



# ESG Performance Report for Listed Companies in 2025

**BURIRAM SUGAR PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# ESG Performance

Company Name : BURIRAM SUGAR PUBLIC COMPANY LIMITED

Symbol : BRR

Market : SET

Industry Group : Agro & Food Industry

Sector : Food & Beverage

## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

Environmental policy and guidelines : Yes

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

The group of companies is committed to environmental conservation, starting with internal management within the factories, paying close attention to both production processes and landscaping around the facilities. In addition, environmental conservation activities have been organized, encouraging participation from the local communities, government agencies, and the group's employees to foster unity and build collective environmental awareness within the community.

The company places great importance on efficient energy use and continuous energy conservation. It has implemented a system for collecting energy consumption data from the production process for analysis and planning to control energy usage. At the same time, the company operates a biomass power plant, using bagasse by-product from the sugar production process as the primary fuel source for electricity generation. Part of the electricity produced, along with steam and exhaust generated from the cogeneration system, is supplied back to the sugar mill, while the remaining electricity is sold to the Provincial Electricity Authority (PEA). This approach enhances the value of residual energy resources from production, reflecting efficient resource management and maximizing benefits.

The company adheres to the following policies and practices:

1. Committed to complying with laws, regulations, and requirements related to environmental issues.
2. Managing, controlling, and improving production processes to reduce pollution in water, air, and noise.
3. Regularly reviewing environmental management performance to achieve continuous improvement.
4. Promoting and enhancing all stages of production, from raw material sourcing, manufacturing, distribution, and usage to waste and waste disposal management.
5. Encouraging the use of by-products from sugarcane cultivation and sugar production, such as molasses, bagasse, filter cake, ash, and sugarcane leaves, to maximize benefits.
6. Promoting and supporting resources in terms of personnel, time, knowledge, and budget for environmental management.
7. Promoting and publicizing the cultivation of environmental conservation awareness among company personnel and stakeholders.
8. Encouraging collaboration with communities in addressing environmental issues.
9. Promoting and conserving energy for maximum benefit.
10. Promoting and conserving water resource management and wastewater treatment within the factory before reuse.
11. Reducing environmental impacts by minimizing waste generation.

12. Promoting proper management of waste and sewage according to hygienic standards.
13. Driving environmentally conscious business operations, such as biomass energy businesses, bagasse packaging businesses, and biomass fuel pellet (Wood Pellet) businesses, including future businesses.
14. Seeking management solutions to reduce greenhouse gas emissions and carbon footprints.

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

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

In alignment with both the short-term and long-term business strategies, as well as feedback from stakeholder surveys, the group of companies has established goals and strategies for sustainable development. Between 2024 and 2027, the group plans to renew the Carbon Footprint Reduction Certification for its sugar products and develop an organizational-level Carbon Footprint assessment. Additionally, two more power plants within the group will be certified under the Green Industry Level 3 standard, or Green System certification, which recognizes systematic environmental management practices. The group also aims to reduce the practice of sugarcane burning and increase the proportion of fresh (unburned) sugarcane to 98%. These initiatives not only contribute to environmental conservation, pollution reduction, and mitigation of greenhouse gas emissions, but also drive improved operational performance and support the achievement of the groups five-year business plan goals.

## Information on compliance with environmental management principles and standards

### Compliance with environmental management principles and standards

Environmental management principles and standards : Standard of Corporate Social Responsibility, Department of Industrial Works (CSR-DIW STD)

### Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

## Compliance with waste management principles and standards

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

## Information on other environmental management

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

The group of companies has established a Sustainability Working Committee to align with the operational goals of the company and its affiliates, as well as to support future development and investment trends in the capital market. The committee is comprised of representatives from the Sugar Business Group, Power Business Group, Fertilizer Business Group, Packaging Business Group, Logistics Business Group, Biomass Fuel Business Group, and the Support Unit. The scope of duties has been defined to cover sustainability practices across environmental, social, economic, and corporate governance dimensions, with direct reporting to the Corporate Governance and Sustainability Committee.

In addition, the group has established the Sugar Mill and Biomass Power Plant Fund Committee in collaboration with local government agencies and communities to monitor and review the implementation of environmental protection and mitigation measures. The group supports participation from residents in ten communities surrounding its facilities to jointly engage in environmental conservation efforts. Moreover, a dedicated fund and budget have been allocated for conducting environmental activities.

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

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

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

## Energy management

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

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

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

The Company has always focused on energy efficiency and energy conservation. There is a system to collect energy consumption data of the production process for analysis and planning of energy consumption control. At the same time, the company operates a biomass power plant business using bagasse derived from the sugar production process as the main fuel for electricity generation. Part of the generated electricity, including intake and exhaust gas from the cogeneration system, will be sent back to the sugar factory and another portion will be sold to the PEA. to increase the value of waste energy from electricity generation. It is regarded as efficient resource management and maximum benefit.

With the determination to operate the power plant business to be able to live sustainably with the community and society as well as be able to run the business smoothly, the power plant group places importance on environmental preservation. The power plant group has received awards for renewable energy from national and ASEAN competitions and has also been certified green industry level 2 (Green Activity) and level 3 (Green System). Read more details in Section 1.2 Nature of Energy Business Operations.

In addition, the Company has campaigned and promoted indirect energy savings such as using energy-efficient LED bulbs, online meeting, controlling the amount of electricity consumed in the production process by reducing the use of electricity only for essential parts in factories and office buildings. And, in 2022, the Company is studying how to install solar cells to reduce electricity consumption. This helps save electricity and costs including reducing the impact on the environment.

**Target:** The Company has a goal to reduce energy consumption in the next year by reducing energy consumption from the base year 2023 or equivalent to the base year 2023.

#### **Strategy:**

- Increase the proportion of using clean energy sources such as using solar energy from solar panels. (Solar cell)
- Improving or modifying processes, equipment, and machines for efficiency and reducing energy consumption
- Organize activities and create incentives to create awareness of energy reduction for personnel in the organization.

Reference link for company's energy management : <https://brr.listedcompany.com/misc/or/brr-or2025-th.pdf>  
plan

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

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

**Details of setting goals for electricity and/or fuel management**

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2022 : purchased electricity for consumption 57,334,676.93 Kilowatt-Hours	2025 : Reduced by 9.15% or 5,245,165.67 Kilowatt-Hours

**Information on performance and outcomes of energy management**

**Performance and outcomes of energy management**

Performance and outcomes of energy management : Yes

**Energy Consumption in the Sugar Mills Production Process**

**Energy Consumption for the Year 2022**

Diesel (liters): 1,272,825.48

Gasoline (liters): 4,203.00

Steam (tons): 598,943.99

Electricity Consumption (kilowatt-hours): 57,334,676.93

**Energy Consumption for the Year 2023**

Diesel (liters): 1,846,333.00

Gasoline (liters): 5,218.00

Steam (tons): 467,490.00

Electricity Consumption (kilowatt-hours): 51,601,580.55

**Energy Consumption for the Year 2024**

Diesel (liters): 5,220,940.00

Gasoline (liters): 15,755.00

Steam (tons): 421,398.00

Electricity Consumption (kilowatt-hours): 34,206,166.93

**Energy Consumption for the Year 2025**

Diesel (liters): 5,931,023.00

Gasoline (liters): 22,252.00

Steam (tons): 1,007,439.21

Electricity Consumption (kilowatt-hours): 52,089,511.26

**Diagram of performance and outcomes in energy management**

การใช้พลังงาน / ปี	2565	2566	2567	2568
น้ำมันดีเซล (ลิตร)	1,272,825.48	1,846,333.00	5,220,940.00	5,931,023.00
น้ำมันเบนซิน (ลิตร)	4,203.00	5,218.00	15,755.00	22,252.00
ไอน้ำ (ตัน)	598,943.99	467,490.00	421,398	1,007,439.21
ปริมาณการใช้ไฟฟ้า (กิโลวัตต์ - ชั่วโมง)	57,334,676.93	51,601,580.55	34,206,166.93	52,089,511.26

Energy performance in sugar production

## Information on electricity management

### Company's electricity consumption (\*)

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	51,601,580.55	34,206,166.93	52,089,511.26
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	1,500,779.29	1,500,540.00	1,650,120.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	50,100,801.26	32,705,626.93	50,439,391.26
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	28,446.30	18,539.93	29,562.72

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 <sup>2</sup> )	206.00000000	137.00000000	208.00000000

## Information on fuel management

### Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	1,846,333.00	5,220,940.00	5,931,023.00
Gasoline (Litres)	5,218.00	15,755.00	22,252.00
Steam (Metric tonnes)	467,490.00	421,398.00	1,007,439.21

Additional explanation : Not include external fuel consumption

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

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

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

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

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

#### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	71,757.00	90,527.00	116,508.00

#### 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) <sup>(*)</sup>	0.01139399	0.01179438	0.01899066

	2023	2024	2025
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	0.29000000	0.36000000	0.47000000

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

## Water management

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

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

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

The Company recognizes the importance of water resource management by establishing a working group to monitor, assess and report water situations, as well as formulate appropriate water consumption plans in every production process. There is a system to collect data on water consumption to analyze and plan for continual water use control, including improvement of the production process or production technology along with the management of the company's water resources (wells) to reduce water consumption and maximize water efficiency.

Moreover, the Company is aware of the impact of wastewater quality from the factory on surrounding communities and the environment. The wastewater treatment system is controlled to be efficient according to the legal standards, including the appropriate and highly efficient technology for wastewater treatment, and monitoring and measuring the quality of wastewater before releasing it to the outside by using the system of Activated Sludge (AS) in wastewater treatment; to obtain the effluent quality that meets the law and does not affect the overall ecosystem. Also, it has been controlled in accordance with the measures to correct and reduce the environmental impact of the project (Environmental Impact Assessment: EIA). The Company will measure the quality of wastewater from the production process once a month, which has 2 measurement points: the wastewater pond before entering the treatment system (Equalization pond) and the treated wastewater pond (Holding Pond No. 4), including the importance of reusing treated water.

#### Target:

The company aims to reduce energy consumption. The amount of energy usage will vary depending on the production capacity each year.

#### Strategy:

- Raise the level of water management according to the principles of the circular economy with a commitment to implement the 3Rs (Reduce, Reuse, Recycle) principle to reduce water use, increase water reuse and reuse wastewater.
- Increase the roles and responsibilities of the working group in monitoring, evaluating and reporting the water situation as well as finding ways to analyze the causes and take action to achieve the goals set.
- Organize activities and create incentives to create awareness of water use reduction among personnel in the organization.

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : Yes

**Details of setting goals for water management**

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 19,057.00 Cubic meters	2025 : Reduced by 30.42% or 5,795.00 Cubic meters

**Information on performance and outcomes of water management**

**Performance and outcomes of water management**

Performance and outcomes of water management : Yes

**Water Resource Usage in the Sugar Mills Production Process**

**Tap Water Consumption for the Year 2023**

Tap Water Usage (cubic meters): 34,164.00

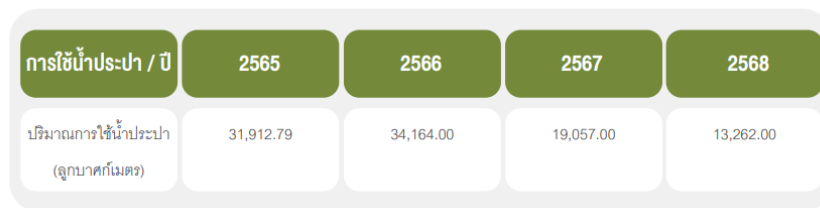
**Tap Water Consumption for the Year 2024**

Tap Water Usage (cubic meters): 19,057.00

**Tap Water Consumption for the Year 2025**

Tap Water Usage (cubic meters): 13,262.00

**Diagram of performance and outcomes in water management**



**Information on water management**

**Water withdrawal by source**

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	34,164.00	19,057.00	13,262.00

	2023	2024	2025
Water withdrawal by third-party water (cubic meters)	34,164.00	19,057.00	13,262.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	18.83	10.33	7.53
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.01	0.00	0.00

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

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	34,164.00	19,057.00	13,262.00

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00542476	0.00248286	0.00216169
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	0.13640000	0.07610000	0.05300000

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

## Waste management

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

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

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

The Company pays attention to controlling the efficient use of raw materials and equipment and selecting methods for disposing of waste materials that have the least impact on the environment. The Company also pays attention to the selection of waste disposal service providers and waste management methods, which must be conducted rigorously and in accordance with the law. Disposals are also monitored to ensure that the waste materials from the company are managed correctly and properly in accordance with the Ministry of Industry's standards for hazardous and non-hazardous waste management and obey the relevant law and standards.

Furthermore, the Company also uses filter residue, which is the residue from the sugar production process; to create benefits and values by using it as an ingredient in the production of fertilizers and soil conditioners, or adding it to sugarcane fields to increase the quality of the soil in the plantation area of sugarcane farmers.

**Target:** The company aims to reduce the usage of water resources. The amount of water usage will vary depending on the production capacity each year.

#### Strategy :

- Reduce the amount of waste at its source
- Manage industrial waste according to the 3Rs and the Circular Economy, both hazardous and non-hazardous waste.
- Research and develop innovations to recycle waste and add value to waste (R&D)
- Industrial waste management without landfilling

Reference link for company's waste management : <https://brr.listedcompany.com/misc/or/brr-or2025-th.pdf>  
plan

### 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
Increase of waste recovery Waste type: Non-hazardous waste and hazardous waste	2024 : non-hazardous waste and hazardous waste 111,319,871.00 Kilograms	2025 : Increased by 0.54% or 603,999.00 Kilograms	<ul style="list-style-type: none"> <li>• Recycle</li> <li>• Landfilling</li> <li>• Incineration with energy recovery</li> </ul>

## Information on performance and outcomes of waste management

### Performance and outcomes of waste management

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

### Waste and Waste Management Performance in the Sugar Mills Production Process

#### Waste and Waste Management for the Year 2023

Total Waste and Waste Materials (kilograms): 95,748,690.00

#### Waste and Waste Management for the Year 2024

Total Waste and Waste Materials (kilograms): 111,319,871.00

#### Waste and Waste Management for the Year 2025

Total Waste and Waste Materials (kilograms): 111,923,870.00

### Diagram of performance and outcomes of waste management

การจัดการขยะและของเสีย / ปี	2565	2566	2567	2568
ปริมาณขยะและของเสียไม่อันตราย (กิโลกรัม)	98,023,320.00	95,734,660.00	111,301,641.00	111,867,463.00
ปริมาณขยะและของเสียอันตราย (กิโลกรัม)	14,860.00	14,030.00	18,230.00	56,407.00
<b>รวม</b>	<b>98,038,180.00</b>	<b>95,748,690.00</b>	<b>111,319,871.00</b>	<b>111,923,870.00</b>

## Information on waste management

Waste Generation<sup>(\*)</sup>

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	95,748,690.00	111,319,871.00	111,923,870.00
<b>Total non-hazardous waste (kilograms)</b>	95,734,660.00	111,301,641.00	111,867,463.00
<b>Total hazardous waste (kilograms)</b>	14,030.00	18,230.00	56,407.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	15.20	14.50	18.24
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	15.20	14.50	18.23
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.01

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

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

#### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	0.00	0.00	0.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
<b>Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00

	2023	2024	2025
Percentage of total reused/recycled waste to total waste generated (%)	0.00	0.00	0.00
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	0.00	0.00	0.00
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	0.00	0.00

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

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

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

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Throughout 2025, the Group organized shareholder meetings and various board committee meetings in a hybrid format to help reduce greenhouse gas emissions. This approach minimized carbon dioxide emissions from transportation, as attendees did not need to travel, reduced paper usage for meeting documents, decreased the use of plastic or foam food and beverage containers, lowered the amount of waste and leftover food, and cut down on electricity and air conditioning consumption in large meeting rooms.

### 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)	0.00	0.00	N/A

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

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

## ESG Performance

Company Name : BURIRAM SUGAR PUBLIC COMPANY LIMITED

Symbol : BRR

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

The company upholds policies and practices that ensure equal and fair treatment for all employees at every level. This includes matters such as determining compensation, transferring and relocating employees, providing training and skill development, occupational health and safety, career advancement opportunities, labor protection, as well as initiatives to prevent and eliminate child labor in sugarcane plantations. The company also maintains fair labor practices and upholds workers' rights.

Additionally, the company provides accurate and complete information about its products and services and complies with the Consumer Protection Act B.E. 2522 (1979), which is intended to define consumer rights and the duties of manufacturers and service providers to ensure fairness for consumers. The Act sets out guidelines for protecting consumer rights, including: (1) establishing channels for consumers to lodge complaints, (2) protecting consumers with regard to advertising by ensuring that advertisements are not misleading or exaggerated and do not cause misunderstandings about the essential characteristics of products or services, and (3) protecting consumers regarding product labeling, which must truthfully state necessary information, including the name of the manufacturer, place of manufacture, product type, price, quantity, usage instructions, warnings, and other essential information.

##### Human Rights Policy

1. The Group does not support any activities that violate human rights and places importance on promoting and respecting human rights.
2. The Group treats all individuals equally, with respect and dignity, without discrimination based on race, nationality, religion, gender, language, age, skin color, education, social status, physical appearance, or any other characteristic.
3. All employees must refrain from any actions, whether verbal or physical, that violate or harass others, and must avoid any conduct that could infringe upon human rights.
4. Employees must perform their duties with due care to prevent human rights violations. If any act of violation or potential violation is witnessed, it must be reported to a supervisor.
5. The Group will safeguard employees' personal information. If it becomes necessary to disclose such information to the public, consent must first be obtained from the concerned employee, unless disclosure is required under company regulations or by law.

#### Information on review of social and human rights policies, guidelines, and/or goals over the past year

## Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination

Human Rights and Labor, The Company has reviewed policies and guidelines on human rights and labor, the activities that the company group emphasizes such as the enforcement of anti-child labor in sugarcane plantations on a consistent basis since 2016 until the present by cooperating with the Buriram government sector and sugarcane farmers association.

## Information on compliance with human rights principles and standards

### Compliance with human rights principles and standards

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

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

## Information on other social management

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

The Company recognizes the importance of living together and taking care of the community as well as participating in the development of the community and society to be strong and stable.

#### ● Disabled Employment Project

In 2025, the Group has supported careers for people in the community as well as increased employment of local disabled people through a network of hospitals and schools in Khu Mueang District, Buriram Province. Currently, the Group has employed people with disabilities according to the ratio of people with disabilities to the number of employees in the workplace. In addition, the company group has never had any acts that did not comply with the law or late delivery of contributions to the Fund for the Promotion and Development of Persons with Disabilities.

According to the serious performance in supporting the disabled, in the past year 2025, Buriram Sugar Factory Co., Ltd. (BSF), the subsidiary company, received a certificate for being an outstanding establishment in hiring people with disabilities of the year 2025 from Buriram Province.

#### ● Prosthetics and Rehabilitation Devices Repair, Fabrication, and Modification Center Project

At present, the health problems of the population in Thailand have shifted from communicable diseases to non-communicable diseases (NCDs). This transition is a consequence of economic, social, and cultural development, which has led to changes in the daily lifestyles of Thai people. In addition, Thailand is entering an aging society, where a large proportion of the elderly suffer from diabetes and hypertension, often followed by stroke, resulting in conditions such as hemiparesis or paralysis. The number of elderly people continues to increase. This does not include individuals with dependency conditions or vulnerable groups who require assistance from others for healthcare, including the elderly, bedridden patients, underprivileged individuals, and persons with disabilities resulting from illness or accidental injuries. These groups face significant challenges in accessing public health services. At the same time, they experience difficulties in daily living, both economically and socially.

Therefore, it is necessary to develop a long-term, continuous healthcare service system, particularly in improving access to medical devices and assistive equipment. Accessing such services involves high costs and logistical challenges, especially in transporting patients to hospitals frequently. This is particularly problematic in rural areas where individuals often lack personal transportation, limiting their access to services. Key issues related to the home-based care of dependent patients in Khu Mueang District and other areas of Buriram Province, particularly concerning prosthetic and assistive devices.

According to current data, Khu Mueang District has more than 3,339 persons with disabilities and elderly individuals who require prosthetic and assistive devices, and this number continues to increase annually. Buriram Province also has a substantial number of persons with disabilities and elderly individuals in need of such devices. For example, Phutthaisong District has 2,074 persons with disabilities; Khaen Dong District has 1,579; Ban Mai Chaiyaphot District has 1,520; and Na Pho District has 1,494 (Source: Buriram Provincial Office of Social Development and Human Security). These individuals require assistive devices to support their disabilities. In some cases, devices must be modified to suit the specific nature of the individuals impairment. After receiving the devices, premature wear and damage often occur before eligibility for replacement is reached, although repairs could potentially extend the devices service life. However, hospitals are currently unable to carry out such repairs due to a shortage of personnel with specialized knowledge and expertise in the repair and modification of medical prosthetic and assistive devices. Furthermore, Buriram Province has only one prosthetic and assistive device repair center, located at Buriram Hospital. The center faces insufficient staffing and a high volume of service users, creating significant barriers to access. Elderly persons and individuals with disabilities often experience difficulties traveling to receive services, incur transportation expenses, and in many cases must hire private vehicles. Additionally, long waiting times further limit timely access to care.

Therefore, Buriram Sugar Factory Co., Ltd., in collaboration with vocational education institutes in Buriram Province and hospitals within the province, together with local administrative organizations, has initiated the Prosthetics and Rehabilitation Assistive Devices Repair, Fabrication, and Modification Center Project. The project began with the establishment of the first center in partnership with a vocational institute at Khu Mueang Technical College. Following the success of this pilot center, cooperation agreements were expanded to establish centers across all vocational education institutes in Buriram Province, totaling nine centers. The objective is to enhance access to services for elderly persons, individuals with disabilities, and underprivileged groups. The project is expected to reduce financial burdens, improve quality of life, and ensure that beneficiaries receive appropriate assistive devices to support their daily living activities. In addition, students gain hands-on vocational training experience by repairing and refurbishing damaged hospital beds and assistive devices, restoring them to functional condition. The project also has the potential to serve as a model for establishing similar community-based centers in other areas of Buriram Province and to expand this model for prosthetic and rehabilitation device repair centers and vocational training initiatives across all 77 provinces of Thailand.

- **Educational Scholarship Support Project**
- **Community Flood Relief and Assistance Project**
- **Community Career Development and Enhancement Project**
  
- **Tripartite Public Consultation Project on Environmental Management**

- **Community Health Promotion Project**

In 2025, Buriram Sugar Public Company Limited received the Outstanding Network Organization Award for Corporate Social Responsibility in Promoting and Supporting the Advancement of Elderly Network Initiatives for the Year 2025. The award was presented by the Ministry of Social Development and Human Security on April 10, 2025. This recognition marks another significant achievement reflecting the Company's strong commitment to conducting business alongside sustainable social responsibility across all sectors of society. In particular, the Company places great importance on the elderly, who represent a vital population group with a long-term impact on communities and society. Receiving this award is not only a symbol of success but also an important source of encouragement, reaffirming that the Company operates with a firm commitment to improving the quality of life for all sectors of the community and society. The Company will continue to advance initiatives supporting the elderly and aims to inspire other private sector organizations to recognize the importance of fostering a caring, inclusive, and sustainable society.

### 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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on employees and labor management plan

#### Employees and labor management plan

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

### Disclosure of Fair Labor Policies and Practices

#### Employment

The Company has an employment policy that emphasizes equality, respect, and dignity for all individuals, without discrimination based on race, nationality, religion, gender, language, age, skin color, education, social status, physical appearance, or any other characteristics. The Company also upholds policies on the respect of human rights and labor standards.

In 2025, there were no incidents of employment practices violating human rights or labor standards. The Company employed a total of 1,762 employees with diverse age ranges, genders, education levels, and work roles.

#### Employee Compensation and Benefits

The Company implements a fair compensation policy by conducting individual performance assessments based on key performance indicators (KPIs), comparing actual performance against agreed targets or standards every 36 months. KPI results are used as criteria for evaluating promotions, annual salary adjustments, and bonuses. The Company has established a work structure that ensures stability and career advancement opportunities, along with various benefits aimed at enhancing convenience, academic knowledge, living conditions, and employee health. These benefits also serve as incentives to attract talented individuals to join the Company and include health and accident insurance, annual health checkups, employee transportation, and staff housing, among others.

In 2025, the Company appropriately considered bonus payments, annual salary adjustments, and promotions based on its business performance and employee KPIs. Additionally, activities to strengthen employee engagement were organized throughout the year.

#### Personnel Development

The Company has policies and guidelines to encourage the development of knowledge, skills, and capabilities necessary for the performance of duties by directors, executives, and employees. Personnel development tools include coaching, knowledge sharing, and project assignments, enabling employees to apply their knowledge in practical work, thus strengthening the organization and supporting business growth. Moreover, the Company actively promotes employee development through social responsibility activities

embedded in its business operations, such as training courses in environmental management, quality control, occupational health and safety, good governance, and ethics.

In 2025, a total of 3,975 employees participated in both internal and external training programs, totaling 42,117 training hours.

### **Occupational Health and Safety Policy**

The Company places utmost importance on occupational health and safety for employees and stakeholders. The Company strictly complies with health and safety-related laws and strives to enhance the quality of its operations from production to distribution through continuous inspections of manufacturing systems to ensure product quality and workplace safety. Regular training activities are conducted to educate employees on occupational safety practices.

In 2022, Buriram Power Company Limited (BPC), a subsidiary, was recognized with the "Outstanding Establishment in Occupational Safety, Health, and Working Environment" award from the Department of Labor Protection and Welfare.

### **Fair Labor Practices**

The Company is committed to providing equal and fair treatment to employees at all levels, covering aspects such as compensation determination, employee transfer and relocation, training, skill development, occupational health and safety, career advancement, labor protection, and the elimination of child labor in sugarcane plantations.

In 2025, there were no labor-related complaints, lawsuits, or incidents of child labor reported. The Company has established communication channels allowing employees and workers to submit feedback, complaints, and whistleblowing reports via mail, email, and hotline services.

## **Information on setting employee and labor management goals**

### **Setting employee and labor management goals**

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

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

### **Performance and outcomes for employee and labor management**

Performance and outcomes for employee and labor : Yes  
management

### **Personnel Development**

In 2025, a total of 3,975 individuals participated in various training courses organized both internally and externally, amounting to a combined total of 42,117 training hours.

### **Occupational Health and Safety Policy**

In 2022, through serious and consistent efforts in this area, Buriram Power Company Limited (BPC), a subsidiary, was recognized with the Outstanding Model Establishment Award for Occupational Safety, Health, and Workplace Environment by the Department of Labour Protection and Welfare.

### **Fair Labor Practices**

In 2025, there were no reported labor-related complaints, lawsuits, or instances of child labor. The Company has provided multiple channels for employees and workers to submit suggestions and complaints, including by mail, email, and a dedicated hotline for whistleblowing, complaints, and general feedback.

### Employment of Persons with Disabilities

In 2025, the Group supported local communities by promoting employment opportunities, including increasing the hiring of persons with disabilities through partnerships with healthcare facilities and schools in Khumuang District, Buriram Province. Currently, the Group has achieved full compliance with the legally required employment ratio of persons with disabilities to total employees. Moreover, the Group has never failed to comply with legal obligations or been late in contributing to the Fund for Empowerment of Persons with Disabilities. The Company continues to increase the employment of persons with disabilities each year, as detailed in the figure below.

Diagram of performance and outcomes for employee and labor management

โครงการจ้างงานผู้พิการ							
ปี	สถานที่ทำงาน				รวมจำนวนเงิน		
	สสอ.คูเมือง ทระจ่ายคาบ รพ.สต.โบ อ.คูเมือง	สส. บ้านหนองขวาง	บริษัท SEW	บริษัท BSF	รวม (คน)	ค่าจ้าง/ คน/ ปี	รวมทั้งสิ้น
2565	8	1	-	2	11	99,840.00	1,098,240.00
2566	7	1	-	3	11	99,840.00	1,098,240.00
2567	8	1	-	2	11	99,840.00	1,098,240.00
2568	7	1	1	2	11	132,917.00	1,462,097.00

### Information on employment

#### Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	1,814	1,845	1,762
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	1814	1845	1762
Male employees (persons)	N/A	N/A	1141
Percentage of male employees (%)	N/A	N/A	64.76

	2023	2024	2025
Female employees (persons)	N/A	N/A	621
Percentage of female employees (%)	N/A	N/A	35.24

**Number of employees categorized by age**

	2023	2024	2025
Total number of employees under 30 years old (Persons)	N/A	N/A	376
Percentage of employees under 30 years old (%)	N/A	N/A	21.34
Total number of employees 30-50 years old (Persons)	N/A	N/A	913
Percentage of employees 30-50 years old (%)	N/A	N/A	51.82
Total number of employees over 50 years old (Persons)	N/A	N/A	473
Percentage of employees over 50 years old (%)	N/A	N/A	26.84

**Number of male employees categorized by age**

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	N/A	N/A	250
Percentage of male employees under 30 years old (%)	N/A	N/A	21.91
Total number of male employees 30-50 years old (Persons)	N/A	N/A	545
Percentage of male employees 30-50 years old (%)	N/A	N/A	47.77
Total number of male employees over 50 years old (Persons)	N/A	N/A	346

	2023	2024	2025
Percentage of male employees over 50 years old (%)	N/A	N/A	30.32

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	N/A	N/A	126
Percentage of female employees under 30 years old (%)	N/A	N/A	20.29
Total number of female employees 30-50 years old (Persons)	N/A	N/A	368
Percentage of female employees 30-50 years old (%)	N/A	N/A	59.26
Total number of female employees over 50 years old (Persons)	N/A	N/A	127
Percentage of female employees over 50 years old (%)	N/A	N/A	20.45

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	N/A	N/A	1,541
Percentage of employees in operational level (%)	N/A	N/A	87.46
Total number of employees in management level (Persons)	N/A	N/A	207
Percentage of employees in management level (%)	N/A	N/A	11.75

	2023	2024	2025
Total number of employees in executive level (Persons)	N/A	N/A	14
Percentage of employees in executive level (%)	N/A	N/A	0.79

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	N/A	N/A	977
Percentage of male employees in operational level (%)	N/A	N/A	85.63
Total number of male employees in management level (Persons)	N/A	N/A	153
Percentage of male employees in management level (%)	N/A	N/A	13.41
Total number of male employees in executive level (Persons)	N/A	N/A	11
Percentage of male employees in executive level (%)	N/A	N/A	0.96

**Number of female employees categorized by position**

	2023	2024	2025
Total number of female employees in operational level (Persons)	N/A	N/A	564
Percentage of female employees in operational level (%)	N/A	N/A	90.82
Total number of female employees in management level (Persons)	N/A	N/A	54
Percentage of female employees in management level (%)	N/A	N/A	8.70

	2023	2024	2025
Total number of female employees in executive level (Persons)	N/A	N/A	3
Percentage of female employees in executive level (%)	N/A	N/A	0.48

### Significant changes in the number of employees

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

### Significant Changes in Workforce Size Over the Past Three Years, Employee Turnover Rate, and Employee Engagement Plans

Over the past three years, there have been significant changes in the number of employees. In 2025, the Company recruited additional employees to support the expansion of its packaging production capacity, resulting in an increase in the number of employees. However, this increase remained within the staffing levels specified in the Companys organizational structure plan.

