program (DAP)
5. Mr. ANKOON PHOLPIATTANAPHONG (Director)	Non-participating	Thai Institute of Directors (IOD) • 2019: Ethical Leadership Program (ELP) • 2004: Director Accreditation Program (DAP)
6. Mr. AMPON RUAYFUPANT (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2008: Director Accreditation Program (DAP)
7. Mr. PHUSIT WONGLORSAICHON (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2020: Board Nomination and Compensation Program (BNCP) • 2020: Director Accreditation Program (DAP)
8. Mr. PEERAPAT PHOLPIATTANAPHONG (Director)	Non-participating	Thai Institute of Directors (IOD) • 2024: Director Accreditation Program (DAP)
9. Mr. LAN MING-TE (Director)	Non-participating	Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The performance evaluation of the Company's Board of Directors is held annually and is divided into two types of evaluations:

- 1) Performance Evaluation of Individual Directors
- 2) Performance Evaluation of the Board of Directors as a whole.

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

Evaluation of the performance of the duties of the entire Board of Directors. In 2024, the average assessment result was 95.38 percent.

Evaluation of the performance of the duties of individual directors. In 2025, the average assessment result was 97.69 percent.

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	97.69	100.00
	Self-assessment	96.46	100.00
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	96.25	100.00
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

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

Date of AGM meeting : 23 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PRAYOON PHOLPIPATTANAPHONG (Chairman of the board of directors)	6	/	6	1	/	1		/	
2. Mr. LAN MU-CHIOU (Director)	6	/	6	1	/	1		/	
3. Mr. PRAPAS PHOLPIPATTANAPHONG (Director)	6	/	6	1	/	1		/	
4. Mr. AMNUAY YOSSUCK (Director, Independent director)	4	/	6	1	/	1		/	
5. Mr. ANKOON PHOLPIPATTANAPHONG (Director)	6	/	6	1	/	1		/	
6. Mr. AMPON RUAYFUPANT (Director, Independent director)	5	/	6	1	/	1		/	
7. Mr. PHUSIT WONGLORSAICHON (Director, Independent director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mr. PEERAPAT PHOLPIPATTANAPHONG (Director)	6	/	6	1	/	1		/	
9. Mr. LAN MING-TE (Director)	6	/	6	1	/	1		/	
10. Ms. CHUTIMA TANGMATITHAM (Director, Independent director)	1	/	6	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PRAYOON PHOLPIPATTANAPHONG (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. LAN MU-CHIOU (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. PRAPAS PHOLPIPATTANAPHONG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Mr. AMNUAY YOSSUCK (Director)	4/6 (66.67%)	1/1 (100.00%)	N/A
5. Mr. ANKOON PHOLPIPATTANAPHONG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
6. Mr. AMPON RUAYFUPANT (Director)	5/6 (83.33%)	1/1 (100.00%)	N/A
7. Mr. PHUSIT WONGLORSAICHON (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. PEERAPAT PHOLPIPATTANAPHONG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Mr. LAN MING-TE (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
10. Ms. CHUTIMA TANGMATITHAM (Director)	1/6 (16.67%)	1/1 (100.00%)	N/A
Average meeting attendance rate	86.67%	100.00%	N/A

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

Due to health issues, Mr. Amnuay Yossuck, an independent director, has requested leave from the meeting in advance.

Remuneration of the board of directors

Types of remuneration of the board of directors

Components of Directors' Remuneration

The Company provides annual remuneration for its directors and monthly remuneration based on the appropriate workload of the Audit Committee. The Company does not provide other remuneration, such as meeting fees, bonuses, life insurance, company cars, etc., to the Board of Directors or any other subcommittees.

