

ESG Performance

Company Name : Asian Alliance International Public Company Limited Symbol : AAI

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 Management, Waste Management, Greenhouse Gas and Climate Change Management, Air Quality Management,
Other : Air Pollution Management

The Board of directors (BOD) of the company prioritizes sustainability management in the environmental dimension under its sustainable development policy. Rather than sustainable development policy, the BOD has established environmental policies to serve as key practices for all personnel within the organization and to instill good environmental awareness among all levels of staff. In 2024, the company, as plan, was certified as a Green Industry Level 4: Green Culture, signifying that everyone in the organization cooperates in environmentally friendly operations in every aspect of the business, making it part of the organizational culture.

Reference link for environmental policy and guidelines : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-environment-policy-en.pdf>

Information on review of environmental policies, guidelines, and/or goals over the past year

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management, Air Quality Management

In 2024, the Risk Management for Sustainability Committee set 2024 goals on environment issues and reviewed the relevant policies, as well as assessing the company's environmental risks, including long-term goals. The committee reported to the Board of Directors stating that the company's current residual risk on environmental issues are moderate to low, except for climate change risk, which has increased to a significant level. The committee approved additional risk mitigation plans by emphasizing sustainable supply chain management and organizing training programs to improve planning and processes to reduce greenhouse gas emissions among relevant employees. Meanwhile, the sustainable development policies and other related policies, as well as long-term environmental goals, remain appropriate for the current situation.

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 energy management principles and standards

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO)

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Air Pollution Management Plan

The company's Board of directors places great importance on the quality of air released from the factory, which could negatively impact employees, as well as the surrounding community and environment. The Risk Management for Sustainability Committee, with the approval of the company's BOD, mandates an annual risk assessment related to air pollution emissions, consistently finding the risk to be low. The company's operations may encounter air pollution issues from only two main sources: fuel combustion pollution and pollution from transportation processes, including company-operated and outsourced transportation activities. Therefore, the board has approved the air pollution management plan based on these two approaches:

1) Controlling pollution from fuel combustion in the steam production process (boilers): The company has installed an air treatment system, including a multi-cyclone and Venturi wet scrubber, to capture dust particles and chemicals from the boiler chimneys. Additionally, a water injection system is installed to clean the chimneys at least twice a year. A dust extraction system is also in place along the screw conveyor back to the combustion chamber, and a coal storage room with water spray for dust capture has been built. Furthermore, a wet scrubber system is set up to eliminate odors from the fishmeal production process, reducing any smell that might disturb employees or nearby communities. Monitoring measures include installing PM 2.5 dust meters at the chimneys and monthly PM 2.5 dust measurements.

2) Controlling pollution from the transportation process: The company enforces a no-idling policy for vehicles in its premises and requires all transport operators entering the premises, whether contracted or partners' vehicles, to be free of black smoke and to provide vehicle inspection certificates upon request.

External agencies are hired to measure the quality of air emissions from the chimneys in accordance with the Ministry of Industry's 2006 announcement on permissible air pollutant levels from factories, and the Department of Welfare and Labor Protection's 2017 announcement on hazardous chemical concentration limits. These measurements are conducted every six months using air quality analysis standards recognized by the United States Environmental Protection Agency (US EPA).

Setting Air Pollution Management Goals

No legal violations and no complaints related to air pollution issues.

Performance and outcomes of Air Pollution Management

In the past, the company's air quality measurements, including PM 2.5 levels, have met the standard criteria and significantly decreased due to improvements in the air treatment system and dust extraction system through the screw conveyor back into the incinerator. Additionally, the company has never had any legal violations or related complaints.

Furthermore, in 2024, as a result of implementing the Smart Boiler project to enhance boiler efficiency, the company introduced a PLC control system, which records operations, stores data, and generates reports on boiler performance continuously. This system includes an online display and an alert system to enable quick and precise problem-solving. Besides allowing more efficient combustion control, this project also significantly reduces emissions from the boiler chimney, particularly Carbon Monoxide (CO) and Sulfur Dioxide (SO₂), which have been reduced to approximately 30% and 10% of the pre-project emission levels, respectively.

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy management plays a significant role in cost management and the company's greenhouse gas emissions. Therefore, the company places great importance on energy conservation and maximizing energy efficiency. The company has two approaches to energy management:

1) Improving energy efficiency through the enhancement of key machinery, such as implementing the Smart Boiler project. This involves optimizing the boiler system for maximum efficiency, reducing the risk of sudden machine breakdowns through boiler alerts. It also includes monitoring boiler operations online, collecting data, and generating reports to calculate boiler efficiency for work planning.

2) Aiming to source at least 50% of the company's energy from clean energy sources by 2030. This starts with the solar power generation project through the installation of solar panels on factory roofs to replace electricity from transmission systems. Additionally, the company is improving the electrical systems on the surrounding area of the factory premises to solar-powered systems.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel⁽¹⁾

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Increase of electricity and fuel consumption from renewable energy sources	2023 : electricity and fuel consumption from renewable sources 15,979,294.80 MJ	2024 : Increased by 2,085,445.80 MJ

Remark: ⁽¹⁾ Details of setting goals for electricity and/or fuel management of the Company are as follow;
1. The proportion of energy consumption from clean energy sources should be at least 50%
2. The proportion of energy consumption from clean energy sources should increase compared to the previous year.
3. Energy intensity per ton of production should decrease compared to the previous year.

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Using clean energy is one of the most effective methods to reduce greenhouse gas emissions. The company aims to achieve a proportion of at least 50% of the total energy used each year from clean energy sources by 2030. Currently, clean energy technology that the company can use to reduce electricity consumption (Scope 2 greenhouse gas emissions) includes solar energy. Since 2021, the company has used solar energy by installing solar panels on the roofs of all company buildings, which can generate about 16,000 gigajoules of electricity (16,709 gigajoules in 2024), equivalent to a reduction of approximately 2,219 tons of CO₂ emissions compared to electricity usage. Furthermore, the company has implemented a key policy requiring the installation of solar panels in the construction of new company buildings in the

future. The electricity consumption within the building must be assessed and solar panels must be installed as much as possible to ensure that the company's growth results in minimal increases in electricity consumption.

The use of clean energy (solar energy) increased from 15,979 gigajoules in 2023 to 16,709 gigajoules in 2024, accounting for 3.1% of total energy consumption, a slight decrease compared to 3.5% in 2023 due to a significant increase in production while clean energy sources remained limited.

However, energy intensity per ton of production in 2024 decreased by approximately 19.1% to 13.3 gigajoules per ton of production from 16.5 gigajoules per ton of production in 2023, even though the company's total energy consumption increased by 13.0% to 550,540 gigajoules compared to the previous year due to increased production from business growth. The improvement in energy intensity per ton of production was attributed to better utilization rates and the implementation of the Smart Boiler project aimed at optimizing boiler efficiency. The project included PLC control systems to monitor and record boiler operations, provide online performance displays, and issue alerts for quick and precise problem-solving. This not only improved fuel combustion efficiency but also significantly reduced boiler emissions, especially Carbon Monoxide (CO) and Sulfur Dioxide (SO₂), which decreased to about 30% and 10% of pre-project emission levels, respectively.

Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	28,509,200.25	27,643,065.50	32,002,011.59
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	23,944,147.25	23,204,372.50	27,360,733.59
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	4,565,053.00	4,438,693.00	4,641,278.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	6,120.48	6,955.98	7,540.53

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

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Kilogram of product)	0.67877335	0.93421811	0.77359489

Electricity Expense ^(*)

	2022	2023	2024
Total electricity expense (Baht)	69,980,879.00	68,652,207.80	74,754,661.07
Percentage of total electricity expense to total expenses (%) ^(**)	1.13	1.36	1.28
Percentage of total electricity expense to total revenues (%) ^(**)	0.97	1.24	1.07
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	15,023.80	17,275.34	17,614.20

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

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

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	49,038.00	48,291.12	51,506.47
Gasoline (Litres)	3,862.00	3,046.00	2,374.99
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	87,859.00	69,150.00	92,085.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	16,069.59	14,491.55	16,259.31

Additional explanation : Not include external fuel consumption

Company's fuel expense (*)

	2022	2023	2024
Total fuel expense (Baht)	90,045,580.82	84,464,279.51	87,754,319.92
Percentage of total fuel expense to total expenses (%) ^(**)	1.46	1.67	1.50
Percentage of total fuel expense to total revenues (%) ^(**)	1.25	1.53	1.26

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	147,933.01	135,235.56	152,885.05

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.02054892	0.02448150	0.02191992

	2022	2023	2024
Intensity of total energy consumption within the organization (Megawatt-Hours / Kilogram of product)	0.00352213	0.00457039	0.00369574

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The Board of directors of the company places great importance on efficient water management. The Risk Management for Sustainability Committee, with the approval of the company's BOD, mandates that the company conduct an annual water risk assessment. In 2024, it was found that the risk of water scarcity remains low due to the company's location in a community with well-established water management infrastructure, including tap water and groundwater sources. At the same time, the efficient drainage system ensures that the risk of flooding remains low. Additionally, the company focuses on controlling and managing wastewater from the production process and promotes water conservation, including water reuse, to maximize benefits, reduce costs, and prevent negative impacts on the company, employees, and surrounding communities.

The company has key operational plans in three areas as follows:

1) Water Quality Control : The company conducts regular quality checks on the water used in the production process to ensure its quality. Daily inspections are carried out to monitor various parameters affecting water sterilization, such as chlorine levels, pH levels, and total hardness. Monthly quality checks are also conducted to ensure the water quality meets the standards for drinking water and industrial usage.

2) Efficient Water Use : The company utilizes water both in the production process and as an ingredient in its products, which include food and pet food. Therefore, efficient water use is crucial, and there are limitations on reusing water treated by the company's wastewater treatment system. However, the company recycles water in its Retort and reuses wastewater treated for flushing toilets and cleaning production areas. Plans are also in place to improve the quality of treated wastewater to increase the amount of water that can be reused.

3) Wastewater Management : The company has a system for treating wastewater using chemical and biological processes to remove oils, fats, and contaminants, ensuring it meets the standards set by the Ministry of Industry before being discharged into the environment. An online BOD (Biochemical Oxygen Demand) analyzer reports real-time results to the Department of Industrial Works continuously, with maintenance personnel overseeing the wastewater treatment system. Additionally, external agencies conduct monthly inspections of the treatment equipment, analyzing both incoming and outgoing water to ensure compliance with standards set by the Department of Industrial Works, the Samut Sakhon Provincial Industrial Office, and the Marine Department.

Information on setting goals for water management

Setting goals for water management⁽²⁾

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Increase of recycled water for consumption	2023 : Recycled water for consumption 120,284.00 Cubic meters	2024 : Increased by 17,271.09 Cubic meters

Remark: ⁽²⁾ Details of setting goals for water management of the Company are as follow;
1. The proportion of water reused is higher than the previous year
2. 100% of wastewater treated before discharge
No legal violations and no related complaints

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In the year 2024, the company implemented its water management plan, with a total water consumption of 958,341 cubic meters, an increase of 15.6% compared to the year 2023 due to production increase, in line with business growth. However, the water consumption per ton of production was 23.2 cubic meters per ton, down from 28.0 in the previous year. This improvement is mainly due to a better utilization rate.

In 2024, the company reused a total of 111,446 cubic meters of water, accounting for 13.1% of all wastewaters. The reused water was utilized in the retort system and repurposed from treated wastewater for toilet flushing and factory floor cleaning. The proportion of reused water decreased compared to 21.9% in the previous year. This reduction is because the company's Risk Management for Sustainability Committee, with the Board of Directors' approval, authorized an investment project in a new wastewater treatment system. This new system aims to improve the quality of treated water to a level comparable to tap water, enabling more extensive reuse. During the system installation, the company could reuse less treated water, leading to a decrease in the amount of reused water in 2024 compared to the previous year. Nevertheless, the company expects the project to be completed and operational around the second quarter of 2025, which should significantly increase the amount of reused water since then.

Regarding wastewater from the production process, the company utilized fish steaming water, obtained from the process of cooking tuna before production, to produce a concentrated fish solubles. This by-product is then sold to various feed manufacturers as a raw material for feed production. This process not only maximizes the use of tuna raw materials but also reduces the amount of wastewater requiring treatment. In 2024, the company used a total of 2,433 tons fish steaming water to produce fish solubles, while wastewater from other production process was treated 100% before discharge.

In the past year and 2024, the company and its subsidiaries had no legal violations and no related complaints.

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	1,079,378.00	838,014.00	958,341.00
Water withdrawal by third-party water (cubic meters)	752,069.00	554,652.00	573,087.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	327,309.00	283,362.00	385,254.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	231.73	210.87	225.81
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.15	0.15	0.14

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

Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	928,129.90	550,287.93	852,258.10
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	928,129.90	550,287.93	852,258.10
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	151,248.10	287,726.07	106,082.90

Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	161,193.00	120,284.00	111,445.90

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.02100941	0.05208664	0.01520965
Intensity of total water consumption (Cubic meters / Kilogram of product)	0.00360105	0.00972392	0.00256438

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	19,260,677.35	15,006,990.04	16,831,430.62
Total water withdrawal expense from third-party water (Baht)	14,952,619.45	11,346,606.04	11,652,046.62
Total water withdrawal expense from other sources (Baht)	4,308,057.90	3,660,384.00	5,179,384.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.31	0.30	0.29

	2022	2023	2024
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.27	0.27	0.24
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	4,134.97	3,776.29	3,965.94

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The company manages waste according to the 3Rs concept, which includes Reduce (reducing or using only what is necessary), Reuse (reusing), and Recycle (reprocessing for reuse). This approach is believed to enhance operational efficiency, reduce production costs, and cultivate a positive image and customer perception. It also fosters a favorable attitude and acceptance from the surrounding community. The company is committed to reducing landfill waste to zero by establishing dedicated units for waste sorting, separating reusable materials, and sorting waste for external reprocessing. Additionally, food waste is composted for use within the factory area, ultimately aiming for Zero Waste to Landfill target.

Information on setting goals for waste management

Setting goals for waste management⁽³⁾

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	2023 : non-hazardous waste 6,037,576.83 Kilograms	2024 : Increased by 563,788.84 Kilograms	<ul style="list-style-type: none">• Reuse• Recycle• Other : Compost it to use as fertilizer and use to produce by-product

Remark: ⁽³⁾ Details of setting goals for waste management of the Company are as follow;
1. The proportion of waste sent to landfills has decreased compared to the previous year
2. No legal violations and no related complaints

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The company has waste, particularly non-hazardous waste, which varies according to the company's production capacity. As a result, in 2024, the company had more non-hazardous waste compared to 2023. The non-hazardous waste from the company's tuna processing, such as heads, tails, bones, and guts, can be processed into tuna meal, a by-product that adds value to these scraps. Tuna meals can be sold as a key ingredient in the production of feed. In 2024, the company processed 4,914 tons of tuna scraps into tuna meal, accounting for approximately 60.3% of all waste of the year 2024.

In 2024, the company managed to separate waste for reuse and/or recycling at a rate of approximately 11.7%, an increase from 10.3% and 10.5% in 2022 and 2023 respectively. The company also managed to separate waste for composting at around 6.9%, a slight decrease compared to 7.3% in 2023. In 2024, the proportion of non-hazardous waste sent to landfills or disposed of by municipalities was 21.0% of the total waste (2023: 18.9%, 2022: 22.1%).

The amount of hazardous waste disposed of by the company increased due to changes in waste separation and

disposal methods, with authorized internal storage facilities and contracted external agencies handling disposal to reduce transportation costs.

In 2024, the company and its subsidiaries had no legal violations or related complaints.

Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	9,342,248.25	7,451,666.83	8,147,024.20
Total non-hazardous waste (kilograms)	9,340,898.25	7,449,426.83	8,145,054.20
Non-hazardous waste - Landfilling (Kilograms)	2,062,010.00	1,411,850.00	1,714,670.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste – Others (kilograms)	7,278,888.25	6,037,576.83	6,430,384.20
Total hazardous waste (kilograms)	1,350.00	2,240.00	1,970.00
Hazardous waste - Landfilling (Kilograms)	990.00	380.00	830.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste – Others (kilograms)	360.00	1,860.00	1,140.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	1.30	1.35	1.17
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	1.30	1.35	1.17
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

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

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

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	961,117.25	784,492.00	950,626.20
Reused/Recycled non-hazardous waste (Kilograms)	961,117.25	784,492.00	950,626.20
Reused non-hazardous waste (Kilograms)	7,235.25	16,493.00	11,692.20

	2022	2023	2024
Recycled non-hazardous waste (Kilograms)	953,882.00	767,999.00	938,934.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	10.29	10.53	11.67
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	10.29	10.53	11.67
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	:	Business Group
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The company's Board of directors recognizes the issues and impacts of climate change, which is a crucial sustainability issue and a global risk that could affect lifestyles, the environment, properties, and business operations. One of the primary causes of climate change is the emission of greenhouse gases from industrial production processes, energy use, and transportation using fossil fuels which all of those are activities within the value chain of the company. The company's Board of directors has therefore set a goal to achieve net-zero greenhouse gas emissions by 2050. The organizational sustainability risk management committee, with the approval of the company's board of directors, mandates that the company must annually assess its climate change risks. In 2024, the residual risk in this matter increased from a moderate level to a significant level. Climate change has significantly affected the business in terms of the supply and adequacy of natural raw materials, and the volatility of raw material prices, especially tuna. At the same time, the company's customers, both in the OEM segments and end-consumers, are increasingly concerned about this issue. Notably, the trend of greenhouse gas emissions being used as a non-tariff trade barrier between countries is likely to emerge soon. Therefore, the company has policies and measures to prepare and intensify its efforts to reduce greenhouse gas emissions in its processes every year.