In 2025, the Company recorded an employee turnover rate of 1.57%, compared to the national average turnover rate of approximately 5%. This indicates that the Companys turnover rate is considerably lower than the national average. This achievement is attributed to the Companys emphasis on employee engagement initiatives, which include the establishment of appropriate compensation schemes, the provision of a well-equipped and convenient working environment, and a variety of employee benefits. Furthermore, the Company organizes various training and seminar programs to enhance employee potential, as well as activities such as New Year parties and off-site gatherings to foster strong relationships between management and employees at all levels.

### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	N/A	1,141
Bangkok Metropolitan (Person)	N/A	N/A	22
Northern (Person)	N/A	N/A	4
Central (Person)	N/A	N/A	2

	2023	2024	2025
Northeastern (Person)	N/A	N/A	1,104
Southern (Person)	N/A	N/A	1
Eastern (Person)	N/A	N/A	8

#### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	N/A	621
Bangkok Metropolitan (Person)	N/A	N/A	37
Northern (Person)	N/A	N/A	1
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	581
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	N/A	2

#### Number of employees working abroad

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

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities (persons)</b>	11	11	11
Percentage of disabled workers to total employment (%)	0.61	0.60	0.62

	2023	2024	2025
<b>Total number of employees with disabilities (Persons)</b>	2	3	2
Percentage of disabled employees to total employees (%)	0.11	0.16	0.11
<b>Total number of workers who are not employees with disabilities (persons)</b>	9	8	9

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	347,990,000.00	485,970,000.00	441,172,387.00
Total male employee remuneration (baht)	N/A	N/A	309,531,281.00
Percentage of remuneration for male employees (%)	N/A	N/A	70.16
Total female employee remuneration (baht)	N/A	N/A	131,641,106.00
Percentage of remuneration for female employees (%)	N/A	N/A	29.84
Average of remuneration of employees (Baht/persons)	191,835.72	263,398.37	250,381.60
Average of remuneration for male employees (Baht/persons)	N/A	N/A	271,280.70
Average of remuneration for female employees (Baht/persons)	N/A	N/A	211,982.46
Rate of average of remuneration between female employees and male employees	N/A	N/A	0.78

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

Buriram Sugar Public Company Limited (BRR) and its subsidiaries maintain a policy encouraging the provident fund committee to appoint fund managers who comply with the Investment Governance Code (I Code) for institutional investors and/or apply responsible investment practices that integrate Environmental, Social, and Governance (ESG) factors. This is to ensure effective fund management and to maximize long-term benefits for members.

#### Objective

- To enhance employees financial security and stability in retirement.
- To promote long-term savings through a provident fund to which the employer also contributes, providing an additional source of income for members.

#### Provident Fund

Buriram Sugar Public Company Limited and its subsidiaries established a Provident Fund on August 22, 2013, with SCB Asset Management Co., Ltd. initially appointed as the fund manager. Later, the management of the Provident Fund was transferred to LH Fund Master Pool on May 1, 2024. The fund was established with the objective of encouraging employees to save for the long term and providing financial security for employees and their families in the event of resignation, retirement, disability, or death.

Additionally, the Provident Fund serves as an incentive for employees to remain with the Group for an extended period, as it offers long-term returns. This contributes to the sustainability of the Groups human resources and personnel management.

Employees, Buriram Sugar Public Company Limited, and its subsidiaries contribute to the Provident Fund on a monthly basis in line with the payroll cycle. In 2025, Buriram Sugar Public Company Limited and its subsidiaries contributed a total of 4,177,480.00 baht to the Provident Fund. As of that year, there were 430 employees participating in the Provident Fund for long-term savings, out of a total of 794 full-time employees, representing 54.16% participation.

For the fiscal year ended December 31, 2025, the Company and its subsidiaries contributed a total amount of 4,177,480.00 baht to the Provident Fund for their employees.

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

##### Accumulation of Funds

- **Member Contributions:** Members may contribute between 215% of their base salary to the fund. They are allowed to adjust their contribution rate up to four times per year without incurring any fees.
- **Employer Contributions:** The company contributes to the fund based on the length of the members participation, as outlined below:

Period of Employment/Membership	Contribution from Employees (%)	Contribution from Company (%)
Less than 5 years	2-15	2
More than 5 years but less than 10 years	2-15	3
More than 10 years but less than 15 years	2-15	4
More than 15 years	2-15	5

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)	0	849	794
Number of employees joining in PVD (persons)	0	460	430
Number of PVD members / Total employees (%)	0.00	24.93	24.40
Number of PVD members / Total eligible employees (%)	0.00	54.18	54.16

**Amount of provident fund**

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	N/A	4,659,140.00	4,177,480.00

**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 (%)
BURIRAM SUGAR PUBLIC COMPANY LIMITED	Yes	1,762	794	430	24.40	54.16

**Information on employee development**

**Employee training and development**

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	19.21	27.47	17.11
Total amount spent on employee training and development (Baht)	N/A	N/A	7,700,000.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	N/A	N/A	0.001349
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	N/A	N/A	0.001255

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

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

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

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	12	11	14
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00

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

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

## Information on promoting employee relations and participation

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

**Employee internal groups**

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Others : Remuneration and Rewards Committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : 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

### Information on customer management plan

#### Customer management plan

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

#### Customer Treatment Policy

1. Strictly comply with contracts, agreements, or conditions made with customers. In case of inability to comply, promptly negotiate with the customer in advance to jointly find solutions and prevent any damages.
2. Strive to satisfy customer needs and expectations by producing excellent quality and standardized products and services that are safe and reasonably priced, meeting customer requirements, and continuously and seriously upgrading standards.
3. Protect the health and safety of customers or consumers, including providing special care for vulnerable groups by producing high-quality and safe products.
4. Support sustainable consumption by producing beneficial products and services while reducing impacts on society and the environment, such as using eco-friendly and biodegradable materials.
5. Conduct fair marketing practices by disclosing complete, accurate, and up-to-date information about products and services without distorting facts. Also, engage in fair contractual practices, avoiding any deceitful, misleading, or unfair actions, and refraining from concealing essential information.
6. Uphold honesty, integrity, and fairness towards customers, and refrain from soliciting, accepting, or offering any corrupt benefits to or from customers.
7. Establish systems to prevent customer or consumer complaints, including setting up communication channels to listen to feedback and complaints. Respond to customer needs and resolve issues effectively according to international standards, ensuring prompt and accurate communication.
8. Implement a product recall process in case any product quality issues are detected.
9. Place importance on protecting and maintaining the confidentiality and privacy of customer or consumer information consistently and seriously, and do not use such information for personal or related parties' benefit.
10. Continuously seek ways to enhance customer benefits, such as constantly improving product quality.

Reference link for company's customer management plan : <https://www.buriramsugar.com/storage/cg/cg-report-and-download/policy/20210329-brr-cg-handbook-th.pdf>

## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : No

### Details of setting customer management goals

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

### Customer Confidentiality Protection

The Company recognizes the importance of protecting customers' personal data that has been collected. The Company manages personal data with the purpose of offering products and services that best meet customer needs and preferences. Moreover, the Company is committed to being responsible for and protecting

the personal data of all stakeholders, as demonstrated by the publication of its Privacy Policy on the Company's website. This aims to safeguard the rights of data owners and ensure operations are in compliance with the Personal Data Protection Act (PDPA).

**Development of Products and Services that are Safe for Customer/Consumer Health**

The Company places great importance on researching and developing products and services that are safe for customer health.

This is evident in the Sugarcane Pulp Packaging Business Groups collaboration with the Company's researchers to develop an organic pulp production process without the use of bleaching agents. This ensures that the pulp used as raw material for packaging is free from harmful chemicals. The initiative responds to the growing trend in consumer health consciousness and environmental protection.

Currently, the Company has obtained the Din Certco EN13432 certification from TUV Rheinland in Germany, certifying that the products are biodegradable within 45 days without releasing harmful chemicals to the environment. Additionally, the Company has been certified with the BRCGS Global Standard for Food Safety, affirming that the products meet international safety standards for food packaging.

**Providing Accurate, Complete, and Non-Misleading Product and Service Information**

The Company provides accurate and complete product and service information and complies with the Consumer Protection Act B.E. 2522 (1979), which aims to define consumer rights and the duties of producers and service providers to ensure fairness for consumers.

The key criteria stipulated by the Consumer Protection Act include:

- (1) Providing channels for consumers to file complaints;
- (2) Protecting consumers in advertising, ensuring that all advertisements must be truthful and not misleading regarding the material aspects of products or services;
- (3) Protecting consumers regarding product labeling, requiring labels to state accurate information, including the producers name, place of production, product type, price, quantity, usage instructions, warnings, and any other necessary information.

**Customer Relationship Management and Customer Satisfaction Evaluation**

The Company has established a Customer Treatment Policy and a Customer Relationship Management (CRM) plan. It also regularly conducts customer satisfaction surveys to gather opinions, suggestions, and complaints regarding products and services.

The collected feedback and complaints are analyzed in collaboration with relevant departments such as Production and Quality Control to develop action plans, resolve issues, and best meet customer needs according to international standards, while providing accurate information to customers.

**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 : Yes  
customers/consumers

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Email : ia.brr@brr.co.th  
Companys website : <https://www.buriramsugar.com/th/corporate-governan>  
Address : Buriram Sugar Public Company Limited  
Phayathai Plaza Building, No. 128/77-78, 7th Floor,  
Phayathai Road,  
Thung Phayathai , Ratchathewi, Bangkok 10140

## 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 : Employment and professional skill development, implemented by the company over the past year Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

Buriram Sugar Group recognizes the importance of conducting business that grows sustainably alongside communities and society. The Group has established a management process for raw materials and promotes academic excellence in the sugarcane cultivation process to ensure the stability of sugarcane production and improve the quality of life for farmers. This effort aims to produce standardized sugar and renewable energy in terms of quality, safety, and environmental friendliness, in compliance with relevant laws and regulations. Additionally, by maximizing the benefits of by-products, the Group strives to achieve these policies through the following actions:

1. Establish processes to promptly build understanding with stakeholders.
2. Foster and develop strong relationships with stakeholders.
3. Support and promote local cultures and traditions in collaboration with communities.
4. Promote and support educational initiatives.
5. Develop and enhance environmental management practices that do not negatively impact stakeholders.
6. Manage the continuous dissemination of information to stakeholders.
7. Monitor and address issues related to rights violations and the use of child labor.

Reference link for company's community and social management plan : <https://www.buriramsugar.com/storage/sustainability/corporate-social-responsibility-policy/brr-csr2017-th.pdf>

Page number of the reference link : 1-2

### Information on setting of community and social management goals

#### Setting of community and social management goals

Does the company set community and social management goals : No

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

### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

The company recognizes the importance of coexisting with and supporting communities, as well as participating in the development of strong and sustainable communities and society.

#### Employment Program for Persons with Disabilities

In 2025, the Group supported community employment initiatives and increased the hiring of persons with disabilities in local areas through networks of healthcare centers and schools in Khumuang District, Buriram Province. At present, the Group has fully met the legal employment ratio of persons with disabilities to total employees. Additionally, the Group has always complied with relevant laws and has never delayed the contribution to the Fund for Empowerment of Persons with Disabilities.

Due to its committed efforts in supporting persons with disabilities, in 2025 Buriram Sugar Factory Co., Ltd. (BSF), a Group subsidiary, was awarded a Certificate of Outstanding Employer for Persons with Disabilities for 2025 by Buriram Province.

#### Prosthetics and Rehabilitation Devices Repair, Fabrication, and Modification Center Project

Currently, health issues among the Thai population have shifted from communicable diseases to non-communicable chronic diseases, alongside the transition into an aging society. This has led to a continuous increase in bedridden patients, persons with disabilities, and dependent individuals. These groups often face difficulties accessing healthcare services, particularly medical equipment, which is costly and often needs to be customized to individual needs. At the same time, local healthcare units, such as subdistrict health promoting hospitals in Khu Mueang District, Buriram Province, lack personnel and expertise in repairing and modifying assistive devices, limiting patients access to essential services.

In response, Buriram Sugar Factory Co., Ltd., in collaboration with vocational education institutions, hospitals, and local administrative organizations, has established this project. It was initially launched at Khu Mueang Technical College and has since expanded to cover nine vocational institutions across Buriram Province. The project aims to improve access to services, reduce patients financial burden, and enhance the quality of life for the elderly, persons with disabilities, and underprivileged groups. It also serves as a platform for students to develop vocational skills and has the potential to become a model for expanding assistive device repair centers to other areas and nationwide in the future.

In 2025, Buriram Sugar Public Company Limited received the CSR Award 2025 from the Department of Social Development and Welfare, Ministry of Social Development and Human Security. The award reflects Buriram Sugars strong commitment to conducting business with responsibility toward society, local communities, and the environment, as well as its compliance with standards of social responsibility for industrial operators. The Company operates sustainably alongside surrounding communities, advances toward becoming a green industry, and aligns with the principles of the Sufficiency Economy Philosophy.

Additionally, Buriram Sugar Factory Co., Ltd. received the CSR-DIW Continuous Award for 2025. The company met the CSR-DIW standards and maintained continuous compliance under the "CSR-DIW Continuous" certification program, awarded by the Department of Industrial Works, Ministry of Industry. This certification adheres to the ISO 26000 standard for social responsibility and is part of the CSR-DIW to BCG Model for the Three Pillars of Sustainability Project.

Diagram of performance and outcomes in community and social management



โครงการให้ทุนสนับสนุนการศึกษา



โครงการให้ความช่วยเหลือและบรรเทาทุกข์ในชุมชน



โครงการส่งเสริมอาชีพพัฒนาต่อยอดภายในชุมชน



(มีวีดิทัศน์ที่ส่งเสริมอุตสาหกรรมที่ ๕ พารามชนออกแบบกระดาษใหม่)

โครงการจัดประชุมรับฟังความคิดเห็นของประชาชนในประเด็นการจัดการด้านสิ่งแวดล้อมไตรภาคี



Operational Performance and Community & Social Management Outcomes

**Benefit from implementing social development project**

Financial benefits

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

Non-financial benefits

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

**Remarks** - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make

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## ESG Performance

Company Name : BURIRAM SUGAR PUBLIC COMPANY LIMITED      Symbol : BRR  
Market : SET      Industry Group : Agro & Food Industry      Sector : Food & Beverage

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### Corporate Governance Policy

#### Information on overview of the policy and guidelines

##### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company has published the updated version of the Corporate Governance and Business Code of Conduct Manual (CG Manual) on the Companys website at <https://www.buriramsugar.com/th/corporate-governance/report>. This is to ensure that employees, shareholders, stakeholders, and the general public can access the information conveniently and equally. Upon the review of the CG Manual in 2025, no amendments or revisions were deemed necessary, as the contents of the CG Manual already comprehensively cover all key principles of good corporate governance.

The Group adheres to the CG Code 2017, which encompasses the eight key principles of good corporate governance. The corporate governance practices are categorized into five main sections as follows:

1. Shareholders' Rights
2. Equitable Treatment of Shareholders
3. Roles towards Stakeholders
4. Disclosure and Transparency
5. Responsibilities of the Board of Directors

Further details of each section can be found in the Corporate Governance and Business Code of Conduct Manual available on the Companys website at <https://www.buriramsugar.com/th/corporate-governance/report>.

Reference link for the full version of corporate governance policy and guidelines : <https://www.buriramsugar.com/en/corporate-governance/report>

##### Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

##### Nomination of directors

The Group recognizes the importance of personnel preparation to ensure smooth and continuous management and operations. The Board of Directors has therefore resolved to appoint the Nomination and Remuneration Committee to establish policies, criteria, frameworks, and procedures for selecting and nominating

Directors, the Chief Executive Officer (CEO) or equivalent positions, as well as members of sub-committees, for the Boards further consideration and appointment. The Committee is also responsible for developing and reviewing the Succession Plan for senior executives to ensure readiness for succession.

The Nomination and Remuneration Committee is required to report the progress of the Succession Plan to the Board of Directors on a quarterly basis.

### **Succession Plan**

The Group has established a plan for selecting personnel to assume key management positions within the organization. The recruitment process for the CEO or equivalent positions, and other senior executives, will be carried out according to a recruitment process that considers candidates from both within and outside the organization.

The recruitment process for the CEO or equivalent positions, and senior executives, will be based on qualifications, education, knowledge, skills, expertise, and relevant business experience. The Group maintains a proper and transparent recruitment system at all levels to ensure the organization is staffed with qualified, professional, and ethical personnel who can drive sustainable business growth and development.

For internal candidates, the Group will consider successors from its pool of potential successor employees identified through evaluation as having high potential and who have undergone development to prepare them to assume key positions when vacancies arise due to resignation, retirement, or other reasons.

Preliminary Qualification Criteria for CEO or Equivalent Positions:

1. Minimum education level: Bachelor's degree.
2. Experience in management at an executive level or higher.
3. Strong leadership and broad vision.
4. Strategic planning and organizational management skills.
5. High moral standards, ethics, and a transparent professional record.

### **Recruitment of Directors and CEO or Equivalent Positions**

The recruitment and selection of Directors and the CEO or equivalent positions shall be conducted from among qualified and experienced individuals across various professions. Additionally, candidates must demonstrate integrity, ethics, and a transparent employment history. The Board Skill Matrix will be utilized as a supporting tool during the recruitment process to define the desired qualifications of new Directors by identifying the knowledge and expertise needed to complement the Boards composition. This ensures that the Board of Directors can operate with maximum efficiency.

Reference link for Nomination of directors : <https://www.buriramsugar.com/en/corporate-governance/report>

### **Determination of director remuneration**

#### **Criteria for Remuneration of the Board of Directors, Sub-Committees, and the Chief Executive Officer or Equivalent Positions**

The Board of Directors recognizes the importance of setting appropriate remuneration for the Board of Directors, sub-committees, and the Chief Executive Officer (CEO) or equivalent positions in accordance with their duties and responsibilities, aligning with the overall performance of the Company in a transparent manner. The Board of Directors has resolved to appoint the Nomination and Remuneration Committee to be responsible for establishing and reviewing the policies, criteria, and frameworks regarding remuneration and other benefits for the Board of Directors, sub-committees, and the CEO or equivalent positions. These will then be proposed to the Board of Directors and/or the shareholders' meeting (as the case may be) for further approval.

The determination of remuneration will take into consideration the Company's overall performance, individual performance, and responsibilities. It will also incorporate performance evaluations and benchmarking against

remuneration levels in comparable businesses or industries. Additionally, it will reference the "Survey Results of Directors and Executives' Remuneration of Listed Companies for 2015" published by the Stock Exchange of Thailand.

The remuneration for the Board of Directors and sub-committees must be approved by the shareholders meeting. As for the remuneration of the CEO or equivalent positions, it shall be determined in accordance with the principles and policies set by the Board of Directors. This will be based on the scope of duties, responsibilities, individual performance, and the Company's overall performance. Directors, sub-committee members, and the CEO or equivalent positions shall receive remuneration that is appropriate to their duties and responsibilities, in accordance with the resolutions of the Board of Directors' meeting and/or the shareholders meeting (as the case may be).

Reference link for Determination of director remuneration : <https://www.buriramsugar.com/en/corporate-governance/report>

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

### **Independence of the Board of Directors and Definition of Independent Directors**

1. The Board of Directors must act impartially, without being under the control of the management, executives, or any individual or entity with controlling power. Directors are representatives elected by shareholders to protect the interests of all shareholders equally.

2. The Board of Directors should demonstrate leadership, vision, and independence in decision-making to maximize the benefits of the Group and its shareholders. The Chairman must effectively oversee the operations of the management team.

3. There should be a clear separation of roles and responsibilities between the Board of Directors and the management.

4. There must be a balance of power within the Board to ensure that all directors can freely express their opinions. Therefore, the Board must consist of both executive and non-executive directors.

5. Independent directors must have sufficient access to financial and business information to be able to express independent opinions and safeguard the interests of all shareholders and the Company.

6. Independent directors must meet the qualifications of independence as defined by the Securities and Exchange Commission (SEC) and other relevant regulations. The composition and appointment of independent directors will be preliminarily reviewed by the Board, considering qualifications and prohibited characteristics under the Public Limited Companies Act, the Securities and Exchange Act, and related rules and regulations. The Board of Directors will also consider professional expertise, work experience, and other appropriate qualifications. The nomination will be proposed to the shareholders' meeting for approval. The Company has a policy to appoint at least one-third of the total Board members as independent directors, and there must be no fewer than three independent directors. Their qualifications must comply with SEC Notification No. TorJor. 28/2551 regarding the approval for the offering of newly issued shares dated 15 December 2008 (including amendments), as follows:

- Hold no more than 1% of the total voting shares of the Company, parent company, subsidiaries, affiliates, major shareholders, or controlling persons, including shares held by related persons.

- Must not be or have ever been a director involved in management, employee, staff member, salaried advisor, or controlling person of the Company, parent company, subsidiaries, affiliates, major shareholders, or controlling persons, unless the person has ceased such relationships for at least two years prior to the filing of the application to the SEC. This prohibition does not apply to government officials or advisors to government agencies who are major shareholders or controlling persons.

- Must not be a person related by blood or legal registration (father, mother, spouse, sibling, child, or spouse of child) to an executive, major shareholder, controlling person, or person nominated as an executive or controlling person of the Company or its subsidiaries.

- Must not have or have had any material business relationship with the Company, parent company, subsidiaries, affiliates, major shareholders, or controlling persons in a manner that could impair independent judgment, unless such relationship has ceased for at least two years prior to the application to the SEC. This includes normal commercial transactions, leases, asset or service transactions, or financial support like loans or guarantees, where the indebtedness is at least 3% of the Company's net tangible assets or THB 20 million, whichever is lower.

- Must not be or have been an auditor of the Company, parent company, subsidiaries, affiliates, major shareholders, or controlling persons, and must not be a material shareholder, controlling person, or partner of an audit firm that provides auditing services to those entities, unless such relationship has ceased for at least two years prior to the application to the SEC.

- Must not be or have been a professional service provider (such as a legal or financial advisor) receiving more than THB 2 million annually from the Company, parent company, subsidiaries, affiliates, major shareholders, or controlling persons, nor be a material shareholder, controlling person, or partner of such professional service provider, unless such relationship has ceased for at least two years.

- Must not be a director appointed as a representative of directors of the Company, major shareholders, or shareholders related to major shareholders.

Must not operate a business of the same nature and in competition with the Company or its subsidiaries, nor be a partner in a partnership, or a director involved in management, employee, salaried advisor, or hold more than 1% of the voting shares of a company operating in competition with the Company or its subsidiaries.

- Must not have any other characteristics that would prevent the person from providing independent opinions on the Company's operations.

- Must not be a director assigned by the Board of Directors to make decisions on the operations of the Company, subsidiaries, affiliates, entities under the same group, major shareholders, or controlling persons of the Company.

Reference link for Independence of the board of directors from the management : <https://www.buriramsugar.com/storage/cg/cg-report-and-download/policy/20180522-brr-cg-enc07-th.pdf>

### **Director development**

The Board of Directors has policies to promote and facilitate training and educating Directors and those involved in corporate governance systems of the Company such as directors, audit directors and the chief executive officer or equivalent position in order to improve and develop the operations more efficient. The Board of Directors is required to pass the training course such as Director Accreditation Program (DAP) and/or Director Certification Program (DCP) from Thai Institute of Directors Association (IOD).

In addition, the office of directors/ Company secretary will plan next years annual training ahead at the end of the year together with the Human Resources and Administration Department in order to get an approval from The Board of Directors about the training course in the next year. There are compulsory trainings for the Board of Directors and members in sub-committees, and interesting trainings. In each year the Company will encourage at least 1 director to attend the training course and seminar activities from Stock Exchange of Thailand, the Securities and Exchange Commission and the other organization that related to the Company.

Reference link for Director development : <https://www.buriramsugar.com/en/corporate-governance/report>

## **Board performance evaluation**

### **Performance Evaluation of the Board of Directors, Board Committees, and the Chief Executive Officer or Equivalent Position**

The Board of Directors must provide an annual assessment of the performance of the company at the end of the year divided into as a whole and self-assessment according to guidelines for good corporate governance. In order to review the work, problems and obstacles encountered and to assess their performance in the past year and find ways to improve the efficiency of the Board of Directors and sub-committees in the next year.

The criteria used to evaluate the Board of Directors and its sub-committees, as well as the self-assessment of individual directors, are based on the Stock Exchange of Thailand's sample self-assessment form for boards and sub-committees (February 2015). They have been updated in line with the CG Code 2017 and the assessment form of the Thai Institute of Directors Association (IOD). These criteria have also been tailored to align with the Groups business, including the incorporation of anti-corruption measures. The detailed assessment topics are as follows: The criteria for performance evaluation are as follows:

#### **Board of Directors Collective Evaluation**

1. The structure and qualification of the Board of Directors
2. Roles, duties, and responsibilities of the Board of Directors
3. The Board of Directors meeting
4. Performance of directors
5. Relationship with management
6. Self-development of directors and development of executives

#### **Individual Self-Assessment of Directors**

1. The structure and qualification of the Board of Directors
2. The Board of Directors meeting
3. Roles, duties, and responsibilities of the Board of Directors

For the process of evaluation, the office of directors or Company secretary will send both questionnaire with descriptions and scoring to each of the individual company directors in early December and bring returns within mid-December of the year. After that the office of directors/ company secretary will seek the result of both evaluation and report to the Board of Directors in the meeting in order to analyze the causes and find a way to develop in the future.

In addition, the Board of Directors introduced a formal evaluation process for Board Committees starting in 2017, applying the same forms, criteria, and processes as used for the Board of Directors.

#### **Self-Assessment Topics for Board Committees**

1. The structure and qualification of the Board of Directors
2. The Sub-committees meeting
3. Roles, duties, and responsibilities of the Board Committee

For the performance evaluation of the Chief Executive Officer or equivalent position, the Board of Directors mandates an annual assessment. The evaluation uses an annual performance evaluation form based on references from the Corporate Governance Center of the Stock Exchange of Thailand (2011) and/or other proven evaluation practices from external organizations. The overall performance of the Company is also taken into consideration during the evaluation. The evaluation form will be sent to all directors in early January of the following year, using the Company's overall performance results to support the assessment. Directors are required to return the completed evaluation forms by mid-January. The Office of the Company Secretary will compile the evaluation results and present them to the Nomination and Remuneration Committee for approval of remuneration, before final submission to the Board of Directors.

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

### **Mechanisms for the Supervision of Subsidiaries and Associates**

To enable Buriram Sugar Public Company Limited (the Company) to effectively supervise and manage the operations of its subsidiaries and associates, and to ensure that such subsidiaries and associates comply with the Company's measures and mechanisms as though they were internal departments, the Company has established supervisory mechanisms. These mechanisms are intended to safeguard the Company's investment interests and maximize overall benefits to the Company. The mechanisms are as follows:

#### **1. Appointment of Directors and Executives**

The Company shall appoint or nominate individuals as directors or executives of subsidiaries and/or associates at least proportionate to the Company's shareholding in such entities. The nominated directors and executives are empowered to exercise their discretion in board meetings regarding the general management and ordinary course of business of the subsidiary and/or associate, in a manner that serves the best interests of the Company. All such directors and executives must possess the qualifications, roles, duties, and responsibilities, and must not have any prohibited characteristics as prescribed by the relevant Securities and Exchange Commission (SEC) regulations concerning the trustworthiness of directors and executives.

#### **2. Matters Requiring Prior Approval from the Company's Board of Directors or Shareholders' Meeting**

The following matters require approval from the Board of Directors or shareholders of the Company (the "Parent Company") before being approved by the board or shareholders of the subsidiary (as the case may be):

(1) Matters requiring Parent Company approval prior to subsidiary action:

(a) Annual and interim dividend payments by the subsidiary (if any).

(b) Amendments to the subsidiary's articles of association.

(c) Approval of the subsidiary's annual budget.

(d)-(i) Matters considered material transactions which could significantly impact the subsidiary's financial position and performance, including:

(d) Connected transactions or acquisitions/dispositions of assets.

(e) Waiving or relinquishing benefits or claims against parties causing damages.

(f) Sale or transfer of significant parts or the entirety of the subsidiary's business.

(g) Acquisition of another business by the subsidiary.

(h) Entry into, amendment, or termination of important leasing or management agreements.

(i) Granting leases or hire-purchase agreements for significant assets.

(j) Borrowings, lending, guarantees, financial obligations outside normal business.

(k) Dissolution of the subsidiary.

(l) Other extraordinary transactions that significantly impact the subsidiary.

(m) Actions resulting in a reduction of the Parent Company's direct and/or indirect voting rights by more than 10%, or falling below 50% of total votes in the subsidiary.

(2) Matters requiring approval from the Parent Company's shareholders' meeting before subsidiary action:

- (a) Connected transactions or acquisitions/dispositions of assets involving the Parent Company.
- (b) Capital increase or decrease that results in more than 10% reduction or below 50% ownership.
- (c) Dissolution of the Parent Company.
- (d) Other extraordinary transactions materially affecting the Parent Company.
- (e) Amendments to the subsidiary's articles of association affecting financial or operational rights critical to the Parent Company, such as nomination rights for directors, voting rights, or dividend distribution.

### **3. Duties of Subsidiary Directors, Executives, and Management**

Subsidiary directors, executives, and management must:

- (a) Disclose financial status, operational results, connected transactions, acquisitions, and disposals to the Parent Company accurately and promptly, following SEC regulations.
- (b) Disclose conflicts of interest involving themselves or related parties, avoid conflict transactions, and notify the Parent Company promptly. Directors must not vote on matters where they have a conflict of interest.
- (c) Avoid actions presumed to conflict significantly with the subsidiary's interests, including:
  - (i) Engaging in connected transactions without proper procedures.
  - (ii) Using non-public information of the subsidiary or Parent Company.
  - (iii) Misusing assets or business opportunities of the subsidiary or Parent Company.
- (d) Report business plans, major investments, and joint ventures to the Parent Company.
- (e)-(g) Provide explanations or documentation upon request by the Parent Company.
  - (h) Ensure the subsidiary has sufficient internal control, risk management, and anti-corruption systems that comply with corporate governance principles, SEC regulations, and the Stock Exchange of Thailand (SET) rules.