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. PRAYOON PHOLPIPATTANAPHONG (Chairman of the board of directors)			400,000.00		N/A
Board of Directors (Chairman of the board of directors)	0.00	400,000.00	400,000.00	No	
2. Mr. LAN MU-CHIOU (Director)			400,000.00		N/A
Board of Directors (Director)	0.00	400,000.00	400,000.00	No	
3. Mr. PRAPAS PHOLPIPATTANAPHONG (Director)			400,000.00		N/A
Board of Directors (Director)	0.00	400,000.00	400,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
4. Mr. AMNUAY YOSSUCK (Director, Independent director)			880,000.00		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	
Board of Directors (Director)	0.00	400,000.00	400,000.00	No	
Audit Committee (Chairman of the audit committee)	0.00	480,000.00	480,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
5. Mr. ANKOON PHOLPIPATTANAPHONG (Director)			400,000.00		N/A
Board of Directors (Director)	0.00	400,000.00	400,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mr. AMPON RUAYFUPANT (Director, Independent director)			640,000.00		N/A
Board of Directors (Director)	0.00	400,000.00	400,000.00	No	
Audit Committee (Member of the audit committee)	0.00	240,000.00	240,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
7. Mr. PHUSIT WONGLORSAICHON (Director, Independent director)			560,000.00		N/A
Board of Directors (Director)	0.00	400,000.00	400,000.00	No	
Audit Committee (Member of the audit committee)	0.00	160,000.00	160,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
8. Mr. PEERAPAT PHOLPIPATTANAPHONG (Director)			400,000.00		N/A
Board of Directors (Director)	0.00	400,000.00	400,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
9. Mr. LAN MING-TE (Director)			400,000.00		N/A
Board of Directors (Director)	0.00	400,000.00	400,000.00	No	
10. Ms. WARISARA KANGKANKA (Member of the subcommittee)			0.00		N/A
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
11. Mr. THAMMARAT CHAROENSANTI (Member of the subcommittee)			0.00		N/A
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
12. Mr. BOONCHAI SUNNITHILAWAN (Member of the subcommittee)			0.00		N/A
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
13. Mr. BOONMEE SAMUN (Member of the subcommittee)			0.00		N/A
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Ms. CHUTIMA TANGMATTHAM (Director, Independent director)			213,333.33		N/A
Board of Directors (Director)	0.00	133,333.33	133,333.33	No	
Audit Committee (Member of the audit committee)	0.00	80,000.00	80,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
15. Ms. PIYALUK CHUEPHUDEE (Member of the subcommittee)			0.00		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 Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	0.00	3,733,333.33	3,733,333.33
2. Audit Committee	0.00	960,000.00	960,000.00
3. Executive Committee	0.00	0.00	0.00
4. Corporate Governance and Sustainability Committee	0.00	0.00	0.00
5. Risk Management Committee	0.00	0.00	0.00
6. Nomination and Remuneration Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025

	2023	2024	2025
Meeting allowance (Baht)	4,000,000.00	0.00	0.00
Other monetary remuneration (Baht)	0.00	960,000.00	4,693,333.33
Total (Baht)	4,000,000.00	960,000.00	4,693,333.33

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year : 3,733,333.33
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : No
Mechanism for overseeing subsidiaries and associated companies : No / In progress

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The company has established and reviewed its Code of Business Conduct, which includes a policy regarding conflicts of interest. This policy stipulates that directors, executives, and employees must not seek personal gain that conflicts with the company's interests or engage in any actions that create a conflict of interest. The following guidelines apply:

1.1) Directors, executives, and employees must avoid conduct that creates a conflict of interest for the company. If any action involving a conflict of interest is necessary, directors, executives, and employees must prioritize the best interests of the company.

1.2) Directors, executives, and employees who participate in activities outside the organization or hold positions outside the company, such as being directors, executives, consultants, or representatives in other organizations, must not create a conflict of interest with the company, whether directly or indirectly, and must not affect their performance of duties within the company.

1.3) Directors, executives, and employees shall not engage in any actions related to fraud and corruption of any kind, whether for their own benefit, that of their family, friends, or acquaintances, directly or indirectly, regardless of whether they are in the position of recipient, giver, or offeror, whether in monetary or non-monetary form, to government agencies or private entities. Companies with which the company conducts business or has contact must strictly adhere to its policies. Failure to comply will result in disciplinary action according to company regulations and may also result in legal penalties if the action is illegal.