The company measures and reports greenhouse gas emissions annually (Scope 1: direct emissions from energy sources owned by the company, resulting from the company's operations, and Scope 2: indirect greenhouse gas emissions from purchased energy used in the company) since 2019. Data collection for Scope 3 greenhouse gas emissions started in 2023, encompassing a total of 8 categories related to the company's business activities, excluding the category of indirect emissions from the disposal of product scraps. This exclusion is due to the company lacking information about its products after they have been delivered to customers both domestically and internationally. Significant greenhouse gas emission sources within the business processes are reported to the Risk Management for Sustainability Committee to continuously and effectively find ways to reduce emissions. The committee annually monitors project performance and considers approving projects to reduce various types of greenhouse gas emissions as follows:

1) The transition to using energy from clean sources to reduce the use of fossil fuels: The company has a policy to switch to using clean energy sources, aiming to achieve at least 50% by 2030. The company has started using solar energy since 2021, and each year, the installed solar panels can generate approximately 16,000 gigajoules of electricity, equivalent to reducing greenhouse gas emissions by around 2,219 tons of CO₂e per year. Additionally, the company has a significant policy mandating the installation of solar panels in the construction of new buildings in the future. The policy requires an assessment of the building's electricity consumption and the maximization of solar panel installations to ensure that the company's growth has a minimal impact on increased electricity consumption. The company also reduces greenhouse gas emissions by using a Chilled Water air conditioning system instead of R22, one of the key gases causing the greenhouse effect. The complete transition is expected to finish by 2024, reducing greenhouse gas emissions by no less than 1,600 tons of CO₂e per year. Furthermore, the company mandates relevant personnel to study the feasibility of reducing reliance on fossil fuels, including oil and fuel, as well as coal, which remains the company's primary energy source. Reports must be made to the committee periodically, especially regarding the use of alternative fuels or energy sources for steam generation in the company's boiler system.

2) Improving energy efficiency: for energy savings and energy intensity controlling.

3) Maximizing raw materials or natural resources usage: to reduce waste and decrease greenhouse gas emissions from non-sustainable waste disposal processes. Key actions beyond the 3Rs approach include transforming leftover raw materials from the tuna processing process into by-products. The company is a manufacturer and distributor of pet food and human shelf-stable food, and in the company's production process, the main raw material is tuna. The company purchases whole tuna to use as raw materials in producing its human shelf-stable food, such as canned tuna. During the tuna processing to produce such products, the tuna meat obtained is mainly used to produce canned or pouched tuna, and

the scraps or blood meat is used to produce wet pet food. Additionally, there are leftover scraps such as tuna heads, tails, bones, and intestines, as well as fish broth used in cooking the tuna. The company processes these leftovers into fish solubles and fish meal, which are by-products sold to various animal feed factories as raw materials for producing animal feed. This not only maximizes the use of tuna raw materials but also reduces landfill waste and wastewater to be treated, resulting in a reduction of greenhouse gas emissions by no less than 6,400 tons of CO₂ equivalent per year.

4) Participating in forest planting projects: to help absorb carbon dioxide from the atmosphere, which reduces greenhouse gas levels in the air, creates a robust ecosystem, and increases biodiversity. Since the company's factory and business operations are in Samut Sakhon province, the company has initiated the AAI Mangrove Conservation Project to support participation in nature conservation in the Bang Khut coastal area, Ban Bo Subdistrict, Mueang District, Samut Sakhon Province, increasing mangrove forest area and enhancing the ecosystem. This activity has been carried out continuously every year since the year 2018.

Additionally, to prepare the company for the future where greenhouse gas emissions may be used as trade barriers between countries and overseas OEM customers may require carbon footprint reports for their products, the Risk Management for Sustainability Committee has mandated that the company must have the capability to report product carbon footprints via its ability to report product carbon footprints for wet pet food under the “monchou” brand, which started to be implemented gradually from 2022 and currently has completed a total of 13 items.

The company's policy of business expansion and increasing production capacity is likely to result in more greenhouse gas emissions. However, the company is committed to studying and collecting sufficient operational data from various projects to set appropriate short-term targets. These targets will enable tangible annual performance measurements aligned with long-term goals. This includes considering the timeline and readiness of the company before deciding on committing on a greenhouse gas reduction plan along with the Science-Based Targets initiative (SBTi).

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Other Greenhouse Gas Emission Reduction Target

Setting other greenhouse gas reduction targets⁽⁴⁾

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2022 : Greenhouse gas emissions 51,210.00 tCO ₂ e	2024 : Reduced by 771.96 tCO ₂ e in comparison to the base year	2050 : Reduced by 100% in comparison to the base year

Remark: ⁽⁴⁾ Details of setting other greenhouse gas reduction targets of the Company are as follow;
 1. Net-Zero Greenhouse Gas Emissions within 2050
 2. Greenhouse Gas Emissions Intensity is lower than the previous year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

In 2024, the company expanded its measurement scope for greenhouse gas emissions in Scope 3 to be more comprehensive with increased production along with business growth. These resulted in total greenhouse gas emissions across all three scopes reaching 79,517 tons of CO₂e, a significant increase compared to 47,911 and 55,564 tons of CO₂e in 2023 and 2022, respectively. Most of this increase was due to more comprehensive emissions report in Scope 3. Consequently, the overall greenhouse gas emissions intensity across all three scopes rose by approximately 2.0% compared to the previous year (2024: 1.92 tons of CO₂e, 2023: 1.62 tons of CO₂e). Emissions in Scope 1 and 2 were at 52,996 tons of CO₂e, with an emissions intensity of 1.28 tons of CO₂e per ton of production, a decrease of 14.1% compared to 2023. Additionally, the product carbon footprint report under the "monchou" brand was expanded by 5 items, totaling 13 items.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	55,564.00	47,911.00	79,517.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	39,240.00	32,466.00	39,316.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	11,970.00	11,600.00	13,680.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	4,354.00	3,845.00	26,521.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.007718	0.008673	0.011401
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	11.93	12.06	18.74
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Kilogram of product)	0.00132292	0.00162003	0.00192217

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : V Green KU Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

Absorption and removal of Greenhouse Gas

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 : Asian Alliance International Public Company Limited Symbol : AAI

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

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

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

The Board of Directors place importance on managing sustainability in the social dimension, under the company's sustainable development policy. It emphasizes human resource management and engagement with surrounding society and communities, as they are key stakeholders in the company's sustainable growth strategy.

Reference link for social and human rights policy and guidelines : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-sustainable-development-and-corporate-social-responsibility-en.pdf>

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

In 2024, the Risk Management for Sustainability Committee set social sustainability goals for the year and reviewed all relevant policies. They also assessed the company's risk in social dimension and reviewed its long-term social sustainability goals. The committee reported to the Board of directors that the residual risk for risk in social dimension was moderate to low, except for human resource management risks, which were at a significant level. The committee approved additional risk mitigation plans, including developing personnel development plans along with career path, expediting the succession plan for mid-level executive positions, and improving key performance indicators at all employee levels to ensure effective individual performance measurement aligned with the organization's strategic plan. Meanwhile, the sustainable development policy and other related policies, as well as long-term social goals, remain appropriate for the current situation.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

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

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

Quality and Food Safety

Practice on Quality and Food Safety

Quality and food safety are prioritized sustainability issues since the company is a manufacturer and distributor of food and pet food. The company's main revenue comes from OEM for international brand owners. Therefore, it is essential for the company to be a reliable producer and able to deliver quality and safe products to consumers. The board of directors has assigned the management committee to oversee the implementation to build confidence and reduce risks relating to quality and food safety as follows:

1. Acquiring quality and food safety certifications equivalent to international standards from various agencies, both domestic and international, as required by customers.
2. Establishing a complete, rapid, and efficient product traceability system in all stages, within the specified timeframe, including both forward traceability and backward traceability. This system also allows tracing back to the suppliers of raw materials and packaging delivered to the company, ensuring that customers and end consumers can trust the company's products. Traceability measures include:
 - (1) Identification of raw materials, packaging, in-process products, finished products, non-compliant materials or products, rework products, and delivery of all types of raw materials and packaging to the company.
 - (2) Document keeping of identification and traceability records.
 - (3) Setting the frequency for traceability testing at least once a year, from primary packaging raw materials to finished products and vice versa.
 - (4) Specifying traceability timeframes suitable for the business type, industry standards, and customer requirements.
 - (5) Conducting traceability exercises covering all production processes.
 - (6) Performing traceability tests, including setting mass balance within the range of 95% to 105%.

Quality and Food Safety Goals

- 100% of the company's products are certified for food safety standards.
- No legal violations or complaints related to food safety.

Performance in Quality and Food Safety Management

In 2024, the company has been certified for many quality and food safety standards, including Dolphin safe, BRC Global Standard for Food Safety Issue 9, Sedex / SMETA, Green Industry Level 3, Hazard Analysis and Critical Control Point (HACCP), Good Hygiene Practice (GHPs / GMP), CFIA, Kosher, HALAL, Marin Trust Standard for Responsible Supply of Marine Ingredients Version 2.0. This has assured the customers that they can confidently choose the company as a strategic partner for sustainable growth. 100% of the company's products have achieved quality and food safety standards. Moreover, in 2024, the company had no complaints related to the safety of its products' consumption and no product recalls from the market since 2019.

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

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

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

	2022	2023	2024
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan⁽⁵⁾

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

The company relies heavily on labor-intensive production, with the majority of the workforce being migrant workers. Operating in the fishing industry, which has stricter labor regulations and stronger customers' concern throughout the supply chain than other industries, the Board of Directors consistently places significant importance on treating labor fairly, in comply with human rights issues, especially those related to labor treatment. Recently, the Risk management for Sustainability Committee, with the board's approval, has periodically reviewed policies on legal compliance and human rights principles. Policies have been developed for performance evaluation, promotions, and equitable pay without discrimination based on race, nationality, gender, or religion. The company has also signed the Memorandum of Understandings (MOUs) with the Government and other operators in fishery industry to prevent illegal fishing, the illegal trade of aquatic products, the use of illegal labor, and human trafficking. Consequently, the company's risk assessment regarding human rights violations and unfair labor practices remains low.

The company's Board of directors, through the management team and the Executive committee, has implemented work procedures, business continuity plans, and procedures for working in high-risk areas such as confined spaces, working with hazardous substances, and working with dangerous machinery, according to Sedex/SMETA standards. Additionally, training programs are provided to employees by experts and experienced supervisors to inform employees of necessary basic information. The company also conducts labor relations activities and promotes safety within the workplace continuously, such as fire evacuation drills, ammonia leak evacuation drills, and participation in safety activities with government agencies and private organizations. Furthermore, the company conducts risk assessments for occupational diseases related to chemicals, light, noise, and heat, annual health check-ups, and special examinations based on employee risk exposure by occupational medicine specialists, with results reported to the provincial labor welfare and protection department as required by law. The company allocates space for positions with high noise levels, separating them distinctly and marking safety signs to warn of hazardous areas, along with providing personal protective equipment (PPE) to employees working in such areas. This has led the company to receive the national outstanding labor relations and welfare award for three consecutive years.

In terms of accident prevention within the workplace, the company collects accident data and investigates causes to systematically establish preventive measures. For each accident, the company has measures to investigate the causes and use lessons learned from deficiencies to improve work practices and control measures to prevent recurrence. Accident information is also reported to senior management and the Occupational health and safety sub-committee.

Remark: ⁽⁵⁾ The scope of the company's occupational health and safety management report covers only employees working in Thailand. This is because the company's subsidiaries and joint ventures abroad are in the service sector and have an insignificant organizational size. As for the factory, which is a joint venture in China, the company does not have full management authority, and the organizational size is also insignificant.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes
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Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> Fair employee compensation Promoting employee relations and participation Migrant/foreign labor Child labor Occupational health and safety in workplace Non-discrimination 	-	2023: -	2024: -
<ul style="list-style-type: none"> Employee training and development 	-	-	2024: -

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

In 2024, the Injury Severity Rate (ISR) of employees rose to 38.0 days per million working hours, compared to 15.5 days per million working hours in 2023. Meanwhile, the Injury Frequency Rate (IFR) increased to 7.1 from 5.4 in 2023. This was due to a significant increase in working hours in 2024, along with an influx of new employees that unfamiliar with the company's safety regulations yet, such as improper use of tools or equipment and cleaning machinery without shutting it down. However, most incidents were not major accidents.

In 2024, the company was certified with the Sedex/SMETA 4-pillar standard and had no complaints related to human rights and labor practices. The company also improved its employee training and development plans, increasing the average training hours per employee to 61 hours per year (compared to 48 hours and 39 hours in 2023 and 2022, respectively). The employee turnover rate also decreased significantly from 25.1% in 2023 to only 13.6%.

Information on employment

Employment

	2022	2023	2024
Total employees (persons)⁽⁶⁾	4,658	3,974	4,244
Male employees (persons)	1,883	1,568	1,759
Percentage of male employees (%)	40.43	39.46	41.45
Female employees (persons)	2,775	2,406	2,485
Percentage of female employees (%)	59.57	60.54	58.55

Remark: ⁽⁶⁾ Employees of the Company applies for the company and its subsidiaries operate in Thailand only.

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	4,557	3,875	4,132
Percentage of employees in operational level (%)	97.83	97.51	97.36

	2022	2023	2024
Total number of employees in management level (Persons)	96	94	107
Percentage of employees in management level (%)	2.06	2.37	2.52
Total number of employees in executive level (Persons)	5	5	5
Percentage of employees in executive level (%)	0.11	0.13	0.12

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	1,845	1,531	1,711
Percentage of male employees in operational level (%)	97.98	97.64	97.27
Total number of male employees in management level (Persons)	36	35	45
Percentage of male employees in management level (%)	1.91	2.23	2.56
Total number of male employees in executive level (Persons)	2	2	3
Percentage of male employees in executive level (%)	0.11	0.13	0.17

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	2,712	2,344	2,421
Percentage of female employees in operational level (%)	97.73	97.42	97.42
Total number of female employees in management level (Persons)	60	59	62
Percentage of female employees in management level (%)	2.16	2.45	2.49
Total number of female employees in executive level (Persons)	3	3	2
Percentage of female employees in executive level (%)	0.11	0.12	0.08

Significant changes in the number of employees

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

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	2	9	17
Total number of employees with disabilities (Persons)	2	2	2
Total male employees with disabilities (persons)	1	1	1
Total female employees with disabilities (persons)	1	1	1
Percentage of disabled employees to total employees (%)	0.04	0.05	0.05
Total number of workers who are not employees with disabilities (persons)	0	7	15
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht) ⁽⁷⁾	800,764,788.81	710,733,493.10	809,671,644.46
Total male employee remuneration (baht)	328,662,515.76	286,732,314.69	339,993,030.21
Percentage of remuneration in male employees (%)	41.04	40.34	41.99
Total female employee remuneration (baht)	472,102,273.05	424,001,178.41	469,678,614.25
Percentage of remuneration in female employees (%)	58.96	59.66	58.01
Average remuneration of employees (Baht / Person)	171,911.72	178,845.87	190,780.31
Average remuneration of male employees (Baht / Person)	174,541.96	182,865.00	193,287.68
Average remuneration of female employees (Baht / Person)	170,126.95	176,226.59	189,005.48
Ratio of average remuneration of female employees to male employees	0.97	0.96	0.98

Remark: ⁽⁷⁾ Remuneration for employees of the Company applies for the company and its subsidiaries operate in Thailand only.

Provident fund management policy

Provident fund management policy : Have

Provident fund is a mutual fund set by employers and employees from one portion of money paid by the employee called “employee’s contribution” and the other portion paid by the employer called “employer’s contribution.” It is a form of welfare that the employer provides to the employees as financial security for enabling the employees to have their discipline in continual savings with employers’ assistance, while managing those savings for growth outcomes.

Qualifications Employees of the Company who pass the probation period and eligible to apply for provident fund membership.

Provident Fund Membership If a member resigns from the fund without resigning from his or her job, an application for provident fund membership as an employee of the employer cannot be submitted again, unless approved by the Provident Fund Committee only on part of the employer.

Member's contribution Employee's contribution rate for 2% of wages, but not more than 15% of wages

Employer's contribution The Company's contribution rate is 2% of wages, which the employees shall receive when resign according to policy and criteria of the company.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	457	319	331
Proportion of employees who are PVD members (%)	9.81	8.03	7.80
Total amount of provident fund contributed by the company (baht)	2,320,558.40	2,320,701.46	2,053,655.24
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	0.29	0.33	0.25

Information on employee development

Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	39.00	49.00	61.00
Total amount spent on employee training and development (Baht) ⁽⁸⁾	862,827.00	864,450.00	998,570.02
Percentage of training and development expenses to total expenses (%) ^(*)	0.000140	0.000171	0.000171
Percentage of training and development expenses to total revenue (%) ^(*)	0.000120	0.000156	0.000143

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

Remark: ⁽⁸⁾ Most of the employee training is conducted internally using internal expertise aiming to develop the knowledge and skills of lower-level employees or new hires to ensure they have the appropriate skills for working within the organization. Thus, the training costs remains low.