Internal audit mechanisms must be in place, allowing direct access to information by the Parent Company's internal auditors and independent directors, with regular reporting on system effectiveness.

### **4. Use of Inside Information**

Directors, executives, employees, agents of the subsidiary, including their spouses and minor children, must not use inside information of the subsidiary or the Parent Company for personal gain or the benefit of others, directly or indirectly, whether compensated or not, especially when such information materially affects the subsidiary or Parent Company.

### **5. Approval of Transactions with Subsidiary**

Directors, executives, or related persons of the subsidiary may enter into transactions with the subsidiary only if: Approved by the subsidiary's board and/or Parent Company's board/shareholders depending on transaction size, following SEC and SET rules on connected transactions and acquisitions/dispositions. Or, the transaction is in line with fair commercial terms that would be applied to unrelated parties under similar circumstances, free from conflict of interest, and approved according to Parent Company guidelines.

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

## 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, Community and society, Other guidelines regarding shareholders and stakeholders

## Shareholder

### Policy on Treatment of Shareholders

The Group is committed to conducting its business in accordance with the CG Code 2017, with integrity, transparency, and fairness, to deliver sustainable and stable returns to all shareholders and owners. Accordingly, the Company has established the following policy for the treatment of shareholders, which directors, executives, and employees are required to adhere to:

1. Perform duties and conduct business with honesty and integrity, making decisions fairly and in good faith, with the best interests of all shareholders both major and minor as the primary consideration.

2. Make decisions based on adequate and accurate information, free from conflicts of interest, whether directly or indirectly. All actions must be taken in good faith and within the scope of authority for the maximum benefit of the Group.

3. Manage the business for stable and sustainable growth, adhering to principles of good corporate governance.

4. Perform duties competently and diligently, comparable to those with expertise and experience.

5. Protect the Group's assets from loss, misuse, or misappropriation, and ensure effective internal controls and risk management systems are in place.

6. Disclose and report accurate, complete, and timely information, news, and operational results on a regular basis, including both positive and negative trends, based on reasonable and credible grounds, and provide equal access to information for all shareholders.

7. Protect confidential information of the Group from unauthorized disclosure, particularly to competitors.

8. Provide necessary information and explanations to auditors for the proper performance of their duties.

9. Refrain from using or disclosing insider information that could influence the price of securities before it is made public, for personal gain or for the benefit of others.

10. Facilitate and treat shareholders who contact the Group with fairness, promptness, and full cooperation.

11. Provide opportunities for all shareholders to participate in the governance and management of the Company and to offer their opinions and suggestions equally.

12. Establish multiple and convenient communication channels for shareholders to receive information and to express their views and suggestions regarding corporate governance, propose shareholder meeting agendas, and nominate individuals for election as directors.

13. Establish channels for shareholders and internal and external stakeholders to report fraud, corruption, and complaints. A systematic and fair process for receiving, responding to, protecting whistleblowers, and investigating and resolving complaints is in place.

In 2025, the Company continues to respect the fundamental rights of shareholders as prescribed by law, the Company's regulations, and its code of conduct, treating all shareholders equally and fairly. The Company has

established mechanisms to ensure that shareholders are confident in receiving accurate information and fair and appropriate returns in accordance with its dividend payment policy. There are controls in place over related party transactions, measures to prevent conflicts of interest, and safeguards against the misuse of insider information and confidential data. Directors, executives, and employees who have access to insider information are prohibited from using such information for personal benefit, including trading the Company's securities, during a period of one month prior to and one day after the public disclosure of the Company's financial statements. In addition, the Company reports its business performance on a quarterly basis and discloses transactions with related parties under conditions equivalent to those with third parties through the Stock Exchange of Thailand's information disclosure system and the Company's website.

Reference link for Shareholder : <https://www.buriramsugar.com/en/corporate-governance/report>

## **Employee**

### **Employee Treatment Policy**

The company group employees are the key factor that will lead the organization to success. The Company aims to develop and enhance a good working atmosphere including promote teamwork to encourage all employees without discrimination. All employees are treated with courtesy and respect for human value as well as providing proper compensation and welfare, and equip the up-to-date innovations and technologies for working efficiency as follows;

**1.** The Group has implemented measures to protect employees who provide information to authorities regarding legal violations or breaches of the Securities and Exchange Act. Such employees are protected against unfair treatment, such as changes in position, job characteristics, workplace relocation, suspension, threats, harassment, or termination (Section 89/2) as a result of whistleblowing. Furthermore, the Company does not demote, punish, or negatively impact employees who refuse to participate in corruption, even if such refusal results in the loss of business opportunities.

**2.** The Group treats all employees equally, without discrimination based on origin, race, gender, age, skin color, religion, or education.

**3.** The Group acknowledges that employees are essential in producing high-quality products, and thus emphasizes fair treatment of employees based on equality and equity in employment, compensation, appointment, transfer, and capacity development along with moral development, aiming to cultivate competent and ethical employees for society. The principles include:

**3.1** Strict compliance with labor laws and related regulations concerning employees.

**3.2** Treating employees with courtesy, respecting individuality and human dignity, according to universal human rights principles.

**3.3** Directors and management encourage and support all personnel to fully demonstrate their abilities by providing appropriate compensation and incentives such as salaries, bonuses, and benefits, and promoting continuous education and training opportunities.

**3.4** Providing fair employment conditions and appropriate compensation based on employee potential.

**3.5** Appointments, transfers, rewards, and disciplinary actions must be conducted equitably, honestly, and based on knowledge, ability, and appropriateness, along with the employee's conduct and performance.

**3.6** Maintaining a safe working environment to protect employees' lives, properties, and health.

**3.7** Emphasizing employee development by providing ample and continuous learning opportunities.

**3.8** Establishing a provident fund for employees.

**3.9** Regularly providing employees with updates regarding the Groups operations and status.

**3.10** Instilling a good consciousness in employees to encourage giving and becoming good citizens.

**3.11** Providing channels for employees to lodge complaints in cases of unfair treatment or to report potential legal violations, with a fair and systematic grievance and protection process for whistleblowers.

**3.12** Supporting employees exercise of political rights in a neutral manner.

**3.13** Promoting employee participation in suggesting operational improvements and agreements to benefit all parties and foster good working relationships under a strong organizational culture and unity.

**3.14** Encouraging employees to participate in internal and external activities beneficial to the organization and society, as appropriate and at the discretion of supervisors.

**3.15** Offering equal opportunities for employees at all levels to express opinions and suggestions based on their professional knowledge.

**3.16** Providing channels for employees to report misconduct or legal violations, with protection measures in place for whistleblowers.

Reference link for Employee : <https://www.buriramsugar.com/en/corporate-governance/report>

## **Customer**

### **Customer Treatment Policy**

**1.** Strictly comply with contracts, agreements, or conditions made with customers. In cases where compliance is not possible, promptly negotiate with customers in advance to jointly find solutions and prevent any damage.

**2.** Strive to meet customer satisfaction and needs by producing excellent quality products and services that meet standards, ensure safety, and are offered at reasonable prices. The Group is committed to continually and seriously raising its quality standards.

**3.** Protect the health and safety of customers and consumers, including providing care for vulnerable groups by producing quality and safe products.

**4.** Promote sustainable consumption by producing beneficial products and services that minimize social and environmental impact, such as using eco-friendly and biodegradable materials.

**5.** Conduct fair marketing activities, disclosing complete, accurate, and timely information about products and services without distortion. Ensure fair contractual practices with customers, refraining from any deceptive, misleading, or unfair conduct, and avoiding the concealment of essential information.

**6.** Uphold honesty, integrity, and fairness towards customers, and refrain from soliciting, accepting, or offering any corrupt benefits to or from customers.

**7.** Implement systems to prevent customer or consumer complaints, and establish communication channels to receive customer feedback and dissatisfaction. Actively respond to customer needs and resolve problems according to international standards to ensure the quickest possible response, along with providing accurate information to customers.

**8.** Establish procedures for product recalls if any quality issues are detected.

9. Give utmost importance to protecting and maintaining the confidentiality and privacy of customers' or consumers' information consistently and strictly, and do not use such information for personal or related parties' benefit.

10. Continuously seek ways to enhance customer benefits, such as continuously improving product quality.

Additionally, the Company has developed a personal data protection policy and practices for customers in compliance with the Personal Data Protection Act (PDPA). The policy clearly states the purposes of personal data processing, such as for the preparation and management of contracts between the Company and customers, recording accounts payable and receivable, issuing invoices and tax documents, making payments and receipts, conducting financial transactions, and managing the Company's accounting operations. The policy also outlines customers' legal rights as data subjects. Further details can be found in the Company's Privacy Policy at <https://www.buriramsugar.com/th/privacy-policy>.

In 2025, there were no significant complaints from customers. Other minor complaints were analyzed to identify causes for corrective and preventive actions, monitored, and implemented throughout the organization to prevent recurrence. Furthermore, the Company conducted a 2025 customer satisfaction survey. The results indicated that customers were satisfied at a good level regarding sugar products, domestic sales services, and services provided by other relevant departments. The Company will use the evaluation scores and suggestions received to further improve its products and service quality.

Reference link for Customer : <https://www.buriramsugar.com/en/corporate-governance/report>

## **Business competitor**

### **Policy on Treatment of Business Competitors**

The company group conducts business with integrity, fairness, competition under the fair criteria, avoids using the competitors confidential information with unlawful or inaccurate methods. The information of the business competitors will be searched from the public sources, internet, or inquiry not against the laws and will not damage the business competitors reputation without evidence or fairness.

In 2025, the Company has strictly run the business under the criteria of trading competition honestly and fairly in accordance with the laws. Throughout the years, there was no any dispute on trading competition.

Reference link for Business competitor : <https://www.buriramsugar.com/en/corporate-governance/report>

## **Business partner**

### **Policy on Dealing with Business Partners**

1. Treat business partners equitably and fairly, based on a foundation of mutual and fair returns for both parties. Avoid situations that could lead to conflicts of interest, and strictly adhere to contracts, agreements, or any conditions made with partners. In case of any inability to comply, promptly negotiate with the partner in advance to jointly find solutions and prevent potential damages.

2. Conduct business dealings with transparency, providing accurate information and selecting business partners based on principles of equality and fairness.

3. Neither solicit, accept, nor offer any dishonest benefits to business partners. Maintain neutrality and avoid becoming too close to any partner that could influence decision-making.

In 2025, the company has complied with all commercial agreements and provided accurate information. Procurement has been conducted transparently and fairly without discrimination, considering quality, standards, price, and other important procurement criteria. For sugarcane raw material procurement, the company emphasized Green

Procurement practices. Moreover, the company has fostered strong relationships and mutual understanding with partners, including knowledge sharing and co-developing products to enhance value. The company has neither solicited, accepted, nor agreed to accept assets or other benefits outside of commercial agreements. Consequently, in 2025, there were no instances of non-compliance with contracts with business partners, and the company has cooperated in implementing its anti-corruption policy.

Reference link for Business partner : <https://www.buriramsugar.com/en/corporate-governance/report>

## **Creditor**

### **Policy on Dealing with Creditors**

1. Treat creditors equitably and fairly, based on a foundation of mutual and fair returns for both parties. Strictly comply with contracts, agreements, or any conditions made with creditors. In cases where compliance is not possible, promptly negotiate with the creditors in advance to jointly find solutions and prevent potential damages.
2. Conduct business operations in a manner that ensures creditors' confidence in the company's financial status and debt repayment capabilities.
3. Provide accurate, complete, and consistent financial information.

In 2025, the company strictly complied with all conditions agreed upon with creditors and made payments to trade creditors according to the pre-agreed credit terms specified in the contracts, without any payment defaults. Throughout the company's operations, there have been no disputes relating to creditors.

Reference link for Creditor : <https://www.buriramsugar.com/en/corporate-governance/report>

## **Community and society**

### **Corporate Social Responsibility (CSR) Policy**

Buriram Sugar Public Company Limited (BRR) and its subsidiaries, engaged in the manufacture, distribution, import, and export of food additives, are committed to social responsibility in line with seven key principles: accountability, transparency, ethical behavior, respect for stakeholder interests, adherence to the rule of law, observance of international norms, and respect for human rights.

Therefore, the production of safe and high-quality products for consumers supports sustainable consumption while taking into account social, community, and environmental impacts. The Company places strong emphasis on compliance with applicable laws and regulations to drive continuous improvement in social responsibility practices. This enhances credibility among investors and stakeholders, increases organizational value, and supports sustainable growth through business practices grounded in good corporate governance, respect for human rights, compliance with labor laws, environmental stewardship, fair competition, integrity, and active engagement. These efforts are aimed at achieving organizational objectives while upholding core ethical values in line with international standards.

This policy shall be effectively implemented and will be reviewed and updated periodically as appropriate.

In accordance with the Groups Corporate Social Responsibility ("CSR") policy, the Group is committed to achieving sustainable business growth while improving the quality of life for sugarcane farmers and neighboring communities. The Group undertakes the following actions:

1. Create processes to equally engage with all stakeholders.
2. Build and foster good relationships with stakeholders.
3. Support and promote traditional cultural activities in collaboration with communities.
4. Promote and support education initiatives.
5. Develop and promote environmental management practices that do not adversely affect stakeholders.
6. Continuously disseminate information to stakeholders.

7. Monitor and address violations of rights and the use of child labor.

In 2025, the Group carried out the following activities:

- Supported and promoted traditional cultural activities in collaboration with local communities.
- Continuously implemented educational support programs, such as the "BRR: Reducing Classroom Hours, Increasing Learning Opportunities for Sustainability" project for nearby community schools, and career promotion initiatives like the Organic Fertilizer Agriculture Project and the Community Garment Sewing Project.
- Organized the 8th Mobile Medical Unit activity to provide health check-ups for residents within a 5-kilometer radius of the company's premises and received the Outstanding Model Establishment Award for implementing "Bubble and Seal" disease control measures from the Ministry of Public Health.

Furthermore, the company group has supported and participated in other activities with the community in the previous year which has been disclosed in Section 3, Driving Business for Sustainability and more information can be found in <https://www.buriramsugar.com/th/news/company-activities>

Reference link for Community and society : <https://www.buriramsugar.com/en/corporate-governance/report>

### **Safety, Occupational Health, and Environment**

#### **Safety, Occupational Health, and Environment**

The Group places high importance on the safety and quality of life of its employees who may be affected by operational activities, as well as on environmental protection. Therefore, the Group has implemented the following actions:

1. Committed to taking serious and continuous responsibility for employee and societal safety and occupational health.
2. Foster a strong and continuous safety and occupational health awareness among employees at all levels.
3. Prevent accidents and ensure operations meet established safety standards.
4. Provide safety guidelines to protect employees lives and assets, ensure the adequacy and quality of equipment and tools, and maintain them properly.
5. Enforce compliance with safety regulations and require employees to wear personal protective equipment (PPE) as stipulated by the Group.
6. Educate and train employees to raise awareness about environmental issues.
7. Conduct business operations with consideration and awareness of the impact on natural resources and the environment.
8. Encourage employees to participate in environmental preservation activities, such as reducing resource use and promoting recycling initiatives.

In addition, the Group continuously promotes efficient resource usage and energy conservation among employees to enhance awareness and instill a sense of responsibility for maximizing energy efficiency across all organizational activities. This includes the use of electricity, water, paper, and other consumables, such as switching off unused electrical equipment during breaks or extended periods of absence from workstations, and printing double-sided documents. Although these efforts may not immediately reflect in measurable reductions in energy consumption or cost savings, they help cultivate habits that extend into employees' personal and community lives.

The Company enhances consciousness on responsibilities to community and society among people as a whole on a regular basis, never causes any harm to environment, which is disclosed in topic 3 Driving Business for Sustainability in <https://www.buriramsugar.com/th/news/company-activities>

Reference link for the other policy and guidelines : <https://www.buriramsugar.com/en/sustainability/csr-report>

## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

### Business Code of Conduct

The Group recognizes the importance of conducting business in accordance with the principles of good corporate governance. The Board of Directors is committed to adhering to the policies on good corporate governance, the business code of conduct, the anti-corruption policy, and all applicable laws and regulations. The Group aims to operate its business with transparency and fairness, prioritizing the interests of stakeholders, to achieve business sustainability and build trust among shareholders, investors, and all stakeholders. To this end, the Group has established a Business Code of Conduct to serve as ethical guidelines for the Board of Directors, executives, and employees. This is intended to foster the development of a sustainable, well-governed, and truly corruption-free organization.

At the Board of Directors Meeting No. 8/2025, held on 26 December 2025, the Board approved the review and revision of the Good Corporate Governance Handbook and the Business Code of Conduct. These documents have been published on the company's website at: <https://www.buriramsugar.com/th/corporate-governance/report>

Reference link for the full version of business code of conduct : <https://www.buriramsugar.com/en/corporate-governance/report>

## Policy and guidelines related to business code of conduct

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

### Prevention of Conflicts of Interest

#### Prevention of conflicts of interest

In order to ensure that directors, executives, and employees of the company group have a guideline to perform duties with honesty, not obtaining benefit for themselves and/or related persons, the policy and guideline has been determined in relation to the conflict of interest as follow;

1. Disclose and deliver the interested information of their own and related persons to the Board of Directors in order to acknowledge the relationship and related transactions with the company group, which may cause the conflict of interest when related transactions are carried out. In order to ensure the company group monitors and audits such matter on a yearly basis. The company secretary is assigned to survey the interested information at every end of the year. Such interested information of all directors, executives and/or related persons including department managers, and relevant employees are surveyed and presented to the Corporate Governance Committee, Audit Committee, and the Board of Directors to acknowledge at least once a year.

2. Avoid doing the related transactions with oneself and/or related persons, which may cause a conflict of interest with the company group, and do not act in any manner against the benefit of the company group, or seek benefit for oneself and/or related persons.

3. The Board of Directors must not be involved with any approval relating to their related transaction or conflict of interest both direct and indirect ways.

4. The following matters that may cause directors, executives, or related persons to obtain financial benefit other than the normal practices, or have a negative impact to the company group, which is assumed a conflict of interest of the company group in a significant manner;

(A) The transaction made between the company group, directors, executives or related persons which is not in line with the criteria of the related transactions.

(B) Using non-public information of the company group, except such information is disclosed in public.

(C) Using the property or the business opportunities of the company group against the regulations or general practices specified by Notification of the Capital Market Supervisory Board

5. In case of a normal transaction such as a list of trading goods, raw materials, services, or give supporting money for sugarcane plantation, etc., the company group is able to do such transaction with a person which may cause a conflict of interest if such transaction is considered as a trade agreement in the same practices which a reasonable man would agree to with any partners in the same situations, without any influence entrusted by position as directors, executives, or relevant persons. The benefit of the company group must be considered importantly. Such transactions have to be summarized and reported to the audit committee and the Board of Directors so they can acknowledge, and make a comment every quarter.

6. In case of any transactions considered other than a normal transaction, the Audit Committee is assigned to consider and give opinion toward the necessity in doing such transaction, and the appropriateness of a price. This should be considered various conditions that are in line with a normal business in a market, which can be compared with the actual price with a person from the outside, and considered a reasonable price, and on an arms length basis. Thus, other transactions done by BRR and its subsidiaries with a person who may have a conflict of interest, the audit committee has to consider it first, and then such transaction will be approved by the Board of Directors or shareholders meeting respectively. It depends on the size of a transaction in line with the criteria specified by the Notification of the Capital Market Supervisory Board, and the Stock Exchange of Thailand. The interested directors cannot attend the meeting and vote for the agenda on such transaction. In case the Audit Committee is not expertise for the consideration of such matter, the company group will invite an independent expert to give opinion on such transaction in order to make the Board of Directors or shareholders (as the case maybe) have sufficient information to come to the decision and approval.

7. Monitor and take responsibility for having a proper, effective, and sufficient internal control system, risk management system, corruption and fraud prevention system in order to assure the company groups compliance with policies, articles of association, laws, good corporate governance principles for listed companies, as well as relevant notifications, regulations of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand accurately.

8. The Board of Directors must monitor the company group to comply with the laws relating to the securities and exchange, rules, notifications, orders, or criteria of the Stock Exchange of Thailand, Securities and Exchange Commission, Notification of the Capital Market Supervisory Board. In addition, the company group must disclose the related transactions in line with the regulations of the Stock Exchange of Thailand and other relevant governing body.

9. Provide a well-organized operating system for the subsidiaries to have a sufficient system to disclose information of a significant transaction in line with the specified regulations consistently and reliably. In addition, there must be a channel for directors and executives of Buriram Sugar Public Company Limited (BRR) to access the subsidiaries information in order to monitor the operating results, financial status, related transactions between a subsidiary and a director and executive, significant transactions in an effective way. Moreover, the auditing system must be established to supervise and check such subsidiaries operating system by assigning independent directors, Audit Committee, and internal auditor of BRR to be able to access such information directly, and report the audit results to the Board of Directors, Audit Committee, and executives of BRR to acknowledge to ensure that the subsidiaries comply with the systematic operation on a regular basis.

10. A guarantee of a loan contract between the Company group and a person who may have a conflict of interest still exists because of the necessity of obtaining credit from financial institutions to purchase raw materials, and support farmers to grow sugarcanes, a working capital to operate business. This is a normal condition of a commercial bank to give a business loan. Thus, the company group has no expense on such guarantee.

11. A loan borrowed from a person who may have a conflict of interest will occur due to the necessity of business operation which the company group makes a loan contract, specifies clearly conditions in the consideration of the benefit of the company group as the first priority. In addition, the company group does not have a policy on giving a loan and/or guarantee except a support money for growing sugarcanes to a person who may have a conflict of interest.

12. In case of the related transactions which may occur a conflict of interest in the future, the Board of Directors must comply with the laws on securities and exchange, regulations, orders, or criteria of the Stock Exchange of Thailand and The Capital Market Supervisory Board, as well as the criteria on the disclosure of information relating to the related transactions, and acquisition or disposition of assets of the company group.

13. It is to be avoided that shareholding, being a director, executive, or consultant in the same type of business of the company group, or competitive with the company groups business. Thus, it is able to hold shares, be a director, executive, or consultant of other organization which is considered not against the benefit of the company group, and is considered a direct duty to perform in the company group.

Reference link for Prevention of Conflicts of Interest : <https://www.buriramsugar.com/en/corporate-governance/report>

## **Anti-corruption**

### **Anti-Corruption Policy**

Buriram Sugar Public Company Limited (BRR) and its subsidiaries are engaged in the business of producing and selling white, brown, and raw sugar both domestically and internationally. All directors, executives, and employees at all levels, including employees, agents, affiliated companies, or any person acting on behalf of or for the company, whether or not they have the authority to do so, are required to perform their duties with honesty, integrity, and transparency, and to refrain from any actions aimed at seeking personal gain or the benefit of related parties. They must also strictly comply with all laws and the anti-corruption policy, and refrain from soliciting, conducting, supporting, or accepting bribes or any form of corruption in any activity under their control for their own benefit or the benefit of related parties, directly or indirectly. This includes control, charitable donations, business gifts, and support for various activities, all of which must be transparent and free from any intent to influence government or private

sector officials to engage in inappropriate conduct. This applies to all types of businesses and related units. Furthermore, they must support and encourage customers, business partners, contractors, subcontractors, stakeholders, and other related parties doing business with the company to adopt the same practices as the company.

To ensure that anti-corruption efforts achieve the established policy objectives, a risk assessment of corruption risks in operational processes that may lead to corruption is required. Furthermore, compliance with this anti-corruption policy must be reviewed as part of the internal audit plan. The Audit Committee will review the completeness and adequacy of the processes and risk assessments to ensure that anti-corruption measures are adequate and effective, and will report the review results to the Board of Directors. In addition, regular reviews of the operational guidelines and requirements are mandated to ensure alignment with changes in business, regulations, and legal requirements.

Buriram Sugar Company Limited (Public) and its subsidiaries ("Group of Companies") place great importance on conducting business with integrity, honesty, and a commitment to social responsibility towards all stakeholders, while adhering to principles of corporate governance, business ethics, and strict compliance with legal requirements. Therefore, the Group of Companies has established an anti-corruption policy and communicates this policy to raise awareness about its importance among the company's directors, executives, and employees, ensuring that they actively participate in following clear guidelines in business operations. This Anti-Corruption Policy is an addition to the Group's Corporate Governance Manual and Business Ethics ("CG Manual"), which has been approved by the Board of Directors.

### 1. Objectives

- To express the Group's commitment to combating all forms of corruption, both direct and indirect.
- To define the responsibilities, practices, and guidelines that the company's directors, executives, and employees must be aware of and strictly follow in preventing and combating corruption in all business activities.
- To build trust with customers, business partners, stakeholders, and others involved in the business.

### 2. Definitions

- **Corruption** refers to the misuse of power gained through one's official position for personal benefit or fraudulent acts using one's position, power, and influence for personal gain or the benefit of others. Corruption can take various forms, including offering, giving, or promising benefits such as money, goods, or rewards as incentives to violate laws or ethical standards. It also includes using public funds or assigned resources for personal gain or for activities unrelated to their intended purpose, such as giving gifts, providing services, giving cash or items in lieu of cash, offering bribes to government officials, or engaging in corruption between private organizations.

*(Information source: Transparency International TI, established in 1993)*

### 3. Scope

- This policy applies to all employees, including the company's directors, executives, and all staff members, who are required to comply, as well as other policies related to the CG Manual of the Group.
- The Group expects that customers, business partners, or business affiliates who have a relationship with the company will also comply with this policy.

### 4. Duties and Responsibilities

- The **Board of Directors** is responsible for establishing the policy and overseeing the implementation of an effective anti-corruption system, ensuring that management is aware of and prioritizes anti-corruption efforts, fostering it as part of the corporate culture.
- The **Audit Committee** is responsible for reviewing financial and accounting reports, internal control systems, internal audits, and risk management systems to ensure that operations are sound, appropriate, efficient, and in compliance with generally accepted accounting standards. The committee also oversees the anti-corruption policy and measures to ensure that the Group of Companies complies with legal obligations and the established corporate governance and business ethics guidelines.
- The **Chairman of the Board, Board of Directors, and Management** are responsible for establishing systems to promote and support the anti-corruption policy, communicating it to all employees and stakeholders. They also review the appropriateness of systems and measures to align with changes in business, regulations, and legal requirements.

- **Internal Audit Department** is responsible for auditing and reviewing operations to ensure compliance with policies, declarations, guidelines, and regulations, ensuring that the control systems are adequate to address potential corruption risks, and reporting findings to the Audit Committee and Board of Directors.
- **All Employees** are required to strictly adhere to the anti-corruption policy and practices. They must sign to acknowledge their understanding and commitment to this policy and submit the signed document to the HR and administration departments for record-keeping. Employees must also report any doubts or violations of the policy to their supervisors or through the Group's complaint channels. The complaint department will keep the information confidential and forward it to the relevant parties with caution.

## 5. Implementation Requirements

- Any action taken under the anti-corruption policy must follow the practices outlined in the Group's Corporate Governance and Business Ethics Manual, policies, and practices for all stakeholders, as well as relevant regulations and operational manuals.
- The anti-corruption policy applies to all activities related to the operations of the Group. Supervisors at all levels are responsible for communicating and ensuring that employees understand and implement these practices in their business activities.
- It is required that a regular annual risk assessment for potential corruption is conducted across the organization.
- The Board of Directors, executives, and employees are prohibited from soliciting, engaging in, or accepting corruption for personal benefit, or for the benefit of family, friends, or acquaintances.
- To clearly address corruption risks, directors, executives, and employees at all levels must exercise caution in the following areas:
  1. Gifts, Tokens, Entertainment, Hospitality, and Expenses: Offering, giving, or receiving gifts, tokens, entertainment, or hospitality must comply with the guidelines set forth in the Groups CG Manual.
  2. Charitable Donations or Sponsorships: Donations or sponsorships must be transparent and lawful, ensuring that they are not used as a pretext for bribery, and must comply with the guidelines in the CG Manual.
  3. Business Relationships and Procurement: Offering or accepting bribes in business dealings with partners, contractors, government agencies, or any entity doing business with the Group is prohibited. All dealings must be conducted transparently, honestly, and in accordance with applicable laws.

## 6. Penalties

- In cases where evidence is found that directors, executives, or employees have engaged in, accepted, or supported corruption, the company will take disciplinary action in accordance with its work regulations, with the maximum penalty being dismissal or termination of the contract. If the case involves a violation of the law, the person in violation may face legal proceedings according to the applicable law. However, the penalty measures must be fair and consistent with the severity of the offense. The company will not demote, penalize, or impose any negative consequences on employees who refuse to engage in corruption, even if such actions result in a loss of business opportunities for the company.
- The company will not demote, penalize, or otherwise adversely affect employees who refuse to participate in corruption, even if doing so leads to the loss of business opportunities for the company.

## 7. Complaint Management Process (Possibly Involving Misconduct)

The Board of Directors has resolved to appoint an investigation committee, which is tasked with investigating the facts, processing and evaluating information, evidence, and related circumstances, and reviewing cases of fraud and corruption. The scope of the fraud and corruption cases will follow the anti-corruption policy. The committee will also provide consultation and recommendations on implementing anti-corruption measures to personnel within the organization. The investigation committee has the authority to gather relevant information to determine the appropriate steps and procedures for handling each case according to established guidelines. The investigation committee will consist of senior management and managers from the finance and accounting department, the procurement department, the legal department, the risk management office, and the internal audit department.

The investigation committee must conduct an inquiry, gather facts, legal information, and relevant evidence, notify the accused of the allegations, listen to their explanation, and compile the information into an investigation report. The report, along with recommendations, will be submitted to the person who appointed the investigation committee or the Chairman of the Board. The investigation must be completed within sixty days from the date the Chairman of the Board is informed.

The operations of the Investigation Committee have the duties and responsibilities to investigate and consider based on the established criteria, methods, and timeline in order to seek the truth regarding the allegations and ensure fairness throughout the investigation process. The Committee must collect the background and conduct of the accused, relevant to the allegations, as necessary, to support the consideration and document all investigation details. During the investigation and consideration, no other individuals are allowed to be present or involved, except for during questioning.