1.4) Directors and those with management authority must prepare reports of their own conflicts of interest and those of related parties whenever information changes. This information will be used by the Company to oversee transactions between the Company and the directors, those with management authority, and/or their related parties to ensure compliance with applicable rules, regulations, and laws.

1.5) Any investment in businesses with related interests or transactions between the company and its authorized directors must be approved by the board of directors. This approval excludes directors with a conflict of interest.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company had guidelines to prevent the use of inside information for exploitation in the past year. The publicity on the protection of confidential information by The Company considers it the responsibility of the directors. Executives and employees The confidentiality of the use of internal information must be strictly maintained. Guidelines have been established. as follows

- 1) Director Executives, and employees will be responsible for and maintain confidential information of shareholders, customers, business partners, competitors, creditors, and employees. Unless the disclosure is in accordance with the laws, regulations, terms, or conditions to which the Company must comply, the Company will not access the confidential information of such person in a dishonest or inappropriate manner.
- 2) Directors, Executives, and employees will not seek benefits for themselves or those involved. By using internal information that has not been disclosed or confidential, or disclosing it to third parties, whether directly or indirectly.
- 3) Director Executives, and employees will not buy, sell, transfer, or accept the transfer of the Company's securities based on the Company's internal information that has not been disclosed to the relevant authorities.

In the past year, the Company has signed a non-disclosure agreement (NDA) with an Enterprise Resource Planning (ERP) software development service company.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

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

The Company has been working on anti-corruption activities in the past year as follows:

1. Review the appropriateness of anti-corruption by communicating and training employees on anti-corruption policies and practices.
2. The Risk Management Committee has assessed operational risks related to corruption, such as petty cash management and procurement.
3. Monitoring and Evaluation of Compliance with Anti-Corruption Policy. However, in the past year, there have been no complaints about corruption.

4. Adequate verification of the completeness of the process from the Audit Committee or the auditor. From the audit report No corruption was found.

5. The company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2017. The company's certification was most recently renewed last year on December 31, 2025, and is valid until December 31, 2028.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

The Company has an anti-corruption policy regarding whistleblowing or complaints, as follows;

- 1) Acts of fraud and corruption related to the organization, either directly or indirectly, such as seeing individuals in the organization, giving bribes or accepting bribes from officials of government agencies or private agencies.
- 2) Violations of procedures in accordance with the Company's regulations or affecting the Company's internal control system that may be a channel for fraud and corruption.
- 3) Causing the Company to lose benefits or affect the Company's reputation.
- 4) Illegal acts, good morals, and business ethics of the company.

It provides a secure way to access information. Receiving advice, whistleblowing, or complaints, and measures to protect whistleblowers or whistleblowers under the Anti-corruption Policy.

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. AMNUAY YOSSUCK (Chairman of the audit committee)	3	/	4	3/4 (75.00%)
2 Mr. AMPON RUAYFUPANT (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. PHUSIT WONGLORSAICHON (Member of the audit committee)	3	/	3	3/3 (100.00%)
4 Ms. CHUTIMA TANGMATITHAM (Member of the audit committee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(93.75%)

The results of duty performance of the audit committee

In 2025, the Audit Committee met four times to discuss matters within its responsibilities. The meetings were conducted independently, transparently, and in accordance with the principles of good corporate governance. The key performance of the Audit Committee during the year 2025 can be summarized as follows:

1. Review of the Accuracy of Financial Reports

The Audit Committee reviewed the Company's quarterly and annual financial statements for 2025, which had been reviewed and audited by the external auditor before being presented to the Board of Directors for approval. The Audit Committee concurred with the auditor's opinion that the financial statements were fairly presented in all material respects in accordance with generally accepted accounting standards.

2. Review of Good Corporate Governance Structure

The Audit Committee reviewed the structure and processes of good corporate governance to ensure that the Company operates in accordance with the corporate governance guidelines prescribed by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). The Company has also established a Code of Conduct as a guideline and organizational value, issued policies and operational manuals in written form, and communicated them to directors, executives, employees, and relevant parties through the Company's website.