Information on safety, occupational health, and work environment

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	78	58	89
Total number of employees that lost time injuries for 1 day or more (Persons)	77	58	89
Percentage of employees that lost time injuries for 1 day or more (%)	1.65	1.46	2.10
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	888	999	577
Total number of male employee turnover leaving the company voluntarily (persons)	402	475	256
Total number of female employee turnover leaving the company voluntarily (persons)	486	524	321
Proportion of voluntary resignations (%)	19.06	25.14	13.60
Percentage of male employee turnover leaving the Company voluntarily (%)	8.63	11.95	6.03
Percentage of female employee turnover leaving the Company voluntarily (%)	10.43	13.19	7.56
	2022	2023	2024
Evaluation result of employee engagement	No	No	No

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
Reference link to consumer data privacy and protection policy and guidelines	:	https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-privacy-policy-en.pdf

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

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

The Board of Directors emphasizes the importance of customer responsibility, as customers are a key stakeholder to the company. Therefore, policies and practices related to customer management have been established to cover the following key issues:

1). Personal data protection (includes customer data): A sub-committee has been established to protect data privacy, tasked with presenting policies and practices to ensure that the company complies with laws, rules, and regulations related to the collection, use, disclosure, and security of personal data under the Personal Data Protection Act B.E. 2562 (2019) ("PDPA").

2). Cybersecurity policies: Given that the company employs information technology systems for processing, communication, data storage, and the management and support of business processes across all sectors, from research and development, production, inventory management, sales, human resources, finance and accounting, to corporate management, comprehensive policies and practices have been put in place to ensure the security of information and IT systems. Measures include addressing disruptions caused by natural disasters or cyber threats such as computer viruses and unauthorized system intrusions (Hacking). Under these policies, the company has strict IT security controls, such as user access rights, user access monitoring, installation of computer security systems (firewalls), and annual IT system testing plans. Additionally, the company has prepared IT emergency response plans and established standard data backup systems to prevent data loss and support business continuity in emergencies. The company also continually develops and improves its computer and IT security systems to keep up with evolving cyber threats and to meet operational needs,

supporting the company's growth.

3). Practices for communicating product information through labeling and marketing: ensuring compliance with the requirements or laws of the country where the product is sold, and avoiding any misleading advertisements.

4). Channels for receiving customer complaints: as well as requiring an annual customer satisfaction evaluation for the OEM customers.

Additionally, the Board of Directors has mandated that the Risk Management for Sustainability Committee annually assess risks related to cyber security, data privacy, and product marketing and labeling relating issues, and report to the Board of Directors to ensure that the organization's risks in these areas are under the company's risk tolerance.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none">• Responsible production and services for customers• Others : -	-	-	2024: -

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

• Data Security and Privacy

In 2024, the company implemented data security and privacy measures in accordance with company policies and standards deemed sufficient and appropriate by internal auditors and the auditors. Additionally, all relevant personnel have been trained on PDPA. Over the past year, the company has had no legal violations or complaints related to this matter.

• Responsible Marketing and Product Labeling

100% of the company's products have labels with accurate nutritional information and must comply with relevant regulations or laws in both Thailand and the destination countries. This includes products under both customer brands and the company's own brand. The Research and development department of the company is responsible for checking the packaging and product labels before production orders are made. They also verify and obtain written confirmation from customers that the packaging and label information meets the requirements or laws in the countries where the products will be sold.

The company has increased marketing activities as it has launched products under its own brand. The design of packaging and information on product labels is carried out in the same way as for products manufactured under customer brands. If the products are sold abroad, the Research and development department of the company will ask local distributors to verify completeness and compliance with the requirements or laws of that country. At the same time, the marketing department, together with the company's Research and development department, is responsible for reviewing messages or images in various advertisements to ensure that there is no exaggerated advertising. In 2024, the company did not receive any complaints and did not have any cases of law violations related to this matter.

• Customer Satisfaction Assessment

The company sets a goal to receive evaluation scores in each category from each customer not lower than the "fair" standard (scores not lower than 3 out of 5 points). The average score across all categories from each customer should not be lower than the "satisfactory" standard (scores not lower than 4 out of 5 points). In 2024, the company achieved the target customer satisfaction scores. In the company's customer satisfaction assessment form, customers can evaluate and provide feedback covering the coordination process, factory standards, product quality, product delivery, and the company's response to various complaints. The sales department must compile the evaluation results along with improvement suggestions from customers in each category and report to the management for internal process improvements. This ensures that the company can always meet customer needs effectively. In 2024, the company made process improvements, such as designing specific pet food palatability tests with customers to use the test results to enhance customer product

formulas more effectively.

Customer satisfaction

	2022	2023	2024
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

Telephone : 0953720144

Fax : -

Email : AAI-IA@asianalliance.co.th

Company's website : www.asianalliance.co.th

Address : 55/2 Moo 2 Rama 2 Road, Bangkrajao, Mueng, Samut Sakhon
74000

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-sustainable-development-and-corporate-social-responsibility-en.pdf>

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Disadvantaged and vulnerable groups, Others : Donation

The Board of Directors places great importance on fostering good relationships with the surrounding communities. It believes that supporting projects or working for the community or society helps create a positive image of the organization, making the employees proud to be part of it. This also helps attract new talented individuals to join the company, which is a crucial foundation for the company's sustainable growth according to its strategic plan. The Board of directors has a policy for the company to create projects to foster good relationships with the community and to carry out social support projects annually according to the following four approaches:

1. Promoting employment for people with disabilities (social employment) to encourage them to have jobs, take pride in their careers, and improve their quality of life, as well as supporting activities for the underprivileged and vulnerable groups.
2. Developing knowledge or sharing the expertise of the employees and executive with external parties through activities such as being lecturers, conducting training, or providing academic information.
3. Building good relationships with the surrounding community by participating in or supporting religious, cultural activities, or other beneficial activities, including donation, monetary and products of the company, to the community as appropriate.
4. Activities for the conservation of mangrove resources in Samut Sakhon province.

The Risk Management for Sustainability Committee reported to the company's board of directors that it has assessed the community co-existence risk as moderate. This is because many activities in the company's value chain may impact the surrounding community and society. However, it believes that under the supervision of business operations and activities to foster good relationships between the group and the community, any impact, if any, will be manageable.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target	Indicators	Base year	Target year
• Others : -	-	-	2024: -

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 : Yes
management

In 2024, the company received the prestigious CSR-DIW Continuous Award 2024 for social responsibility standards of entrepreneurs and also received the Outstanding Establishment Award for National-level Labor Relations and Welfare for the third consecutive year. The key activities include:

1. Activities to promote employment for people with disabilities and support activities for the underprivileged and vulnerable groups.

- The company increased socially oriented employment (disability employment) from 7 positions in 2023 to 15 positions in 2024.

- The 2024 annual children's gift support project aims to assist 42 underprivileged and vulnerable groups within Samut Sakhon Province, ensuring they can participate and are belonging on this special day.

- The AAI Health Promotion Project for the Elderly aimed at promoting health and nutritional knowledge to ensure the elderly in the community maintain good health, held on July 27, 2024, at Moo 8, Ban Bo Subdistrict, Mueang District, Samut Sakhon Province.

2. Development of knowledge or sharing of skills of internal personnel with external agencies in the form of scholarships, lecturing, training, or providing academic information, etc.

- Award scholarships as rewards for achievement and dedication to students in Grade 12, Vocational Certificate Year 3, and Higher Vocational Certificate Year 2, who are about to graduate from 18 institutions in Samut Sakhon Province, totaling 100 scholarships worth 1,000,000 baht. The criteria for selecting students or scholars to receive the scholarships include good conduct and financial hardship, demonstrating perseverance to obtain educational support and successful graduate at those levels. The company serves as a representative of society to present the awards and encourage these determined and hardworking youths. This concrete evidence shows that there are people who value committed youths, and the recipients can use the scholarships for activities that benefit them the most without any restrictions. This initiative has been ongoing for the fourth consecutive year.

- The executive of the company participates in the "SET ESG Experts Pool" project as "ESG Specialist". The project aimed at connecting and developing a network of knowledgeable, skilled, and experienced personnel in sustainable business operations. This initiative is essential in expanding knowledge, understanding, and practical implementation of sustainability. ESG Specialists members were expected to play a crucial role in driving the learning process towards tangible actions, spreading their knowledge, skills, and sustainability experience to listed companies, educational institutions, and other organizations. This includes providing opinions on ESG courses and acting as lecturers.

3. Building Good Relationships with Local Communities through Community Engagement

- Religious and Cultural Activities: Participated in merit-making events such as Kathina and Candle Offering ceremonies at Bang Nam Won Temple, Samut Sakhon.

- Green Community Project: Partnered with the Samut Sakhon Provincial Agricultural Office to promote sustainable agriculture by producing and distributing bio-fermented liquid and soil conditioners from company food waste. This initiative encourages the community to reduce chemical use and enhance local green spaces.

- Product Donations for Animal Welfare: Donated company-branded products worth over 1,700,000 THB to organizations caring for stray dogs and cats.

- Food Assistance for Flood Victims: Provided canned food worth 700,000 THB to support flood victims in Chiang Rai.

4. AAI Mangrove Conservation Project to support environmental conservation in Bang Khut coastal area, Ban Bo, Mueang, Samut Sakhon, by planting 500 mangrove saplings to restore the ecosystem.

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

Does the company measure the non-financial benefits from : Yes
social development?

	2022	2023	2024
Educational beneficiaries (Persons)	100.00	100.00	100.00
Community forest (Plant)	500.00	500.00	500.00
Supporting activities for the underprivileged and vulnerable group (Unit)	0.00	0.00	42.00

Expenses from social and environmental development project

	2022	2023	2024
Total financial contribution to community/social development projects or activities (Bath)	2,930,000.00	2,900,000.00	3,430,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.047423	0.057355	0.058612
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.040700	0.052498	0.049178

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

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 : Asian Alliance International Public Company Limited Symbol : AAI

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

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors places a high priority on good corporate governance by establishing good governance policies and creating a code of conduct for business operations. These are communicated to all directors, executives, and employees for their acknowledgment and adherence. The policies are reviewed and updated annually to raise the operational standards in line with the good governance principles of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and recommendations from the Corporate Governance Report of the Thai Institute of Directors Association (IOD). The good governance policy and the company's code of conduct are published in both Thai and English on the company's website for the benefit and reference of employees, investors, interested parties both domestic and international, and stakeholders.

Reference link for the full version of corporate governance policy and guidelines : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-governance-policies/20250220-aa-good-corporate-governance-policy-en.pdf>

Policy and guidelines related to the board of directors

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

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

Nomination of Directors

The Board of Directors assigns the Corporate Governance and Nomination and Remuneration Committee to define and review the company's board structure, including size, composition, diversity within the structure, and the appropriate and necessary proportion of independent directors to lead the organization towards its defined objectives and primary goals. The company's Board of Directors must comprise directors with diverse qualifications in terms of skills, experience, capability, and specific attributes necessary to achieve the organization's objectives and primary goals. A Skills Matrix is created to ensure that the overall Board of Directors possesses suitable qualifications, understands, and responds to the needs of stakeholders. The selection process for directors is transparent and clear, including reviewing the background of individuals proposed for directorship and present to the Board of Directors before proposing to the shareholders' meeting for election. Additionally, shareholders will receive sufficient information about the nominated individuals to make an informed decision.

Determination of Director Remuneration

The Board of Directors will consider structuring and determining compensation rates appropriately with responsibilities and incentivizing the Board to lead the organization to achieve both short-term and long-term goals. The Corporate Governance and Nomination and Remuneration Committee is assigned to review policies and criteria for determining compensation that aligns with the company's long-term strategies and goals, experience, scope of roles and responsibilities (Accountability and Responsibility), as well as the expected value from each director. It must also be comparable to industry standards and proposed to shareholders for approval, in both monetary and non-monetary forms.

Independence of the Board of Directors from the Management

The Board of Directors determines the composition of the board, ensuring a balance between executive and non-

executive directors that appropriately reflects countervailing power and allows for independent opinions. Additionally, the Chairman is an independent director and is involved in setting the agenda for board meetings in consultation with the Managing Director to ensure that important matters are included in the meeting agenda.

Director Development

The Board of Directors will oversee that the Board and each director possess knowledge and understanding of their roles and responsibilities, the nature of the business, and relevant laws. They will also support all directors to continuously enhance their skills and knowledge for board duties by providing continuous training and necessary knowledge development. Directors are encouraged to attend training with the Thai Institute of Directors Association (IOD) and other institutions in relevant courses throughout the year. Moreover, orientation is arranged for new directors to provide them with beneficial information for their duties, including an understanding of the company's objectives, primary goals, vision, mission, values, and business nature and operations.

Board Performance Evaluation

The Board of Directors will conduct an annual performance evaluation of the Board, Committees, and individual directors using self-evaluation methods. The results will be used for the development of the Board's composition and performance.

Corporate Governance of Subsidiaries and Associated Companies

The Board of Directors will oversee the establishment of frameworks and mechanisms for supervising the policies and operations of subsidiaries and other significant investments at a level appropriate to each entity. Additionally, the Board will ensure that subsidiaries and other investments have a consistent and accurate understanding.

Reference link for Corporate Governance of Subsidiaries and Associated Companies : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-investment-and-subsidiaries-policy-en.pdf>

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

The Board of Directors will ensure that important matters of the company, both those stipulated by law and those that may impact the company's operational direction, are considered and/or approved by the shareholders by being included in the agenda of the shareholders' meeting. The Board will ensure that the conduct of the shareholders' meeting is orderly, transparent, efficient, and enables shareholders to exercise their rights.

The Board of Directors organizes the shareholders' meeting according to the guidelines of the Shareholders' Meeting Quality Assessment (AGM Checklist) of the Thai Investors Association, the Listed Companies Association, and the Securities and Exchange Commission (SEC). Before the meeting, the Board ensures that the shareholders' meeting invitation includes accurate, complete, and sufficient information for shareholders to exercise their rights. The invitation and related documents are sent and published on the company's website at least 14 days before the meeting. The Board also promotes shareholder participation by allowing minority shareholders to propose additional agenda items and/or nominate individuals for the director position prior to the meeting, as disclosed on the company's website and announced through the Stock Exchange of Thailand's news system. Shareholders are also allowed to submit questions in advance, as indicated in the company's meeting invitation. The invitation and related documents are published on the company's website in both Thai and English for both Thai and foreign shareholders, along with proxy forms to preserve the rights of shareholders who cannot attend in person.

Additionally, in conducting the shareholders' meeting, the Board of Directors utilizes technology for registration, vote counting, and result display to ensure the meeting proceeds quickly, accurately, and precisely. The Chairman of the Board presides over the shareholders' meeting, ensuring that it complies with relevant laws, regulations, and the company's bylaws. Time will be allocated appropriately for each agenda item as specified in the meeting notice, and shareholders are given the opportunity to express opinions and ask questions related to the company. The voting results, including approvals, disapprovals, and abstentions for each agenda item, are disclosed to shareholders and recorded in the meeting minutes. The summary of resolutions from the shareholders' meeting is submitted to the Stock

Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) on the meeting day. The shareholders' meeting minutes, detailing the number of directors attending/absent, shareholder questions, board responses, voting methods, and results for each agenda item, are submitted to the SET and the SEC within 14 days and published on the company's website.

Employee

The Board of Directors assigns the Corporate Governance and Nomination and Remuneration Committee to oversee the establishment of a suitable remuneration structure and evaluation for the managing director, senior executives, and employees, and ensure advance communication. Fair employees and workers practices, that comply with human rights principle, has been implement, including determining fair compensation and other benefits, providing welfare that is at least in accordance with or exceeds legal requirements, ensuring occupational health and safety, providing training and development opportunities, and promoting career advancement. They also allow employees to develop skills in other areas to possess the necessary knowledge, skills, experience, and motivation, in line with the organization's direction and strategy, to retain talented employees within the company.

Reference link for Employee : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-human-rights-principles-and-law-compliance-en.pdf>

Customer

The Board of Directors will ensure that there are mechanisms in place to ensure that the company conducts its business ethically in accordance with relevant laws and standards, and considers health, safety, fairness, customer data protection, after-sales service throughout the product and service lifecycle, and monitors customer satisfaction to improve products and services. Additionally, advertising, public relations, and sales promotions must be conducted responsibly, without causing misunderstanding or taking advantage of any misunderstanding by customers.

Business competitor

The Board of Directors supervises the company to conduct its business under the principles of fair competition, by operating transparently and not creating an unfair competitive advantage.

Business partner

The Board of Directors will ensure that mechanisms are in place to ensure that the company conducts its business responsibly towards its partners. This includes fair procurement processes and contract terms or agreements, providing knowledge, developing capabilities, and enhancing the ability to produce and provide services up to standards. It takes into account that partners respect human rights and treat their workers fairly, are responsible to society and the environment, and includes monitoring, auditing, and evaluating partners to sustainably develop business relations.

Creditor

The Board of Directors will monitor and oversee the adequacy of liquidity and the ability to meet debt obligations and will place importance on timely debt repayment.

Government agencies

The Board of Directors will ensure that mechanisms are in place to ensure that the company conducts its business ethically in accordance with relevant laws.

Community and society

The Board of Directors has assigned the Risk Management for Sustainability Committee to oversee and ensure that the management conducts business responsibly towards the environment. This includes preventing, reducing, managing, and ensuring that the company does not create or cause negative impacts on the environment. This encompasses the use of raw materials, energy, water, renewable resources, waste management from business operations, and greenhouse gas emissions, among others. Additionally, it supports projects that can concretely benefit the community.