1. The Chairman of the Board shall arrange the first meeting of the Investigation Committee within 7 days from the date the Chairman of the Board receives the complaint. If it is not possible to arrange the meeting within the specified time, the reasons and necessity should be reported to the person who appointed the Investigation Committee.
2. During the Investigation Committee meeting, the committee shall determine the issues and outline the investigation approach and evidence gathering process, then the committee shall proceed as follows:

2.1 Collect relevant facts, legal issues, and evidence without relying solely on the claims or evidence from the complainant or the accused.

2.2 Notify the accused of the allegations and summarize the evidence supporting the allegations.

2.3 Give the accused an opportunity to explain and present evidence to refute the allegations.

2.4 Consider and form an opinion regarding the investigated issue.

2.5 Prepare an investigation report with conclusions and submit it to the person who appointed the Investigation Committee.

3. Questioning the accused or witnesses should be conducted one person at a time, and there must be at least half of the total number of the Investigation Committee members present to proceed with the questioning. However, if half of the total number of committee members is more than three, at least three members may conduct the questioning.
4. The questioning must be recorded in a prescribed form. The statement should be read to the witness or allow the witness to read it themselves. The witness, the recorder, and the committee members present during the questioning should sign the record as evidence. If the record consists of multiple pages, the witness and one committee member must sign each page. The record should not be altered, erased, or overwritten. If corrections are necessary, the original text should be crossed out, and new information should be added, with both the witness and committee member signing next to the corrections. If the witness refuses to sign, the reason for not signing must be recorded.
5. During questioning, no one else is allowed in the questioning area unless permitted by the committee members conducting the questioning for the benefit of the investigation, or the accused's lawyer or advisor, in a number deemed appropriate by the questioning committee.
6. The committee members must not make or arrange any promises, threats, deceptions, coercions, or inappropriate actions to influence the accused or witnesses to provide any statements.
7. The notification of allegations and a summary of the evidence supporting the allegations must be recorded with the facts and circumstances of the accused's actions, including when, how, and in what manner they violated any

disciplinary rules, and the summary of the supporting evidence. Witness names may or may not be included. The accused must be informed of their right to provide statements or submit explanations to refute the allegations in writing, their right to present or request witnesses, and be notified in two identical copies. The Chairman of the Board and at least one other board member must sign the record.

8. The Investigation Committee must issue a written notice to the accused to meet at a specified time and place to notify them of the allegations and the supporting evidence. Once the accused meets with the committee, the allegations and supporting evidence will be explained, and the accused must acknowledge the allegations by signing the record with the date. One copy will be given to the accused, and the other will be kept in the investigation file.

The company has been certified as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) since June 7, 2018. The company remains committed to continuing its anti-corruption policies, communicating and announcing these policies to all partners and stakeholders, organizing ongoing staff training, and creating awareness within the organization. Additionally, the company has set up a whistleblowing system to receive complaints from stakeholders through comment boxes and postal mail, which are directly sent to the Chairman of the Governance Committee (an independent director).

Reference link for Anti-corruption : <https://www.buriramsugar.com/en/corporate-governance/report>

## **Whistleblowing and Protection of Whistleblowers**

### **Whistle-blowing and suggestions**

The Board of Directors has given an opportunity for employees and stakeholders to give a complaint, express an opinion, report any act of wrongdoing or behavior which may be considered violation against, or non-compliance with CG handbook. Thus, the Chairman of Corporate Governance Committee or the Internal Audit Office is assigned to perform duties as the whistle-blowing unit of the company group corporate governance, and code of conduct as follows;

#### **1. Whistle-blowing and suggestion channels**

1.1 By post: The Chairman of the Corporate Governance Committee or The Internal Audit office  
Buriram Sugar Public Company Limited 128/77-78, 7th floor, Phayathai Plaza Building,  
Phayathai Road, Thung Phayathai Sub-district, Ratchathewi District, Bangkok 10400

1.2 E-mail: [ia.brr@brr.co.th](mailto:ia.brr@brr.co.th)

#### **2. Whistle-blowing procedures and *corruption* detection**

2.1 The recipient will gather the facts about violation against, or non-compliance with the CG handbook.

2.2 The recipient will report the facts to the investigation committee, appointed by the Board of Directors, which is assigned to investigate, assess, and scrutinize such facts in order to consider an appropriate process and measure for each issue.

2.3 The recipient will present the examination of facts to the investigation committee, and define a measure to cease such violation against or non-compliance with the CG handbook by considering damages at large.

2.4 The recipient has to report the investigating result to the whistle-blower in case of identifying himself or herself. Regarding significant issues, such investigating result must be reported to the audit committee, and the Board of Directors. And in any case of significant matter of uncovering the corruption scheme by the internal audit, urgently submit a report to the Chief Executive Officer or equivalent position as well as the Audit Committee and the Board of Directors.

#### **3. Protective measures for whistleblowers or collaborators of investigation**

The company group has defined the protective measures for whistleblowers or collaborators of investigation as follows;

3.1 The whistleblowers or collaborators have the right to be anonymous as they deem unsafe to identify himself or herself. In case of their identification, the company group is able to report such progress and explain the facts.

3.2 The company group will not reveal the personal information, or other information indicating the whistleblowers or collaborators, and will investigate the facts.

3.3 The recipient must keep the related information confidentially, and disclose only as much as necessary by considering the safety, trouble and damage of the whistleblowers or collaborators, information sources, or related persons.

3.4 If the whistleblowers or collaborators consider that they may be unsafe, or affected by any trouble or damage, they can request the company group to provide such protective measures as appropriate, or may define such protective measures as it seems potential to occur unsafety, or any trouble and damage

3.5 If the whistleblowers or collaborators are affected by any trouble or damage, they will receive mitigation of damages with appropriateness and fairness

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.buriramsugar.com/en/corporate-governance/report>

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

#### **Use of internal information for profit**

The company group has a policy and measure to monitor directors, executives, and employees to use internal information of the company group for the benefit of oneself and other as follows;

1. It prohibits directors, executives, employees, and workers of the company group to use secrets and/or internal information of the company group to disclose or seek benefit for oneself or others, whether directly and indirectly, and no matter whether a benefit earned or not.
2. It is prohibited to disclose internal information, with an intent or a purpose to distort the actual information of the company group in order to make any persons to misunderstand such as pushing up stock market prices by an intention to increase the stock prices for obtaining a benefit from selling high-priced stocks.
3. Provide knowledge and understanding to directors, executives, as well as persons whose position in the executive level of accounting or financial department which is higher or equivalent to, to be aware of their duties, and to report securities holding of their own, spouse or de facto partner, and underage child to the Securities and Exchange Commission according to Section 59 and the penalty under Section 275 of the Securities and Exchange Act in 1992 (including the amendments).
4. It prohibits directors, executives, persons whose position in the executive level of accounting or financial department which is higher or equivalent to, as well as relevant persons or employees who know the internal information, to engage in the Buriram Sugar Public Company Limited (BRR)s securities trading within 1 month prior to BRR disclosing the operating results, and financial status, or significant information which may impact the stock market prices, until BRR discloses such information in public.
5. Directors, executives, as well as persons whose position in the executive level of accounting or financial department which is higher or equivalent to, are determined to prepare and report securities holding, changes in securities holding, and derivatives of BRR. Such specified persons also cover spouse or de facto partner, underage child, as well as juristic persons holding over 30% of the total amount of voting rights by collectively counting the voting rights of spouse or de facto partner, and underage child. Such reports should be sent to the company secretary within 30 working days after the appointment to serve the company. In addition, they must report the changes in securities holding, and derivatives of BRR to the Securities and Exchange Commission within 3 working days from the date of trading, transferring, or obtaining such securities under the Securities and Exchange Act in 1992 (including the amendments). Thus, the Company secretary must be notified at least 1 day prior to trading, transferring, or obtaining such

securities, and receive the copied report of changes in securities holding and derivatives on the same day of sending such report to the Securities and Exchange Commission. Then, the Board of Directors must acknowledge such report on a quarterly basis.

6. Do not disclose the confidential information of the company group to other persons even if they are out of term service as a director, executive, and employee of the company group.
7. The executives, investor relations and company secretary are determined to be a representative of the company group to provide useful information to shareholders, securities analysts, fund managers, and financial institutions. Thus, such information must be approved by the shareholders meeting, or the Board of Directors meeting, as the case maybe, and disclosed to the public to acknowledge equally.

Directors, executives, and employees who violate the policy on the use of internal information will be disciplined and/or punished by a law, as the case maybe, on the consideration of intentional act, and the level of seriousness of misconduct.

Reference link for Prevention of Misuse of Inside Information : <https://www.buriramsugar.com/en/corporate-governance/report>

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

#### **The acceptance or provision of gifts, presents, or other benefits**

The group of companies strictly prohibits its directors, executives, and employees from soliciting or offering any improper benefits to customers, business partners, or affiliated parties. Additionally, all personnel are required to maintain neutrality and avoid close relationships that may influence their decision-making.

1.1 Do not solicit or request gifts, presents, or any other benefits, including hospitality, reception services, financial support, or rewards, from customers, business partners, or associates.

1.2 Employees shall not accept gifts, presents, or other benefits from customers, business partners, or associates in an improper manner intended to induce them to perform or refrain from performing any action, except on occasions or festivals customarily observed by the general public and not prohibited by law. Such gifts, presents, or other benefits must have an appropriate monetary value for each occasion, as specified in the table below. The recipient is required to complete the "Gift/Present/Other Benefit Acceptance/Gift Form" ("Form") and submit it to their supervisor or authorized person for approval. The Form, together with the gift, present, or other benefit, must then be submitted to the Board of Directors or the Human Resources and Administration Department for record-keeping and onward submission to the Internal Audit Office for further review. The acceptance of such items must not improperly influence the performance of duties.

1.3 Any receipt of gifts, presents, or other benefits that do not comply with the criteria specified in clause 4.5.2 must be returned to the giver immediately. If returning such items is not feasible due to the need to preserve good interpersonal or intercompany relationships, the recipient must complete the "Gift/Presentation Form" and submit it to their supervisor or authorized approver, together with the received item, to the Board of Directors or the Human Resources and Administration Department within 3 working days from the date of receipt. Such items shall be deemed the property of the Group of Companies, including gifts and presents given to representatives of the Group or those commemorating significant events for the Group, such as the receipt of prestigious awards or souvenirs from social responsibility activities. The Board of Directors or the Human Resources and Administration Department shall subsequently forward the Form to the Internal Audit Department for further review.

1.4 No gifts, benefits, or incentives of any kind shall be offered to any external party for the purpose of inducing improper actions or creating conflicts of interest, except on customary occasions or festivals that do not violate applicable laws. Any such gifts, presents, or other benefits must receive prior approval from a supervisor or authorized person in accordance with the delegation of authority regulations. The giver is required to complete the "Gift/Receipt Form" ("Form") and submit it to the supervisor or authorized person. The Form shall then be forwarded to the Board of

Directors or the Human Resources and Administration Division for record-keeping and subsequent submission to the Internal Audit Office for further review.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://www.buriramsugar.com/storage/cg/anti-corruption-whistle-blowing/anti-corruption/20210331-brr-cg-anti-corruption-policy.pdf>

Page number of the reference link : 7-8

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

The Group of Companies recognizes the importance of conducting business in accordance with good governance principles. The Board of Directors is committed to adhering to corporate governance policies, business ethics, and anti-corruption measures, as well as all applicable laws and regulations, in order to ensure transparency, fairness, and consideration of stakeholders interests. This commitment supports sustainable business operations and fosters trust among shareholders, investors, and all stakeholders. Accordingly, the Group has established a Code of Business Conduct to serve as ethical guidelines for directors, management, and employees, promoting a sustainable organization with strong governance and a commitment to anti-corruption.

The Group has also implemented an anti-corruption policy and a code of ethics for its directors and personnel, providing clear guidelines for compliance with applicable laws, company regulations, and rules, as well as respect for human rights and labor rights. The Company shall not disclose employees personal information to any individual or entity without prior consent and shall do so only for specified purposes, unless otherwise required or permitted by law. Such practices shall be in accordance with the Personal Data Protection Policy of Buriram Sugar Public Company Limited and its subsidiaries, the Personal Data Protection Act B.E. 2562 (2019), and other applicable laws.

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

#### **Data confidentiality policy**

#### **Use of inside information**

Buriram Sugar Group (the Group) has established policies and procedures to prevent its directors, executives, and employees from using the Groups internal information for personal benefit or for the benefit of others, as follows:

1. Directors, executives, employees, and associates of the Group are prohibited from disclosing confidential information and/or using or seeking personal gain from the Groups internal information, whether for their own benefit or for the benefit of any other person, directly or indirectly, regardless of whether any benefit is received or whether there is any reciprocal arrangement.
2. Inside information must not be disclosed, and information must not be intentionally or deliberately misrepresented or falsified in a manner that misleads others. This includes, for example, actions intended to manipulate securities prices, such as attempting to drive up the price of securities with the intent to sell them at a higher price.
3. The Company shall provide education to directors, executives, and individuals holding managerial positions in accounting or finance at the department manager level or equivalent regarding their duties in preparing and submitting reports of their securities holdings, including those of their spouses or cohabiting partners and minor children, to the Securities and Exchange Commission of Thailand, in accordance with Section 59 and the penalties prescribed under Section 275 of the Securities and Exchange Act B.E. 2535 (including any amendments).
4. Directors, executives, including those in managerial positions in accounting or finance at the manager level or higher, as well as relevant operational staff or employees who have access to inside information, shall refrain from purchasing and/or selling securities of Buriram Sugar Public Company Limited (BRR) during the period of one month prior to the disclosure of any material information relating to BRRs operating results, financial position, or any other information that may affect the share price, until such information has been publicly disclosed by BRR.
5. Company directors, executives, and those holding management positions in accounting or finance at the department manager level or equivalent are required to prepare and submit reports on holdings and changes in

holdings of Buriram Sugar Public Company Limited securities and derivatives contracts. This includes holdings of spouses or cohabiting partners and minor children, as well as legal entities in which such individuals hold more than 30% of total voting rights (including voting rights of spouses or cohabiting partners and minor children). Such reports must be submitted to the Company Secretary within 30 business days from the date of assuming the position.

Furthermore, any changes in holdings of BRR securities and derivatives contracts must be reported to the Securities and Exchange Commission of Thailand within 3 business days of the purchase, sale, transfer, or receipt of such securities, in accordance with the Securities and Exchange Act B.E. 2535 (including amendments). The Company Secretary must be notified at least one day in advance of any purchase, sale, transfer, or receipt of securities. A copy of the report on changes in holdings of BRR securities and derivatives contracts shall also be submitted to the Company Secretary on the same day the report is filed with the Securities and Exchange Commission. In addition, such reports shall be presented to the Company's Board of Directors on a quarterly basis.

6. Confidential business information of the Group shall not be disclosed to any other person, even after an individual has ceased to be a director, executive, or employee of the Group.
7. The management, investor relations officer, and company secretary are designated as representatives of the Group in providing useful information to shareholders, securities analysts, fund managers, and financial institutions. Such information must be approved by the shareholders meeting or the Board of Directors, as applicable, and shall be disclosed publicly and equally to all parties.

Company directors, executives, and employees who violate the insider information policy shall be subject to disciplinary action and/or legal proceedings, as appropriate, depending on the intent of the action and the severity of the offense.

Reference link for Information and assets usage and protection : <https://www.buriramsugar.com/storage/cg/cg-report-and-download/policy/20170616-brr-cg-enc02-th.pdf>

## **Anti-unfair competitiveness**

### **Policy on the Treatment of Business Competitors**

The company group conducts business with integrity, fairness, competition under the fair criteria, avoids using the competitors confidential information with unlawful or inaccurate methods. The information of the business competitors will be searched from the public sources, internet, or inquiry not against the laws and will not damage the business competitors reputation without evidence or fairness.

In 2025, the Company has strictly run the business under the criteria of trading competition honestly and fairly in accordance with the laws. Throughout the years, there was no any dispute on trading competition.

### **Treatment of Business Partners with Responsibility**

The Company has the policy for Treatment of Business Competitors and conduct business with ethics, transparency and operate under the rules of good competition without seeking confidential information of competitors by dishonest or improper means. The Company collects and searches for information about its competitors from publicly available sources and does not attempt to damage the reputation of its competitors through unfair accusations. Throughout the past period, the Company has never had any disputes in regards to its Business Competitors.

## **Information and IT system security**

### **Information System Security Governance**

The governance of information system security is divided into five key areas as follows:

- Establishment of a Cyber Security Policy.
- Conducting Penetration Testing by hiring external vendors (Outsourcing) to perform system penetration tests.
- Conducting Vulnerability Assessments by hiring external vendors (Outsourcing) to detect system vulnerabilities.

- Conducting Email Phishing Tests for IT system users to raise awareness about cyber security threats.
- Providing Cyber Security training for employees.

Reference link for Information and IT system security : <https://www.buriramsugar.com/en/corporate-governance/report>

### **Environmental management**

The Group of Companies is concerned with and recognizes the safety and well-being of its employees that may be affected by its operations, as well as the protection of the environment. Therefore, it deems it appropriate to implement the following measures:

1. The Company is committed to actively and continuously fulfilling its responsibilities to employees and society in relation to safety and occupational health.
2. To instill strong and continuous awareness of safety and occupational health among employees at all levels.
3. To implement accident prevention measures and ensure that operations comply with established safety standards.
4. To provide guidelines for safe working practices that protect the lives and property of employees, including ensuring the adequacy, quality, and proper maintenance of equipment.
5. Employees are required to comply with safety regulations and wear personal protective equipment as specified by the Group of Companies.
6. To educate and train employees and raise awareness regarding environmental issues.
7. Conducting business with integrity in a manner that causes harm to natural resources and the environment is not acceptable.
8. To encourage employee participation in environmental conservation activities, such as reducing consumption and reusing resources.

### **Human rights**

Buriram Sugar Public Company Limited (BRR) and its subsidiaries respect the dignity of their employees in the workplace and are committed to ensuring that all employees have the right to personal safety, as well as to a safe, clean, and hygienic working environment. The Company has established a human rights policy, as detailed below:

#### **1.Policies regarding forced labor**

The Company does not engage in or support the use of forced labor in any form and shall not require or accept security deposits, identification cards, or any personal identification documents from employees, whether at the commencement of employment, during employment, or as a condition of employment, except where permitted by law. Furthermore, the Company shall not use physical punishment, threats of violence, or any form of physical, sexual, psychological, or verbal abuse as measures of discipline or control.

#### **2.Policies regarding child labor**

The Company shall not employ or support the employment of children under the age of 15 and shall not employ or support the use of child labor in work that is hazardous to health or in environments that may pose risks to health and safety.

#### **3.Policies regarding the employment of women**

The Company shall not permit female employees to perform work that is hazardous to their health or physical condition as defined by law. Furthermore, the Company shall ensure that pregnant employees are provided with work environments that do not pose risks to their health and safety during pregnancy. The Company shall not terminate employment, demote, or reduce the benefits of female employees on the basis of pregnancy.

#### **4.Anti-discrimination policies**

The Company shall not engage in or support discrimination in employment, wages and compensation, benefits, training and development opportunities, promotion considerations, termination, or retirement. The Company shall not interfere with, obstruct, or take any action that affects the activities, exercise of rights, or practices of employees on the

basis of differences in nationality, religion, language, age, gender, marital status, sexual orientation, disability, HIV status, AIDS status, union membership, employee representation, political affiliation, or other personal beliefs.

#### **5. Policy on Freedom of Association and Collective Bargaining**

The Company shall respect employees rights to freedom of association, collective bargaining, and the selection or election of representatives. The Company shall facilitate such processes and ensure that employee representatives are treated equally with other employees.

#### **6. Social and labor responsibility policies**

The Company is committed to ensuring that all employees perform their duties to a high standard under the protection and fair treatment of social principles, and in compliance with applicable labor laws relating to labor protection, labor welfare, labor relations, occupational safety, health, and the working environment, as well as relevant regulations. Such policies and regulations shall be regularly reviewed, developed, and improved.

#### **7. Policy on employee accountability regarding sexual harassment and/or abuse, including violence against women**

The Company has established measures to prevent sexual harassment and abuse of employees through verbal conduct, gestures, physical contact, or any other means, including violence against women. In cases where an employee is subjected to harassment and/or sexual abuse, the Company shall take strict disciplinary action against the offender in accordance with its employment regulations.

#### **8. Compensation policy**

The Company shall provide employees with wages and compensation for normal working hours and overtime at rates not less than those prescribed by law. Employees shall receive written information detailing all wages and compensation for each pay period to ensure clarity and understanding of each component. No deductions from wages shall be made except where permitted by law.

#### **Safety and occupational health at work**

##### **Occupational Health, Safety, and Working Environment Policy**

Recognizing the importance of occupational health, safety, and the working environment, the Company aims to ensure that all employees can perform their duties safely, prevent and control potential workplace hazards, and maintain good hygiene. This contributes to achieving operational objectives and enhances employee well-being. Every employee is responsible for monitoring and maintaining a safe working environment, with the following practices:

1. The Company considers occupational health, safety, and the working environment a responsibility shared by all employees at every level, working together to prevent workplace accidents.
2. The Company promotes and supports various safety activities to equip employees with knowledge, instill safety awareness, and emphasize the importance of occupational health, safety, and the working environment.
3. The Company encourages continuous improvement of the working environment and promotes safe working practices, including the proper use of personal protective equipment (PPE) suitable for the nature of the work.
4. Supervisors at all levels are responsible for overseeing occupational health, safety, and the working environment, ensuring that their subordinates strictly comply with safety regulations.
5. The Company organizes 5S activities (Sort, Set in Order, Shine, Standardize, Sustain) for workplace safety, reinforcing the importance of cleanliness and maintaining a good working environment.
6. All employees must cooperate and comply with the Company's safety regulations and are encouraged to suggest improvements to enhance workplace safety.
7. The Company monitors and evaluates the implementation of occupational health, safety, and working environment policies to ensure serious enforcement and the establishment of high safety standards.

Reference link for Safety and occupational health at : <https://www.buriramsugar.com/en/corporate>

### 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 group considers the Good Corporate Governance and code of conduct handbook (CG Handbook) as a discipline which directors, executives, and employees must conform to with understanding, acceptance, carefulness, and avoidance of any misconduct. Thus, directors and executives behave themselves as a good model, and comply with the CG handbook strictly. If any violations or non-compliances of such handbook, articles of association, and other regulations of the company group are found, they will be disciplined under the work regulations.

Guidance on Good Corporate Governance and Code of Conduct Handbook (CG Handbook)

1. Understand the content of this CG handbook.
2. Study the content related to ones duties and responsibilities.
3. Review the content of this handbook on a regular basis.
4. Provide knowledge and understanding to others who perform a duty related to BRR and its subsidiaries business operations, or which may cause an impact on the company group.
5. If any doubt or inquiry about the compliance with the handbook, consult with a supervisor and/or Human Resources and Administration Department and/or other persons assigned by the company group to have a responsibility of this compliance.
6. Report to a supervisor or a person in charge in case of any violations or non-compliance of the handbook occurred.
7. Cooperate in the investigation with an agency or a person assigned by the company group.
8. Supervisors in all levels must behave themselves as a good model for their subordinates about such compliance of this handbook. In addition, they should enhance the work environment to make employees and related persons acknowledge that the compliance of CG handbook is a must. There must have no any excuse for not knowing the specified guidelines of this handbook.

All employees must follow the CG handbook and encourage other persons to do the same. Thus, the following actions are considered violations against the regulations specified in the CG handbook;

1. Do not follow the handbooks guidelines.
2. Encourage or support other persons not to follow the handbooks guidelines.
3. Ignore in case of an occurrence of any violation or non-compliance of such handbook which one knows or have to know due to his or her related duties and responsibilities.
4. Do not cooperate with, or obstruct the investigation of such violations or non-compliance.
5. Unfairly treat other persons who report the violation or non-compliance of such handbook. Thus, one who breaks a regulation of such handbook will be punished under the rules specified by the company group. Moreover, he or she may get a penalty according to the applicable laws.

Persons who have duties and responsibilities to monitor and encourage the compliance with the CG handbook;

1. Directors have responsibilities to specify, review, and amend the handbook as appropriate on a yearly basis, as well as assess such compliance.
2. Executives at all levels have the following responsibilities;

2.1 Promote the compliance with the handbook, and act as a good model.

2.2 Pass on policies and procedures to employees, as well as open to all opinions on the compliance with the handbook.

2.3 Provide trainings and seminars for employees to understand the handbooks guidelines, and a management system in line with laws, the company group rules, and CG handbook.

2.4 Supervise the operations in line with the related regulations.

3. Human Resources and Administration Department or other department responsible for human resources is responsible for informing employees about a duty in compliance with the handbook.
4. The Internal Audit Office is responsible for reviewing the fundamental information in case of an occurrence of any violations against the rules and handbooks regulations. Then, such report will be sent to the Audit Committee.
5. All employees have to follow the handbooks regulations, and encourage other persons to comply with the same as they do. In addition, they can give opinions and obstacles on such compliance to the executives or Internal Audit Office in order to further present at the Board of Directors meeting.

In 2025, from the results of supervision, monitoring and evaluation of the compliance in line with the code of conduct and the good corporate governance policy of the company group, the directors and the executives, as well as all employee followed and did not violate against the regulations specified in the CG handbook.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://www.buriramsugar.com/en/corporate-governance/report>

#### 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 : 20180613-brr-cg-declaration-intent-cac-th.pdf

#### Diagram of participation in anti-corruption networks



Participation in an anti-corruption network

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

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

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

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

**Implementation of the CG Code for listed companies**

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

The company group considers the Good Corporate Governance and code of conduct handbook (CG Handbook) as a discipline which directors, executives, and employees must conform to with understanding, acceptance, carefulness, and avoidance of any misconduct. Thus, directors and executives behave themselves as a good model, and comply with the CG handbook strictly. If any violations or non-compliances of such handbook, articles of association, and other regulations of the company group are found, they will be disciplined under the work regulations.

Guidance on Good Corporate Governance and Code of Conduct Handbook (CG Handbook)

1. Understand the content of this CG handbook.
2. Study the content related to ones duties and responsibilities.
3. Review the content of this handbook on a regular basis.
4. Provide knowledge and understanding to others who perform a duty related to BRR and its subsidiaries business operations, or which may cause an impact on the company group.
5. If any doubt or inquiry about the compliance with the handbook, consult with a supervisor and/or Human Resources and Administration Department and/or other persons assigned by the company group to have a responsibility of this compliance.
6. Report to a supervisor or a person in charge in case of any violations or non-compliance of the handbook occurred.
7. Cooperate in the investigation with an agency or a person assigned by the company group.
8. Supervisors in all levels must behave themselves as a good model for their subordinates about such compliance of this handbook. In addition, they should enhance the work environment to make employees and related persons acknowledge that the compliance of CG handbook is a must. There must have no any excuse for not knowing the specified guidelines of this handbook.

All employees must follow the CG handbook and encourage other persons to do the same. Thus, the following actions are considered violations against the regulations specified in the CG handbook;

1. Do not follow the handbooks guidelines.
2. Encourage or support other persons not to follow the handbooks guidelines.
3. Ignore in case of an occurrence of any violation or non-compliance of such handbook which one knows or have to know due to his or her related duties and responsibilities.
4. Do not cooperate with, or obstruct the investigation of such violations or non-compliance.
5. Unfairly treat other persons who report the violation or non-compliance of such handbook. Thus, one who breaks a regulation of such handbook will be punished under the rules specified by the company group. Moreover, he or she may get a penalty according to the applicable laws.

Persons who have duties and responsibilities to monitor and encourage the compliance with the CG handbook;

1. Directors have responsibilities to specify, review, and amend the handbook as appropriate on a yearly basis, as well as assess such compliance.
2. Executives at all levels have the following responsibilities;
  - 2.1 Promote the compliance with the handbook, and act as a good model.
  - 2.2 Pass on policies and procedures to employees, as well as open to all opinions on the compliance with the handbook.
  - 2.3 Provide trainings and seminars for employees to understand the handbooks guidelines, and a management system in line with laws, the company group rules, and CG handbook.
  - 2.4 Supervise the operations in line with the related regulations.
3. Human Resources and Administration Department or other department responsible for human resources is responsible for informing employees about a duty in compliance with the handbook.
4. The Internal Audit Office is responsible for reviewing the fundamental information in case of an occurrence of any violations against the rules and handbooks regulations. Then, such report will be sent to the Audit Committee.

5. All employees have to follow the handbooks regulations, and encourage other persons to comply with the same as they do. In addition, they can give opinions and obstacles on such compliance to the executives or Internal Audit Office in order to further present at the Board of Directors meeting.

In 2025, from the results of supervision, monitoring and evaluation of the compliance in line with the code of conduct and the good corporate governance policy of the company group, the directors and the executives, as well as all employee followed and did not violate against the regulations specified in the CG handbook.

## **Other corporate governance performance and outcomes**

### **Corporate Governance**

In terms of corporate governance, the Company received an Excellent (5-star) rating in the 2025 Corporate Governance Report of Thai Listed Companies (CGR) survey conducted by the Thai Institute of Directors Association (IOD). This marks the eight consecutive year the Company has achieved this top rating.