3. Review of Risk Management and Effectiveness of the Internal Control System

The Audit Committee emphasized risk management in accordance with the international standard COSOERM framework. The Committee discussed key risk issues with management and consulted with both the external and internal auditors to review the internal control system in accordance with the COSO framework. The Audit Committee concluded that the Company has adequate and effective internal control and risk management systems, and no weaknesses in internal control that would significantly affect the Company's operations.

4. Internal Audit Function

The Audit Committee supervised and supported the internal audit function to ensure its independence in performing its duties.

5. Review of Compliance with Securities and Exchange Laws and Relevant Regulations

The Audit Committee emphasized the Company's compliance with the Securities and Exchange Act, the Stock Exchange of Thailand's regulations, the Securities and Exchange Commission's requirements, and other laws relevant to the Company's business operations.

6. Review of Connected Transactions or Potential Conflict of Interest Transactions

The Committee reviewed connected transactions and any that could create conflicts of interest to ensure transparency and appropriateness.

7. Consideration and Appointment of External Auditor and Determination of Audit Fee for 2025

The Audit Committee considered and proposed the AST Master Co., Ltd. as the Company's external auditor for the year 2025. The Committee determined that AST Master Co., Ltd. possesses professional expertise, has a strong understanding of the Company's business, and performs its duties with independence.

8. Review of the Audit Committee Charter

The Audit Committee reviewed the Audit Committee Charter for the year 2025 to update and clarify its authority, duties, and responsibilities, ensuring alignment with current practices and 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) : 4

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRAPAS PHOLPIPATTANAPHONG (The chairman of the executive committee)	4	/	4	4/4 (100.00%)
2 Mr. ANKOON PHOLPIPATTANAPHONG (Member of the executive committee)	4	/	4	4/4 (100.00%)
3 Mr. PEERAPAT PHOLPIPATTANAPHONG (Member of the executive committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

Establish management policies and operational directions that align with the company's policies and objectives, aiming to create stability and maximize benefits for the company. Furthermore, oversee and supervise the management team to ensure that they effectively and efficiently implement the established policies.

Meeting attendance of Corporate Governance and Sustainability Committee

Meeting Corporate Governance and Sustainability Committee : 2 (times)

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ANKOON PHOLPIPATTANAPHONG (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Ms. WARISARA KANGKANKA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. THAMMARAT CHAROENSANTI (Member of the subcommittee)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Mr. PEERAPAT PHOLPIATTANAPHONG (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. BOONCHAI SUNNITHILAWAN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
6 Mr. PHUSIT WONGLORSAICHON (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
7 Mr. BOONMEE SAMUN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance and Sustainability Committee

The Corporate Governance and Sustainability Committee has fulfilled its duties in corporate governance and sustainability as follows:

1. Acknowledged the results of the 2025 Annual General Meeting (AGM) assessment from the Thai Investors Association, achieving a score of 4 stars, the same as last year.
2. Acknowledged the results of the 2025 Corporate Governance Rating (CGR), achieving a score of 4 stars, the same as last year. This year, the company is in the top quartile within the market capitalization group (not exceeding 1,500 million baht).
3. Acknowledged the results of the 2025 sustainability stock assessment; received the SET-ESG RATING: A.
4. Reviewed the corporate governance and business ethics policy.
5. Reviewed the anti-corruption policy.
6. Reviewed the Corporate Governance Committee Charter.
7. Reviewed the Directors, Executives, and Employee Handbook on anti-corruption measures.
8. Completed the Corporate Governance and Sustainability Committee's self-assessment for 2025.
9. Prepare the Corporate Governance and Sustainability Committee's performance report for the year 2025.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 2

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

1 Mr. ANKOON PHOLPIPATTANAPHONG (The chairman of the subcommittee)	2	/	2	2/2 (100.00%)
2 Ms. WARISARA KANGKANKA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. THAMMARAT CHAROENSANTI (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mr. PEERAPAT PHOLPIPATTANAPHONG (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. BOONCHAI SUNNITHILAWAN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
6 Mr. BOONMEE SAMUN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