Roles and Responsibilities of the Board of Directors

The Board of Directors will understand their role and be aware of their responsibilities as leaders who must ensure that the organization is well-managed. This includes setting objectives and goals, determining strategies, operational policies, and allocating key resources to achieve these objectives and goals. They would monitor, evaluate, and oversee

performance reporting, and create sustainable value for the company, making it competitive and profitable with long-term considerations. They will conduct business ethically, respect rights, and be responsible to shareholders and stakeholders, reducing negative environmental impacts.

The Board of Directors will ensure that all directors and executives perform their duties with responsibility and care (Duty of Care) and with honesty and loyalty to the organization (Duty of Loyalty). They will ensure that operations comply with laws, regulations, and resolutions of shareholder meetings, considering all relevant laws, rules, and regulations. They will also ensure that the company has adequate systems or mechanisms to assure compliance with laws, regulations, shareholder resolutions, and established policies or guidelines, including having approval processes for significant operations as required by law.

The Board of Directors should understand the scope of duties and responsibilities of the Board and clearly define the scope of delegation to the managing director, sub-committees, and management. The Board, then, establish 5 Committees: the Audit Committee, the Executive Committee, the Risk Management for Sustainability Committee, the Corporate Governance and Nomination and Remuneration Committee, and the Credit Committee. The Board should also create and review the charters of the Board and Committees, at least once a year, and review the division of roles and responsibilities between the Board, the managing director, Committees, and management to align with the organization's direction. They would also monitor and ensure that the managing director, Committees, and management perform their assigned duties.

Setting the Company's Main Objectives and Goals for Sustainability

The Board of Directors should set or ensure that the company's main objectives and goals (Objectives) aim for sustainability, both financial and non-financial. These objectives and goals should align with creating value for the company, customers, stakeholders, and society, considering environmental factors and changing variables, including the appropriate use of innovation and technology. The Board would consider the needs of customers and stakeholders, the company's readiness, expertise, and competitive ability, while also setting organizational values that reflect good corporate governance and the safe and appropriate use of innovation and technology.

The Board of Directors should ensure that the annual strategies and plans align with the company's main objectives and goals, considering the company's current environmental factors, opportunities, and acceptable risks. They will analyze the environment, factors, and various risks that may affect stakeholders throughout the Value Chain, as well as factors that may impact on the company's primary goals. Mechanisms should be in place to genuinely understand stakeholders' needs and support the creation or review of objectives, goals, and medium-term strategies for 3-5 years to ensure that annual strategies and plans consider longer-term impacts and reasonably foreseeable outcomes.

Additionally, the Board of Directors should oversee the dissemination of objectives and goals through strategies and plans across the organization. They will ensure the allocation of resources, monitor the execution of annual strategies and plans, and implement appropriate operational controls.

Recruitment and Development of Senior Executives and Succession Plan

The Board of Directors shall ensure that the recruitment and development of the Managing Director and senior executives will be conducted with the necessary knowledge, skills, experience, and characteristics to drive the organization towards its goals. The Board assigns the Corporate Governance and Nomination and Remuneration Committee to consider the criteria and methods to recruit qualified individuals for the positions of Managing Director and Chief Financial Officer. The Board shall also oversee that suitable senior executives are in place according to the principles and methods of recruitment and appointment approved by the Board of Directors.

The Board of Directors shall oversee the establishment of a Succession Plan to prepare for the succession of the Managing Director and Chief Financial Officer positions. The Managing Director shall report the progress of the Succession Plan to the Board of Directors periodically, at least once a year. Furthermore, the Board encourages and supports the Managing Director and senior executives to undergo regular training and development to enhance their knowledge and experience beneficial to their roles.

Reference link for the other policy and guidelines : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231207-aai-succession-plan-policy-en.pdf>

Ensuring Appropriate Risk Management and Internal Control System

The Board of Directors shall oversee and ensure that the company has a risk management and internal control system in place that effectively achieves its objectives and comply with relevant laws and standards.

The Board of Directors assigns the Risk Management for Sustainability Committee to study the company's significant risks, which may arise from both internal and external factors. These include risks stemming from stakeholder demands and expectations, industry trends, economic, social, political conditions, technology, competitors, and other relevant factors, as well as sustainability-related risks that can impact business considering the varying factors across different business segments, both current and emerging risks. The committee is also responsible for setting risk management policies, establishing risk assessment criteria, determining acceptable risk levels, and ensuring comprehensive, continuous, and effective risk management. Their role includes creating a business continuity plan that aligns with good corporate governance principles to help the company and its subsidiaries achieve their goals and maximize benefits for shareholders and all stakeholders. This reduces the impact of business environment risks amid uncertainties and complex, escalating new risk factors, both internal and external. Risk management and crisis management are critical sustainability governance issues for the company, with annual risk assessments mandated. Policies and plans for risk management and significant organizational risks can be found in Section 1: Business Operations and Performance, Item 2: Risk Management of this report.

Regarding adequate and appropriate internal control systems, the Board of Directors assigns the Audit Committee to oversee this through the company's internal audit department, which reports their audit results to the Audit Committee and provides summary reports to the Board of Directors at least on quarterly basis.

Reference link for the other policy and guidelines : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20250221-aai-business-continuity-plan-en.pdf>

Management of Insider Trading

The Board of Directors ensures the prevention of improper use of the company's assets, information, opportunities, and transactions with related parties in an inappropriate manner, including insider trading. They oversee the implementation of an information security system, which includes establishing policies and practices for maintaining confidentiality, integrity, and availability of information, as well as managing market-sensitive information.

The Board ensures that directors, senior executives, employees, and relevant external parties such as legal and financial advisors comply with the information security system.

Reference link for the other policy and guidelines : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20240514-aai-insider-trading-policy-en.pdf>

Conflict of Interest Management

The Board of Directors should monitor and manage conflicts of interest that may arise between the company and management, the Board of Directors, or shareholders. The Board should ensure that there are guidelines and practices in place to conduct such transactions according to legal procedures and disclosure requirements, prioritizing the interests of the company and its shareholders as a whole, while excluding interested parties from decision-making.

Reference link for the other policy and guidelines : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20240513-aai-conflict-of-interest-prevention-policy-en.pdf>

Anti-Corruption

The Board of Directors shall oversee the establishment of clear anti-corruption policies and practices, and communicate those at all organizational levels and to external parties for practical implementation. This includes supporting activities that promote and instill compliance with relevant laws and regulations among all employees. The Board shall also ensure that the company has mechanisms in place for receiving complaints and acting upon whistleblower reports.

Reference link for the other policy and guidelines : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20250221-aai-anti-corruption-policy-en.pdf>

Promoting Innovation and Research and Development of Products

The Board of Directors places great importance on and supports the creation of innovations that add value to the business

while also providing benefits to customers or stakeholders and being socially and environmentally responsible. Emphasis is placed on developing research and development work and personnel to enhance products and services, improve production processes and work processes, and collaborate with partners to achieve sustainable business growth. Effective and efficient product research and development are increasingly important sustainability issues as consumer demand for nutritionally appropriate products continues to rise. There is a growing need for new products that align with current nutritional information as well as products that meet the specific needs of consumer groups or medical foods, presenting new business opportunities for the company. Therefore, the Board of Directors has tasked the Risk Management for Sustainability Committee with annually assessing the risks associated with these issues to ensure that the company's personnel have the capability to develop competitive new products in the market through adequate and appropriate personnel development plans and compensation structures.

Efficient and Effective Resource Management and Sustainable Supply Chain Management

The Board of Directors shall oversee the management to allocate and manage resources efficiently and effectively, taking into account the impact and development of resources throughout the value chain to sustainably achieve the primary objectives and goals. They shall oversee the ethical, responsible, and value-creating use of resources for the company, including considering changes in internal and external factors.

The company utilizes a vary range of natural raw materials and operates in the fishing industry where consumers prioritize traceability throughout the supply chain. Therefore, importance of sustainable supply chain management is rising along sustainability trend for the company. The Risk Management for Sustainability Committee annually assesses risks in this area. Furthermore, the Board of Directors places importance on sourcing and selecting capable partners who can meet the changing needs and expectations of customers, communities, and society, particularly key raw material suppliers, through establishing a Supplier Code of Conduct and communicating it to partners, encouraging them to acknowledge and comply with it.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Asian Alliance International Public Company Limited (the "Company") firmly believes that for the Company to develop and grow steadily and sustainably, it is essential for directors, executives, and all employees to adhere to and follow business code of conduct. Therefore, the Company has stipulated that all directors, executives, and employees of the Company, including its subsidiaries, must adhere to and follow the "Business Code of Conduct," which serves as a good practice guideline for conducting business. This ensures that all duties are performed uniformly, under principles of morality, honesty, transparency, and accountability, with a commitment to quality personnel and continuous learning. The following code of conduct has been established as guidelines:

Reference link for the full version of business code of conduct : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/code-of-conduct/20231201-aai-business-ethics-en.pdf>

Policy and guidelines related to business code of conduct

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

Prevention of Conflicts of Interest

The company stipulated that Directors and Executives must not serve as directors in competing companies or have any interest in businesses that compete with the company or its subsidiaries, whether directly or indirectly. This is to avoid conflicts of interest with the company or its subsidiaries and to allow full and effective management.

Additionally, they must not engage in managing or conducting any activities in other companies that could undermine the interests of the company or its subsidiaries or benefit any person or entity, whether for their own benefit or for others.

Reference link for Prevention of Conflicts of Interest : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20240513-aai-conflict-of-interest-prevention-policy-en.pdf>

Anti-corruption

The company has established guidelines for dealing with stakeholders, stipulating that no dishonest benefits should be solicited, accepted, or given to any group of stakeholders. Additionally, the company has an anti-corruption policy that mandates compliance from all levels of personnel in the company and its subsidiaries.

Reference link for Anti-corruption : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20250221-aai-anti-corruption-policy-en.pdf>

Whistleblowing and Protection of Whistleblowers

The company specifies in its business code of conduct that there must be communication channels for customers to file complaints about product quality and for the company to respond quickly to customer needs. It ensures that there are appropriate and fair processes for listening to feedback and complaints on issues that may affect employees, communities, and society. The company has procedures for investigating, identifying causes, and rectifying problems, and informs complainants of the results in a timely manner according to the company's whistleblowing policy. The guidelines also state that the company will treat employees fairly and protect those who refuse to engage in actions that violate the business code of conduct or policies, or those who report potential violations of the business code of conduct or policies. This protection is provided in accordance with the company's complaint and whistleblowing policy.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/whistleblowing-channel/20240103-aai-policy-for-complaint-and-whistleblowing-en.pdf>

Prevention of Misuse of Inside Information

The company has established guidelines for directors, executives, and employees, stipulating that they must not misuse their authority for personal gain, either directly or indirectly. They must not misuse the company's or its subsidiaries' confidential information. Additionally, directors and executives must not buy, sell, transfer, or receive transfers of the company's shares based on undisclosed inside information for their own or others' benefit.

Reference link for Prevention of Misuse of Inside Information : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20240514-aai-insider-trading-policy-en.pdf>

Gift giving or receiving, entertainment, or business hospitality

The company has established guidelines for directors and executives, stipulating that they must not engage in or be involved with the receipt or giving of any dishonest assets or benefits with stakeholders related to the company or its subsidiaries that conflict with the interests of the company or its subsidiaries for personal and family benefits. For example, they must not accept entertainment, gifts, tickets for travel or other leisure activities, accommodations, or personal offers exceeding customary traditions or norms.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20250228-aai-practice-on-giving-or-receiving-gifts-en.pdf>

Compliance with laws, regulations, and rules

The company stipulates that directors and executives, as well as employees, must perform their duties in accordance with the law, objectives, regulations, rules, and policies of the company, resolutions of shareholders' meetings, and good traditions and customs, whether written or not.

Reference link for Compliance with laws, regulations, and rules : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/code-of-conduct/20231201-aai-business-ethics-en.pdf>

Page number of the reference link : 5

Information and assets usage and protection

The company stipulates that employees must use the assets of the company or its subsidiaries for maximum benefit and ensure that they are not damaged or lost. Additionally, they must not use these assets for personal benefit. Moreover, they must keep confidential information of the company, its subsidiaries, and stakeholders from leaking to unrelated parties, even after their service with the company or its subsidiaries has ended, except in cases where it is required by law or binding conditions.

Reference link for Information and assets usage and protection : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-privacy-policy-en.pdf>

Anti-unfair competitiveness

The company's business code of conduct stipulate that the company must conduct itself within the framework of fair competition. It must not tarnish the reputation of its commercial competitors by making accusations based on false information or using inappropriate methods. Additionally, the company must maintain a transparent procurement system, treating all partners equally and fairly, in accordance with company procedure. It should not specify product or service requirements from any particular partner or intentionally select features that favor that product or service unless there are justifiable reasons supported by sufficient evidence. Furthermore, it must provide the same details of information and conditions to all partners.

Reference link for Anti-unfair competitiveness : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/code-of-conduct/20231201-aai-business-ethics-en.pdf>

Page number of the reference link : 4

Information and IT system security

The company stipulates guidelines for its practice with stakeholders that the company must prioritize keeping customer confidential information strictly and must not use such information for their personal or others' benefit inappropriately. They must also safeguard the company, subsidiary, and stakeholder confidential information from leaking to unrelated individuals, even after their duties with the company or subsidiary have ended, except where required by law or binding conditions.

Reference link for Information and IT system security : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/code-of-conduct/20231201-aai-business-ethics-en.pdf>

Page number of the reference link : 3

Environmental management

The company establishes environmental management practices along with social and community practices. It states that the company should be conducted with consideration for the efficient and valuable use of resources, strictly comply with relevant laws, regulations, orders, and rules, and strive to exceed legal standards if such practices would benefit society, the community, the environment, and the nation. Directors, executives, and employees must ensure that the operations of the company or its subsidiaries do not cause harm to society, the community, and the environment, and must instill a sense of responsibility towards society, the community, and the environment at all levels within the company, its subsidiaries, and stakeholders continuously.

Additionally, the company has practices for disclosing and exchanging information with independent organizations and other entities in society, covering economic, social, and environmental aspects. It engages in activities organized by independent organizations and other entities in society to promote sustainable development and meet societal expectations, with consideration for the impact on the economy, society, and the environment as a priority.

Reference link for Environmental management : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-environment-policy-en.pdf>

Human rights

The company stipulates that directors and executives must perform their duties with honesty, integrity, caution, and diligence for the utmost benefit of the company and its subsidiaries, and all stakeholders, considering fairness and justice according to human rights principles, both present and future. The company employees must not engage in immoral acts or any form of sexual harassment towards other employees, which would cause annoyance or create a hostile, antagonistic, or aggressive work environment, including unreasonable disruption of others' work. This encompasses acts of

molestation, indecency, flirtation, or sexual misconduct, whether verbal or physical.

The company must provide fair employment conditions that meet at least the legal standards to ensure that employees receive appropriate compensation according to their knowledge, abilities, potential, and performance, aligned with the company's or its subsidiaries' operations and comparable to other companies in the same business group. There must be transparent and verifiable processes for recruitment, appointment, transfer, welfare provision, awarding, dismissal, and disciplinary actions, conducted with honesty and fairness, without violating human rights. The company must respect and honor the rights and dignity of every employee equally, without discrimination based on race, gender, skin color, religion, nationality, age, sexual orientation, physical disability, or personal characteristics unrelated to job performance. It must respect employees' rights to express their opinions at all levels equally and fairly without interference and avoid the use of forced labor or child labor.

Reference link for Human rights : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-human-rights-principles-and-law-compliance-en.pdf>

Safety and occupational health at work

The company specifies in its practices to employees that the company must maintain a work environment that ensures the safety of the health, well-being, lives, and property of employees at all times. It supports discussions and cooperation between the company or its subsidiaries and employees or employee representatives and presents feedback to decision-makers of the company or its subsidiaries regarding the improvement of the quality of working life to achieve mutual development.

Reference link for Safety and occupational health at work : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/code-of-conduct/20231201-aai-business-ethics-en.pdf>

Page number of the reference link : 4-5

Other practices

- Political Neutrality: The company stipulates that directors and executives must remain politically neutral, not being aligned with or influenced by any particular political party.
- Practices towards Shareholders: As representatives of the shareholders, the company conducts business transparently, maintains a reliable financial accounting system, upholds the basic rights of shareholders as prescribed by law equally, ensures sustainable growth to provide shareholders with sustainable returns, and discloses complete, accurate, and timely information to shareholders.

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

To achieve growth and development in a stable and sustainable manner, Asian Alliance International Public Company Limited strongly believes that all of its directors, executives, and employees need to adhere to and comply with "Business Ethics," which serve as good practices in business operations. With business ethics, all relevant actors will have their duties performed in the same direction under the framework of key values such as morality, honesty, good faith, transparency, accountability, trust in quality of human resources, and education.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/code-of-conduct/20231201-aai-business-ethics-en.pdf>

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : CAC Cert..jpg

Information on material changes and developments in policy and corporate governance system

over the past year

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

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

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

To ensure that the policies are in line with good corporate governance practices and remain appropriate for the company, the Board of Directors reviewed the company's policies, vision, mission, organizational values, the Board's and subcommittees' charters by the resolution of the Board of Directors' meeting No. 4/2024, held on November 7, 2024, following the deliberation and recommendations of various Committees. It was concluded that the policies and practices remain suitable and align with the current business strategies and situations. However, the Corporate Governance, Nomination, and Remuneration Committee proposed minor adjustments to the employee benefits policy to comply with the Marriage Equality Act.