## Corporate Governance Structure

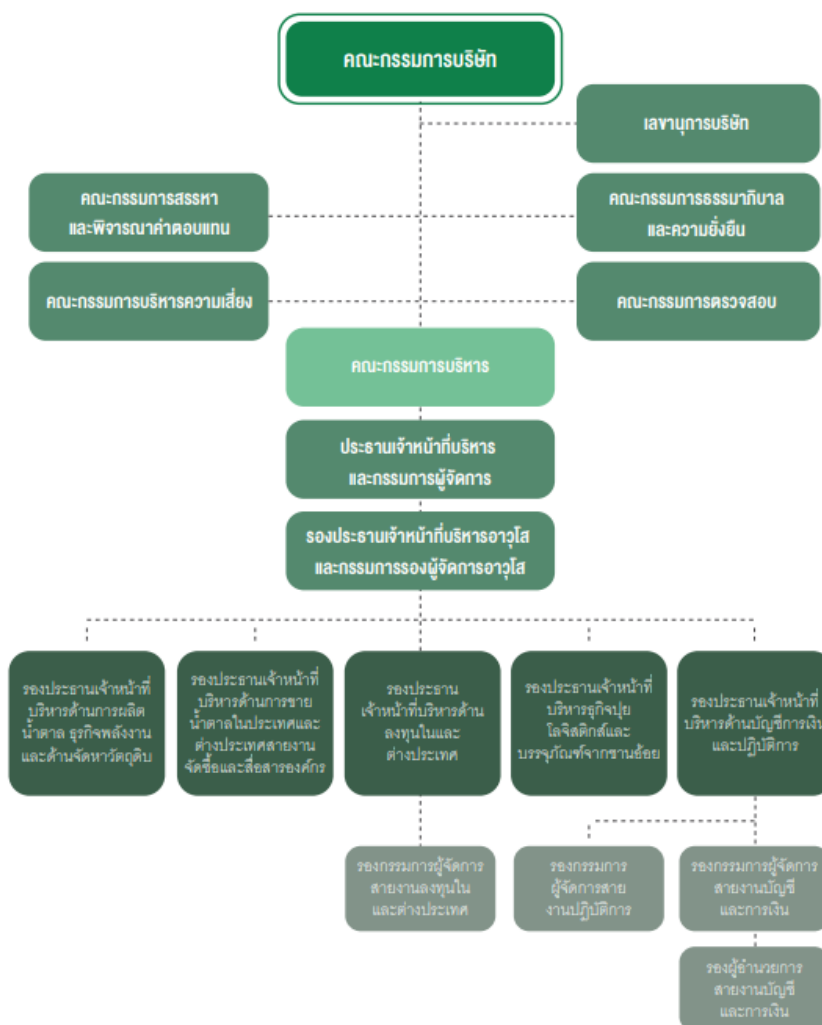
### Information on corporate governance structure

#### Corporate governance structure

#### Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

#### Corporate governance structure diagram



Corporate Governance Structure

### 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	11		11		11	
	7	4	8	3	8	3
Executive directors	5		5		4	
	3	2	3	2	3	1
Non-executive directors	6		6		7	
	4	2	5	1	5	2
Independent directors	4		5		4	
	3	1	5	0	4	0
Non-executive directors who have no position in independent directors	2		1		3	
	1	1	0	1	1	2

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	63.64	36.36	72.73	27.27	72.73	27.27
Executive directors	45.45		45.45		36.36	
	27.27	18.18	27.27	18.18	27.27	9.09
Non-executive directors	54.55		54.55		63.64	
	36.36	18.18	45.45	9.09	45.45	18.18
Independent directors	36.36		45.45		36.36	
	27.27	9.09	45.45	0.00	36.36	0.00
Non-executive directors who have no position in independent directors	18.18		9.09		27.27	
	9.09	9.09	0.00	9.09	9.09	18.18

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	58		59		59	
	58	58	60	56	59	57

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. Assoc. Prof. Dr. Schitt Laowattana  Gender: Male  Age : 64 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p>	<p>Chairman of the board of directors  (Non-executive directors, Independent director)    Authorized directors as per the companys certificate of registration : No    Type of director : Newly appointed director to replace the ex-director</p>	25 Apr 2018	IT Management, Governance/ Compliance, Audit, Internal Control, Sustainability
<p>2. Air Chief Marshal Saritpong Wattanavrangkul  Gender: Male  Age : 63 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Air Force Cadet  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p>	<p>Director  (Non-executive directors, Independent director)    Authorized directors as per the companys certificate of registration : No    Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	4 Oct 2024	Agribusiness, Economics, Finance & Securities, Finance, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Surachai Kositsareewong  Gender: Male  Age : 63 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<sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Apr 2023	Accounting, Finance, Sustainability, Internal Control, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. Kitipat Chollavuth  Gender: Male  Age : 57 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 <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 15,400 Shares</li> </ul>	<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>	<p>27 Apr 2023</p>	<p>Business Administration, Economics, Finance, Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. Anant Tangtongwechakit  Gender: Male  Age : 61 years  Highest level of education : Master's degree  Study field of the highest level of education : Political Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 30,524,000 Shares</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 25,320 Shares</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	13 Sep 1988	Agribusiness, Corporate Management, Strategic Management, Business Administration, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. Wanphen Punyaniran  Gender: Female  Age : 59 years  Highest level of education : Below a bachelor's degree  Study field of the highest level of education : Secondary School  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 29,014,000 Shares</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	7 Jul 2011	Agribusiness, Corporate Management, Business Administration, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Ms. Chittima Tangtrongwechakit  Gender: Female  Age : 55 years  Highest level of education : Bachelor'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<sup>(*)</sup> : Doesn't Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 28,964,000 Shares</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 May 1995	<p>Agribusiness, Corporate Management, Risk Management, Procurement, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mrs. Jirawan Pongpichitkul  Gender: Female  Age : 57 years  Highest level of education : Master's degree  Study field of the highest level of education : Political Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years<sup>(*)</sup> : Doesn't Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 28,964,000 Shares</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	11 Nov 2010	<p>Agribusiness, Corporate Management, Risk Management, Business Administration, Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. Sarit Tangtrongweachakij  Gender: Male  Age : 54 years  Highest level of education : Master's degree  Study field of the highest level of education : Political Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 28,964,000 Shares</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>25 Jun 2004</p>	<p>Agribusiness, Corporate Management, Risk Management, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. Adisak Tangtrongweachakit Gender: Male Age : 52 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 <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 28,964,000 Shares</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	25 Jun 2004	Corporate Management, Risk Management, Business Administration, Sustainability, Governance/ Compliance
<p>11. Mr. Tarate Poshyananda Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	26 Dec 2025	Marketing, Economics, Agribusiness, Finance, Sustainability

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. Sirichau Sombatsiri Gender: Male Age : 72 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	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No	5 Aug 2025	Assoc. Prof. Dr. Schitt Laowattana Appointment date of replacement director : 28 Jan 2026

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

#### List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Assoc. Prof. Dr. Schitt Laowattana	Chairman of the board of directors		✓	✓		
2. Air Chief Marshal Saritpong Wattanavrangkul	Director		✓	✓		
3. Mr. Surachai Kositsareewong	Director		✓	✓		
4. Mr. Kitipat Chollavuth	Director		✓		✓	
5. Mr. Anant Tangtongwechakit	Director	✓				✓
6. Mrs. Wanphen Punyaniran	Director		✓		✓	✓
7. Ms. Chittima Tangtrongwechakit	Director	✓				✓
8. Mrs. Jirawan Pongpichitkul	Director		✓		✓	✓
9. Mr. Sarit Tangtrongweachakij	Director	✓				✓
10. Mr. Adisak Tangtrongweachakit	Director	✓				✓
11. Mr. Tarate Poshyananda	Director		✓	✓		
<b>Total (persons)</b>		<b>4</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>6</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	27.27
2. Agribusiness	7	63.64
3. Finance & Securities	1	9.09
4. Marketing	1	9.09
5. Accounting	1	9.09
6. Finance	4	36.36
7. Sustainability	5	45.45
8. Procurement	1	9.09
9. IT Management	1	9.09
10. Corporate Management	6	54.55
11. Leadership	4	36.36
12. Strategic Management	1	9.09
13. Risk Management	4	36.36
14. Audit	1	9.09
15. Internal Control	2	18.18
16. Governance/ Compliance	3	27.27
17. Business Administration	7	63.64

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

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No

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

*Additional explanation :*

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

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

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

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

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors meeting

### **The independence of the Board of Directors and definitions of Independent Directors**

1. The Board of Directors must be neutral, not be influenced by the control of executives or management or a group or juristic person because the Board of Directors is the representative of shareholders who select in order to protect the interests of all shareholders.

2. The Board of Directors should have leadership, vision and independence in making decisions for the best benefit of the company group and all shareholders. The Chairman must be able to control the operation of the executives or management effectively.

3. The Board of Directors should provide a clearly separation of roles and responsibilities between the Board of Directors and the management.

4. There must be a balance of power within the Board of Directors to ensure that all directors can express their opinions freely. Thus, the Board must comprise both executive and non-executive directors.

5. The independent directors are able to access the financial data and business information adequately in order to provide opinions independently and preserve the benefit of all shareholders and company.

6. The independent directors must have the independent qualifications in accordance with the Securities and Exchange Commission as well as other qualifications are required. For the composition and appointment of independent directors, the Board of Directors will fundamentally consider the qualifications of a person who will be appointed as an independent director with the qualifications and disqualification of directors under the Limited Public Company Act, law on the securities and exchange, Notification of the Capital Markets Supervisory Board, as well as relevant notifications, rules and/or regulations. Moreover, the Board of Directors will consider and select an independent director who is qualified, expertise, competent, and use other appropriate elements for additional consideration, and then propose such matter at the shareholders meeting for further appointment. Thus, the company

has a policy to appoint the independent directors at least 1/3 of the total number of directors, which consists of not less than 3 persons.

The qualification of the independent directors must comply with the Securities and Exchange Commission No. 28/2008 for permission and grant of permission to offer newly issued shares on December 15, 2008 (as amended) as follow:

- The person must hold no more than 1% of shares with voting rights of the company, the parent company, the subsidiaries, the associates, the major shareholders or the entities with the authority to control the Company; inclusive of shareholding by individuals related to such independent directors.

- The person must not be serving, or have served, as a director who is involved with the management, or a staff member, an employee or a consultant with a monthly wage. The person also must not be or be an individual with the authority to control the company, the parent company, the subsidiaries, the associates, the associates of the same level, the major shareholders or of the entities with the authority to control the Company, with the exception of the case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director. The ineligibility however does not include the case where an independent director has previously served as a public servant or a consultant of a government agency which is a major shareholder of, or an entity with the authority to control the Company.

- The person must not be related by blood or law as father, mother, spouse, sibling or child, spouse of son or daughter of executives, major shareholders, individuals with the authority to control the Company or candidates for the position of an executive or an individual with the authority to control the Company or a subsidiary.

- The person must not have, or have had, a business relationship with the Company, the parent company, the subsidiaries, the associates, the major shareholders or the entities with the authority to control the Company, in such a manner that may interfere with ones independent discretion. The person also must have not been or has been a shareholder, individuals with the authority to control the Company, of the person who has business relationship with the company, the parent company, the subsidiaries, the associates, the major shareholder or the entities with the authority to control the Company. There is an exception in the case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director. The business relationship as described is inclusive of normal trading transactions for the conduct of business; lease or letting of immovable; transactions relating to assets or service; provision or acceptance of financial assistance through acceptance or provision of loans and guarantees, the use of assets as collateral and other such practices which result in the Company or the party to the agreement being under the obligation to repay the other party for an amount from 3% of net tangible assets of the company or from Twenty Million Baht whichever is lower. The calculation of such obligation to debt is to be in accordance with the related transaction value calculation method as per the Announcement of the Capital Market Supervisory Board on the Related Transaction Criteria with exceptions. The said obligation to debt includes that which has materialized during the period of one year prior to the day of business relationship with the same individual.

- The person must not be, or has been, an auditor of the Company, the parent company, the subsidiaries, the associates, the major shareholders or the entities with the authority to control the Company. The person also must not be a significant shareholder, an individual with the authority to control or a partner of the audit office with which the auditor the Company, the parent company, subsidiaries, the associates, the major shareholders or the entities with the authority to control the Company is associated. There is an exception in such case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.

- The person must not be, or has been, a provider of a professional service including the service as a legal consultant or a financial consultant for which greater than 2 million Baht of fee is paid per year by the Company, the parent company, subsidiaries, the associates, the major shareholders or the entities with the authority to control the Company. The person also must not be a significant shareholder or an individual with the authority to control or a partner of such provider of professional service. There is an exception in such case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.

- The person must not be a director appointed to represent a director of the company, a major shareholder or a shareholder who is related to a major shareholder.
- The person must not be in a business of the same nature as, and of significant competition to, that of the company or an associate. The person also must not be a significant partner in a partnership; a director who is involved with the management; a staff member; an employee; a consultant with a monthly wage; as well as, a shareholder who holds more than 1% of shares with voting rights of another company which is engaged in a business of the same nature as and of significant competition to that of the Company or an associate.
- The person must not have any other characteristic which an obstacle to the giving of free opinion on the operation of the Company.
- The person must not be assigned by the Board of Directors to make a consideration relating to the business operations of the Company, the subsidiaries, the associates, for the subsidiaries in the same level, the major shareholders, or controlling persons.

Reference link for the measures for balancing the power between the board of directors and the management : <https://www.buriramsugar.com/en/corporate-governance/report>

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

Board charter : Have

### Board of Directors Charter

At the 8th Board of Directors Meeting of Buriram Sugar Public Company Limited for the year 2025, held on Friday, December 26, 2025, the Board approved the review of the Board of Directors Charter. The objective is to compile and update the components, appointment procedures, and qualifications of the Board, including terms of office, termination, meetings, performance evaluations, and other relevant matters. This review also includes updating the scope and authority of the Board to align with current circumstances, serving as a guideline for the Boards operations going forward.

In addition, the Company has prepared charters for the Board and its sub-committees, including the Audit Committee, the Risk Management Committee, the Nomination and Remuneration Committee, the Corporate Governance and Sustainability Committee, and the Executive Committee. The scope of authority of the Chief Executive Officer has also been clearly defined. These charters and the full scope of authorities are available on the Companys website under the Corporate Governance section, specifically under Corporate Governance and Downloads at: <https://www.buriramsugar.com/th/corporate-governance/report>

Reference link for the board charter : <https://www.buriramsugar.com/en/corporate-governance/report>

## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Board of Directors

#### Role

- Director and executive nomination
- Corporate governance

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

- Authorities and Responsibility of Chairman

1. Take responsibility as the leader of the Board of Directors in monitoring and supervising the operations of the Board of Directors and sub-committees.

2. Preside at the Board of Directors meeting. In case of tie, the Chairman adds an additional vote as a casting vote.

3. Summon the Board of Directors meeting or may assign another person to act on own behalf.

4. Preside at the shareholders meeting and control the meeting to be in accordance with the Companys articles of association regarding the meeting. Conduct the meeting according to the agenda items specified in the invitation notice, unless the meeting resolves to change the order of the agenda items required by votes of not less than two-thirds of the shareholders presenting at the meeting.

5. Engage in other acts as assigned by the Board of Directors.

- The Authority of the Board of Directors

1. Administer the business of the company in order to generate the profit maximization for shareholders. According to the business operation of the company, the directors shall perform duties with the responsibility, discretion, honesty in compliance with laws, Articles of Association and regulation including the resolutions from shareholders meeting as well as the Board of Directors meeting.

2. Consider and approve the important matters concerning to the operation of the Company, for example, vision, mission, policies, business strategy, goals and operation plan, financial target and budgeting of the company, subsidiaries, and associates.

3. Supervise the business operation in general as well as the management department in accordance with vision, mission, policies, business strategy, goals and operation plan, financial target, and budget of the company.

4. Organize the accounting system, financial reporting, and auditing as well as the system of internal control, internal audit, risk management and anti-corruption including set up the effective measures to follow the performance of the company, subsidiaries, and associates.

5. Provide an annual report of the company and/or the Board of Directors according to the laws and regulations.

6. Supervise and provide the mechanism of supervision and prevent the conflict of interest between stakeholders with companies, subsidiaries, and associates.

7. Consider and approve and/or consider and give opinion in order to present to the shareholders meeting for approval of the transactions that are significant to the Company in compliance with laws, regulations, and related applicable rules and/or the articles of association of the company, subsidiaries, and associates.
8. Appoint one of the Directors of the Company as the Chairman of the Board of Directors and the Vice Chairman according to the appropriate number.
9. Arrange and/or change the name of Directors who have the authority.
10. Recruitment and appointment of person who have knowledge, ability, experience and qualified according to law and regulation to be a director in the case of the position of Directors becomes vacant due to reasons other than retirement by rotation.
11. Recruit individuals who have the knowledge, ability, and experience according to the laws and related regulations to propose to the shareholders meeting to consider and appoint as the Directors of the company.
12. The person who has been appointed or nominated as the Directors or executives of subsidiaries and/or associates should be in accordance with the shareholding proportion of subsidiaries and associates. Thus, the said nominated persons must have proper qualifications, duties and responsibilities, must not have characteristics indicating a lack of appropriateness in respect of trustworthiness in managing business as specified in the notification of the SEC.
13. Consider the annual and interim dividend of the Company, subsidiaries, and associates.
14. Consider the remuneration criteria of the Board of Directors, sub-committees, and senior executives.
15. Considering the amount of the remuneration of the Directors in the Company according to the criteria for compensation. Then, the Board of Directors propose such remuneration at the shareholders meeting to consider and approve.
16. Evaluate the performance of chief executive officer or equivalent position and consider the remuneration amount according to the remuneration criteria specifies by the Board of Directors.
17. Appoint the sub-committees by recruiting the person who have knowledge, ability, and experience and qualified as the Board of Directors seem appropriate to be appointed as member in sub-committees, as well as specify the authority and scope of work of such committees.
18. Appoint one of the Executive Directors of the Company as the chief executive officer or equivalent position including instruct the scope of authority of the chief executive officer or equivalent position.
19. Appoint a director of the company or a person with appropriate knowledge, expertise, experience, and full qualifications, as deemed appropriate by the Board of Directors, to serve as the Company Secretary.
20. Arrange the succession plan of the chief executive officer or equivalent position by reviewing the plan annually.
21. Appoint and/or authorize the Directors or other person to have the power to take any action that is within the jurisdiction of the Board of Directors as the Board deems appropriate. The Board of Directors may abolish, rescind, or change such authority.

22. Supervise to provide a channel to communicate with each shareholders group and the stakeholders of the company.

23. Supervise to disclose significant information related the company and the subsidiaries correctly, completely, and transparently via easily accessible channel with equal and trustworthy treatment.

24. Create and modify laws and regulations within the Company.

25. Have duties and responsibilities as defined in laws and regulations, articles of association, and resolution of shareholders meeting.

26. Establish, review policies, and enhance the effectiveness of anti-corruption practices as well as monitor executives and management to comply with anti-corruption policy, code of conduct, and code of ethics, and act as a model steering such awareness to be a part in an organization culture. Thus, in case of any evidence indicating that one of the Board of Directors involves any actions or accepting or supporting corruption, the Company will punish in line with the working regulations, the highest penalty is the dismissal from service or termination of contract. In addition, in case of any actions breaking rules or laws, those who violate any laws will be punished in accordance relevant applicable laws.

27. Specify and review the good corporate governance and code of conduct and be aware of the duties and responsibilities as a leader to create sustainable value for the Company, as well as supervise the development plan for enhancing the corporate governance suitable for the Company's nature of business.

#### **Reference link for the charter**

<https://www.buriram.sugar.com/en/corporate-governance/report>

### **Audit Committee**

#### **Role**

- Audit of financial statements and internal controls

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

##### 1. Internal Control

1) Review the Company's internal processes to obtain suggestion and complaint including review the policy and internal control on risk assessment of corruption to ensure the effectiveness of anti-corruption practices according to Internal Audit Office's review and evaluation and report it on self-assessment by Thai Institute of Director.

2) Provide proper, efficiency and effective internal control and internal audit.

3) Ensure that the Company has proper working process with risk management, control, supervision, technology information and security of the data and communication network.

4) Provide the Audit Committee with overall performance and annual evaluation.

##### 2. Internal Audit

1) Consider and evaluate the internal control system that the internal audit office has already checked to ensure the appropriate action of the system and present the result to the Board of Director for consideration.

2) Consider the independence of internal audit by their work and report including the chain of command. As well as approve the appointment, removal, transfer or dismissal of the Head of the Internal Audit Office or other related office in charge of internal audit.

### 3. Financial and audit reports

1) Ensure that the Company's financial reports are correct and sufficient by cooperating with the external auditor and administrator who responsible in prepare the financial reports in both quarterly and annual. The Audit Committee may assign auditor to review or audit in any matter as necessary, and significant matter on the auditing process.

2) Consider, nominate, appoint, or dismiss the independent person to act as auditor and present the auditors remuneration. As well as arrange the meeting with the auditor without the management department in attendance at least 1 time a year.

3) Advise the Board of the Directors and the management department to improve the business operation in order to reduce the risk in any matter for correct financial reports and effective business operation of the company.

### 4. Following the law and related regulation

1) Carry out the review to ensure compliance Securities and Exchange Acts, regulation of the Stock of Thailand's regulation, and any other relevant laws.

2) Ensure that the company complies all related rules and the notification of the Stock Exchange of Thailand when there is a connected transaction or transaction that may lead to conflict of interests which give the company the maximum advantage and reasonableness, as well as disclose such transactions or conflict of interest in a complete and appropriate manner.

3) Prepare the report of the Audit Committee disclosure in the company's annual report which must be signed by the Chairman of the Audit Committee and the data must contains at least the following:

- The opinion about accuracy and completeness to make the financial report of the Company reliable.
- The opinion about the adequacy of the internal control system in the Company.
- The opinion about compliance with the Securities and Exchange Commissions and the Stock Exchange of Thailand's laws and regulation and other laws relevant to the Company's business.
- The opinion about the appropriateness of the auditor.
- The opinion about the transactions that may have conflicts of interest.
- The number of Audit Committee meetings and the attendance of each member in the Audit Committee.
- Opinions or overall observation that the Audit Committee has the duty under the charter.
- Other matters that shareholders and investors should know under the scope of duties and responsibilities as assigned by the Board of Directors.

4) If the Audit Committee find or suspect the list of the following actions which may have a significant impact on the financial statements and results of operations of the Company. They must report to the Board of Directors

immediately.

- The transactions that may cause the conflicts of interest.
- The corruption and unusual activity towards internal control system
- Violation of the law or regulation of Securities and Exchange Commission and Stock Exchange of Thailand or other related laws.

If the Board of the Directors fails to achieve the objective in time then one member of the Audit Committee will make a report to The Securities and Exchange Commission or the Stock Exchange of Thailand.

#### 5. Other responsibility

- 1) The Audit Committee may seek the opinion of an independent consultant in other profession when deemed necessary. The company will pay all of the expenses.
- 2) Review and update the charter of the Audit Committee and present to the Board of Directors for approval.
- 3) Carry out any other duties assigned by the Board of Directors with the approval of the Audit Committee.

#### Reference link for the charter

<https://www.buriramsugar.com/th/corporate-governance/report>

### Executive Committee

#### Role

- Others
- Formulate policies, directions, and business strategies in line with the Company's objectives.
- Consider and approve the annual business plan and budget.
- Supervise, oversee, and monitor the management's operations to ensure alignment with established policies.
- Review and make decisions on key matters as assigned by the Board of Directors.
- Approve investments or transactions within the authority limits delegated by the Board.
- Provide opinions and recommendations to the Board of Directors on matters related to management and operations.

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

##### Scope of Duties

1. Consider, define, give opinions on vision, mission, policies, business strategies, goals and framework, financial goals and budget and report to the Board of Directors for approval.
2. Supervise and monitor the business operation in line with vision, mission, policies, business strategies, goals, and framework, financial goals and budget approved by the Board of Directors.
3. Create the organizational structure and the Company management policies, including policies regarding the selection, training, employment and dismissal of employees who have a position higher than the company's managers by appoint the Managing Director and/or Human Resources and Administration Manager to be in charge in signing the employment contract.
4. Study the possibility of investing in new projects and have the authority to consider and approve the investment with the person, entity, organization and other business that the Executive Boards deem appropriate in order to operate in line with company's objectives as well as consider and approve investment expenses, any contracts and/or any related matters to be completed. The Executive Board will approve the budget for each project start at

20 Million Baht but less than 100 Million Baht. Thus, the expenses must not exceed the annual budget approved by the Board of Directors.

5. Consider and approve financial transactions with financial institution to open an account to a loan, mortgage, pledge, guarantee and other services including trading and registration of title to land in the Company's objectives for the benefit of the Company as well as consider and approve any contracts and/or any related matters to be completed. The Executive Board will approve the budget for each project start at 20 Million Baht but less than 1 Billion Baht. Thus, the expenses must not exceed the annual budget approved by the Board of Directors.

6. Consider and approve the contract or financial instruments such as the right to buy or sell sugar or the forward contract and so on in order to avoid the financial risk.

7. Consider and make suggestion about the project proposal or any transaction involving the company's operations exceeding the amount of budget and/or according to the laws and regulations or article of association specifying to receive approval from shareholders or Board of Directors meeting.

8. Consider and approve the work and operations or any action which may affect the Company.

9. Appoint the Managing Director to conduct the business of the Company based on the duties, roles and responsibilities as prescribed by the Board of Directors under corporate governance of the Executive Board.

10. Assign and/or appoint executive director or any person to take any action within the scope of authority of Executive Committee as the Board of the Director deem appropriate. The Executive Committee may cancel, dismiss, or change such authority.

11. Consider and approve the authorization handbook, so the person who have been appointed or authorized will aware of the scope of responsibility of their own and follow the handbook in a systematic manner.

12. Responsible in any matter or policies that assigned or by The Board of the Directors.

13. Encourage and establish an effective anti-corruption system as well as communicate such matter with employees and supervise them to comply with the anti-corruption policy, good corporate governance handbook and code of conduct and also act as an example for all employees. Thus, in case of any evidence indicating that one of the Executive Board involves any actions or accepting or supporting corruption, the company will punish in line with the working regulations, the highest penalty is the dismissal from service or termination of contract. In addition, in case of any actions breaking rules or laws, those who violate any laws will be punished in accordance relevant applicable laws.

14. Study and comply with the good corporate governance principles, code of conduct as well as laws and relevant regulations.

#### **Reference link for the charter**

<https://www.buriramsugar.com/th/corporate-governance/report>

#### **Corporate Governance and Sustainability Committee**

##### **Role**

- Sustainability development

## Scope of authorities, role, and duties

### Scope of Duties

1. Arrange the policies, rules and guidelines according to the Code of Conduct and Good Governance Principles for the standard to directors, executives and employees to comply with.
2. Provide the advice to the Board of Directors and also supervise and oversee the company operation according to the Code of Conduct and Good Governance Policy as well as review the Code of Conduct and Good Corporate Governance Principles on a yearly basis and present it to the Board of Directors.
3. Supervise the operation of directors, executives and management according to the Code of Conduct and Good Governance Policy.
4. Set the compliance practices related to anti-corruption.
5. Prepare a report on corporate governance and sustainability and the performance of the Corporate Governance Committee and sustainability to the Board of Directors and disclose such report in the Annual Registration Statement and Annual Report (Form 56-1 One Report).
6. Prepare and review sustainability policies and related policies or regulations.
7. Proceed to promote sustainability management in the organization, which is environmental, social, good governance and economic.
8. Review and evaluate the sustainability of the organization.
9. The working group is responsible for preparing the sustainability report to the Corporate Governance and sustainability committee.

In addition, The Corporate Governance and sustainability Committee or any authorized persons who have conflict of interest with company and/or subsidiaries and/or related companies do not have the right to approve the administration of conflict of interest or connected transactions except such transactions operated under policies and criteria considered and approved by the Board of Directors and/or shareholders meeting (as the case may be), which must be in accordance with laws, regulations, objectives and articles of association.

### Reference link for the charter

<https://www.buriramsugar.com/th/corporate-governance/report>

## Nomination and Remuneration Committee

### Role

- Remuneration

### Scope of authorities, role, and duties

1. The Nomination

1.1 Specify policy, criteria, and guidelines for appropriate nomination of directors and the chief executive officer or

equivalent position as well as sub-committees to let the Board of Directors consider. The nominated persons are considered by qualifications, education, knowledge, skills, expertise, experience in related companies as well as the independence of directors according to specified criteria in order to lead the guidelines for the company's goals, vision, and mission. Such criteria of nomination practices is in accordance with the Good Corporate Governance Principles.

1.2 Provide selection and nomination of Directors including selection of the Committees who qualified according to the criteria, and present to the Board of Directors and shareholders meeting for approval respectively as well as selection and nomination of the chief executive officer or equivalent position.

1.3 Consider and suggest the structure, size and composition of the Board of Directors that appropriate with the company, and keep update the changing situation of business, and domestic and international society.

1.4 Plan and provide the orientation for new appointed Director including the development plan to improve the knowledge and ability of the company director.

1.5 Prepare and review the succession plan of the chief executive officer or equivalent position, and senior executives in order to make the management and operation of the company continuously and effectively, which is presented to the Board of Directors for consideration.

1.6 Encourage the company to allow shareholders to participate in the proposed list in order to be considered as a Director.

1.7 Disclose the nomination information of directors, sub-committees and the chief executive officer or equivalent position in the Annual Registration Statement and Annual Report (form 56-1 One Report)

## 2. The Compensation

2.1 Define and review policies, rules, and form the proper remuneration or other benefits to directors, sub-committees, and the chief executive officer or equivalent position suitable to roles and responsibility according to the company's operating results with fairness.

2.2 Offer appropriate compensation and/or other benefit to directors and sub-committees to motivate and retain the personnels who have the ability and potential according to the company's operating results and the benefit of shareholders, and present to the Board of Directors and shareholders meeting for approval respectively, as well as offer appropriate compensation and/or other benefit to the chief executive officer or equivalent position.

2.3 Define the performance evaluation of directors, sub-committees and the chief executive officer or equivalent position for the proper annual compensation.

2.4 Disclose the criteria and information of remuneration and/or other benefit of directors, sub-committees, and the chief executive officer or equivalent position, and report of remuneration criteria and opinions of the Nomination and Compensation Committee in the Annual Registration Statement and Annual Report (form 56-1 One Report)

2.5 Review the policies, guidelines and terms and conditions of nomination and compensation as well as other benefits of directors, sub-committees and the chief executive officer or equivalent position every year.

2.6 Responsible to any other matter assigned by Board of Directors.

### Reference link for the charter

<https://www.buriramsugar.com/th/corporate-governance/report>

## Risk Management Committee

### Role

- Risk management

### Scope of authorities, role, and duties

#### Scope of Duties

1. Provide support to the Board of Directors in determining the policy at the level of acceptable risk.
2. Present an overview of the company's risks and how to manage and track the risk to the Board of Directors.
3. Review reporting and risk management and take steps to ensure that risk management is sufficient, adequate, and in an acceptable level.
4. Coordinate with the Audit Committee by sharing knowledge and information about the risk and internal control effect that may affect the Company.
5. Make the decision and provide advice on important problems occurred in the process of risk management.
6. Support the risk management culture in the organization.
7. Evaluate the performance of the Risk Management Committee and report on the annual assessment to the Board of Directors.
8. Review the appropriateness of the Charter regularly in every year to ensure that the contents in the charter are consistent with the purpose and strategies in risk management of the Company.
9. Consider and review the guidelines for the risk management of the Company as well as provide the suggestions for improvement.
10. Supervise, monitor and review the effectiveness of the risk management process of the company on a regular basis.
11. Appoint the risk management working group as appropriate.
12. Promote any procedures relating to the anti-corruption management and anti-corruption policy

### Responsibility

The Risk Management Committee is responsible directly to the Board of Directors in accordance with the duties and

responsibilities assigned by Board of Directors. In addition, Board of Directors is also responsible to operation of the company on external stakeholders.