The Risk Management Committee performed its risk management duties for the year 2025 as follows:

1. Assessing risks in each area and considering preventive and corrective measures, comprehensively considering risks in various areas as follows:
 - 1) Strategic Risk
 - 2) Operational Risk
 - 3) Financial Risk)
 - 4) Compliance Risk
 - 5) ESG Risk)
 - 6) New Emerging Risk
2. An assessment of potential fraud risks was conducted, revealing that the company had no instances of fraud committed by directors, executives, or employees. The company has managed its risks in each area satisfactorily, resulting in continued strong financial performance and an acceptable level of risk.
3. Review the risk management policy.
4. Review the Risk Management Committee Charter.
5. Review the risk assessment results twice in 2025.

6. Conduct a self-assessment by the Risk Management Committee for the year 2025.
7. Prepare the Risk Management Committee's performance report for the year 2025.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. AMNUAY YOSSUCK (The chairman of the subcommittee, Independent director)	1	/	2	1/2 (50.00%)
2 Mr. AMPON RUAYFUPANT (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. PRAPAS PHOLPIPATTANAPHONG (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mr. ANKOON PHOLPIPATTANAPHONG (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. PHUSIT WONGLORSAICHON (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(90.00%)

The results of duty performance of Nomination and Remuneration Committee

The Nomination and Remuneration Committee performed its duties during the year 2025 as follows:

1. The company is considering the selection of qualified individuals to serve as directors for submission to the Board of Directors and the 2025 Annual General Meeting of Shareholders. Individual shareholders were allowed to nominate candidates for director positions from December 13, 2024, to January 31, 2025, but no shareholders nominated anyone for consideration. Therefore, the Nomination and Remuneration Committee proposed reappointing the directors whose terms expire in 2025 for another term. The Annual General Meeting of Shareholders on April 23, 2025, approved the reappointment of all directors as proposed individually.
2. Consider setting the annual compensation for the year 2025 for the company's board of directors and subcommittees for submission to the board of directors and the shareholders' meeting for approval. The compensation should be appropriate based on the increased workload, compared to industry data, or equivalent to the compensation in the previous year, and should reflect the workload, knowledge, and abilities required to maintain the directors and executives the company needs. The shareholders' meeting approved the proposal.
3. Review the charter of the Nomination and Remuneration Committee.
4. Review the procedures for the selection of committee members and their remuneration.

5. Review the Board Skill Matrix to provide information for proposing the appointment of directors who possess suitable qualifications and abilities beneficial to the company's operations. This should encompass various types of directors, including executive directors, non-executive directors, and independent directors, reflecting board diversity.
6. Consider the self-assessment results of the Nomination and Remuneration Committee for the year 2025.
7. Prepare the Nomination and Remuneration Committee's performance report for the year 2025.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Chiangmai Frozen Foods Public Company Limited will

1. Focus on developing good products and services, develop corporate strategies for quality growth
2. Manage natural resources sustainably, give importance to natural resources in the business supply chain
3. Conduct business honestly, fairly, comply with the law, good corporate governance, transparency, auditability, and prevent corruption.
4. Give importance to safety, occupational health and work environment of employees to prevent loss and injury of employees
5. There is no discrimination and have gender equality.
6. Encourage employees at all levels to participate in activities / projects related to social responsibility (CSR) together
7. Promote and support the development of employees at all levels to increase the performance to be efficient and enhance skills to be ready to adapt to new technologies and innovations that will play a role in the organization in the future

Sustainability management goals

Does the company set sustainability management : Yes
goals

1. Responsible Raw Material Sourcing
2. Corporate Governance
3. Product and Innovation Development
4. Social Performance
5. Employee Safety and Working Environment
6. Employee Relations
7. Community and Social Responsibility
8. Energy Usage
9. Solar Renewable Energy
10. Water Management
11. Waste Management
12. Carbon Footprint Management