Implementation of the CG Code for listed companies

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

Nomination of directors

In 2024, the Corporate Governance, Nomination, and Remuneration Committee proposed to the Board of Directors at the 1st Board of Directors' meeting of 2024 to approve the appointment of Ms. Supattana Ngimhoung as an independent director and audit committee member, replacing Mr. Kasemsit Pathomsak, who resigned. Additionally, Mr. Smart Chutchawanjumrut was proposed to be appointed as a director, replacing Mr. Hendrikus van Westendorp, who resigned, effective from February 21, 2024. The newly appointed directors will serve for the remaining term of the resigning directors.

Furthermore, the company announced on its website and through SetPortal, inviting shareholders to nominate individuals they deem qualified to be selected as directors of the company between October 10, 2023, and January 31, 2024. However, by the end of the specified period, no shareholders had nominated any individuals for consideration as directors. The Corporate Governance, Nomination, and Remuneration Committee, with the approval of the Board of Directors, resolved to propose to the Annual General Meeting of Shareholders to approve the reappointment of directors who retired by rotation to their previous positions and to appoint new directors to replace those who did not wish to be reappointed as follows:

1. Propose the reappointment of Mr. Suriya Prasatbuntitya to serve another term as a director.
2. Propose the appointment of Mr. Pej Prapakittikun as an independent director and audit committee member, replacing Lieutenant Sutthinan Hatthawong, the director who retired by rotation but did not wish to be reappointed.
3. Propose the appointment of Dr. Atavit Suwanpakdee as a director, replacing Ms. Prapa Puranachote, the director who retired by rotation but did not wish to be reappointed.

After consideration, it was determined that these appointments would ensure that the Board of Directors consists of individuals with diverse qualifications in terms of skills, experience, abilities, and specific attributes necessary to achieve the organization's primary objectives and goals according to the Directors' Skills Matrix. The proposed independent directors meet the legal qualifications related to independent directors, allowing them to provide independent opinions and comply with relevant criteria and the composition of the audit committee.

Determination of director remuneration

The Board of Directors assigned the Corporate Governance, Nomination, and Remuneration Committee, which consists of more than half independent directors, to consider the annual director remuneration for the year 2024. They agreed to propose to the shareholders' meeting to approve the payment of director remuneration within a budget of no more than 2,000,000 Baht (Two Million Baht), which is the same amount and structure as in 2023. It was considered that the structure and rate of remuneration are suitable for the responsibilities and provide incentives for the company's directors to lead the organization towards achieving both short-term and long-term goals. Additionally, it can be compared to industry standards. Further details on director's remuneration, both monetary and non-monetary, can be found in Section 2 of Corporate Governance, title 8.1.2 Individual Directors' Meeting Attendance and Remuneration.

Independence of the board of directors from the management

The composition of the company's board of directors reflects a balanced distribution of power between executive and non-executive directors. There is one executive director, four non-executive and non-independent directors, and three independent directors. The chairman of the board is an independent director and is involved in setting the board meeting agendas.

Director development

The Corporate Governance, Nomination, and Remuneration Committee, with the approval of the Board of Directors, has approved the annual training program for directors and senior executives and encourages directors to consider attending training courses with the Thai Institute of Directors Association (IOD) and other institutions in relevant courses throughout the year. It also includes a new director orientation program. In 2024, all four new directors completed the new director orientation program, and directors have attended training sessions to enhance their skills and knowledge. Further details can be found in Section 2 of Corporate Governance, title 8.1.1, regarding information on director development.

Board performance evaluation

In 2024, the Corporate Governance, Nomination, and Remuneration Committee evaluated the performance of the directors, both individually and collectively, through self-evaluation methods. The results were summarized and reported to the Board of Directors at the 4th meeting of 2024. The overall average score for individual self-evaluation was over 90%, which is considered excellent. The results of the collective evaluation of all Committees are very good or excellent.

Corporate governance of subsidiaries and associated companies

The Board of Directors appoints directors or executives to be directors in subsidiaries, joint ventures, or associates according to the company's policy on the governance of subsidiaries and associates as follows:

- Directors of Asian Pets Care Corporation Limited, a subsidiary: Mr. Somsak Amornrattanachai
- Directors of Asian Group SCS Europe GmbH, a joint venture: Mr. Aekarat Punnasung, the company's managing director.
- Directors of Inter Pettrina Co., Ltd., an associate: Ms. Varanratch Assanupong and Mr. Bundit Pichetpongsa, who are senior executives of the company.

For subsidiaries and joint ventures of the company in China, the Board of Directors has not appointed executives to serve as directors but has assigned the Chief Financial Officer to be responsible for monitoring performance and significant operations on a monthly basis and reporting to the Board of Directors on a quarterly basis.

Shareholders

The Board of Directors organizes shareholders' meetings in accordance with the guidelines of the AGM Checklist project by the Thai Investors Association, the Listed Companies Association, and the Securities and Exchange Commission (SEC). In 2024, the company received an evaluation score of 99 out of 100 and did not call for an extraordinary general meeting.

For setting the agenda for the 2024 annual general meeting of shareholders, the company announced on its website and through the SetPortal to allow shareholders to propose important matters as meeting agenda in advance from October 10, 2023, to January 31, 2024, in accordance with the principles of good corporate governance of listed companies. However, when the specified period ended, no shareholders proposed any agenda for the 2024 annual general meeting.

In 2024, the Board of Directors, in their 1/2024 meeting on February 25, 2024, resolved to hold the annual general meeting of shareholders on April 24, 2024, as a physical meeting only at the company's headquarters. The company also facilitated shareholders wishing to attend the meeting by providing shuttle services for those who informed the company in advance. The company disclosed the resolution of the meeting, the meeting date, the agenda, and publish on the website of the Stock Exchange of Thailand for shareholders to know in advance on the day the Board resolved before sending out the meeting invitation.

The Thailand Securities Depository Co., Ltd., the company's registrar, handled the distribution of the invitation letter, which included the agenda, important information necessary for decision-making, and the opinions of the Board. This comprehensive document, including the annual report (56-1 One Report) and all related documents and proxy forms with clear instructions, was sent to shareholders more than 14 days before the meeting date. The meeting invitation was sent out on April 9, 2024, and was announced in a daily newspaper consecutively for 3 days before the meeting date (April 9 - 11, 2024) to notify shareholders in advance.

For the 2024 Annual General Meeting of Shareholders, the company disclosed the invitation letter and related documents on the company's website 28 days in advance (disclosed from March 27, 2024). Although the shareholders' meeting

was conducted in Thai, the company prepared meeting documents and other related documents in both Thai and English, to serve both Thai and foreign shareholders.

To preserve the rights of shareholders who were unable to attend 2024 AGM in person, shareholders could appoint a proxy to attend the meeting and vote on their behalf, either an independent director of the company or any other person. The company listed the names of the independent directors in the proxy form, as prescribed by the Ministry of Commerce, to act as the shareholders' representative without conditions. The proxy form, included with the invitation letter, could be used. If a shareholder appointed another person as a proxy, the company would grant the proxy the same rights as a shareholder. The company also disclosed the proxy form, along with details and procedures, on the company's website 28 days in advance (disclosed from March 27, 2024).

At the 2024 Annual General Meeting of Shareholders, the company utilized technology for registration, vote counting, and displaying results to ensure the meeting proceedings were conducted quickly, accurately, and precisely. The Chairman of the Board of Directors presided over the shareholders' meeting, attended by all company directors, the managing director, the Chief Financial Officer, and the company's auditors. No unannounced agenda items were added, and shareholders were given the opportunity to express opinions and ask questions. Before the meeting, the Chairman assigned the meeting conductor to announce the number and proportion of shareholders attending in person and by proxy, explain the meeting procedure, the voting, and vote counting methods. Ballots were used for the agenda of electing directors, allowing shareholders to vote for each director individually. The company also appointed vote inspectors for the meeting and disclosed the voting results, including agreements, disagreements, and abstentions for each agenda item, and recorded them in the meeting minutes.

In 2024, the company submitted a summary of the resolutions from the shareholders' meeting to the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) on the day of the meeting (April 24, 2024) and submitted the minutes of the shareholders' meeting (which recorded each agenda item clearly, specifying the number of directors attending/absent, shareholders' questions and the board's explanations, voting methods, and vote counting results for each agenda item) to the SET and SEC within 14 days. The meeting minutes were also published on the company's website.

Employee

The Corporate Governance, Nomination, and Remuneration Committee, with the approval of the Board of Directors, annually reviews the compensation structure and criteria for performance evaluation, promotion, and the payment of compensation and benefits, including human rights policies. This ensures that the compensation and other benefits are fair and not less than legally mandated or more as deemed appropriate.

Additionally, the management, under the supervision of the Risk Management for Sustainability Committee, ensures workplace health and safety by setting targets for reducing injury rates and severity as part of the organization's sustainability goals. Annual training plans are established and executed to develop potential and promote in advance. Employees are also given opportunities to enhance their work skills in various areas to maintain an adequate number of suitably skilled, knowledgeable, experienced, and motivated employees, aligned with the organization's strategic direction, in order to retain talented personnel.

Customer

The Board of Directors has designated the customer relationship management plan as one of the key strategies under the company's "Level Up AAI!" strategy. In addition to conducting business ethically in accordance with relevant laws and standards, the management team regularly assesses the satisfaction of each customer annually. Customers are able to evaluate and provide feedback covering areas such as communication processes, factory standards, product quality, delivery, and the company's responsiveness to complaints. The sales department compiles the evaluation results along with suggestions for improvement from customers in each category and presents them to the management team for internal process improvements, ensuring that the company can always best meet customer needs. The company views customer feedback as an indicator that customers see the company as a "strategic partner" in the long term.

The company sets targets to receive evaluation scores in each category from each customer not lower than the "fair" threshold (a score of at least 3 out of 5), and an average score across all categories from each customer not lower than the "satisfactory" threshold (a score of at least 4 out of 5). In 2024, the company achieved the target customer satisfaction scores and made process improvements, such as designing specific pet food palatability tests with customers to use the results to enhance the customers' food formulas more effectively.

Additionally, the Board has established various channels for receiving complaints. In 2024, the company did not receive any significant complaints regarding the quality and safety of its products.

Business competitors

The Board of Directors oversees that the company conducts its business under the principles of fair competition and has

the company become a member of relevant organizations or trade associations, including the Thai Tuna Industry Association, the Thai Pet Food Trade Association, and the Pet Food Industry Association, to build relationships and cooperation among business operators in the same industry.

Suppliers

The Board of Directors emphasizes equitable treatment of suppliers based on the principles of fair competition, building good relationships and cooperation, and adhering to procurement processes. The evaluation criteria for suppliers have been improved to include environmental, social, and governance (ESG) factors. Payments for goods and services are made to suppliers on schedule, with an average payment period of 22-26 days. In 2024, there were no complaints related to unfair procurement.

Other guidelines and measures related to shareholders and stakeholders

Recruitment and Development of Senior Executives and Succession Plan

The Board of Directors assigned the Corporate Governance and Nomination and Remuneration Committee to monitor the execution of the succession plan for senior executives and other key positions as deemed appropriate by the Board. This plan is reviewed annually. In 2024, the committee monitor only the succession plan for the Managing Director (Top Management) and Chief Financial Officer positions still, which agreed by the Board. The Managing Director and Human Resources Manager were assigned to execute the succession plan for other key positions.

Additionally, in 2024, one of the top four executives (as defined by the SEC) resigned. The Corporate Governance and Nomination and Remuneration Committee, together with the Managing Director and with approval from the Board of Directors, considered restructuring the organization and promoting an internal executive to one of the top four positions in replace. The Board determined that the top four executives possess the qualifications, knowledge, and abilities suitable for the organization's strategic plan and can collaboratively drive sustainable growth in line with strategic goals. The committee also reviewed the training plan for executive skill development for the year and ensured that executives attended training as planned. (Details on executive training can be found in Section 2. Corporate Governance, Topic 8.1.1 Development of the board of directors, and in Attachment 1. Individual Profiles of Directors and Executives, in this report.)

Ensuring Appropriate Risk Management and Internal Control System

In 2024, the Risk Management for Sustainability Committee took on the responsibility of managing the organization's key risks, including sustainability risks in the dimensions of environment, society, and governance, as well as considering emerging risks that impact the organization. This is done in accordance with the risk management policies and plans approved by the Board of Directors. The results of the risk assessment and the corresponding action plans to mitigate risks are reported to the Board of Directors, with progress on these plans presented at every board meeting. (Details of the risk management policies, plans, and key risks can be found in Section 1. Business Operations and Performance, Topic 2. Risk Management of this report.)

Additionally, the Risk Management for Sustainability Committee considered risk and crisis management as one of the key sustainability topics in the governance dimension. This topic is prioritized and assessed for risks annually, and a Business Continuity Plan (BCP) is developed. In 2024, the Committee established an additional risk mitigation plan, which includes conducting drills at least once a year with at least one scenario that could disrupt business processes. Internal audit observers are present during these drills to report findings and suggestions to the committee, if any, to improve the effectiveness of the BCP. (More details on the activities of the Sustainable Risk Management Committee can be found in Section 1. Business Operations and Performance, Topic 3. Driving Business Sustainability, and Section 2. Corporate Governance, Topic 8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees of this report.)

The Audit Committee, with the approval of the Board of Directors, concluded that the company's internal control system is adequate and appropriate. The internal audit unit operates independently and efficiently, as reported in Section 2. Corporate Governance, Topic 9. Internal Control of this report.

Management of Insider Trading

The Board of Directors prioritizes accurate disclosure of information and creates channels for stakeholders to access information conveniently and equitably.

The Board of Directors has assigned the Chief Financial Officer to act as the Investor Relations Officer and to serve as the central point for disclosing important information to shareholders and investors both domestically and internationally. This includes financial information such as quarterly performance and financial statements, as well as quarterly Management Discussion and Analysis (MD&A) reports, comprehensively and accurately, in both Thai and English, through SetPortal and the company's website according to the reporting period. Additionally, the contact information for

the company's Investor Relations is disclosed in the 56-1 One Report and the company's website.

In 2024, the company participated in the Stock Exchange of Thailand's Opportunity Day activities and held quarterly Analyst Meetings with institutional investors via Zoom Meeting, conducted in Thai, with English materials provided for international participants. Additionally, the company arranged one-on-one Virtual Conferences with interested international investors upon request during non-Silent Periods, using the same materials as the quarterly analyst meetings. The company also disclosed important information, investor relations activities, and related data on its website.

Furthermore, in 2024, the company reported comprehensive sustainability management information, considering stakeholders' interests, covering environmental, social, and governance (ESG) aspects through the annual report (Form 56-1 One Report) under the topic of Sustainable Business Development. The company also integrated the sustainability performance data into risk management, management discussion and analysis, and corporate governance. Key performance results were reported in the Management Discussion and Analysis (MD&A) for the year and through the Opportunity Day activities, referencing the standards of the Stock Exchange of Thailand and aligning with the current indicators of the Global Reporting Initiative Standards 2021 (GRI Standards 2021) and Sector Standard: GRI 13 Agricultural, Aquaculture, and Fishery Sectors 2022.

In terms of insider trading, during the Board of Directors' meetings, the Chief Financial Officer will prepare an investor relations report that specifies the silent period for disclosing information and the blackout period for trading the company's securities. The policy on insider trading will be communicated to new directors during their orientation, and directors shall also be reminded via Line application when the quarterly or annual financial statements close. The blackout period for trading the company's securities will be set from the financial statement closing date until the financial statements are published in each period. The Board of Directors must notify the company secretary when there are changes in the holding of securities and prepare a report on the changes in securities holdings to the Securities and Exchange Commission according to Section 59 of the Securities and Exchange Act B.E. 2535 (1992), as amended, within three business days from the date of purchase, sale, transfer, or receipt of transfer.

Conflict of Interest Management

During the Board of Directors' meetings and the Committee meetings, before any resolutions are made, it will be announced to the meeting if any agenda items have directors with conflict of interests. Those with conflict of interests must abstain from voting, and this will be clearly recorded in the meeting minutes. For the year 2024, there have been no agenda with directors having conflict of interests during the company's board meetings.

Anti-Corruption

In 2024, the company did not receive any complaints related to corruption.

Promoting Innovation and Research and Development of Product

Product research and development are considered as one of the key success factors of the company. Along with the growth, the company has implemented a strategy to be a co-developer for customers to continuously meet the increasing demand for products with appropriate nutritional value as consumers seek new products that keep up with current nutritional information as well as products suitable for specific consumer groups including medical foods. These are new business opportunities for the company in both pet food and human shelf-stable food segments. The products in the human shelf-stable food segment include Tuna low salt and mixed grain salads, and the pet food products include complete nutrition (Complete Pet Food) and pet food for pet with obesity, diabetes, urinary stones, or digestive system diseases. The Risk Management for Sustainability Committee, with the approval of the Board of Directors, has set the company's product research and development goals to be able to launch new products with customers and introduce new products under the company's brand every year. Part of the new products must be in the health-promoting or consumer appropriate nutrition category.

In 2024, the company launched a total of 332 new products for customers, including 12 items in human shelf-stable food segment and 320 items in the pet food segment. All products have labels and nutritional information that comply with legal requirements in both the country of origin and the countries where the products are sold. Health-promoting products accounted for 18.5% of all products produced and sold currently. There were no legal violations or complaints related to the issues in 2024. Additionally, none of the company's products were recalled from the market.