#### Reference link for the charter

<https://www.buriramsugar.com/th/corporate-governance/report>

#### Information on each subcommittee

##### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. Surachai Kositsareewong<sup>(*)</sup>            Gender: Male            Age : 63 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>Chairman of the audit committee            (Non-executive directors, Independent director)              Director type : Existing director</p>	11 May 2023	Accounting, Finance, Sustainability, Internal Control, Governance/ Compliance
<p>2. Air Chief Marshal Saritpong Wattanavrangkul            Gender: Male            Age : 63 years            Highest level of education : Bachelor's degree            Study field of the highest level of education : Air Force Cadet            Thai nationality : Yes            Residence in Thailand : Yes            Expertise in accounting information review : No</p>	<p>Member of the audit committee            (Non-executive directors, Independent director)              Director type : Existing director</p>	4 Oct 2024	Agribusiness, Economics, Finance & Securities, Finance, Sustainability

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. Tarate Poshyananda (*) Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : No Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Newly appointed director to replace the ex-director	28 Jan 2026	Marketing, Economics, Agribusiness, Finance, Sustainability

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. Assoc. Prof. Dr. Schitt Laowattana (*) Gender: Male Age : 64 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director)	28 Jan 2026	Mr. Surachai Kositsareewong  Appointment date of replacement committee member : 28 Jan 2026

Additional explanation :

(\*) Directors with expertise in accounting information review

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. Anant Tangtongwechakit  Gender: Male  Age : 61 years  Highest level of education : Master's degree  Study field of the highest level of education : Political Science  Thai nationality : Yes  Residence in Thailand : Yes</p>	The chairman of the executive committee	13 Sep 1988
<p>2. Ms. Chittima Tangtrongwechakit  Gender: Female  Age : 55 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	12 May 1995
<p>3. Mr. Sarit Tangtrongweachakij  Gender: Male  Age : 54 years  Highest level of education : Master's degree  Study field of the highest level of education : Political Science  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	25 Jun 2004
<p>4. Mr. Adisak Tangtrongweachakit  Gender: Male  Age : 52 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</p>	Member of the executive committee	25 Jun 2004

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mrs. Jirawan Pongpichitkul Gender: Female Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	16 Apr 2025	-

#### Other Subcommittees

Subcommittee name	Name list	Position
Corporate Governance and Sustainability Committee	Mr. Surachai Kositsareewong	The chairman of the subcommittee (Independent director)
	Assoc. Prof. Dr. Schitt Laowattana	Member of the subcommittee (Independent director)
	Mr. Adisak Tangtrongweachakit	Member of the subcommittee
	Mr. Tarate Poshyananda	Member of the subcommittee (Independent director)
Nomination and Remuneration Committee	Mr. Surachai Kositsareewong	The chairman of the subcommittee (Independent director)
	Assoc. Prof. Dr. Schitt Laowattana	Member of the subcommittee (Independent director)
	Mr. Adisak Tangtrongweachakit	Member of the subcommittee
	Mr. Tarate Poshyananda	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
Risk Management Committee	Mr. Anant Tangtongwechakit	Member of the subcommittee
	Mrs. Jirawan Pongpichitkul	Member of the subcommittee
	Ms. Chittima Tangtrongwechakit	Member of the subcommittee
	Mr. Sarit Tangtrongweachakij	Member of the subcommittee
	Mr. Adisak Tangtrongweachakit	The chairman of the subcommittee

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

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Corporate Governance and Sustainability Committee	Assoc. Prof. Dr. Schitt Laowattana	Member of the subcommittee (Independent director)	28 Jan 2026	Mr. Tarate Poshyananda  Appointment date of replacement committee member : 28 Jan 2026
Nomination and Remuneration Committee	Assoc. Prof. Dr. Schitt Laowattana	Member of the subcommittee (Independent director)	28 Jan 2026	Mr. Tarate Poshyananda  Appointment date of replacement committee member : 28 Jan 2026

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. Anant Tangtongwechakit  Gender: Male  Age : 61 years  Highest level of education : Master's degree  Study field of the highest level of education : Political Science  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Chief Executive Officer (CEO) and Managing Director  (The highest-ranking executive)</p>	<p>13 Sep 1988</p>	<p>Agribusiness, Corporate Management, Strategic Management, Business Administration, Leadership</p>
<p>2. Mr. Adisak Tangtrongweachakit  Gender: Male  Age : 52 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</p>	<p>Senior Deputy Chief Executive Officer, Senior Deputy Managing Director and Deputy Chief Executive Officer of Sugar Production, Energy Business, and Raw Material Procurement</p>	<p>25 Jun 2004</p>	<p>Corporate Management, Risk Management, Business Administration, Sustainability, Governance/ Compliance</p>

List of executives	Position	First appointment date	Skills and expertise
3. Ms. Chittima Tangtrongwechakit <sup>(*)</sup> Gender: Female Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Deputy Chief Executive Officer of Domestic and Foreign Sugar Sales, Procurement, Community Relations, and Corporate Communications	12 Apr 1995	Agribusiness, Corporate Management, Risk Management, Procurement, Business Administration
4. Mr. Sarit Tangtrongweachakij Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Chief Executive Officer of Domestic and Foreign Investments, Fertilizer Business, Logistics, and Bagasse-Based Packaging Management	25 Jun 2004	Agribusiness, Corporate Management, Risk Management, 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 : 31 Dec 2025

#### **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 Board of Directors recognizes the importance of determining appropriate remuneration for the Company's directors, sub-committee members, and senior executives, in line with their duties and responsibilities, and consistent with the Company's overall performance, ensuring transparency. Accordingly, the Board of Directors resolved to appoint a Nomination and Remuneration Committee responsible for setting and reviewing policies, criteria, and methods for determining remuneration or other benefits for the Company's directors, sub-committee members, and senior executives, prior to proposing them to the Board of Directors and subsequently to the shareholders' meeting for approval.

The determination of remuneration shall be based on the Company's overall performance, operational performance, and responsibilities, and shall take into account performance evaluations and remuneration comparisons with businesses or industries of a similar nature. It will also reference director and executive remuneration data from listed companies, based on the 2015 survey conducted by the Stock Exchange of Thailand.

Remuneration for the Company's directors and sub-committee members must be approved by the shareholders' meeting. As for the senior executives, remuneration shall be determined according to the principles and policies established by the Board of Directors, considering their duties, responsibilities, individual performance, and the Company's overall performance. The directors, sub-committee members, and senior executives shall receive remuneration at appropriate rates in accordance with their roles and responsibilities, in compliance with the resolutions of the shareholders' meeting.

The policies and methods for determining remuneration, including the remuneration structure for the Company's executives and executives of its core business subsidiaries, are established by benchmarking against companies within the same industry, based on assigned duties and responsibilities, and are variable according to the Company's performance, as well as other criteria as determined by the Company.

Reference link for remuneration policy for executive directors and executives : <https://www.buriramsugar.com/en/corporate-governance/report>

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

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	61,506,812.00	78,797,678.00	54,754,473.00
Total remuneration of executive directors (baht)	1,210,000.00	1,210,000.00	1,063,333.00

	2023	2024	2025
Total remuneration of executives (baht)	60,296,812.00	77,587,678.00	53,691,140.00

### Remuneration for Executives

The determination of salary structure for executives and employees of the Company and its subsidiaries shall be compared with other companies in same types of industry, duties and responsibilities and other terms and conditions as specified by the Company.

### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	N/A	1,895,070.00	1,328,611.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

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

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

### Other significant information

Other significant information

### Assigned person

#### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Krit Panmentanee	krit.pan@brr.co.th	-

#### List of the company secretary

General information	Email	Telephone number
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General information	Email	Telephone number
1. Ms. Natnicha Punyaniran	Nanicha.pun@brr.co.th	-

#### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Wichuda Kaewsaitan	wichuda.kae@brr.co.th	-

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

General information	Email	Telephone number
1. Mr. Pitak Chaosoun	pitak.cha@brr.co.th	-

#### 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. Pitak Chaosoun	pitak.cha@brr.co.th	-

#### Company's auditor

##### Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	5,510,000.00	-	1. Mr. SERM BRISUTHIKUN Email: Serm. Brisuthikun@th.ey.com License number: 9452

#### 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

##### 1. Nomination and Appointment Process

According to the assessment of the Board Skill Matrix, the diversity of skills of the company's board of directors complies with the criteria regarding composition, appointment, and qualifications of board members. Specifically, board members must be individuals with expertise in various professions necessary for managing the company and its affiliates. For example, Mr. Sirichai Sombutsiri, an independent director, possesses knowledge and experience in business management and investment relevant to the company, as he previously held a senior executive position at a financial institution overseeing large business clients in the agriculture, food, and beverage sectors. Additionally, the qualifications of board members are aligned with the company's strategic goals. For instance, Associate Professor Dr. Djitt Laowattana has knowledge and expertise in technology and innovation, which aligns with the company's strategy of applying modern technology in agriculture as well as the development of technology and innovation within the organization to expand into other businesses.

##### 2. Development of Board Directors and the Chief Executive Officer or Equivalent Position

The Board of Directors has a policy to promote and facilitate training and knowledge development for the Company's directors and persons involved in the corporate governance system, such as directors, audit committee members, and the Chief Executive Officer or equivalent positions. This is to ensure continuous improvement and enhancement of performance efficiency. The Company's directors are required to attend director training programs, namely the Director Accreditation Program (DAP) and/or the Director Certification Program (DCP), organized by the Thai Institute of Directors Association (IOD).

In addition, the Board Office / Company Secretary prepares an annual training plan for the following year in advance at the end of each year in collaboration with the Human Resources and Administration Department. The plan is then proposed to the Board of Directors for consideration and approval of the training programs necessary for the performance of directors' duties prior to implementation in the following year. The training programs are divided into mandatory courses, which the Board of Directors and sub-committees are required to attend during the year, and elective courses based on individual interests. Each year, the Company also supports at least one director to attend training programs or seminars organized by the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant agencies or organizations, in order to enhance knowledge and effectiveness in performing their duties.

##### 3. Orientation for Newly Appointed Directors

In 2025, the company organized an orientation for new board directors, as one new board member was appointed during the year Mr. Tarate Poshyananda, who is an independent director and audit committee member.

#### 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
Air Chief Marshal Saritpong Wattanavrangkul	Director	4 Oct 2024	Agribusiness, Economics, Finance & Securities, Finance, Sustainability
Ms. Chittima Tangtrongwechakit	Director	12 May 1995	Agribusiness, Corporate Management, Risk Management, Procurement, Business Administration
Mrs. Jirawan Pongpichitkul	Director	11 Nov 2010	Agribusiness, Corporate Management, Risk Management, Business Administration, Leadership
Mr. Sarit Tangtrongweachakij	Director	25 Jun 2004	Agribusiness, Corporate Management, Risk Management, Business Administration

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

List of directors	Position	First appointment date of director	Skills and expertise
Assoc. Prof. Dr. Schitt Laowattana	Chairman of the board of directors	25 Apr 2018	IT Management, Governance/ Compliance, Audit, Internal Control, Sustainability
Mr. Tarate Poshyananda	Director	26 Dec 2025	Marketing, Economics, Agribusiness, Finance, Sustainability

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

## Selection of independent directors

### Criteria for selecting independent directors

The independent directors must have the independent qualifications in accordance with the Securities and Exchange Commission as well as other qualifications are required. For the composition and appointment of independent directors, the Board of Directors will fundamentally consider the qualifications of a person who will be appointed as an independent director with the qualifications and disqualification of directors under the Limited Public Company Act, law on the securities and exchange, Notification of the Capital Markets Supervisory Board, as well as relevant notifications, rules and/or regulations. Moreover, the Board of Directors will consider and select an independent director who is qualified, expertise, competent, and use other appropriate elements for additional consideration, and then propose such matter at the shareholders meeting for further appointment. Thus, the company has a policy to appoint the independent directors at least 1/3 of the total number of directors, which consists of not less than 3 persons. The qualification of the independent directors must comply with the Securities and Exchange Commission No. 28/2008 for permission and grant of permission to offer newly issued shares on December 15, 2008 (as amended) as follow:

- The person must hold no more than 1% of shares with voting rights of the company, the parent company, the subsidiaries, the associates, the major shareholders or the entities with the authority to control the Company; inclusive of shareholding by individuals related to such independent directors.

- The person must not be serving, or have served, as a director who is involved with the management, or a staff member, an employee or a consultant with a monthly wage. The person also must not be or be an individual with the authority to control the company, the parent company, the subsidiaries, the associates, the associates of the same level, the major shareholders or of the entities with the authority to control the Company, with the exception of the case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director. The ineligibility however does not include the case where an independent director has previously served as a public servant or a consultant of a government agency which is a major shareholder of, or an entity with the authority to control the Company.

- The person must not be related by blood or law as father, mother, spouse, sibling or child, spouse of son or daughter of executives, major shareholders, individuals with the authority to control the Company or candidates for the position of an executive or an individual with the authority to control the Company or a subsidiary.

- The person must not have, or have had, a business relationship with the Company, the parent company, the subsidiaries, the associates, the major shareholders or the entities with the authority to control the Company, in such a manner that may interfere with ones independent discretion. The person also must have not been or has been a shareholder, individuals with the authority to control the Company, of the person who has business relationship with the company, the parent company, the subsidiaries, the associates, the major shareholder or the entities with the authority to control the Company. There is an exception in the case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director. The business relationship as described is inclusive of normal trading transactions for the conduct of business; lease or letting of immovable; transactions relating to assets or service; provision or acceptance of financial assistance through acceptance or provision of loans and guarantees, the use of assets as collateral and other such practices which result in the Company or the party to the agreement being under the obligation to repay the other party for an amount from 3% of net tangible assets of the company or from Twenty Million Baht whichever is lower. The calculation of such obligation to debt is to be in accordance with the related transaction value calculation method as per the Announcement of the Capital Market Supervisory Board on the Related Transaction Criteria with exceptions. The said

obligation to debt includes that which has materialized during the period of one year prior to the day of business relationship with the same individual.

- The person must not be, or has been, an auditor of the Company, the parent company, the subsidiaries, the associates, the major shareholders or the entities with the authority to control the Company. The person also must not be a significant shareholder, an individual with the authority to control or a partner of the audit office with which the auditor the Company, the parent company, subsidiaries, the associates, the major shareholders or the entities with the authority to control the Company is associated. There is an exception in such case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.

- The person must not be, or has been, a provider of a professional service including the service as a legal consultant or a financial consultant for which greater than 2 million Baht of fee is paid per year by the Company, the parent company, subsidiaries, the associates, the major shareholders or the entities with the authority to control the Company. The person also must not be a significant shareholder or an individual with the authority to control or a partner of such provider of professional service. There is an exception in such case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.

- The person must not be a director appointed to represent a director of the company, a major shareholder or a shareholder who is related to a major shareholder.

- The person must not be in a business of the same nature as, and of significant competition to, that of the company or an associate. The person also must not be a significant partner in a partnership; a director who is involved with the management; a staff member; an employee; a consultant with a monthly wage; as well as, a shareholder who holds more than 1% of shares with voting rights of another company which is engaged in a business of the same nature as and of significant competition to that of the Company or an associate.

- The person must not have any other characteristic which an obstacle to the giving of free opinion on the operation of the Company.

- The person must not be assigned by the Board of Directors to make a consideration relating to the business operations of the Company, the subsidiaries, the associates, for the subsidiaries in the same level, the major shareholders, or controlling persons.

#### **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 : Yes

highest-ranking executive through the nomination  
committee

### Number of directors from major shareholders

Number of directors from each group of major : 0  
shareholders over the past year (persons)

### Rights of minority shareholders on director appointment

All shareholders of the company have the right to exercise their ownership to control the company's operations through the Board of Directors. Shareholders have the right to nominate individuals for selection as board members and to vote for the election of directors at the Annual General Meeting of Shareholders. According to the company's Articles of Association, Article 14(1), each share carries one vote. Additionally, shareholders have the right to make decisions on significant changes within the company.

Before considering the appointment of a director, the company supports and provides opportunities for minority shareholders to participate by proposing the names of individuals for consideration as board directors. A period of three months is given for shareholders to submit nominations and relevant information for qualification assessment. The company secretary will then compile the list of nominees and submit it to the Nomination and Remuneration Committee for review and selection of qualified candidates based on established criteria. These selected candidates will then be proposed to the Board of Directors and subsequently to the Shareholders' Meeting for appointment consideration.

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

### Setting qualifications for the selection of directors

#### Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
Composition, Appointment and Qualification of the Board of Directors  1. The Board of Directors must consist of at least 5 Directors and not less than half of total number of directors must be resident in the Kingdom of Thailand.	Agribusiness, Energy & Utilities, Accounting, Finance, Leadership

Qualifications, knowledge, or experience	Skill and expertise
<p>2. The Board of Directors consists of Executive Director and non- Executive Director which must be qualified according to the regulations of the Securities and Exchange Commission of Thailand (SEC) including the independent directors have to be equal or more than 1/3 of the total number of directors.</p> <p>3. Directors must be qualified according to the laws and no prohibitions which show the lack of proper to be entrusted to manage public affairs especially the business of the listed company owned by shareholders in accordance with the notification of Securities and Exchange Commission under the Securities and Exchange Act B.E. 2535 (as amended)</p> <p>4. Directors must come from a variety of highly qualified professions that are necessary for business management of Buriram Sugar Public Co., Ltd. and its subsidiaries (the company group) which should be namely the knowledge or experiences in sugar industry; agricultural crops especially sugarcane, biomass energy, laws, accounting and finance, technologies and innovation including qualifications that are consistent with the company's strategy and business goals.</p> <p>5. The directors shall not hold shares, be an entrepreneurship or a director in the partnership or foreign companies that operate the same types of business or be business competitors with the company group unless it has been approved by shareholders in the shareholders meeting before the appointment.</p> <p>6. Election of directors shall comply with the nomination and appointment process specified by the Company which must be transparent and precise. However, the nomination of directors needs to use a professional search firm as a consultant or Director Pool database of the Thai Institute of</p>	

Qualifications, knowledge, or experience	Skill and expertise
<p>Directors Association (IOD) for consideration of nomination as well. In addition, the appointment and the removal from office of the directors shall comply with the resolution in the shareholders meeting in accordance with the terms and conditions under the regulation article 14 of the company which defines that the shareholders have the rights to elect directors by majority of votes deemed as a resolution, counted by 1 share per 1 vote with individually voting for director election. The nominee who gets the highest votes arranged in descending order shall be elected as directors. If the nominees elected in following order get equal votes in which the number of directors in that term is exceeding as regulated for the Company, chairman of the meeting shall have a casting vote.</p> <p>7. The Board of Directors shall select one of directors as Chairman and one or more than one director as vice chairman.</p>	

### Information on the development of directors

#### Development of directors over the past year

##### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
<p>1. Assoc. Prof. Dr. Schitt Laowattana (Chairman of the board of directors, Independent director)</p>	<p>Non-participating</p>	<p>-</p>

List of directors	Participation in training in the past financial year	History of training participation
2. Air Chief Marshal Saritpong Wattanavrangkul (Director, Independent director)	Non-participating	-
3. Mr. Surachai Kositsareewong (Director, Independent director)	Non-participating	-
4. Mr. Kitipat Chollavuth (Director)	Non-participating	-
5. Mr. Anant Tangtongwechakit (Director)	Non-participating	-
6. Mrs. Wanphen Punyaniran (Director)	Non-participating	-
7. Ms. Chittima Tangtrongwechakit (Director)	Non-participating	-
8. Mrs. Jirawan Pongpichitkul (Director)	Non-participating	-
9. Mr. Sarit Tangtrongweachakij (Director)	Participating	Other  • 2025: L2L : Legacy-To-Legend, A Family Business Enterprise Leadership & Succession Program
10. Mr. Adisak Tangtrongweachakit (Director)	Non-participating	-
11. Mr. Tarate Poshyananda (Director, Independent director)	Non-participating	-

## Information on the evaluation of duty performance of directors

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

The Board of Directors must conduct a performance evaluation of the Board annually at the end of each year. The evaluation is divided into two parts: the evaluation of the Board of Directors as a whole and the self-assessment of each individual director. This is in accordance with good corporate governance principles, to review performance, identify any issues or obstacles encountered, assess the effectiveness over the past year, and find ways to improve efficiency in the work of the Board of Directors and sub-committees in the following years.

The criteria used in the evaluation forms for the Board of Directors and sub-committees (as a whole), as well as the self-assessment for individual directors, are based on the sample self-assessment forms for the Board of Directors and sub-committees issued by the Stock Exchange of Thailand in February 2015, and have been further revised in accordance with the CG Code 2017. These have been adapted to suit the business of the company group and include additional topics related to anti-corruption. The evaluation covers the following areas:

### Board of Directors Evaluation (as a Whole)

1. Structure and qualifications of the Board of Directors
2. Roles, duties, and responsibilities of the Board of Directors
3. Board of Directors meetings
4. Performance of duties by the directors
5. Relationship with management
6. Self-development of directors and development of executives

### Individual Director Self-Assessment

1. Structure and qualifications of the Board of Directors
2. Board of Directors meetings
3. Roles, duties, and responsibilities of the Board of Directors

For the evaluation process, the Office of the Company Secretary will distribute both types of evaluation forms along with explanations and scoring criteria for each item to individual directors at the beginning of December each year. Directors are required to return the completed forms by mid-December of the same year. The Office of the Company Secretary will then compile and summarize the results, presenting the scores by individual and by category for both evaluations. The summarized results are reported to the Board of Directors during the meeting for further analysis of causes and identification of areas for improvement.

### Scoring Criteria:

- 0 = Strongly disagree or no action taken
- 1 = Disagree or minimal action taken
- 2 = Agree or moderate action taken
- 3 = Mostly agree or good action taken
- 4 = Strongly agree or excellent action taken

### Average Score Range (Percentage):

- 0 20% Needs significant improvement
- 21 40% Needs improvement
- 41 60% Fair
- 61 80% Good
- 81 100% Excellent

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

Sub-Committees	Assessment Results (%)
Individual Director Self-Assessment	82.59%
Board of Directors Evaluation (as a Whole)	76.11%
Audit Committee	100.00%
Risk Management Committee	88.56%
Corporate Governance and Sustainability Committee	93.54%
Nomination and Remuneration Committee	94.91%
Executive Committee	80.36%

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

For the evaluation of the Chief Executive Officer (or equivalent position), the Board of Directors has established that an annual performance evaluation must be conducted using an annual performance appraisal form. This form is based on the 2011 guidelines from the Corporate Governance Center for Listed Companies of the Stock Exchange of Thailand and/or supplemented by well-established evaluation practices from other organizations. The overall performance of the company is also taken into primary consideration during the evaluation. The evaluation form will be distributed to all board members at the beginning of January each year, allowing the company's annual performance results to be included in the assessment. The completed forms are required to be returned to the Office of the Company Secretary by mid-January. The results will then be compiled and summarized, and subsequently presented to the Nomination and Remuneration Committee for consideration and approval of the CEO's remuneration, before being submitted to the Board of Directors for final approval.

### 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 : 8  
past year (times)

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

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

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Assoc. Prof. Dr. Schitt Laowattana (Chairman of the board of directors, Independent director)	8	/	8	1	/	1		/	
2. Air Chief Marshal Saritpong Wattanavrangkul (Director, Independent director)	8	/	8	1	/	1		/	
3. Mr. Surachai Kositsareewong (Director, Independent director)	8	/	8	1	/	1		/	
4. Mr. Kitipat Chollavuth (Director)	8	/	8	1	/	1		/	
5. Mr. Anant Tangtongwechakit (Director)	8	/	8	1	/	1		/	
6. Mrs. Wanphen Punyaniran (Director)	7	/	8	1	/	1		/	
7. Ms. Chittima Tangtrongwechakit (Director)	6	/	8	1	/	1		/	
8. Mrs. Jirawan Pongpichitkul (Director)	8	/	8	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)
9. Mr. Sarit Tangtrongweachakij (Director)	8	/	8	1	/	1		/	
10. Mr. Adisak Tangtrongweachakit (Director)	8	/	8	1	/	1		/	
11. Mr. Tarate Poshyananda (Director, Independent director)	0	/	0	0	/	0		/	
12. Mr. Sirichau Sombatsiri (Chairman of the board of directors, Independent director)	8	/	8	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. Assoc. Prof. Dr. Schitt Laowattana (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
2. Air Chief Marshal Saritpong Wattanavrangkul (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
3. Mr. Surachai Kositsareewong (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Mr. Kitipat Chollavuth (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
5. Mr. Anant Tangtongwechakit (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
6. Mrs. Wanphen Punyaniran (Director)	7/8 (87.50%)	1/1 (100.00%)	N/A
7. Ms. Chittima Tangtrongwechakit (Director)	6/8 (75.00%)	1/1 (100.00%)	N/A
8. Mrs. Jirawan Pongpichitkul (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
9. Mr. Sarit Tangtrongweachakij (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
10. Mr. Adisak Tangtrongweachakit (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
11. Mr. Tarate Poshyananda (Director)	N/A	N/A	N/A
12. Mr. Sirichau Sombatsiri (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>96.59%</b>	<b>100.00%</b>	<b>N/A</b>

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

Mr. Sirichai Sombatsiri passed away, resulting in the cessation of his positions as Chairman of the Board and Independent Director which effective on August 5, 2025. Mr. Thares Posayanon was appointed as Director and Independent Director, effective December 26, 2025 onward.

#### Remuneration of the board of directors

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

##### Monetary Remuneration

The Annual General Meeting of Shareholders for the year 2025, held on 24 April 2025, resolved to determine the remuneration of the Board of Directors and sub-committees in the same form and at the same rates as in 2024. The remuneration for the Board of Directors and sub-committees for 2025 was approved at a total amount not exceeding Baht 8,000,000 per year. In addition, the meeting approved the payment of a special bonus to independent directors based on the Company's operating results for 2024, at the rate of 100% of the total remuneration for 2024, amounting to Baht 1,450,000 in total.

#### **Welfare and Other Benefits**

In addition to monetary remuneration which includes monthly remuneration, annual gratuity, and meeting allowance the company does not provide any other forms of compensation, welfare, or additional benefits to the Board of Directors or sub-committees.

Remuneration of the board of directors <sup>(1)</sup>

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Assoc. Prof. Dr. Schitt Laowattana (Chairman of the board of directors, Independent director)</b>			<b>700,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	160,000.00	150,000.00	310,000.00	Yes	
Audit Committee (Chairman of the audit committee)	180,000.00	150,000.00	330,000.00	Yes	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	Yes	
Nomination and Remuneration Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	Yes	
<b>2. Air Chief Marshal Saritpong Wattanavrangkul (Director, Independent director)</b>			<b>530,000.00</b>		<b>0.00</b>
Board of Directors (Director)	160,000.00	150,000.00	310,000.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	120,000.00	100,000.00	220,000.00	Yes	
<b>3. Mr. Surachai Kositsareewong (Director, Independent director)</b>			<b>620,000.00</b>		<b>0.00</b>
Board of Directors (Director)	160,000.00	150,000.00	310,000.00	Yes	
Audit Committee (Chairman of the audit committee)	120,000.00	100,000.00	220,000.00	Yes	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	45,000.00	0.00	45,000.00	Yes	
Nomination and Remuneration Committee (The chairman of the subcommittee)	45,000.00	0.00	45,000.00	Yes	
<b>4. Mr. Kitipat Chollavuth (Director)</b>			<b>310,000.00</b>		<b>0.00</b>
Board of Directors (Director)	160,000.00	150,000.00	310,000.00	Yes	
<b>5. Mr. Anant Tangtongwechakit (Director)</b>			<b>860,000.00</b>		<b>490,000.00</b>

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)	160,000.00	150,000.00	310,000.00	Yes	
Executive Committee (The chairman of the executive committee)	150,000.00	180,000.00	330,000.00	Yes	
Risk Management Committee (Member of the subcommittee)	120,000.00	100,000.00	220,000.00	Yes	
<b>6. Mrs. Wanphen Punyaniran (Director)</b>			<b>305,000.00</b>		<b>0.00</b>
Board of Directors (Director)	155,000.00	150,000.00	305,000.00	Yes	
<b>7. Ms. Chittima Tangtrongwechakit (Director)</b>			<b>740,000.00</b>		<b>490,000.00</b>
Board of Directors (Director)	150,000.00	150,000.00	300,000.00	Yes	
Executive Committee (Member of the executive committee)	120,000.00	100,000.00	220,000.00	Yes	
Risk Management Committee (Member of the subcommittee)	120,000.00	100,000.00	220,000.00	Yes	
<b>8. Mrs. Jirawan Pongpichitkul (Director)</b>			<b>603,333.00</b>		<b>163,333.00</b>

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)	160,000.00	150,000.00	310,000.00	Yes	
Executive Committee (Member of the executive committee)	73,333.00	0.00	73,333.00	Yes	
Risk Management Committee (Member of the subcommittee)	120,000.00	100,000.00	220,000.00	Yes	
<b>9. Mr. Sarit Tangtrongweachakij (Director)</b>			<b>750,000.00</b>		<b>490,000.00</b>
Board of Directors (Director)	160,000.00	150,000.00	310,000.00	Yes	
Executive Committee (Member of the executive committee)	120,000.00	100,000.00	220,000.00	Yes	
Risk Management Committee (Member of the subcommittee)	120,000.00	100,000.00	220,000.00	Yes	
<b>10. Mr. Adisak Tangtrongweachakit (Director)</b>			<b>920,000.00</b>		<b>910,000.00</b>
Board of Directors (Director)	160,000.00	150,000.00	310,000.00	Yes	
Executive Committee (Member of the executive committee)	120,000.00	100,000.00	220,000.00	Yes	

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)	30,000.00	0.00	30,000.00	Yes	
Nomination and Remuneration Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	Yes	
Risk Management Committee (The chairman of the subcommittee)	180,000.00	150,000.00	330,000.00	Yes	
<b>11. Mr. Tarate Poshyananda (Director, Independent director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	Yes	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	Yes	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	Yes	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>12. Mr. Sirichau Sombatsiri (Chairman of the board of directors, Independent director)</b>			<b>360,833.33</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	127,500.00	233,333.33	360,833.33	Yes	

#### 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	1,712,500.00	1,733,333.33	3,445,833.33
2. Audit Committee	420,000.00	350,000.00	770,000.00
3. Executive Committee	583,333.00	480,000.00	1,063,333.00
4. Corporate Governance and Sustainability Committee	105,000.00	0.00	105,000.00
5. Nomination and Remuneration Committee	105,000.00	0.00	105,000.00
6. Risk Management Committee	660,000.00	550,000.00	1,210,000.00

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

	2023	2024	2025
Meeting allowance (Baht)	0.00	752,500.00	3,585,833.00

	2023	2024	2025
Other monetary remuneration (Baht)	6,555,000.00	6,388,333.00	3,113,333.33
Total (Baht)	6,555,000.00	7,140,833.00	6,699,166.33

Remark: <sup>(1)</sup> Assoc. Prof. Dr. Schitt Laowattan was appointed as Chairman of the Board of Directors on 28 January 2026. The remuneration shown in the table represents the remuneration received in the capacity as a director of the Company for the year 2025.