United Nations SDGs that align with the : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good
organization's sustainability management goals Health and Well-being, Goal 4 Quality Education, Goal 5
Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7
Affordable and Clean Energy, Goal 8 Decent Work and
Economic Growth, Goal 9 Industry, Innovation and
Infrastructure, Goal 10 Reduce Inequalities, Goal 11
Sustainable Cities and Communities, Goal 13 Climate
Action, Goal 15 Life on Land, Goal 16 Peace, Justice and
Strong Institutions

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 : Yes
of sustainable management over the past year

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

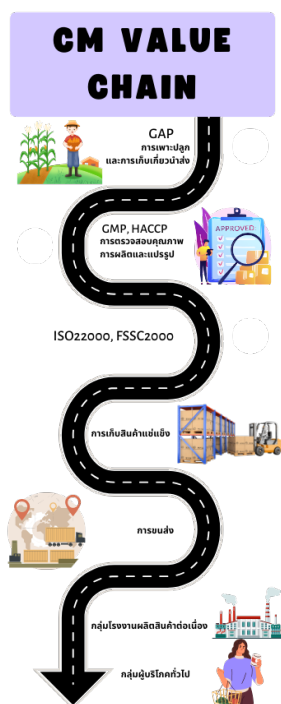
There was a review in the management review meeting and there were no changes.

Information on impacts on stakeholder management in business value chain

Business value chain

The company focuses on management for stable and sustainable growth while creating shared value with stakeholders throughout the business value chain. Understanding the needs and mutual benefits, it emphasizes management from sourcing quality raw materials, sending them to the factory, and producing goods according to standards. This includes delivering to customers to ensure maximum satisfaction, as well as caring for and taking responsibility for not impacting society and the environment. This is accomplished through ethical business operations, compliance with labor laws, and relevant government regulations, with transparency and commercial integrity starting from the procurement of raw materials to the delivery of quality products to customers.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	Good welfare benefits, workplace safety, skills development, and opportunities for advancement.	Legal and additional benefits, safety training (Safety Week), and succession planning.	<ul style="list-style-type: none"> • Internal Meeting • Satisfaction Survey • Training / Seminar
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Farmers 	Fair purchase prices, knowledge sharing support, and certainty in purchasing at the guaranteed price	Contract farming programs, price guarantees, and support for fertilizers and technology.	<ul style="list-style-type: none"> • Visit
<ul style="list-style-type: none"> • Customers 	Product quality meets standards, safety, and delivery are on time.	Quality control/quality assurance (QC/QA), international standard certification, and logistics improvements to control quality and delivery time.	<ul style="list-style-type: none"> • Visit • Online Communication • Complaint Reception • Satisfaction Survey
<ul style="list-style-type: none"> • Investors or investment institutions 	Growth in financial performance, transparency in information disclosure.	Quarterly financial reporting, Management Discussion and Analysis (MD&A), and Annual Shareholder Meetings.	<ul style="list-style-type: none"> • Press Release • Online Communication • Annual General Meeting (AGM) • Complaint Reception
<ul style="list-style-type: none"> • Community 	Environmental protection, local employment, and reducing environmental impact from factories.	Wastewater treatment measures, community CSR projects, and policies for recruiting local employees.	<ul style="list-style-type: none"> • Social Event • Online Communication • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Others Corporate Governance / ESG unit 	Cooperating with and complying with all applicable laws and regulations.	Preparing reports in accordance with the standards of the Stock Exchange of Thailand and other government agencies.	<ul style="list-style-type: none"> Visit Online Communication External Meeting Training / Seminar

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Human Rights	<ul style="list-style-type: none"> Fair Labor Practices
Product Development	<ul style="list-style-type: none"> Innovation Development
Customer Needs	<ul style="list-style-type: none"> Others : Product quality meets standards, and on time delivery
Climate Change	<ul style="list-style-type: none"> Environmental Management Standards Policy and Compliance
Employee retention and attraction	<ul style="list-style-type: none"> Good Governance

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Managing operations in the current domestic and international economic climate, with intense competition in terms of price, quality, and service, involves various risks and uncertainties that impact business capabilities and objectives. Therefore, the company recognizes and prioritizes risk management and internal control systems in its operations to ensure that the company can effectively achieve its business objectives and goals, generate profits, and protect the interests of stakeholders, in accordance with the principles of good corporate governance.