Significant product research and development in 2024 included complete nutrition pet food products and mousse that promotes health, such as kidney and intestinal maintenance, digestive support for puppies and kittens, and new mousse products under the "monchou" brand in sachet focusing on immune system enhancement, bone and joint care, blood enrichment, and skin and coat nourishment.

Privacy Policy and Guidelines

In 2024, the company did not receive any complaints related to personal data protection, and training was provided to relevant personnel, covering the collection, use, disclosure, and secure protection of personal data.

Sustainable Supply Chain Management

Supply chain management risk is a significant sustainability issue for the company. This is because the company utilizes a variety of natural raw materials and operates in the fishing industry, where consumers place importance on traceability throughout the supply chain. Selecting potential partners who can meet the changing needs and expectations of customers and society, therefore, could support the company to reduce risks significantly.

In 2024, the Risk Management for Sustainability Committee, with the approval of the Board of Directors, conducted a risk assessment and created a risk mitigation plan to add the criteria on supplier evaluation form. The evaluation now includes environmental, social, and governance (ESG) criteria and is applied to all suppliers. All new suppliers must pass the ESG evaluation criteria and sign the company's Supplier Code of Conduct. Progress in implementation is monitored periodically. In 2024, the company completed the improvement of partner evaluation criteria as planned, evaluated key partners, and ensured that all important customers signed and adhered to the company's Code of Conduct. All new company partners passed the environmental, social, and governance evaluation criteria.

Other corporate governance performance and outcomes

Awards and Recognition

AAI focuses on operating sustainable business sectors, covering all 3 dimensions : environment, social and governance. In 2024, AAI garnered awards and certifications from various areas as follows:

Environment

- AAI has been certified as an ESG100 Company of the year 2024 and recognized for its outstanding sustainability performance in the food & beverage sector in Thailand. Awarded on 27 June 2024 by Thaipat Institute
- AAI has been certified as Green Industry Level 4 (Green Culture) which is when everyone in the organization has a shared sense of conserving and maintaining a good environment and cooperates in all aspects of business operations to be environmentally friendly and to carry out various actions until it becomes part of the organization's culture. Awarded on 20 November 2024 by The Ministry of Industry by the Department of Industrial Works

Social

- AAI received the Outstanding Establishment Award in Labor Relations and Labor Welfare 2024 at the national level for the third consecutive year from the Ministry of Labor. Awarded on 21 June 2024 by The Ministry of Labor
- AAI received the honorary award of CSR-DIW CONTINUOUS AWARD 2024 for the standards of social responsibility of entrepreneurs. Awarded on 12 November 2024 by The Ministry of Industry by the Department of Industrial Works.
- AAI received a certificate of honor for an establishment that promotes social employment in Samut Sakhon Province. Awarded on 20 December 2024 by The Office of Social Development and Human Security, Samut Sakhon Province.

Governance

- AAI has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for the second consecutive year by Private Sector Collective Action against Corruption (CAC)
- AAI received Very Good CG Scoring from the Corporate Governance Report of Thai Listed Company 2024 : CGR 2024. Awarded on 28 October 2024 by The Thai Institute of Directors Association (IOD) and the Stock Exchange of Thailand.
- AAI received "Thailand Best Managed Companies 2024" for the second consecutive year. Awarded on 13 August 2024 by Deloitte Thailand.

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 30 Dec 2024

Corporate governance structure diagram

Information on the board of directors

Information on the board of directors

Composition of the board of directors

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

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	87.50	12.50
Executive directors	12.50	
	12.50	0.00
Non-executive directors	87.50	
	75.00	12.50
Independent directors	37.50	
	25.00	12.50
Non-executive directors who have no position in independent directors	50.00	
	50.00	0.00

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

	2024	
	Male (years)	Female (years)
Average director age	56	
	58	44

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. VICHAI ASSARASAKORN</p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 500,000 Shares (0.023529 %) 	<p>Chairman of the Board of Directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	30 Jul 2021	Accounting, Finance, Internal Control, Governance/ Compliance, Business Administration
<p>2. Mr. Somsak Amornrattanachaikul</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 81,204,700 Shares (3.821398 %) 	<p>Director</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	15 Mar 2011	Corporate Management, Agribusiness, Food & Beverage, Business Administration, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. SURIYA PRASATBUNTITYA</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<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>	24 May 2021	Law, Human Resource Management, Sustainability, Corporate Social Responsibility, Public Administration
<p>4. Mr. Aekarat Punnasung</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 501,000 Shares (0.023576 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Apr 2018	Marketing, Agribusiness, Food & Beverage, Human Resource Management, Budgeting
<p>5. Mr. SAMART CHUTCHAWANJUMRUT</p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	21 Feb 2024	Economics, Banking, Finance, Project Management, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Dr. ATAVIT SUWANPAKDEE</p> <p>Gender: Male</p> <p>Age : 46 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	24 Apr 2024	Banking, Energy & Utilities, Law, Finance, Leadership
<p>7. Ms. SUPATTANA NGIMHOUNG</p> <p>Gender: Female</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	21 Feb 2024	Accounting, Finance, Risk Management, Internal Control, Governance/ Compliance
<p>8. Mr. PEJ PRAPAKITTIKUN</p> <p>Gender: Male</p> <p>Age : 41 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	24 Apr 2024	Media & Publishing, Strategic Management, Leadership, Negotiation, 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
<p>1. Ms. PRAPA PURANACHOTE</p> <p>Gender: Female</p> <p>Age : 70 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p>	1 Apr 2024	<p>Dr. ATAVIT SUWANPAKDEE</p> <p>Appointment date of replacement director : 24 Apr 2024</p>
<p>2. Mr. HENDRIKUS VAN WESTERNDROP</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : No</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p>	20 Feb 2024	<p>Mr. SAMART CHUTCHAWANJUMRUT</p> <p>Appointment date of replacement director : 21 Feb 2024</p>
<p>3. Mr. KASEMSIT PATHOMSAK</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p>	20 Feb 2024	<p>Ms. SUPATTANA NGIMHOUNG</p> <p>Appointment date of replacement director : 21 Feb 2024</p>

List of directors	Position	Date of resignation / termination	Replacement director
4. Lieutenant Sutthinan Hatthawong Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No	24 Apr 2024	Mr. PEJ PRAPAKITTIKUN Appointment date of replacement director : 24 Apr 2024

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. VICHAI ASSARASAKORN	Chairman of the Board of Directors		✓	✓		
2. Mr. Somsak Amornrattanachaiikul	Director		✓		✓	✓
3. Mr. SURIYA PRASATBUNTITYA	Director		✓		✓	✓
4. Mr. Aekarat Punnasung	Director	✓				✓
5. Mr. SAMART CHUTCHAWANJUMRUT	Director		✓		✓	
6. Dr. ATAVIT SUWANPAKDEE	Director		✓		✓	
7. Ms. SUPATTANA NGIMHOUNG	Director		✓	✓		
8. Mr. PEJ PRAPAKITTIKUN	Director		✓	✓		
Total (persons)		1	7	3	4	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	12.50
2. Agribusiness	2	25.00
3. Food & Beverage	2	25.00
4. Banking	2	25.00
5. Energy & Utilities	1	12.50
6. Media & Publishing	1	12.50
7. Law	2	25.00
8. Marketing	1	12.50
9. Accounting	2	25.00
10. Finance	4	50.00
11. Corporate Social Responsibility	1	12.50
12. Human Resource Management	2	25.00
13. Sustainability	2	25.00
14. Negotiation	1	12.50
15. Project Management	1	12.50
16. Corporate Management	1	12.50
17. Leadership	3	37.50
18. Strategic Management	1	12.50
19. Risk Management	2	25.00
20. Internal Control	2	25.00
21. Budgeting	1	12.50
22. Governance/ Compliance	2	25.00
23. Public Administration	1	12.50
24. Business Administration	2	25.00

Information about the other directors

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

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

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

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

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

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

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

- The structure of the Company's board of directors consists of 3 independent directors out of 8 total directors. The Company has also appointed an independent director to be the Chairman of the Board of Directors and participate in determining the agenda of the Board of Directors' meetings.
- There is an internal audit to monitor the Company's operations, report directly to the Audit Committee, which is entirely independent directors, and ensure that any actions of the Company are for the benefit of the Company, especially for minority shareholders and other stakeholders, and to be able to balance the power in proposing matters to be considered in the shareholders' meeting to some extent.
- There are regulations in case of transactions related to directors, major shareholders or persons with controlling power in the business, including persons who may have conflicts of interest, in which such persons will not attend the meeting and have no right to vote on such transactions, which can further reduce the risk of conflicts of interest.
- There is a management structure consisting of committees and 5 subcommittees, which are the Audit Committee, the Executive Committee, the Corporate Governance and Nomination and Remuneration Committee, the Risk Management for Sustainability Committee, and the Credit Committee, which clearly define the scope, authority, duties and responsibilities, making the Company's work system standardized and easily auditable.
- The scope of power and authority of the Chairman of the Board of Directors and the Managing Director is clearly specified.

Scope of power and authority of the chairman of the Board of Directors

- 1) Send or assign any other persons to send the invitation letter for the Board of Directors' meeting and the shareholders' meeting, as well as preside over the Board of Directors' meetings and the shareholders' meetings.
- 2) Have a role to control the meetings to be effective and in compliance with the regulations of the company by supporting and giving the directors an opportunity to express their opinions independently.
- 3) Support and encourage the Board of Directors to perform their duties to the best of their ability in accordance with jurisdiction responsibility and good corporate governance policy.
- 4) Oversee, monitor, and follow the operations of the Board of Directors and other sub-committees of the Company to comply with the rules and regulations towards the achievement of specified objectives, policies, and work plans.
- 5) Oversee the implementation of policy and strategic operational guidelines of the management, as well as provide advice and support to the management's business operations.

Scope of power and authority of Managing Director

- 1) Manage the business of the Company including supervising and controlling the overall operations to meet the objectives, regulations, policies, rules, requirements, orders, business strategies, goals and operational plans, financial goals, budgets, and resolutions of the Board of Directors and/or shareholders' meetings of the Company.
- 2) To ensure that the Company's business policies, plans and budgets are prepared and delivered to the Board of Directors for approval and to report progress according to the approved plans and budgets to the Board of Directors on a regular basis.
- 3) Implement or assign management authority in order to efficiently and effectively operate in accordance with the policies, plans and budgets approved by the Board of Directors on the basis of systematic internal control, as well as ensuring regular risk management.
- 4) Determine the organizational structure, method of administration, including the selection, training, hiring, and termination of employees and determine wage rates, salaries, compensation, bonuses, and benefits for employees.
- 5) Supervise, coordinate, order, execute, as well as entering into a juristic act, contract, order document, notice or

any letter used to communicate with other departments or persons in order to efficiently and effectively accomplish the Company's operations.

6) Consider and approve the payment of operating expenses for the normal course of business operations of the Company, with the amount of each item as specified in the table of approval authority that has been approved and assigned by the Board of Directors.

7) Has the authority to issue orders, regulations, announcements, and memos to ensure that operations are in accordance with the policies and interests of the Company and to maintain work discipline within the organization.

8) Has the authority to appoint various working groups for benefits and good management efficiency and transparency and has the power to sub-authorize and/or assign other people to perform specific tasks on their behalf. Such sub-delegation and/or assignment shall be under the scope of delegation according to the Power of Attorney and/or in accordance with the rules, regulations, or orders specified by the Board of Directors and/or the Company. However, the delegation of duties and responsibilities of the Managing Director or the person authorized by the Managing Director will not be in the form of authorization or sub-delegation that enables the Managing Director or the person authorized by the Managing Director to approve transactions that he/she or a person who may have conflicts of interest (according to the definition announced by the Securities and Exchange Commission and/or the announcement of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or related agencies), may have interests or may benefit in any manner or may have any other conflicts of interest with the Company or its subsidiaries, except for the approval of transactions in accordance with the policy and criteria approved by the shareholders' meeting or the Board of Directors and it is an approval of a transaction that is in accordance with normal business and normal trading conditions in accordance with the announcement of the Securities and Exchange Commission and/or the announcement of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or relevant agencies.

9) Approve the appointment of consultants in various fields necessary for the operation of the business as deemed appropriate.

10) Monitor, review, and supervise the performance of subsidiaries.

11) Be a leader and act as a role model according to the Company's ethical principles and business Code of Conduct, including promoting, supervising, monitoring management on sustainability principles, social responsibility, and complying with measures and anti-corruption practices.

12) Play a role in setting the meeting agenda to ensure that important matters are included in the agenda of the Board of Directors' meeting.

13) Have any authorities, duties, and responsibilities as assigned or in accordance with the policies assigned by the Board of Directors.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors maintains an important role for management of the Company in setting out strategies and policies for operations, as well as allocating necessary resources, assigning and monitoring the performance of sub-committees and the management to achieve objectives and goals of creating sustainable business value for the maximum benefit of the Company in accordance with the laws, policies, objectives, regulations, and the resolutions of the Board of Directors and the shareholders' meetings with responsibility, prudence, and honesty.

Reference link for the board charter : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/20231201-aa-charter-board-of-directors-en.pdf>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Other

• -

- -
- -
- -
- -
- -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Audit Committee

Role

- Audit Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Executive Committee

Role

- Other
 - -

Scope of authorities, role, and duties

-

Reference link for the charter

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The Risk Management for Sustainability Committee

Role

- RiskManagement Subcommittee
- Sustainability Subcommittee
- Climate Change Governance

Scope of authorities, role, and duties

-

Reference link for the charter

-

The Corporate Governance and Nomination and Remuneration Committee

Role

- Nomination Subcommittee
- Remuneration Subcommittee
- Nomination Remuneration Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

The Credit Committee

Role

- Other
- -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. VICHAI ASSARASAKORN</p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	30 Jul 2021	Accounting, Finance, Internal Control, Governance/ Compliance, Business Administration
<p>2. Ms. SUPATTANA NGIMHOUNG^(*)</p> <p>Gender: Female</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	21 Feb 2024	Accounting, Finance, Risk Management, Internal Control, Governance/ Compliance
<p>3. Mr. PEJ PRAPAKITTIKUN</p> <p>Gender: Male</p> <p>Age : 41 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	24 Apr 2024	Media & Publishing, Strategic Management, Leadership, Negotiation, 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
<p>1. Mr. KASEMSIT PATHOMSAK</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	Member of the audit committee (Non-executive directors, Independent director)	20 Feb 2024	<p>Ms. SUPATTANA NGIMHOUNG</p> <p>Appointment date of replacement committee member : 21 Feb 2024</p>
<p>2. Lieutenant Sutthinan Hatthawong</p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	Member of the audit committee (Non-executive directors, Independent director)	24 Apr 2024	<p>Mr. PEJ PRAPAKITTIKUN</p> <p>Appointment date of replacement committee member : 24 Apr 2024</p>

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. Somsak Amornrattanachaikul Gender: Male Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	15 Mar 2011
2. Mr. Somchai Amornrattanachaikul Gender: Male Age : 70 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : No Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	7 May 2024
3. Mr. Aekarat Punnasung Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Apr 2018
4. Mr. SAMART CHUTCHAWANJUMRUT Gender: Male Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	20 Feb 2024
5. Mr. Akamon prasoppolsujarit Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Accounting and Finance Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	17 Feb 2022
6. Ms. Varanratch Assanupong Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	24 May 2021

List of committee members	Position	Appointment date of executive committee member
7. Mr. Bundit Pichetpongsa Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	17 Feb 2022
8. Mrs. Ajara Mhordee Gender: Female Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	17 Feb 2022
9. Mrs. Vijit Boonchu Gender: Female Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Microbiology Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	8 Nov 2023
10. Ms. Somsri Maneechay Gender: Female Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	17 Feb 2022
11. Ms. Benjaporn Pongsirir Gender: Female Age : 51 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science and Food Technology Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	17 Feb 2022
12. Mr. Thawatwong Arunthong Gender: Male Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : International Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	17 Feb 2022

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

List of directors	Position	Date of resignation / termination	Replacement committee member
<p>1. Mr. HENDRIKUS VAN WESTERNDROP</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : No</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	Member of the executive committee	20 Feb 2024	<p>Mr. SAMART CHUTCHAWANJUMRUT</p> <p>Appointment date of replacement committee member : 21 Feb 2024</p>
<p>2. Mrs. Sasiyada Wilaiphol</p> <p>Gender: Female</p> <p>Age : 52 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	Member of the executive committee	30 Apr 2024	-

Other Subcommittees⁽⁹⁾

Subcommittee name	Name list	Position
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Subcommittee name	Name list	Position
The Risk Management for Sustainability Committee	Mr. Aekarat Punnasung	The chairman of the subcommittee
	Mr. PEJ PRAPAKITTIKUN	Member of the subcommittee (Independent director)
	Ms. Varanratch Assanupong	Member of the subcommittee
	Mr. Bundit Pichetpongsa	Member of the subcommittee
	Ms. Somsri Maneechay	Member of the subcommittee
	Ms. Benjaporn Pounsiri	Member of the subcommittee
	Ms. Wijitra Thiangtham	Member of the subcommittee
	Mr. Santi Vilaiphol	Member of the subcommittee
	Mr. Thawatwong Arunthong	Member of the subcommittee
	Mr. Kiatipong Narongpankul	Member of the subcommittee
	Lieutenant Sutthinan Hatthawong	Member of the subcommittee (Independent director)
	Mr. Nattharath Puangsuda	Member of the subcommittee
	Mrs. Sasiyada Wilaiphol	Member of the subcommittee
The Corporate Governance and Nomination and Remuneration Committee	Mr. SURIYA PRASATBUNTITYA	The chairman of the subcommittee
	Ms. SUPATTANA NGIMHOUNG	Member of the subcommittee (Independent director)
	Mr. PEJ PRAPAKITTIKUN	Member of the subcommittee (Independent director)
	Lieutenant Sutthinan Hatthawong	Member of the subcommittee (Independent director)
	Mr. KASEMSIT PATHOMSAK	Member of the subcommittee (Independent director)
	Ms. PRAPA PURANACHOTE	The chairman of the subcommittee
The Credit Committee	Mr. Aekarat Punnasung	Member of the subcommittee
	Ms. Varanratch Assanupong	Member of the subcommittee
	Mr. Bundit Pichetpongsa	Member of the subcommittee
	Mrs. Ajara Mhordee	Member of the subcommittee
	Mrs. Vijit Boonchu	Member of the subcommittee
	Mr. Nattharath Puangsuda	Member of the subcommittee