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

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

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

#### Corporate governance of subsidiaries and associated companies

#### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

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

#### Mechanisms for supervision of Operations in Subsidiaries

Buriram Sugar Public Company Limited (the Company) has a mechanism to manage the subsidiaries and associate company as well as supervise the subsidiaries operations and associate company in line with measures and policies as the same practices the Company monitors itself in order to protect interests of investment of the Company for the subsidiaries and associate company in the best benefit for the Company as a whole. Thus, the Company supervises the business operations of the subsidiaries and associate company.

1. The Company will appoint or nominate the persons as the directors or executives of subsidiaries and/or associates depending on the shareholding proportion of the Company in subsidiaries and associates. The nominated directors and executives have the right to vote in the Board of Directors meeting of subsidiaries and/or associates in the matter of general management and business operations of subsidiaries and/or associates, which is considered the best interest of the company. Thus, such directors and executives must have qualifications, roles, responsibility as well as

have no qualifications or possession of prohibited characteristics as specified by the Securities and Exchange Commission.

2. The Board of Directors or the shareholders meeting of the parent company (as the case may be) must approve the following matters prior to Board of Directors or the shareholders meeting of the subsidiaries (as the case maybe)

(1) In case of the Board of Directors or the shareholders meeting of the parent company (as the case maybe) must approve before the subsidiaries encounter transactions;

- (A) The annual and interim (if any) dividend of subsidiaries
- (B) The amendment of articles of association of subsidiaries
- (C) The annual budget of the subsidiaries

Items (D) to (L) are the significant matters. If the subsidiaries encounter such matters, there is a significant impact on financial status and business operations of subsidiaries. The regulations specified by Notification of the Capital Market Supervisory Board, and notification of acquisition or disposition of assets by the Stock Exchange of Thailand and/or related transactions (as the case maybe) shall be applied mutatis mutandis. Thus, the subsidiaries following cases with transaction size calculated in comparison to the companies under the above-mentioned regulations, consequently, these transactions must be approved by the Board of Directors meeting of the parent company;

(D) The subsidiaries encounter a related transaction or acquisition or disposition of assets of a subsidiary company.

(E) Transfer or relinquish benefits including the renunciation of claim that cause the damage to subsidiaries.

(F) The sale or transfer of all or significant part of subsidiary to another person.

(G) The purchase or transfer of other companies as subsidiaries.

(H) To make, amend, or terminate contracts relating to the renting all or significant part of business of the subsidiaries. The assignments to other persons to encounter the business management of subsidiaries or merge with other persons:

(I) Renting or leasing of entire or material part of the business or asset of the subsidiary

(J) Borrowing, lending, granting credit, providing guarantee, undertaking any juristic act binding the Subsidiary to expose to greater financial burden, or to grant financial support in any form to other person, which are not in a normal cause of business of the subsidiary.

(K) Dissolution of subsidiaries.

(L) Any other matters that are not the usual business of the subsidiary, and significant impact to the subsidiary

(N) Any other action that causes the Parent Company's voting rights exercising directly and/or indirectly at the Shareholders' Meeting at any tier to decrease by more than 10% of the total number of votes of the Core Company or causes the Parent Company's voting rights exercising directly and/or indirectly at the Shareholders' Meeting of the Subsidiaries, in any tier, to be less than 50% of the total number of votes of the Subsidiaries in entering into any other transactions that are not regular business transactions.

(2) There are matters must be approved by the shareholders meeting of the parent company before a subsidiary encounter such matters. Thus, the regulations specified by Notification of the Capital Market Supervisory Board, and notifications the Stock Exchange of Thailand shall be applied mutatis mutandis. The subsidiarys following cases with transaction size calculated in comparison to the parent company under the above-mentioned regulations, consequently, these transactions must be approved by the shareholders meeting of the parent company;

(A) In case of the subsidiary agreements on related transactions or the acquisition or disposition of assets of the core company.

(B) Capital increase by issuing new increased shares and the allocation of shares of the core company, including the reduction of registered capital of the core company, which is not in proportion to the former shareholding of the shareholders, which results in the collective voting rights of the parent company, direct and/or indirect, at the shareholders meeting of the subsidiary, decreasing more than 10% of the total votes of the subsidiary; or results in collective voting rights of the Company, direct and/or indirect, at the shareholders meeting of the core company, dropping below 50% of the total votes of the core company;

(C) Dissolution of the core company

(D) Transaction which is not a normal business transaction of the core company, and which could cause significant impact on the core company.

(E) Amendment to the Articles of Association of the subsidiary, which may cause significant impact on the financial status or the operation performance of the core company, including but not limited to the amendment to the Articles of Association of the subsidiary that will affect the right of the parent company to nominate or elect any person as the director or executive of the subsidiary, in proportion to the shareholding of the parent company in the core company; the voting of the director elected or nominated by the parent company in the Board of Directors meeting of the core company; the voting of the parent company in the shareholders meeting of the core company and/or the dividend payment of the core company, etc.

3. All directors, executives and management have responsibility as follows:

(A) Disclose the information about the financial status and the operation results on related transactions of the Company they serve, as well as acquisition or disposition of assets and/or significant matter to the parent company completely, correctly, and in due time as specified by the parent company. The Board of Directors of the subsidiary considers the related transactions, acquisition or disposition of assets significantly, thus, the regulations specified by Notification of the Capital Market Supervisory Board, and notifications the Stock Exchange of Thailand shall be applied *mutatis mutandis*.

(B) Disclose and deliver information about the interested information of their own and related persons to the Board of Directors of the Company they serve in order to reveal the relationship and transactions with the Company or parent company to avoid the conflict of interest. The Board of Directors of the subsidiary has to report such information to the Board of Directors of parent company in due time as specified by the parent company for consideration or approval taking into account of the overall benefit of the subsidiary and parent company. However, the director of the subsidiary who has conflict of interests in any matter does not have the right to approve in such matter both directly and indirectly

In addition, the matters that may cause directors, executives, management or related persons to the subsidiary receive financial benefit other than the normal practices, or have a negative impact to the subsidiary or the parent company, which is assumed a conflict of interest of the subsidiary in a significant manner;

(A) The transactions between the subsidiary and the directors, executives and management or other related persons not complying with the regulations on related transaction.

(B) Using non-public information of their own company or parent company, except such information is disclosed in public.

(C) Using the property or the business opportunities of their own company or the parent company in the same manner the parent company encounter, and wrongdoing against the regulations or general practices specified by Notification of the Capital Market Supervisory Board.

(D) Report business plan, expansions, large investment projects, joint ventures with other entrepreneurs as approved by the parent company to the parent company by disclosing in monthly report with explanation and/or sending related document for consideration in case required by the parent company.

(E) Explain and/or deliver data or documents associated with the operation to the parent company as requested.

(F) Explain and/or deliver data or documents associated with the operation to the parent company if the parent company finds any significant matter.

(G) Ensure the effective and appropriate internal control system, risk management system, corruption prevention system. In addition, there should be suitable and effective measures to monitor the core company's performance to assure its compliance with the parent company's policies, articles of association in this chapter, laws and good corporate governance principles for listed companies as well as relevant notifications, regulations of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand. There should be a clear management framework to ensure that the core company has a sufficient system to disclose information, significant transactions according to the specified criteria on a consistent and reliable basis, and channels to be set up for directors and executives of the parent company to acknowledge the core company's information concerning operating performance, related transactions between the company and director, executive committee, and management of the subsidiary, and encountering other transactions having a significant impact on the subsidiary effectively. Moreover, it is supposed to have a systematic measure to audit the operating performance of the core company by assigning an internal auditor and independent directors of the parent company to directly access the information, and report the auditing results to the Board of Directors and executives of the parent company to ensure that the subsidiary complies with the systematic framework on a regular basis.

4. The directors, executive committees, management, employees, or other authorized persons of the core company as well as their spouse, and an underage offspring are prohibited to use internal information of the core company and parent company in any actions under the duties or other ways which may cause the significant impact on the company and /or parent company for their own interest or other persons, directly or indirectly, and no matter whether the return is involved or not.

5. The transactions involved with directors, executive committee, management, or other persons related to the subsidiary must be approved by the Board of Directors of their own company and/ or the Board of Directors of the parent company and/or the shareholders meeting of their own company and/or the shareholders meeting of the parent company (as the case maybe) according to the transaction size. Thus, the regulations specified by Notification of the Capital Market Supervisory Board, and notification of acquisition or disposition of assets by the Stock Exchange of Thailand and/or related transactions (as the case maybe) shall be applied *mutatis mutandis*. However, the transactions are considered as a trade agreement in the same practices which a reasonable man would agree to with any partners in the same situations, without any influence as directors, executive committees, management, or relevant persons of the subsidiary on the bargaining power (as the case maybe). Such trade agreement must be approved by the Board of Directors meeting of the parent company, or under the criteria approved by the parent company's Board of Directors.

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

The company has not entered into any shareholders agreement with other shareholders regarding the management of subsidiaries or associates that would have a material impact on management, control, or the distribution of returns beyond the normal proportion of shareholding.

#### **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 adhered to its policy and guidelines on the prevention of conflicts of interest. In 2025, there were no instances of conflicts of interest reported. Additionally, the Board of Directors regularly reviews this policy on an annual basis, and no updates were made during the past year. The Company has published the policy and guidelines on its website and communicated them via email and each company's Line group to ensure that directors, executives, and employees are informed and kept aware of the matter at all times.

Furthermore, to prevent conflicts of interest, the Company has established a clear policy for handling transactions that may potentially result in a conflict of interest. The policy outlines the approval procedures for related party transactions between the Company and individuals or entities who may have a conflict of interest. In cases where a director has an interest in any agenda item, that director shall abstain from voting on the matter.

For the approval of related party transactions, the responsible department will conduct a preliminary assessment. This includes gathering information and analyzing whether the transaction is reasonable, in the best interest of the Company, and conducted at a fair price. For example, in the case of asset acquisitions, the Investment Department must analyze the return on investment and may engage external experts to provide additional opinions. The transaction is then submitted through the appropriate approval process, whereby any interested executives or directors are excluded from the approval. The Audit Committee is also involved in reviewing such related transactions to determine whether they are necessary and conducted on fair terms.

### Number of cases or issues related to conflict of interest

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

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

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

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

The Company has continued to enhance its internal information control system by implementing information technology to define appropriate levels of access to internal information, based on each employee's role and responsibilities. In 2025, there were no cases where directors or executives engaged in the purchase, sale, transfer, or

receipt of the Company's securities using insider information particularly within one month prior to the public disclosure of financial statements and one day after such disclosure.

Additionally, the Company's Board of Directors reviews the policy and practices regularly on an annual basis. No changes were made during the past year. The Company has published the policy and guidelines on its website and communicated them via email and each company's Line group to ensure directors, executives, and employees are regularly informed and aware of the matter.

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

#### 1. Review of Anti-Corruption Policy and Related Matters

Buriram Sugar Public Company Limited and its affiliates (the Group) place great importance on conducting business with integrity, adhering to social responsibility, and considering the interests of all stakeholders. The Group operates based on principles of good corporate governance, business ethics, and strict compliance with legal regulations. Accordingly, the Group has established an anti-corruption policy, including a prohibition against bribery for business advantage. This policy is communicated and promoted to the Company's directors, executives, and employees to ensure understanding and compliance with clear business conduct guidelines.

This anti-corruption policy is an integral part of the Corporate Governance Manual and Code of Business Conduct, which is publicly available on the Company's website: <https://www.buriramsugar.com/en/corporate-governance/report>

The anti-corruption policy is reviewed annually. In 2025, the Board of Directors meeting did not propose any amendments to the Corporate Governance Manual, Code of Business Conduct, or the anti-corruption policy.

## 2. Anti-Corruption Implementation

In 2025, the Group carried out various activities to promote good governance and anti-corruption as follows:

- The Board of Directors reviewed and updated the business conduct policies of the Company and its subsidiaries to ensure alignment with the Groups stance of zero involvement in any form of corruption, including the solicitation, acceptance, or payment of bribes.

- Continuous communication and training on anti-corruption were conducted for both existing and new employees under the topic: Ethics, Good Governance, and Anti-Corruption. These sessions aim to instill a sense of morality and ethical behavior, and ensure proper practices are understood. In 2025, 969 employees participated, totaling 5,814 training hours.

- A framework was established for monitoring and evaluating compliance with the anti-corruption policy. Training sessions include assessments to test knowledge and understanding of the subject.

- The Company organized governance and ethics-promoting activities for employees, such as food donation events during Buddhist Lent and post-Lent periods, as well as the Kathin robe offering ceremony.

- The Company strictly adhered to the anti-corruption policy. In the past year, there were no complaints related to fraud, corruption, solicitation, or receipt of gifts or rewards that could influence business decisions or constitute corrupt practices.

- A risk assessment was conducted across all Group companies to identify operations that may be vulnerable to corruption. Preventive, control, and monitoring measures were also established. These risk management practices are disclosed in Section 2: Risk Management of the 56-1 One Report (Annual Registration Statement / Annual Report).

- The Audit Committee reviewed the adequacy of governance processes, internal reporting mechanisms for whistleblowing and complaints, as well as the policies and internal controls involved in corruption risk assessment.

## 3. Membership in Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)

On March 31, 2024, the Company received its second consecutive renewal of certification as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC), reflecting the Company's continued commitment to conducting business with integrity and in strict adherence to its anti-corruption policy.

### Number of cases or issues related to corruption

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

### Operations related to whistleblowing over the past year

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

In 2025, based on the Companys monitoring and review, there were no cases of the Groups operations violating laws related to labor, employment, consumer protection, trade competition, or environmental regulations. Additionally, there were no complaints from shareholders or stakeholders, including matters related to fraud or corruption. As a result, there were no whistleblower reports, complaints, or suggestions regarding such issues.

### Number of cases or issues related to whistleblowing

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

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

The report on the performance of the Audit Committee for the past year has been disclosed in Attachment 6, Section 6.1 "Audit Committee Report." It includes details such as the number of meetings held, individual attendance of Audit Committee members, as well as the committees performance. In 2025, the Audit Committee fulfilled its duties by reviewing the financial statements, evaluating the suitability of the external auditor, assessing the adequacy of the internal control system, and reviewing the policies and internal controls related to the anti-corruption risk assessment process, among other responsibilities. The names of the Audit Committee members and the scope of their authority and duties are disclosed in Section 7 Corporate Governance Structure and Other Key Information Concerning the Board of Directors, Subcommittees, Executives, Employees, and Others of this Annual Registration Statement/Annual Report (Form 56-1 One Report).

The performance reports of other subcommittees including the Risk Management Committee, the Corporate Governance and Sustainability Committee, and the Nomination and Remuneration Committee are disclosed in Attachment 6, Sections 6.2, 6.3, and 6.4 respectively. These include information on the number of meetings held, individual attendance, and the performance of each subcommittee, all of which have carried out their responsibilities in accordance with their charters and as assigned by the Board of Directors. The names of the members of these three subcommittees and the scope of their duties and responsibilities are also disclosed in Section 7 of this Annual Registration Statement/Annual Report (Form 56-1 One Report).

### 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. Surachai Kositsareewong (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Air Chief Marshal Saritpong Wattanavrangkul (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. Tarate Poshyananda (Member of the audit committee)	0	/	0	N/A
4 Assoc. Prof. Dr. Schitt Laowattana (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

## The results of duty performance of the audit committee

### Reviews of the financial statements

The Audit Committee has reviewed the Company's quarterly financial statements, yearly financial statement, the disclosure of material information in the footnotes to financial statements, and the connected accounting transaction for the year 2025, which have been reviewed and audited by the auditor. The Committee deemed that the financial reports were accurate, adequate, reliable, and in line with generally accepted accounting standards.

### Reviews and evaluation of internal control system adequacy

The Audit Committee reviewed the adequacy of the Company's internal control system with the external auditor and the internal audit office and also considered detectable matters and the internal audit report. It was able to build confidence to meet the objectives of the Company's operations and the compliance with the regulations and policies, assessed the independence of the internal audit office and approved the audit plans and the internal audit charter. The Audit Committee is of the opinion that the Company has sufficient and effective internal control system.

### Compliance with the laws and regulations

The Audit Committee verified the Company's compliance with applicable laws. No matters of importance indicating that the Company had violated any law of the Securities and Exchange Act, the rules and the regulations prescribed by the Stock Exchange of Thailand and The Securities and Exchange Commission and other Regulatory Agencies, including the laws related to the Company's operation were found.

### Suitability of the auditors

The Audit Committee assessed the independence of the auditors and the scope of auditing, selecting and proposing auditor to the Board of Directors for proposing to the shareholders meeting for approval respectively. In

consideration of independence, expertise in auditing profession, suitable performance and remuneration, the Audit Committee agreed to EY Office Company Limited. to be the Companys and its subsidiaries external auditor for the fiscal year 2025.

### **Reviews of related parties transaction**

The Audit Committee has considered and reviewed the related parties transactions, which possibly caused conflicts of interest, in order to ensure the transactions in compliance with the relevant rules and the regulations prescribed by the Capital Market Supervisory Board and the Securities and Exchange Commission and ordinary business transactions or reasonable transactions with the highest benefits to the Company. The Audit Committee has also reviewed the information disclosure of related parties transactions according to the notifications of the Stock Exchange of Thailand Re: Disclosure of Information, including the footnotes to financial statements to ensure that it has been complete and adequate by adhering to the accounting standard.

### **Reviews of good corporate governance**

The Audit Committee has always valued the management in accordance with the good corporate governance principle and constantly reviewed to ensure the regarding policy implementation.

### **Reviews of risk management**

The Audit Committee has considered and reviewed the criteria of enterprise risk assessment correspondingly with COSO-ERM of the risk management office to unceasingly assess risk factors that may affect the Companys operation both short term and long term. The Company has disclosed significant risk factors in part 1 Business Operation and Operating Results on topic 2 Risk management in this Annual Registration Statement/ Annual report 2025 (Form 56-1 One Report).

### **Review of whistle blowing system**

The Audit Committee has considered and reviewed the whistle blowing channel by created the complaint channel, provide the opinion and report the illegal activity that may have the violation or non-compliance with the corporate governance and code of conduct handbook. The internal audit office has responsible for receive the complaints of the corporate governance and the code of conduct. In the year 2025, the Company had not received any complaints and suggestions. Besides, the Company has set up whistleblowing and suggestion channels as follows;

### **Whistle blowing and Suggestion Channel**

1. By mail: The Chairman of Corporate Governance Committee or Internal Audit Office  
128/77-78, Phayathai Plaza Building 7<sup>th</sup> floor, Phayathai Road, Thung Phayathai,  
Ratchathewi, Bangkok, 10400
2. E-mail: ia.brr@brr.co.th
3. 24-Hour Hotline: (+66)92-853-2266

### **Review of policy and internal control of risk assessment process on corruption**

The Audit Committee has considered and reviewed to ensure that the system has guidelines to prevent corruption according to the result that the internal audit office has already inspected and evaluated on the Anti-Corruption self-assessment of Thai Institute of Directors.

## **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) : 14

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Anant Tangtongwechakit (The chairman of the executive committee)	11	/	14	11/14 (78.57%)
2 Ms. Chittima Tangtrongwechakit (Member of the executive committee)	11	/	14	11/14 (78.57%)
3 Mr. Sarit Tangtrongweachakij (Member of the executive committee)	13	/	14	13/14 (92.86%)
4 Mr. Adisak Tangtrongweachakit (Member of the executive committee)	13	/	14	13/14 (92.86%)
5 Mrs. Jirawan Pongpichitkul (Member of the executive committee)	0	/	0	N/A
<b>Average meeting attendance rate</b>				<b>(85.72%)</b>

#### The results of duty performance of Executive Committee

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#### Meeting attendance of Corporate Governance and Sustainability Committee

Meeting Corporate Governance and Sustainability Committee (times) : 3

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Surachai Kositsareewong (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Assoc. Prof. Dr. Schitt Laowattana (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
3 Mr. Adisak Tangtrongweachakit (Member of the subcommittee)	3	/	3	3/3 (100.00%)
4 Mr. Tarate Poshyananda (Member of the subcommittee, Independent director)	0	/	0	N/A
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

## The results of duty performance of Corporate Governance and Sustainability

### Committee

The Corporate Governance and Sustainability Committee has performed duties and responsibilities assigned by the Board of Directors which are stipulated in the charter of the committee. The committee is responsible for overseeing that the Company's business operations are conducted, as well as directors, executives, management and employees perform their duties, in compliance with the good corporate governance principles, code of conduct, and anti-corruption policy in order to operate the business with transparency, auditability, fairness and taking all stakeholders into account. This will be a solid foundation for sustainable growth. In 2025, the operations on this issue are summarized as follows;

- The corporate vision, mission, philosophy, core value and strategy (business goals) regarding the good corporate governance were reviewed to promote good corporate governance and lead to sustainable business operations of the Company and its subsidiaries.
- Undertook a review of the charter of the sub-committees before proposing to the Board of Directors.
- Review policies and practices on sustainability and the environment, including the policy or related regulations
- Reviewed the Company's Corporate Governance Manual, Code of Business Conduct, and Anti-Corruption Policy to ensure alignment with good corporate governance principles, anti-corruption practices, and to establish a framework that supports sustainable business operations.
- Supervised and supported the Company and its personnel in adhering to the principles of good corporate governance, resulting in the Company receiving an Excellent rating for the 8th consecutive year from the Corporate Governance Report of Thai Listed Companies (CGR) 2025, conducted by the Thai Institute of Directors Association (IOD).
- The Company has determined a long-term strategic plan that focuses on sustainable business operations, taking into account all dimensions of Environmental, Social, and Governance (ESG) factors across all aspects of its operations.

- Supporting the implementation of sustainability initiatives within the organization, as well as Environmental, Social, and Governance (ESG) practices, such as promoting Carbon Footprint for Organization (CFO) and Product Carbon Footprint (CFP), and participating in corporate social responsibility (CSR) activities.
- Analyzed the evaluation results of the project of the Assessment of Corporate Governance Report of Thai Listed Companies (CGR) in 2025 and the recommendations provided by Thai Institute of Directors Association (IOD) and Thailand Sustainability Investment (THSI) 2025 from The Stock Exchange of Thailand and also acknowledge the results of the internal audit system related to corporate governance in 2025 in order to improve and perform on these matters more effectively and efficiently.
- Supervising and supporting the Company and its personnel in complying with the anti-corruption policy by embedding it as part of the corporate culture. In addition, the Internal Audit Office reviews the internal control system, work processes, and key policies to ensure the effective implementation of anti-corruption measures in accordance with the Company's declared commitment.
- The consideration and oversight have been carried out concerning the whistleblowing and suggestions issued by stakeholders via the specified whistleblowing channels: postal mail and an email address, directly to the Chairman of the Corporate Governance and Sustainability Committee, or the Internal Audit Office Manager. Such channels can be found in the Company's website: [www.buriramsugar.com](http://www.buriramsugar.com), and in the Good Corporate Governance and Code of Conduct Handbook. Consequently, there was no any complaint issue or suggestion from stakeholders in 2025.
- Reviewing information and disclosures related to the Group's sustainability initiatives to ensure compliance with the disclosure requirements of the Securities and Exchange Commission Thailand (SEC), the evaluation criteria under the Corporate Governance Report of Thai Listed Companies (CGR), and other relevant guidelines, so that the disclosures are accurate, complete, appropriate, and sufficient.
- Supervising sustainability operations across environmental, social, and governance dimensions to ensure alignment with the established targets, with a focus on reducing greenhouse gas emissions in the production process and advancing the industrial sector in accordance with the MIND policy of the Ministry of Industry Thailand.

The Governance and Sustainability Committee believes that the Company conducts its business in accordance with the principles of good corporate governance and is committed to continuously developing and enhancing the Company's corporate governance practices. This will be a key factor in supporting efficient and sustainable business operations, as well as strengthening the confidence of all stakeholder groups. Details of the Company's corporate governance practices are disclosed in Part 2: Corporate Governance of the Annual Registration Statement / Annual Report 2025 (Form 56-1 One Report).

#### **Meeting attendance of Nomination and Remuneration Committee**

Meeting Nomination and Remuneration : 3  
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

1 Mr. Surachai Kositsareewong (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Assoc. Prof. Dr. Schitt Laowattana (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
3 Mr. Adisak Tangtrongweachakit (Member of the subcommittee)	3	/	3	3/3 (100.00%)
4 Mr. Tarate Poshyananda (Member of the subcommittee, Independent director)	0	/	0	N/A
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

### Director Nomination

The Nomination and Remuneration Committee has performed duties to select suitable candidates to replace a director whose position is vacated upon the expiration term of service in consideration of proper qualifications, education, knowledge, expertise, skill, competence, experience in related business of the Company, leadership, vision, as well as righteous career background, integrity and ethics in line with the good corporate governance, and the ability to dedicate enough time for their responsibilities, including no characteristics prohibited by laws, articles of association and/or related regulations. Thus, the independent directors have to possess the qualified independence pursuant to the notification of the Securities and Exchange Commission, the independence criteria for the Board of Directors, the definition of the independent directors, and other specified requirements.

In addition, the Company also applies the Board Skill Matrix to decide the qualifications to be sought after, with consideration given to the necessary and missing skills to complement the Board of Directors composition to ensure the effective business operations. The Company has also provided opportunity for minor shareholders to participate in nominating candidates to be appointed as a director for a period of 3 months in advance. In 2025, none of the shareholders nominated any candidate to be considered as a director. This was notified in the Board of Directors and

shareholders meeting prior to the approval for nominating a candidate to replace a director whose position is vacated upon the expiration term of service. Furthermore, the Nomination and Remuneration Committee also performed these matters are as follows;

- Review the policy, criteria and process related to the nomination and selection of the Board of Directors and Sub-committees.
- Review and update the Board Skill Matrix to ensure the current work experiences and training courses of individual directors.
- Review the structure, size and composition of the Board of Directors that appropriate with the Company.
- Determine the 2025 training plan of the directors and Sub-committees in order to improve and develop the operations more efficient.
- Review the performance assessment tool and the details for the Board of Directors, Sub-committees and Chief Executive Officer in accordance with the Anti-corruption policy, the Corporate Governance Code of the Company and the Securities and Exchange Commission.

Thus, the disclosure of such training attendance and self-assessment results for the Board of Directors, Sub-committees and the Chief Executive Officer are found in this Annual Registration Statement/Annual Report 2025 (Form 56-1 One Report).

### **Remuneration Determination**

The Nomination and Remuneration Committee has reviewed the policy and criteria for determining appropriate compensation and other benefits for directors and sub-committees, taking into account individual responsibilities and performance, as well as the Companys overall performance. These compensation packages are designed to be comparable to those offered by peer companies in similar industries or businesses. Such compensation must be appropriate to motivate high-quality performance, help achieve the Companys objectives and business direction, and retain talented individuals with ability and potential. This is done with the Companys operating results and the benefit of shareholders as the top priority. The policy is then presented to the Board of Directors and shareholders meetings for approval, respectively.

In this regard, it was determined to provide the remuneration for the Board of Directors and three of Sub-committees including the Audit Committee, the Risk Management Committee, and the Executive Committee in the form of monthly remuneration and the annual bonus as the same. And, the Corporate Governance and Sustainability Committee and the Nomination and Remuneration Committees remuneration was paid in the form of the meeting allowances (per meeting). Apart from the above remuneration, there are no other welfares or benefits provided to the directors.

In addition, the Nomination and Remuneration Committee has reviewed the charter, and assessed both the individual performance and performance as a whole committee on a yearly basis. The committee has performed its duties as assigned discreetly, carefully and independently in compliance with the good corporate governance to ensure the transparent procedures of nomination and compensation, and the confidence of shareholders and all stakeholders. Thus, the Nomination and Remuneration Committee has disclosed the compensation of the Board of Directors, sub-committees, the Chief Executive Office and senior executives in this Annual Registration Statement/Annual report 2025 (Form 56-1 One Report).

### **Meeting attendance of Risk Management Committee**

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Anant Tangtongwechakit (Member of the subcommittee)	3	/	4	3/4 (75.00%)
2 Mrs. Jirawan Pongpichitkul (Member of the subcommittee)	3	/	4	3/4 (75.00%)
3 Ms. Chittima Tangtrongwechakit (Member of the subcommittee)	3	/	4	3/4 (75.00%)
4 Mr. Sarit Tangtrongweachakij (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mr. Adisak Tangtrongweachakit (The chairman of the subcommittee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(85.00%)</b>

### The results of duty performance of Risk Management Committee

#### 1. Compliance review

The Risk Management Committee has reviewed and considered the annual risk management plan for the year 2025, including the establishment of Key Risk Indicators (KRIs), Risk Appetite levels, and risk control activities. This plan covers essential operational tasks crucial to business operations to ensure that the organization can respond promptly to changes.

#### 2. Risk Management Execution

Members of the Risk Management Committee are senior executives in each business unit of Buriram Sugar Public Company Limited and its subsidiaries in order to determine a policy, provide suggestion, and promote and push forward the risk management to ensure the most effective and efficient risk management practices.

#### 3. Monitoring the Risk Management Plan

Risk Management Committee has assigned the Risk Management Office to monitor the risk management plan and relevant business units to additionally establish a measurement or action plan if Key Risk Indicators (KRIs) are not achieved their specified targets or Risk appetite. Moreover, risks have been consistently reported to the Risk Management Committee through scheduled status updates, while risk management results have been regularly communicated to the Audit Committee and the Board of Directors.