The company therefore has a risk management policy in various areas by establishing a Risk Management Committee, composed of executive directors, independent directors, and relevant senior executives, to analyze various risk factors and assess potential risks to find appropriate ways to prevent or manage those risks, with a design based on industry standards following the guidelines of The Committee of Sponsoring Organizations of the Treadway Commission (COSO), a globally recognized organization, as follows:

1. The company should consider the types of risks it is currently facing and anticipates facing in the future. This involves regularly assessing internal and external risk factors, including risks to all stakeholders that could significantly impact the company's business operations.
2. An analysis should be conducted to assess the impact and severity of identified risks and the likelihood or events that could lead to the occurrence of those risks.
3. Measures should be in place to monitor events that cause risk factors and to manage or mitigate such risks to an appropriate and acceptable level
4. Establish a comprehensive internal control system encompassing business planning, finance, operations, and compliance with relevant laws, regulations, and rules, including measures to combat corruption between employees or the company and private organizations and/or government agencies.
5. There must be mechanisms in place to ensure sufficiently effective checks and balances to protect and safeguard shareholder investments and company assets.
6. A clear hierarchy of authority and responsibilities for management and staff should be established, and approval procedures should be in writing.
7. The internal audit department/Audit Committee is independent from the risk management unit and is responsible for auditing/reviewing the performance of the risk management committee to ensure that risk management is effective and efficient.

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 STRATEGIC RISK

Related risk factors : Strategic Risk
• Pandemic risk

ESG risk factors : No

Risk characteristics

According to the main raw material for the production of the company's frozen products is edamame. green beans and sweet corn may be directly affected by the spread of communicable diseases of agricultural products, which are the main inputs of agriculture

Risk-related consequences

The risk of the spread of infectious diseases of agricultural raw materials, which are the main production factors, will directly affect the company's volume and sales. This makes it not meet the target.

Risk management measures

Most of the problems caused by the spread of communicable diseases for agricultural raw materials are insect / worm diseases. In taking care of farmers, Follow the cultivation maintenance schedule and control and assist/support farmers in terms of knowledge to prevent the spread of the disease.

Risk 2 Financial Risk

Related risk factors : Financial Risk
• Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

The company, there is a value of exporting products of more than 90 percent of total sales and the company sells export products abroad. All are denominated in United States dollars. Therefore, the company may be affected. Due to exchange rate fluctuations

Risk-related consequences

Exchange rate fluctuations can affect the income and operating results of the company in Profits (Loss) by Gain (Loss) on Exchange Rate

Risk management measures

The company has entered into a forward sale contract for U.S. dollars, which can significantly reduce the risk of foreign exchange rates. The company will enter into a forward sale contract with a term of 12 months to cover the estimated income from exports for the entire year, allowing the company to hedge against fluctuations in exchange rates for approximately 10 months.

Risk 3 Operational Risk

Related risk factors : Operational Risk
• Other : -

ESG risk factors : No

Risk characteristics

The quality of the product must not be lower than the standard specified by the customer and/or required by law and regulations, causing the company to have a risk of returning the product to the customer if the product quality cannot

be controlled to have the amount of chemicals according to the standard agreed upon with the customer and/or required by law and regulations

The company, therefore, has implemented quality control measures for its products to prevent potential negative impacts from chemical residues, including rigorous inspection processes in accordance with GHP standards.

Risk-related consequences

This directly affects the company's revenue, including cases where the quality is lower than the standard, and adversely affects the health of consumers if the product is put on sale. will have a continuous impact on compliance risks.

Risk management measures

The company has a strict inspection process in accordance with GHP standards. More than 250 types of chemical residues have been detected and in the past year, there have been no returns or problems due to the amount of chemical residues exceeding the standards set by customers and/or the regulation

Risk 4 Compliance Risk

Related risk factors :

Compliance Risk

- Corporate Governance

ESG risk factors : No

Risk characteristics

Lack of transparency and good governance in management. Lack of knowledge and understanding of business and related legal principles will create the opportunity for errors in preparing contract documents. Practices that are not following the requirements of laws and regulations of the government or relevant regulatory agencies such as the Stock Exchange of Thailand (SET). The Securities and Exchange Commission (S.E.C.), etc. As a result, there are related compliance risks.