Remark: ⁽⁹⁾ - Mr. Nattharath Puangsuda resigned during the year on 31 January 2024

- Mr. Kasensit Pathomsak resigned during the year on 20 February 2024

- Mr. Hendrikus Van Westendorp resigned during the year on 20 February 2024

- Ms. Prapa Puranachote resigned during the year on 1 April 2024

- Lieutenant Sutthinan Hatthawong vacated their position during the year on 24 April 2024

- Mrs. Sasiyada Wilaiphol resigned during the year on 30 April 2024

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. Aekarat Punnasung</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Managing Director</p> <p>(The highest-ranking executive)</p>	1 Apr 2018	Marketing, Agribusiness, Food & Beverage, Human Resource Management, Budgeting
<p>2. Ms. Varanratch Assanupong^(*)</p> <p>Gender: Female</p> <p>Age : 49 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Chief Financial Officer	24 May 2021	Finance, Sustainability, Budgeting, Governance/ Compliance, Strategic Management
<p>3. Mr. Bundit Pichetpongsa</p> <p>Gender: Male</p> <p>Age : 47 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Asst. Managing Director - Commercial	3 Jan 2007	Marketing, Business Administration, Food & Beverage, Procurement, Risk Management
<p>4. Mrs. Ajara Mhordee</p> <p>Gender: Female</p> <p>Age : 67 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Marketing Department Manager	1 Sep 2014	Marketing, Food & Beverage, Sustainability, Project Management

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Wannachai Thurapang Gender: Male Age : 37 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Factory Manager	7 Nov 2024	Food & Beverage, Marketing, Data Analysis, Corporate Management, Business Administration
6. Ms. Narumon Jongjaroen ^(**) Gender: Female Age : 43 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	Accounting Controller	24 May 2021	Accounting, Data Management, Data Analysis, Statistics, Audit

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 : 31 Dec 2024
next four executives as of date

Remuneration policy for executive directors and executives

The Board of Directors shall supervise the establishment of a remuneration structure that incentivizes the managing director, senior management, and other personnel at all levels to perform their duties in accordance with the objectives and main goals of the organization and in accordance with the interests of the Company in the long term, which includes:

- (1) Consideration of the appropriateness of salary compensation, short-term performance such as bonuses, and long-term performance such as the Employee Stock Ownership Plan.
- (2) The formulation of the compensation policy takes into account factors such as the compensation level being greater than or equal to the industry by estimating the performance of the Company.
- (3) Establishing a policy on evaluation criteria and communicating it appropriately.

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

The Board of Directors, through the recommendation of the Corporate Governance and Nomination and Remuneration Committee, is of the opinion that the compensation of the executives is appropriate.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	16,942,286.00	14,153,723.00	17,373,736.00
Total remuneration of executive directors (baht) ⁽¹⁰⁾	0.00	0.00	0.00
Total remuneration of executives (baht)	16,942,286.00	14,153,723.00	17,373,736.00

Remark: ⁽¹⁰⁾ The Company did not pay the allowance to the member of the executive committee due to all of the member of the executive committee are executive / consultants / employees of the Company and its subsidiaries.

The Company determines the remuneration of executives at an appropriate level and in line with the Company's remuneration criteria and policy, taking into account roles, duties and responsibilities, relevant work experience, Company performance, and economic conditions, which the remuneration is comparable to the level practiced in the same industry. The remuneration of the Company's executives will be in accordance with the criteria and policies considered and approved by the Corporate Governance and Nomination and Remuneration Committee and the Board of Directors.

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	182,017.62	207,102.72	212,934.72
Employee Stock Ownership Plan (ESOP)	Yes	No	No
Employee Joint Investment Program (EJIP)	No	No	No

For the fiscal year ended December 31, 2024, the Company has paid other monetary compensation to executives, consisting of employer contributions to the Social Security Fund, vehicle allowance, fuel allowance or fuel allowance, and allowances in accordance with the Company's regulations. The Company has paid other non-monetary compensation to executives, including annual health check-ups, group insurance, company cars and drivers.

Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and executives : 0.00
in the current year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight⁽¹¹⁾

General information	Email	Telephone number
1. Mrs. Narumon Jongjaroen	narumon.j@asianalliance.co.th	-

Remark: ⁽¹¹⁾ Mrs. Narumon Jongjaroen, the Company's Accounting Manager, is the person who directly supervising the Company's accounting. She is responsible for supervising accounting transactions to be accurate and efficient in accordance with accounting standards, regulations, requirements, and various criteria of the Company. (More information and details can be found in Attachment 1, details about directors, executives, controlling persons, persons assigned highest responsibility in accounting and finance, person assigned to be directly responsible for supervising accounting, and company secretary.)

List of the company secretary⁽¹²⁾

General information	Email	Telephone number
1. Ms. Varanratch Assanupong	varanratch.a@asianalliance.co.th	-

Remark: ⁽¹²⁾ The Board of Directors' Meeting No. 4/2021 held on August 8, 2021, resolved to appoint Ms. Varanratch Assanupong as the Company Secretary with duties and responsibilities as specified in Section 89/15 of the Securities and Exchange Act B.E. 2535 (1992) (including any amendments).
(More information and details can be found in Attachment 1, details about directors, executives, controlling persons, persons assigned highest responsibility in accounting and finance, person assigned to be directly responsible for supervising accounting, and company secretary.)

List of the head of internal audit or outsourced internal auditor⁽¹³⁾

General information	Email	Telephone number
1. Ms. Phastrawan Prichapanuwat	phastrawan.p@asiansea.co.th	-

Remark: ⁽¹³⁾ On October 1st, 2022, the Company has employed Internal Audit Department of Asian Sea Corporation PLC. for auditing and evaluating the Company's internal control system which Ms. Phastrawan Prichapanuwat is the Internal Audit Department Manager. (More information and details can be found in Attachment 3, Details of the Head of Internal Audit.)

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Varanratch Assanupong	varanratch.a@asianalliance.co.th	-

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone +66 2264 9090	2,090,000.00	Types of non-audit service : Agreed-upon procedures engagement Details of non-audit service : The information as contained in the Application for Exercising Promotion Privileges for Corporate Income Tax Exemption of the Investment Promotion Entity Amount paid during the fiscal year 80,000.00 baht Total non-audit fee 80,000.00 baht	1. Ms. VILAILAK LAOHASRISAKUL Email: vilailak.laohasrisakul@th.ey.com License number: 6140

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SURIYA PRASATBUNTITYA	Director	24 May 2021	Law, Human Resource Management, Sustainability, Corporate Social Responsibility, Public Administration

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SAMART CHUTCHAWANJUMRUT	Director	21 Feb 2024	Economics, Banking, Finance, Project Management, Risk Management
Dr. ATAVIT SUWANPAKDEE	Director	24 Apr 2024	Banking, Energy & Utilities, Law, Finance, Leadership
Ms. SUPATTANA NGIMHOUNG	Director	21 Feb 2024	Accounting, Finance, Risk Management, Internal Control, Governance/ Compliance
Mr. PEJ PRAPAKITTIKUN	Director	24 Apr 2024	Media & Publishing, Strategic Management, Leadership, Negotiation, Sustainability

Selection of independent directors

Criteria for selecting independent directors

The company's board of directors stipulates that the board must consist of independent directors in a proportion of not less than one-third of the total number of directors, and there must be at least 3 independent directors, in accordance with the criteria specified in the company's board charter. This is based on the criteria of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), with regular annual reviews of the qualifications of independent directors. The company's board of directors sets the criteria for selecting independent directors by considering the qualifications according to the SEC and SET criteria as follows:

1. Having no business, financial, or other relationships with the company, its subsidiaries, executives, major shareholders, or any person that may affect their independent judgment.
2. Possessing knowledge, skills, and experience is beneficial to the company's business.
3. Being able to devote sufficient time to perform duties as an independent director appropriately.

4. Having honesty, responsibility, and adherence to good corporate governance principles.

The selection process is conducted by the Corporate Governance and Nomination and Remuneration Committee, which will consider and propose suitable candidates to the company's board of directors and subsequently to the shareholders' meeting for approval.

Business or professional relationships of independent directors over the past year

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

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 : Yes
through the nomination committee

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

Number of directors from major shareholders

Number of directors from each group of major shareholders : 3
over the past year (persons)

Rights of minority shareholders on director appointment

According to the Public Limited Companies Act and the regulations of the Stock Exchange of Thailand, all shareholders have the right to vote in the election of company directors using the principle of one share one vote. Shareholders can exercise this right to elect directors individually at the annual general meeting. Additionally, shareholders, including minority shareholders, are given the opportunity to nominate individuals with suitable qualifications for shareholders to consider and appoint as company directors in advance through channels specified by the company before the annual general shareholder meeting. The company will consider such nominations transparently and fairly assess the qualifications according to the established criteria to promote good corporate governance and ensure equal treatment of all shareholders.

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
-	Industrial Materials & Machinery, Packaging, Construction Materials, Project Management, Engineering
	Marketing, Digital Marketing, Brand Management, Negotiation, Strategic Management
	Banking, Commerce, Accounting, Finance, Audit
	Economics, Agribusiness, Commerce, Risk Management, Business Administration
	Commerce, Accounting, Finance, Procurement, Negotiation
	Commerce, Finance, Procurement, Negotiation, Business Administration
	Data Management, Data Analysis, Statistics, Digital Marketing, Brand Management
	Food & Beverage, Finance, Negotiation, Risk Management, Business Administration
	Commerce, Law
	Project Management, Risk Management, Audit, Internal Control, Budgeting
	Law, Corporate Management, Risk Management, Internal Control, Governance/ Compliance
	Corporate Social Responsibility, Human Resource Management, Sustainability, Risk Management, Governance/ Compliance

Information on the development of directors

Development of directors over the past year⁽¹⁴⁾

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. VICHAI ASSARASAKORN (Chairman of the Board of Directors)	Non-participating	-
2. Mr. Somsak Amornrattanachai (Director)	Non-participating	-
3. Mr. SURIYA PRASATBUNTITYA (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Board Nomination and Compensation Program (BNCP)
4. Mr. Aekarat Punnasung (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Strategic Board Master Class (SBM) Other • 2024: หลักสูตร 3 Financial Measures That Matter Workshop, Special Events 2/2024 (Display information in Thai language only)
5. Mr. SAMART CHUTCHAWANJUMRUT (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Director Accreditation Program (DAP) Other • 2024: การปฐมนิเทศกรรมการใหม่ (Display information in Thai language only)
6. Dr. ATAVIT SUWANPAKDEE (Director)	Non-participating	Other • 2024: การปฐมนิเทศกรรมการใหม่ (Display information in Thai language only)
7. Ms. SUPATTANA NGIMHOUNG (Director)	Non-participating	Other • 2024: การปฐมนิเทศกรรมการใหม่ (Display information in Thai language only)
8. Mr. PEJ PRAPAKITTIKUN (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Director Accreditation Program (DAP) Other • 2024: การปฐมนิเทศกรรมการใหม่ (Display information in Thai language only)
9. Ms. PRAPA PURANACHOTE (Director)	Non-participating	-
10. Mr. HENDRIKUS VAN WESTERNDROP (Director)	Non-participating	-
11. Mr. KASEMSIT PATHOMSAK (Director)	Non-participating	-
12. Lieutenant Sutthinan Hatthawong (Director)	Non-participating	-

Remark: ⁽¹⁴⁾ Mr. Hendrikus Van Westerndorp and Mr. Kasemsit Pathomsak resigned from the Company's directors on 20 February 2024.
Ms. Prapa Puranachote resigned from the Company's directorship on 1 April 2024.
Lieutenant Sutthinan Hatthawong resigned from his position due to the expiration of his term on 24 April 2024.

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The company has arranged for the Board of Directors, sub-committees, the Managing Director, and the Chief Financial Officer to have their performance evaluated annually through self-assessment, both individually and as a group. The criteria for evaluation align with the guidelines recommended by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand, covering key aspects such as roles and responsibilities, board structure and composition, meetings and participation, knowledge, skills, and development, ethics and independence in decision-making, the ability to oversee strategic governance, and risk management. The company secretary will distribute the evaluation forms and compile a summary report to the Corporate Governance and Nomination and Remuneration Committee for review and recommendation before reporting to the Board of Directors for further consideration.

The evaluation criteria are expressed in percentages of the total score as follows:

- More than 90% (4) means Excellent
- More than 80% (3) means Very Good
- More than 70% (2) means Good
- More than 60% (1) means Fair
- Equal to or less than 60% (0) means Needs Improvement

Evaluation of the duty performance of the board of directors over the past year⁽¹⁵⁾

The performance evaluation of the board of directors as a group for the year 2024 was Excellent for all committees. The individual performance evaluation of the company's directors was also Excellent for all 8 directors, and for individual evaluations of other sub-committees, no director scored below the Good.

Remark: ⁽¹⁵⁾ The Corporate Governance and Nomination and Remuneration Committee has three members, but only one member, Mr. Suriya Prasatbantitya, was evaluated because the other two members were newly appointed to replace the directors who resigned and completed their terms. These two members had not yet attended any meetings at the time of the evaluation.

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None
The Corporate Governance and Nomination and Remuneration Committee	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
The Risk Management for Sustainability Committee	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None
The Credit Committee	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The company's board of directors conducts performance evaluations of senior executives (C-Level) through self-assessment and performance assessments based on Key Performance Indicators (KPIs). These KPIs include both financial performance indicators and other operational performance indicators, in line with the company's strategic plan.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 5
(times)

Date of AGM meeting : 24 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. VICHAI ASSARASAKORN (Chairman of the Board of Directors, Independent director)	5	/	5	1	/	1	N/A	/	N/A
2. Mr. Somsak Amornrattanachaiikul (Director)	4	/	5	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
3. Mr. SURIYA PRASATBUNTITYA (Director)	5	/	5	1	/	1	N/A	/	N/A
4. Mr. Aekarat Punnasung (Director)	4	/	5	1	/	1	N/A	/	N/A
5. Mr. SAMART CHUTCHAWANJUMRUT (Director)	4	/	4	1	/	1	N/A	/	N/A
6. Dr. ATAVIT SUWANPAKDEE (Director)	4	/	4	0	/	0	N/A	/	N/A
7. Ms. SUPATTANA NGIMHOUNG (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
8. Mr. PEJ PRAPAKITTIKUN (Director, Independent director)	4	/	4	0	/	0	N/A	/	N/A
9. Ms. PRAPA PURANACHOTE (Director)	1	/	1	0	/	0	N/A	/	N/A
10. Mr. HENDRIKUS VAN WESTERNDROP (Director)	1	/	1	0	/	0	N/A	/	N/A
11. Mr. KASEMSIT PATHOMSAK (Director, Independent director)	1	/	1	0	/	0	N/A	/	N/A
12. Lieutenant Sutthinan Hatthawong (Director, Independent director)	1	/	1	0	/	1	N/A	/	N/A

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

Mr. Aekarat Punnasung did not attend the Board of Directors' Meeting No. 2/2024 due to being engaged in another duty.

Mr. Somsak Amornrattanachaikul did not attend the Board of Directors' Meeting No. 4/2024 due to being engaged in another duty.

Lieutenant Sutthinan Hatthawong did not attend 2024 AGM due to being engaged in another duty.

Remuneration of the board of directors

Types of remuneration of the board of directors

The Board of Directors, upon the recommendation of the Corporate Governance and Nomination and Remuneration Committee, reviewed and proposed to the shareholders' meeting for approval of directors' monetary compensation, which is to be paid only to directors who are not employees, executives, or advisors of the company and its subsidiaries, in three forms:

- 1) board meeting allowances
- 2) monthly remuneration for audit committee members
- 3) annual bonus for audit committee members in profitable years.

The Board of Directors did not propose to pay directors' compensation in other forms but considered and approved Directors and Officers Liability Insurance policy with 300 million baht coverage.