#### 4. Business Continuity Management

The Company prioritized the matter of the business continuity management system: BCM as of which has developed the management system regarding the business continuity plan by applying the BCM handbook, which was announced to all employees at Buriram Sugar Public Company Limited and its subsidiaries to acknowledge through the project of Enhanced Risk Culture as well. The activities are designed to instill knowledge, understanding, and awareness about the importance of the business continuity and the Company has prepared a written BCM policy to support the business in maintaining reasonable confidence in its potential assurance regarding its capabilities to

continue operations for the mutual and cooperate actions business disruption or minimally affected if a crisis occurs or crisis can restore the Companys operations to normal situation as soon as possible to assure the Companys stakeholders and comply with good corporate governance principles.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

#### The Group's Sustainability Policies and Practices are as follows:

##### Economic and Corporate Governance Dimension

1. Committed to the development and operation of sugarcane cultivation promotion, sugar production, and related businesses to deliver high-quality products and services.
2. Promote and support the adoption of technology, research, and innovation to enhance competitiveness and deliver quality, safe, and environmentally friendly products and services.
3. Operate and grow the business based on principles of good governance and business ethics.

##### Environmental Dimension

1. Operate in an environmentally friendly manner, with a strong commitment to developing and expanding bagasse packaging and biomass energy businesses to reduce greenhouse gas emissions.
2. Conduct operations with care for environmentally friendly production processes by managing air, water, and noise pollution effectively.

##### Social Dimension

1. Participate in creating opportunities, employment, and career development to improve the quality of life of community members and persons with disabilities.
2. Respect human rights and labor rights, and treat all employees equally and fairly without discrimination.
3. Committed to developing and enhancing employees knowledge and capabilities to enable them to work effectively toward the company's goals.

Reference link for sustainability policy : <https://www.buriramsugar.com/en/sustainability/csr-policy>

#### Sustainability management goals

Does the company set sustainability management : Yes  
goals

#### Sustainability Management Goals

In order to create the sustainability of business growth and development, the potential and capability to profitability is required; however, it is not the only factor that can completely create the business sustainability. The good governance and ethics, the responsibility for stakeholders, self-learning and development as well as the creative minds to develop the new innovations are also needed for sustainable business operation. As the results, BRR and its subsidiaries commits to develop these 6 sectors as follows:

##### 1. Human Resource Development

Employees are very important human resources for the business development therefore the Company group pays attention to every step in human resource management especially the recruitment in order to put the right man in the right job regarding to the process of recruitment from internal and external organization to find the applicants whom the qualifications are matching with the positions including follow the working results to evaluate work performance in accordance with the standards as specified. Furthermore, the Company also regulates the employees to comply with the regulations of the Company and the Good Corporate Governance, Code of Conduct Handbook and Anti-Corruption Policy in order to recognize the priority on stakeholders as well as generate self-awareness on the social responsibility

by participating the relevant activities. In addition, the Group has established a Human Resource Development Policy, which is incorporated in the Corporate Governance and Business Ethics Handbook. This information is publicly available on the Company's website under the "Corporate Governance" section, specifically within "CG and Download." <https://www.buriramsugar.com/en/corporate-governance/report>

## **2. Sugarcane Farmer Development**

According to vision and missions of the Company group which commits to generate the sufficiency of crop yield and life quality for farmer regarding to the business philosophy: **Sugar Made in the Field**, the Company group aims to support and develop the skills of sugarcane farmers in term of the academic and practical knowledge management of sugarcane farming, from the plating process, crop cares to crop harvesting, including the knowledge to apply the up-to-dated technologies for sugarcane farming management. Furthermore, the Company has organized the domestic and international company visit for sugarcane farmers in order to integrate the knowledge for further business and apply it for real work practices. The sugarcane farmer development is considered as the sustainable development which can increase the quality and crop yield per Rai for farmers and also minimize the risk from insufficiency of raw materials as well as generate the certain sufficiency of crop yield for the Company group.

Additionally, the Company group has initiated the concept of **Sugarcane Agriculturist Businessmen** for the purpose of inspiring and educating every farmer to plan and manage the sugarcane farming and other relevant processes appropriately with the practical and theoretical knowledge support from BRR and its subsidiaries closely in order to create the stability for the career of sugarcane farmers which provide the well returns and happiness including pass on experiences as well as inherit the business from generation to generation.

## **3. Research, Innovation, and Technology Development**

Throughout the period of business operation, the Company group prioritize the development of research, innovation and modern technology to develop, improve and strengthen the potentiality for the Company group and sugarcane farmers. the Company group have applied Online Farming Management System, Online Smart Farm System, Management Information System (MIS) and Geographic Information System (GIS) including other technology to support sugarcane planting in order to follow the individual sugarcane fields according to the academic principles and solve the problems real time. Furthermore, the Company group have conducted the research to prevent and eliminate the plant diseases and pests, for example, the outbreak control of plant diseases and insect infestation by using the method of biological control which is the culture of natural enemies such as parasitic wasps in order to control the outbreak of sugarcane borer and green muscardine fungus as well as eliminate stem boring grub.

As well as developing products and services such as the organic process of bagasse pulp production the company has collaborated with the research team of the company to develop research on the production of bagasse pulp with an organic process without using bleach, thus making the pulp clean and free from chemicals, which is the company's unique know-how and the only one in the world that produces pulp using such a process. At present, the research results of the pulp are in the process of patent approval.

## **4. Community Development**

The Company group has set the important mission to enhance the life quality of people in the community through the knowledge management and the career support; therefore, the Company group has organized the sightseeing to develop and create the value-added products including advertise and purchase the local products to make as the souvenirs for special occasions so that the local people can earn a living and be proud of themselves. Moreover, the Company group has developed and supported the education for children and the schools located in the surrounding area of the Company group as well.

## **5. Environmental Development**

The Company group maintains and protects the environment, beginning with internal management within its factories, paying close attention to both the production processes and the landscaping around the facilities. In addition, the Group organizes environmental conservation activities that involve participation from local communities, government agencies, and the Groups employees. These activities aim to foster collaboration and unity, while also cultivating environmental awareness within the community.

## 6. Development and Management Based on Good Governance and Ethics

The commitment in organization sustainable development with good governance and ethics is one of important issues of the Company group have prioritized and developed constantly. The Company group has operated the business in accordance with transparency which is disclosure the information pursuant to the appropriate regulations as required to generate the fairness as well as the equality among shareholders. Furthermore, the internal audit system proceeded by independent internal and external auditors was conducted to create fairness and enhance equality between all shareholders as well as for accuracy and transparency in business operations.

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, 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 12 Responsible Consumption and Production, Goal 17 Partnerships for the Goals

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

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

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

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

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

#### Business value chain

Buriram Sugar Public Company Limited can be divided according to business units into 6 businesses: (1) Sugar Business, (2) Biomass Power Plant Business, (3) Fertilizer Business, (4) Bagasse Packaging Business, (5) Logistics management business, and (6) biomass pellets business. The sugar business is the main business of the company and most of the other businesses are a continuation of the sugar business. Therefore, each business unit will have related stakeholders except the biomass pellets business.

Procurement of Raw Materials: The company has a raw material procurement department that manages raw materials and has created a strong group of sugarcane farmers (Contract Farming) by promoting and supporting academic knowledge, production factors, tools, machinery, agricultural technology, and money for promoting the cultivation of sugar cane, etc.; to develop and increase productivity for sugarcane farmers in all aspects. This will lead to sustainable development and create a good quality of life for sugarcane farmers as well as create security for the company's production. In addition, the company places importance on the quality of the crushed cane while taking care of the environment at the same time. There is a policy to cut fresh sugarcane and a campaign to stop burning sugarcane, which has deducted the cost of burning sugarcane at 30 Baht per ton to increase the price of buying fresh sugarcane according to the announcement of the relevant regulatory agency. Please read more about the environmentally friendly raw material procurement process (Green Procurement) in Section 1.2 Nature of Business Operations in the Sugar Business.



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>Internal stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Good and appropriate benefits and compensation</li> <li>• Career advancement</li> <li>• Self-development</li> <li>• Welfare</li> <li>• Workplace safety</li> <li>• Benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate fair compensation and appropriate benefits</li> <li>• Establish an equitable and fair performance evaluation system (KPI)</li> <li>• Provide regular training and development programs for employees</li> <li>• Listen to feedback and suggestions</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Training / Seminar</li> <li>• Others                             <ul style="list-style-type: none"> <li>• Annual performance appraisal of employees.</li> </ul> </li> </ul>
<b><u>External stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing productivity and reducing costs</li> <li>• Farmer development</li> <li>• Fair sugarcane pricing</li> <li>• Career and raw material (sugarcane) sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly visit sugarcane farm entrepreneurs</li> <li>• Organize training programs to achieve national standards for professional sugarcane harvesters</li> <li>• Conduct joint activities between the company and sugarcane farm entrepreneurs</li> <li>• Provide access to low-cost funding and essential production inputs, such as fertilizers and agricultural technologies, for sugarcane farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Online Communication</li> <li>• Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and consistent compensation</li> <li>• Sustainable growth of the company</li> <li>• Transparency and accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting business with transparency, accountability, and adherence to good governance principles</li> <li>• Efficient management that builds confidence and delivers good returns</li> <li>• Transparent, complete, sufficient, consistent, and equitable information disclosure</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Online Communication</li> <li>• Annual General Meeting (AGM)</li> <li>• Others               <ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Sustainability Report</li> <li>• Opportunity Day</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• High-quality products</li> <li>• On-time and demand-driven delivery</li> <li>• Fair pricing</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous development and improvement of products and services, including research</li> <li>• Efficient logistics management to ensure on-time and demand-driven delivery</li> <li>• Regular market surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> <li>• Others               <ul style="list-style-type: none"> <li>• Direct customer contact</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Business partners</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and transparent procurement</li> <li>• On-time payment for goods/services</li> <li>• Reasonable pricing</li> </ul>	<ul style="list-style-type: none"> <li>• Establish transparent and fair business contracts</li> <li>• Data protection and confidentiality</li> <li>• Complete and timely payment schedules</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Others               <ul style="list-style-type: none"> <li>• Participating in company activities</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing environmental impact from production</li> <li>• Promoting and creating local employment</li> <li>• Supporting community activities</li> <li>• Enhancing the quality of life in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Providing opportunities to hear community concerns and suggestions</li> <li>• Participating in various community activities</li> <li>• Supporting local career development, educational initiatives, and annual health check-up programs</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> <li>• Others               <ul style="list-style-type: none"> <li>• Sustainability Report</li> </ul> </li> </ul>

Diagram of the stakeholder analysis in the business value chain

ผู้มีส่วนได้เสีย	ความคาดหวัง	การตอบสนองจากบริษัท	ช่องทาง
 <b>นักธุรกิจใจดี (เกษียณ)</b>	<ul style="list-style-type: none"> <li>การตั้งแตงโมด ยอดสูง</li> <li>การตั้งแตงโมด ยอดสูง</li> <li>ความยั่งยืนทางสังคม</li> <li>ความรับผิดชอบต่อสังคม</li> <li>ความรับผิดชอบต่อสังคม</li> </ul>	<ul style="list-style-type: none"> <li>ตรวจสอบและปรับปรุงให้เป็นประจำ</li> <li>จัดสรรทรัพยากรที่จำเป็น</li> <li>มีกิจกรรม CSR ที่เกี่ยวข้อง</li> <li>จัดสรรงบประมาณในส่วนที่เกี่ยวข้อง</li> <li>จัดสรรงบประมาณในส่วนที่เกี่ยวข้อง</li> <li>จัดสรรงบประมาณในส่วนที่เกี่ยวข้อง</li> </ul>	<ul style="list-style-type: none"> <li>การจัดประชุมและสัมมนา</li> <li>การประชาสัมพันธ์</li> <li>นำข้อมูลต่างๆ เช่น Social, วิจัยชุมชน และคนอื่น</li> </ul>
 <b>ผู้ถือหุ้น</b>	<ul style="list-style-type: none"> <li>ผลตอบแทนที่คุ้มค่าและสม่ำเสมอ</li> <li>การดำเนินงานที่โปร่งใส</li> <li>ความรับผิดชอบต่อสังคม</li> </ul>	<ul style="list-style-type: none"> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> </ul>	<ul style="list-style-type: none"> <li>รายงานประจำปี</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> </ul>
 <b>ลูกค้า</b>	<ul style="list-style-type: none"> <li>สินค้าที่มีคุณภาพ</li> <li>การบริการที่ดี</li> <li>ความสะอาด</li> <li>ความรับผิดชอบต่อสังคม</li> </ul>	<ul style="list-style-type: none"> <li>การพัฒนาและปรับปรุงสินค้าและบริการอย่างต่อเนื่อง</li> <li>การบริการที่ดี</li> <li>การบริการที่ดี</li> <li>การบริการที่ดี</li> <li>การบริการที่ดี</li> </ul>	<ul style="list-style-type: none"> <li>การจัดตั้งลูกค้าที่ปรึกษา</li> <li>การประชาสัมพันธ์</li> <li>การประชาสัมพันธ์</li> <li>การประชาสัมพันธ์</li> <li>การประชาสัมพันธ์</li> </ul>
 <b>พนักงาน</b>	<ul style="list-style-type: none"> <li>สิทธิประโยชน์และค่าตอบแทนที่ดี</li> <li>การพัฒนาและฝึกอบรม</li> <li>การบริการที่ดี</li> <li>ความรับผิดชอบต่อสังคม</li> <li>สวัสดิการ</li> </ul>	<ul style="list-style-type: none"> <li>จัดสรรงบประมาณที่ดี</li> <li>การพัฒนาและฝึกอบรม</li> <li>การบริการที่ดี</li> <li>ความรับผิดชอบต่อสังคม</li> <li>สวัสดิการ</li> </ul>	<ul style="list-style-type: none"> <li>การจัดประชุม และสัมมนา</li> <li>การประชาสัมพันธ์</li> <li>การประชาสัมพันธ์</li> <li>การประชาสัมพันธ์</li> <li>การประชาสัมพันธ์</li> </ul>
 <b>คู่ค้าและผู้ซื้ยบริการ</b>	<ul style="list-style-type: none"> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> </ul>	<ul style="list-style-type: none"> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> </ul>	<ul style="list-style-type: none"> <li>การจัดประชุม</li> <li>การประชาสัมพันธ์</li> <li>การประชาสัมพันธ์</li> <li>การประชาสัมพันธ์</li> </ul>
 <b>ชุมชนและสิ่งแวดล้อม</b>	<ul style="list-style-type: none"> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> </ul>	<ul style="list-style-type: none"> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> <li>การดำเนินงานที่โปร่งใส</li> </ul>	<ul style="list-style-type: none"> <li>การจัดกิจกรรม CSR</li> <li>การประชาสัมพันธ์</li> <li>การประชาสัมพันธ์</li> <li>การประชาสัมพันธ์</li> </ul>

Stakeholders Analysis of the Business Value Chain

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
--	---

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Community and Social Support	• Community / Social Responsibility
Product Responsibility	• Customer / Consumer Responsibility
Good Corporate Governance	• Good Governance
Waste Management	• Waste and Waste Management
Risk Management	• Sustainability Risk Management
Water and Wastewater Management	• Water Management
Safety and Occupational Health Management	• Innovation Development • Others : Safety and Occupational Health Management
Energy Management	• Energy Management
Greenhouse Gas Management	• Greenhouse Gas Management
Human Rights	• Human Rights • Fair Labor Practices
Innovation	• Innovation Development
Stakeholder Engagement	• Customer / Consumer Responsibility • Community / Social Responsibility • Others : Stakeholder Engagement

### Diagram of organizations material sustainability topics



Materiality Assessment of Sustainability Issues

### **Corporate sustainability report**

Corporate sustainability report : Have data

Reference link for corporate sustainability report : <https://www.buriramsugar.com/en/sustainability/csr-report>

### **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

**Buriram Sugar Public Company Limited** is committed to creating added value for the organization and its stakeholders, as well as managing the organizations growth and business expansion with stability. In the course of doing business, the organization constantly faces various risks. Therefore, in order to achieve its set objectives, the Company recognizes the importance of risk management in alignment with good corporate governance principles. The Company has thus established a Risk Management Policy to serve as a guideline and practice standard for executives and employees, as follows:

- The Company operates its business within an acceptable level of risk to achieve its objectives and meet stakeholders' expectations. Risk management is integrated into the annual business planning, daily management, decision-making processes, and project management activities.
- All executives and employees are responsible for risk management, following their respective roles, responsibilities, and the risk management processes outlined in the Risk Management Manual.
- Executives and employees must assess risks, prioritize them according to the Companys guidelines outlined in the Risk Management Manual, and specify risk management methods and the responsible authorities. Risk reports must be submitted through the appropriate chain of command.
- The identification and management of risks affecting the achievement of organizational objectives must be systematically addressed to maintain risks at acceptable levels and prevent unforeseen business losses.
- Executives and employees must integrate risk management into their daily work activities at all organizational, departmental, and process levels.
- Whenever risks that could impact the organization are identified, they must be reported immediately to the relevant parties for further risk handling.
- Every executive and employee is considered the owner of their respective risks and is responsible for identifying, assessing, and implementing appropriate measures to manage risks within their areas of responsibility.
- The Company encourages and promotes the incorporation of risk management into the organizational culture, ensuring that everyone is aware of its importance.
- All risks that could impact the achievement of the Companys objectives must be managed through the following steps:
  - Timely identification of risks.
  - Assessment of the likelihood and potential impact of risks.
  - Risk management according to established risk management principles, considering associated costs and the benefits derived from risk mitigation.
  - Continuous monitoring to ensure appropriate risk management.
- Risks encompass organizational-level risks, departmental risks, and corruption risks involving public sector entities.

The Executive Committee, Management Team, and Risk Management Committee affirm their strong commitment to promoting effective and ongoing risk management processes.

The Risk Management Committee will regularly review and reassess the appropriateness of the organizational Risk Management Policy at least once a year to ensure that its content remains consistent with the organizations objectives and risk management strategies.

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

## 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 Climate Variability

- Related risk factors :
  - Operational Risk
    - Climate change and disasters
- ESG risk factors : Yes

#### Risk characteristics

The current climate variability is showing rapid changes. The global warming crisis is a major cause of these climate changes, impacting natural resources, ecosystems, and biodiversity, as well as coastal areas, small islands, and the livelihoods of rural local communities.

#### Risk-related consequences

Climate change also affects the agricultural sector in many aspects, including increased concentrations of carbon dioxide, changes in atmospheric moisture, and altered rainfall patterns. These factors directly impact sugarcane cultivation, which is a key raw material in the production process, leading to a decrease in sugarcane yield per rai and resulting in an insufficient supply of sugarcane for milling operations.

#### Risk management measures

The company closely tracks climate patterns and coordinates with its network of farmers to plan raw material sourcing, helping stabilize the volume of sugarcane supplied for production.

#### Risk 2 Human Rights Violations in the Supply Chain

- Related risk factors :
  - Operational Risk
    - Impact on human rights
- ESG risk factors : Yes

#### Risk characteristics

Buriram Sugar Public Company Limited and its affiliated companies, as part of the private sector in the sugarcane and sugar industry, are committed to driving efforts against child labor. They also strictly comply with the legal requirements under the Thai Labor Standards (TLS 8001) as well as the standards and requirements set by business partners and customers.

#### Risk-related consequences

The Company has elevated its labor standards to align with internationally recognized labor certification systems. With a strong emphasis on respecting human rights and labor rights, the Company has actively conducted field activities in its sugarcane promotion areas to campaign against child labor. Campaign signs have been posted both

within the sugarcane promotion zones and around the factory premises. Moreover, the Company has collaborated with the Buriram Provincial Office of Labor Protection and Welfare to conduct field surveys on child labor issues in sugarcane fields located near its facilities.

### **Risk management measures**

The Company continues to actively campaign against child labor by seeking cooperation and establishing agreements with sugarcane farmers, with the Sugarcane Farmers Association acting as an intermediary to oversee and support farmers in this matter.

### **Risk 3 Biosafety and Health Risks**

Related risk factors :

Operational Risk

- Safety, occupational health, and working environment

ESG risk factors : Yes

### **Risk characteristics**

the health and safety of the Company's stakeholders are a top priority. The Company strictly complies with all relevant health and safety laws and is committed to continuously improving the quality of its operations, from production to distribution. Regular inspections of the production system are conducted to ensure product quality for customers and to maintain a safe working environment for employees.

### **Risk-related consequences**

The outbreak of COVID-19 in Thailand brought significant changes to daily life compared to the past. In response, the Company established a Business Continuity Management (BCM) team to address potential disruptions to business operations, whether caused by personnel-related issues or impacts on company facilities. Business operations and management systems were adjusted to ensure stakeholder safety and to enable timely responses to any incidents. The Company prepared flexible working systems in case employees were unable to work onsite, including the implementation of Virtual Desktop Infrastructure (VDI), SAP system readiness, and the use of video conferencing for meetings.

### **Risk management measures**

Buriram Sugar Public Company Limited and its affiliated companies have organized activities to raise employee awareness regarding workplace safety, aiming to reduce losses. These activities combine educational content with entertainment and include awards for departments with zero accidents, outstanding personal protective equipment (PPE) practices by department heads, and outstanding 5S awards for the year 2020. These initiatives were organized in collaboration with both government and private sectors. Additionally, from 2016 to 2018, the Company received the First Prize Award for Outstanding Establishment in Occupational Safety, Health, and Working Environment at the provincial level from the Ministry of Labor.

### **Risk 4 Risks from Community Disputes**

Related risk factors : Strategic Risk

- ESG risk

ESG risk factors : Yes

### **Risk characteristics**

The factory is located in close proximity to a community area. Due to the changing environment, along with the expansion of the community and urban development, this may lead to disputes with the community in various areas, such as pollution from the factory, wastewater management, dust, odor, and noise from production processes.

### **Risk-related consequences**

These issues could potentially impact the company's reputation, business continuity, and result in costs associated with managing disputes.

### **Risk management measures**

The Company recognizes the importance of this matter and is committed to ensuring sustainable business growth alongside improving the living conditions of sugarcane farmers and neighboring communities. As a result, the Company has established a corporate social responsibility (CSR) policy based on the principles set since the company's establishment in 1964. In addition, the Company collaborates on CSR projects and activities with the community to manage risks and address/prevent environmental impacts that may lead to disputes with the community. Examples include managing the sugarcane bagasse piles during the milling season by using water spray systems and water curtains around the factory area, spraying water around the bagasse piles to reduce dust dispersion, monitoring wastewater and groundwater quality, cleaning roads during the milling season, conducting annual community health check-ups, and engaging in surveys/discussions with local residents about their concerns and any impacts they may have experienced. Furthermore, the Company works with external organizations, both private and public, to organize projects and activities that benefit the community, government agencies, and the Company itself, both directly and indirectly, receiving strong cooperation from various organizations.

### **Risk 5 Corruption Risk**

Related risk factors :

#### Operational Risk

- Corruption

ESG risk factors : Yes

### **Risk characteristics**

The Company manages corruption risk in line with the principles of good corporate governance and participates in the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC).

### **Risk-related consequences**

The Company analyzes potential risk events, assesses the impact of these risks, both financial and non-financial, and implements risk control measures to prevent corruption risks. Such risks could lead to legal actions, damage to the Company's reputation/image, or in the worst case, the revocation of the factory's operating license.

### **Risk management measures**

Risk control measures include policies, regulations, and practices such as the clear prohibition of offering or receiving gifts, presents, or other benefits to or from external parties to influence improper conduct. Any such actions must receive approval from supervisors or authorized personnel as per the company's delegation of authority procedures. Violations will result in disciplinary actions in accordance with the Company's policies. The Company has established a form for receiving and giving gifts or benefits, where the giver must complete the form and submit it to their supervisor or the authorized approving party and send it to the relevant department for further review. The Company communicates its anti-corruption policy to employees, including the prohibition of bribery to government officials or business partners and the penalties for non-compliance. This is conveyed through employee training, and also communicated to business partners to ensure they understand the Company's anti-corruption policy. In addition, the Company provides channels for employees and external parties to report any violations of rules and regulations.

### **Risk 6 Risk from High Debt-to-Equity Ratio**

Related risk factors :

#### Financial Risk

- Fluctuation in return on assets or investment

ESG risk factors : Yes

### **Risk characteristics**

As the Company is a holding company with loan agreements with commercial banks, agreements with the Buriram Sugar Group's power plant infrastructure fund, and subsidiaries engaged in businesses such as BSF.

### **Risk-related consequences**

The debt-to-equity ratio of BSF remains in compliance with the terms of the loan agreement with the commercial banks, with no additional requirements for maintaining other financial ratios, apart from the debt-to-equity ratio.

### **Risk management measures**

There are requirements to maintain debt-to-equity ratios on a company-by-company basis, which are not consolidated across the entire company.

### **Risk 7 Risk from the Influence of Major Shareholders on the Company's Management Policy**

Related risk factors : Strategic Risk  
• Corporate ownership structure risk  
ESG risk factors : Yes

### **Risk characteristics**

The Tangkornvejkit family group and Buriram Investment Company Limited, in which the Tangkornvejkit family group is the major shareholder, hold together more than 60% of the registered capital of Buriram Sugar Public Company Limited. The Tangkornvejkit family group also holds management and executive positions in the company. As a result, the company and/or minority shareholders may face risks from the influence of the major shareholders in determining management policies, potentially steering them in one direction.

### **Risk-related consequences**

This group can control the company's policies and management and may control the approval of shareholder resolutions requiring a majority vote, except in cases where the law or the company's regulations require a three-quarters majority vote at the shareholders' meeting. Therefore, other shareholders may not be able to gather sufficient votes to challenge or balance proposals put forward by the major shareholders.

### **Risk management measures**

However, the company has established good corporate governance principles to ensure that the company's directors and management adhere to them, including respecting shareholders' rights, transparency, and disclosure of information.

For transparency in management and to ensure checks and balances on the power of the management and board of directors, the company has an internal audit unit under the Audit Committee and external auditors to review, balance decision-making authority, and approve various matters before presenting them to the shareholders' meeting. This process is to avoid conflicts of interest and ensure transparency in the company's operations. The company also has a Risk Management Unit under the Risk Management Committee, which oversees the company's risk management. In addition, the company has established a Nomination and Compensation Committee and a Corporate Governance Committee to ensure transparency, clarity, and to safeguard the best interests of all stakeholders.

### **Risk 8 Risk from being a company that operates by holding shares in other companies**

Related risk factors :  
Financial Risk  
• Other : Risk from being a company that operates by holding shares in other companies  
ESG risk factors : Yes

### **Risk characteristics**

The company has established B.R.R. Green Holding Co., Ltd. (BGH), in which Buriram Sugar Public Company Limited holds 99.99% of the shares. BGH operates as a Holding Company and generates income from its holdings in Buriram Green Energy (BGE), a company involved in the production and sale of biomass fuel pellets.

### **Risk-related consequences**

The company's performance and dividend payments will depend on the performance and dividend distributions of its subsidiaries. As a result, the risk that may arise is the risk from the business operations, as well as the ability to distribute dividends of the subsidiaries.

## **Information on business continuity plan (BCP)**

### **Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : Yes

### **Business Continuity Management**

The Company prioritized the matter of the Business Continuity Management (BCM) system as of which has developed the management system regarding the business continuity plan by applying the BCM handbook, which was announced to all employees at Buriram Sugar Public Company Limited and its subsidiaries to acknowledge through the project of Enhanced Risk Culture as well. The activities are designed to instill knowledge, understanding, and awareness about the importance of the business continuity and the Company has prepared a written BCM policy to support the business in maintaining reasonable confidence in its potential assurance regarding its capabilities to continue operations for the mutual and cooperate actions business disruption or minimally affected if a crisis occurs or crisis can restore the Companys operations to normal situation as soon as possible to assure the Companys stakeholders and comply with good corporate governance principles.

## 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 : Yes  
plan

Buriram Sugar Public Company Limited can be divided according to business units into 6 businesses: (1) Sugar Business, (2) Biomass Power Plant Business, (3) Fertilizer Business, (4) Bagasse Packaging Business, (5) Logistics management business, and (6) biomass pellets business. The sugar business is the main business of the company and most of the other businesses are a continuation of the sugar business. Therefore, each business unit will have related stakeholders except the biomass pellets business.

**Procurement of Raw Materials:** The company has a raw material procurement department that manages raw materials and has created a strong group of sugarcane farmers (Contract Farming) by promoting and supporting academic knowledge, production factors, tools, machinery, agricultural technology, and money for promoting the cultivation of sugar cane, etc.; to develop and increase productivity for sugarcane farmers in all aspects. This will lead to sustainable development and create a good quality of life for sugarcane farmers as well as create security for the company's production. In addition, the company places importance on the quality of the crushed cane while taking care of the environment at the same time. There is a policy to cut fresh sugarcane and a campaign to stop burning sugarcane, which has deducted the cost of burning sugarcane at 30 Baht per ton to increase the price of buying fresh sugarcane according to the announcement of the relevant regulatory agency. Please read more about the environmentally friendly raw material procurement process (Green Procurement) in Section 1.2 Nature of Business Operations in the Sugar Business.

**In terms of Production Process:** The Company realizes and pays attention to every production process by researching and developing products to provide quality, clean and safe products for customers. Moreover, the Company has played the role in creating jobs and careers for the community as well as developing personnel and taking care of employees within the organization to have knowledge and professionalism to build confidence and bring good services to customers as well as taking into account to stakeholders and participate in helping society.

The Company has a standard logistics management system by managing the lead time after the buyer has ordered the product from the seller (Lead time) with a network of professional transporters in each route and in each region covering the whole country. This is to ensure that customers receive good service and satisfaction in the logistics management of the company as well as to manage and reduce energy consumption.

Furthermore, the company has arranged for an after-sales customer satisfaction assessment, which is very important that the company has given importance by specifying product and service evaluation topics for the company to analyze the information, and continue to develop and improve products and services even further.

## Information on new suppliers undergoing sustainability screening criteria

### New suppliers undergoing sustainability screening criteria

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

## Information on supplier code of conduct

### Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://www.buriramsugar.com/storage/cg/cg-report-and-download/policy/20210329-brr-cg-handbook-th.pdf>

Page number of the reference link : 63-64

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

### Key suppliers acknowledging compliance with the supplier code of conduct

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

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

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

#### Research and Development to Increase Yield

The raw material sourcing department conducts research to identify factors that affect the increase in sugarcane yield through experiments and studies to find suitable methods and approaches. This is done to ensure the sustainability of the crop yield and improve the quality of life for sugarcane farmers. Additionally, innovation and new methods are being developed, along with experiments and research to find ways to improve yield and test new products designed to enhance productivity before being passed on to sugarcane farmers.

### 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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