Risk-related consequences

Failure to comply with relevant rules and regulations will affect the credibility of business operations, and in the case of a penalty, there must be costs and risks to the business to be affected by the penalty.

Risk management measures

Establish sub-committees and/or any departments to take responsibility for complying with requirements and laws, such as the Risk Management Committee, in considering, evaluating, and preventing risks in the field of regulations. Applicable Laws The presence of legal counsel, etc.

Risk 5 ESG risk

Related risk factors :

Operational Risk

- Corruption

ESG risk factors : No

Risk characteristics

The company has an ideology of conducting business with integrity. Comply with Thai laws to combat corruption and corruption. Be transparent, adhere to social responsibility and all stakeholder groups in accordance with corporate principles, governance, and ethics in business operations.

Risk-related consequences

The risk of corruption has a direct impact on reputation and damage to business performance, which has long-term consequences. for stable growth according to ethical principles. Good Corporate Governance and Governance Principles

Risk management measures

The Company has established an anti-corruption policy. The Company is also a member of the Collective Action Coalition Against Corruption (CAC).

Risk 6 New Emerging Risk

Related risk factors :

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Because the company operates in the frozen fruits and vegetables business, which relies heavily on agricultural raw materials, changing climate conditions directly impact the stability of its supply chain.

Sudden and severe climate changes (Acute Physical Risk), such as El Nino or La Nina phenomena, cause severe droughts or floods in agricultural areas, directly affecting the quantity and quality of agricultural produce purchased by the company.

Risk-related consequences

Potential Impact

1. Raw material shortages: Unfavorable weather conditions may result in products not meeting customer quality standards or insufficient raw materials to meet production capacity.
2. Fluctuations in production costs: When raw materials are scarce, market prices rise, impacting the company's production costs and profit margin.
3. Revenue risk: Uncertainty in production volume could affect the ability to deliver goods to customers on schedule (on-time delivery), which may negatively impact partner confidence.

Risk management measures

The company has established measures to address and adapt to the risks and manage the impacts of El Nino and/or La Nina phenomena as follows:

1. Controlling and/or increasing yield per acre and planning for expanding agricultural land use in cultivation are key production factors for the company.
2. The company manages risk by setting pre-determined purchase prices with over 8,000 participating farmer families, ensuring that no single farmer's raw material purchases exceed 20% of the total raw material value.
3. The company's cultivation planning, especially for agricultural raw materials, allows for 2-3 harvests per year, with a harvest period of approximately 60-90 days. This enables the company to adjust the cultivation quantity for each harvest to suit market and sales conditions.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The organization has developed a Business Continuity Plan (BCP) to ensure preparedness for unforeseen events that may disrupt operations, such as infectious disease outbreaks, fire incidents, factory flooding, chemical leaks, earthquakes, labor strikes, and natural disasters.

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 : No
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : No
plan

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : 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 : No
acknowledge compliance with the supplier code of
conduct?

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

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

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.93	0.72	0.55

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

The company has continuously conducted research and development to ensure product quality and meet customer needs over the past three years.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

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

The company has a product research and development department, which is responsible for research and development to increase efficiency and quality to be competitive in the market, improve and develop existing products, invent new products, and present research and development plans to relevant departments, including developing the company's products to be market leaders and competitive, studying the feasibility of research projects in product design and production to be in line with future market trends and consumer needs together with the marketing department to find appropriate alternatives to create product opportunities. Company conducted research and collaborated with external agencies, such as the Product Development Technology Program, Faculty of Agro-Industry, Chiangmai University, to improve existing products to meet customer needs in all aspects, including participating in sensory testing training programs to create quality personnel in product testing to ensure food safety and maximum customer satisfaction.

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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