Remuneration of the board of directors⁽¹⁶⁾

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. VICHAI ASSARASAKORN (Chairman of the Board of Directors)			430,000.00		N/A
Board of Directors	150,000.00	0.00	150,000.00	No	
Audit Committee	100,000.00	180,000.00	280,000.00	No	
2. Mr. Somsak Amornrattanachaikul (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	0.00	0.00	0.00	No	
3. Mr. SURIYA PRASATBUNTITYA (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
The Corporate Governance and Nomination and Remuneration Committee	0.00	0.00	0.00	No	
4. Mr. Aekarat Punnasung (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Risk Management for Sustainability Committee	0.00	0.00	0.00	No	
The Credit Committee	0.00	0.00	0.00	No	
5. Mr. SAMART CHUTCHAWANJUMRUT (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	0.00	0.00	0.00	No	
6. Dr. ATAVIT SUWANPAKDEE (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
7. Ms. SUPATTANA NGIMHOUNG (Director)			235,000.00		N/A
Board of Directors	75,000.00	0.00	75,000.00	No	
Audit Committee	45,000.00	100,000.00	145,000.00	No	
The Corporate Governance and Nomination and Remuneration Committee	15,000.00	0.00	15,000.00	No	
8. Mr. PEJ PRAPAKITTIKUN (Director)			245,000.00		N/A
Board of Directors	60,000.00	0.00	60,000.00	No	
Audit Committee	45,000.00	80,000.00	125,000.00	No	
The Risk Management for Sustainability Committee	45,000.00	0.00	45,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Corporate Governance and Nomination and Remuneration Committee	15,000.00	0.00	15,000.00	No	
9. Mr. Somchai Amornrattanachaikul (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
10. Mr. Akamon prasoppolsujarit (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
11. Ms. Varanratch Assanupong (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
The Credit Committee	0.00	0.00	0.00	No	
The Risk Management for Sustainability Committee	0.00	0.00	0.00	No	
12. Mr. Bundit Pichetpongsa (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
The Credit Committee	0.00	0.00	0.00	No	
The Risk Management for Sustainability Committee	0.00	0.00	0.00	No	
13. Mrs. Ajara Mhordee (Member of the executive committee)			0.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee	0.00	0.00	0.00	No	
The Credit Committee	0.00	0.00	0.00	No	
14. Mrs. Vijit Boonchu (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
The Credit Committee	0.00	0.00	0.00	No	
15. Ms. Somsri Maneechay (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
The Risk Management for Sustainability Committee	0.00	0.00	0.00	No	
16. Ms. Benjaporn Pongsiri (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
The Risk Management for Sustainability Committee	0.00	0.00	0.00	No	
17. Mr. Thawatwong Arunthong (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
The Risk Management for Sustainability Committee	0.00	0.00	0.00	No	
18. Mr. Nattharath Puangsuda (Member of the subcommittee)			0.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Credit Committee	0.00	0.00	0.00	No	
The Risk Management for Sustainability Committee	0.00	0.00	0.00	No	
19. Ms. Wijitra Thiangtham (Member of the subcommittee)			0.00		N/A
The Risk Management for Sustainability Committee	0.00	0.00	0.00	No	
20. Mr. Santi Vilaiphol (Member of the subcommittee)			0.00		N/A
The Risk Management for Sustainability Committee	0.00	0.00	0.00	No	
21. Mr. Kiatipong Narongpankul (Member of the subcommittee)			0.00		N/A
The Risk Management for Sustainability Committee	0.00	0.00	0.00	No	
22. Ms. PRAPA PURANACHOTE (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
The Corporate Governance and Nomination and Remuneration Committee	N/A	N/A	N/A	-	
23. Mr. HENDRIKUS VAN WESTERNDROP (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
24. Mr. KASEMSIT PATHOMSAK (Director)			80,000.00		N/A
Board of Directors	15,000.00	0.00	15,000.00	No	
Audit Committee	15,000.00	20,000.00	35,000.00	No	
The Corporate Governance and Nomination and Remuneration Committee	30,000.00	0.00	30,000.00	-	
25. Lieutenant Sutthinan Hatthawong (Director)			115,000.00		N/A
Board of Directors	15,000.00	0.00	15,000.00	No	
Audit Committee	15,000.00	40,000.00	55,000.00	No	
The Corporate Governance and Nomination and Remuneration Committee	30,000.00	0.00	30,000.00	No	
The Risk Management for Sustainability Committee	15,000.00	0.00	15,000.00	No	
26. Mrs. Sasiyada Wilaiphol (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
The Risk Management for Sustainability Committee	N/A	N/A	N/A	-	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	315,000.00	0.00	315,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
2. Audit Committee	220,000.00	420,000.00	640,000.00
3. Executive Committee	0.00	0.00	0.00
4. The Risk Management for Sustainability Committee	60,000.00	0.00	60,000.00
5. The Corporate Governance and Nomination and Remuneration Committee	90,000.00	0.00	90,000.00
6. The Credit Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	685,000.00
Other monetary remuneration (Baht)	420,000.00
Total (Baht)	1,105,000.00

Remark: ⁽¹⁶⁾ - Other monetary compensation of the Audit Committee is the monthly director compensation, which will be paid to the Chairman of the Audit Committee at 15,000 baht/month and to the Director at 10,000 baht/month.

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of : 420,000.00
directors over the past year
(Baht)⁽¹⁷⁾

Remark: ⁽¹⁷⁾ However, if it is approved by the 2025 Annual General Meeting of Shareholders to pay audit committee bonuses totaling 420,000 baht for the 2024 operating, the Audit Committee Bonus will be paid to the chairman of the audit committee in the amount of 180,000 baht and the audit committee members (2 people) in the amount of 240,000 baht, total directors' remuneration paid 1,525,000 baht which does not exceed 2 million baht as approved by the 2024 Annual General Meeting of Shareholders.

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 associated : Yes
companies

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

The Board of Directors has established a governance and management policy for subsidiaries and affiliates with the purpose of setting forth direct and indirect measures and mechanisms to enable supervision and management of these entities. This also includes monitoring to ensure that subsidiaries and affiliates adhere to the prescribed measures and mechanisms as if they were internal units of the company, in accordance with company policies, public company law, civil and commercial codes, securities law, and related regulations and guidelines issued by the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand. This policy aims to safeguard the company's investments in its subsidiaries and affiliates. (The policy on governance and management of subsidiaries and affiliates is part of the investment policy in subsidiaries and affiliates, which can be reviewed in Section 1, Business Operations, Sub-section 1.2.2.4, Assets Used in Business undertaking, under the section on Investment Policy in Subsidiaries and associated companies.)

The Board of Directors appoints representatives to serve as directors in each subsidiary and/or affiliate proportionate to the company's shareholding in each entity. These representatives are responsible for considering that the subsidiaries and/or affiliates operate in compliance with relevant laws and other company policies as appropriate.

In the case of joint ventures where the company does not have direct control, the company will oversee through the appointment of a representative director in an appropriate proportion, including monitoring performance, attending board meetings, and regularly reviewing financial reports to ensure that the joint ventures operate according to business ethics and do not negatively impact the group. However, in the case of investment in Asian Group SCS Europe GmbH ("AGE"), a joint venture in which the company holds a 60% stake, both the company and the other party have the right to appoint half of the total number of directors according to the Shareholders' Agreement (currently, the company has appointed one out of two directors). The company has considered this proportion of director appointments to be appropriate since AGE operates as an agent for procuring brand product owners' customers in Europe, which requires joint management by both parties. Moreover, AGE's business activities as an agent for procuring brand product customers are solely for the company, allowing for revenue verification from sales derived from commissions paid by the company. In contrast, subsidiaries Thaiya Corporation (Shanghai) and joint venture Shandong Thaiya Meisi Pet Food, operating in China, which have different regulatory oversight compared to Thailand and have business activities that are not significant to the overall performance of the company, do not have company representatives appointed as directors. Instead, the Chief Financial Officer is assigned to monitor monthly performance and significant operations and report to the board of directors on a quarterly basis.

The Board of Directors continuously monitors the performance of subsidiaries and affiliates through the presentation of operational analysis results, as well as opinions or recommendations from the executive committee on a quarterly basis. This is to inform policy decisions or improvements to promote the continuous development and growth of subsidiaries and affiliates. The company also ensures that subsidiaries, affiliates, and joint ventures comply with the Securities and Exchange Act B.E. 2535 (including any amendments), relevant regulations, announcements, orders, and criteria from the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand. Furthermore, directors and executives of subsidiaries and affiliates are required to disclose and submit information on their interests and those of related persons to the Board of Directors, highlighting relationships and transactions with the group that may cause conflicts of interest, and to avoid engaging in transactions that may lead to such conflicts. Compliance with legal and regulatory requirements regarding the acquisition or disposal of assets and related party transactions is strictly enforced.

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 : Yes
over the past year

In 2024, the Board of Directors emphasized the careful and transparent prevention and management of conflicts of interest, prioritizing the "best interests of the company and its shareholders as a whole." Directors, executives, and employees at all levels must strictly adhere to the established conflict of interest prevention policy, which includes:

1. Requiring directors and executives to report on personal interests and potential conflicts of interest as per the company's guidelines.
2. Supervising related transactions by having them reviewed by the audit committee before being submitted to the Board of Directors or the shareholders' meeting for approval, as appropriate.

3. Mandating directors and executives abstain from voting and not participate in meetings on matters where they have an interest.

Additionally, the Board of Directors has established confidential channels according to the company's whistleblowing policy to ensure all significant issues are reported and investigated fairly. Regular communication of policies and practices to raise awareness among employees at all levels is also mandated. Moreover, in 2024, no significant conflicts of interest or violations of the company's policies were found.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The company's board of directors has established an insider trading policy that covers directors, executives, employees, and workers who know or possess insider information. This is in compliance with the Securities and Exchange Act and other relevant regulations. In the board meetings, the Chief Financial Officer (CFO) will prepare an investor relations report detailing blackout periods and prohibited trading periods for company securities. The insider trading policy is explained to new directors during their orientation, and reminders are sent via Line when the quarterly or annual financial closing dates approach. These reminders specify the prohibited trading period from the financial closing date until the financial statement is disclosed. The directors must inform the company secretary when there are changes in their securities holdings and file a report on these changes to the Securities and Exchange Commission within three business days from the date of purchase, sale, transfer, or receipt of transfer.

The board of directors has assigned the CFO to act as the investor relations officer and serve as the central point for disclosing important information to shareholders and investors domestically and internationally. This includes financial information such as quarterly performance results, quarterly financial statements, and management discussion and analysis (MD&A) reports. These are to be disclosed accurately in both Thai and English through the news system of The Stock Exchange of Thailand and the company's website according to reporting periods. The contact information for the company's investor relations is disclosed in the 56-1 One Report and on the company website.

In 2024, there were no complaints or legal violations related to these matters.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

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

The board of directors is committed to conducting business with transparency, adhering to governance principles, and rejecting all forms of corruption. They have clearly established an anti-corruption policy and communicated it to employees at all levels as well as stakeholders. This effort is ongoing and consistent. Additionally, the company participated in the Declaration of Intent to join the Anti-Corruption Initiative (CAC) and received certification in 2023. (The full version of the Anti-Corruption Policy can be viewed here <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-anti-corruption-policy-en.pdf>)

In 2024, the Audit Committee, as assigned by the Board of Directors, oversaw the internal audit process and reviewed internal processes at risk points to reduce the risk of corruption in all company processes through the Internal Audit Department's reports. Meanwhile, the company's Risk Management for Sustainability Committee took on the role of overseeing and assessing corruption risks in processes that may be at risk of corruption, as well as ensuring proper implementation of risk management plans. The residual risk assessment results for various processes were at a moderate to low level. The anti-corruption policies and whistleblowing channels were communicated and trained during new employee orientations to ensure that all employees were aware of and ready to comply with the company's policies.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	1	0

Details of cases or issues related to corruption

Year of event	Details	Progress status
Dec 2025	<p>Case or issue</p> <p>-</p> <p>Investigation results</p> <p>-</p> <p>Corrective actions</p> <p>-</p>	Incident no longer subject to action

Whistleblowing

Operations related to whistleblowing over the past year

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

The company provides opportunities for stakeholders, both internal and external, to report suspicions of legal violations, good governance principles, company regulations, policies, business ethics, incorrect financial reporting, or deficiencies in the company's internal control system. Channels, methods, investigation procedures, and protections for the rights of whistleblowers and informants are established under the whistleblowing and complaints policy. Clear measures to protect whistleblowers or informants providing information are defined. The whistleblowing policy and channels are disclosed on the company's website.

Complaint channels include

1. Hotline for complaints (24 hours) Tel: 095 – 372 – 0144
2. Company Secretary, Asian Alliance International Public Company Limited

E-mail : AAI-Secretary@asianalliance.co.th
Post address : Company Secretary
Asian Alliance International Public Company
Limited
55/2 Rama 2 Road, Bang Krachao Subdistrict, Mueang District,
Samut Sakhon Province 74000

3. Internal Audit Department, Asian Alliance International Public Company Limited
E-mail : AAI-IA@asianalliance.co.th
Post address : Internal Audit Manager
Asian Alliance International Public Company
Limited
55/2 Rama 2 Road, Bang Krachao Subdistrict, Mueang District,
Samut Sakhon Province 74000

4. Managing Director, Asian Alliance International Public Company Limited
E-mail: Aekarat@asianalliance.co.th
Post address : Managing Director
Asian Alliance International Public Company
Limited
55/2 Rama 2 Road, Bang Krachao Subdistrict, Mueang District,
Samut Sakhon Province 74000

5. Audit Committee, Asian Alliance International Public Company Limited
E-mail : AAI-AC@asianalliance.co.th
Post address: Audit Committee
Asian Alliance International Public Company
Limited
55/2 Rama 2 Road, Bang Krachao Subdistrict, Mueang District,
Samut Sakhon Province 74000

6. Complaints Box

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	2	0

Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
Dec 2023	<p>Case or issue -</p> <p>Topics or issues about Anti-corruption</p> <p>Investigation results -</p> <p>Corrective actions -</p>	Incident no longer subject to action

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

Meeting attendance of audit committee

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. VICHAI ASSARASAKORN (Chairman of the audit committee)	4	/	4
2 Ms. SUPATTANA NGIMHOUNG (Member of the audit committee)	3	/	3
3 Mr. PEJ PRAPAKITTIKUN (Member of the audit committee)	3	/	3
4 Mr. KASEMSIT PATHOMSAK (Member of the audit committee)	1	/	1
5 Lieutenant Sutthinan Hatthawong (Member of the audit committee)	1	/	1

The results of duty performance of the audit committee

Summary of the Audit Committee's Performance in 2024

1. Review of the quarterly and annual financial statements for 2024 of the Company and its subsidiaries by inquiring and receiving clarification from management and the auditor on the accuracy and completeness of the financial statements and the adequacy of disclosures, observations, and innovations for audit development. The Audit Committee agrees with the auditor that the financial statements of the Company and its subsidiaries present fairly, in all material respects, in accordance with financial reporting standards, are reliable, and are useful to the users of the financial statements.

2. Review and provide opinions on related party transactions, connected transactions, or transactions that may involve conflicts of interest, including the disclosure of such transactions, as required by the Stock Exchange of Thailand and the Securities and Exchange Commission. The Audit Committee agrees with the auditor that such transactions are reasonable, conducted in accordance with normal business terms and conditions, and that material transactions have been properly and completely disclosed and presented in the financial statements and notes to the financial statements.

3. Review the internal control system and internal audit work by considering and approving the annual audit plan of the internal auditor, which is developed and improved to be effective and cover important work/departments, including reviewing internal audit reports on the operations of the Company and its subsidiaries. The Audit Committee reports the results of the internal control system audit to the Board of Directors every quarter and provides useful recommendations to the internal control system to ensure continuous improvement according to the internal audit reports. The Company's internal control system is adequate and appropriate, with no material weaknesses or deficiencies identified that could have a material adverse effect on the Company.

4. Monitor the operations of the Company's management to support and promote activities in accordance with the declaration of intent of the Thai Private Sector Collective Action Against Corruption. The Company has announced its policy and practices in combating fraud and corruption and has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) from the Thai Institute of Directors Association (IOD) on June 30, 2023.

5. Consider, select, and propose the appointment of an internal auditor and the internal audit service budget for the year 2024 by considering performance, qualifications, skills, knowledge, abilities, and work experience. The Company proposes the appointment of the internal audit unit of Asian Sea Corporation Public Company Limited as an independent auditor of the internal control system to act as the Company's internal auditor from October 1, 2023 onwards, along with proposing approval of the internal audit service budget for the year 2025. This transaction is considered a related party transaction with the service fee and conditions determined in accordance with the nature of normal business operations and comparable to market prices.

6. Consider, select, and propose the appointment of an auditor and the audit fee for the year 2024 by considering performance, qualifications, skills, knowledge, abilities, and work experience. The Company proposes the appointment of Ernst & Young Company Limited as the Company's auditor, along with proposing approval of the audit fee for the year 2024.

7. Ensure that the Company and its subsidiaries comply with all applicable accounting standards, laws, regulations of the Stock Exchange of Thailand, and laws related to the business of the Company and its subsidiaries

completely, accurately, and in accordance with good corporate governance principles.

8. Review the adequacy of the Company's risk management process and conduct audits in accordance with the existing risk appetite. Mr. Pej Prapakittikun, a representative of the Audit Committee, also serves as a member of the Risk Management Committee. The aim is to develop the Company's risk management to cover all departments and be more intensive.

9. Support the development of internal auditors and the development of internal audit approaches to meet international standards, with the goal of having the internal audit unit receive training and develop knowledge about relevant standards and laws.

10. The Company has implemented Robotic Process Automation (RPA) and Business Intelligence (BI) systems and technologies to assist in its operations. This ensures that the internal control system and database management are more accurate, as well as enabling dashboard display and automatic system activity monitoring with the Robot system, in line with the current digital age (Digital Transformation).

For the year 2024, the Audit Committee has performed its duties with due care, prudence, and sufficient independence. The Audit Committee is of the opinion that the Company has reported its financial information and operations accurately, has an internal control system, internal audit, and disclosure of related party transactions and connected transactions that are appropriate, and has operated in accordance with good corporate governance principles. In addition, the Company has continuously developed and improved its operating system to be of better quality and suitable for the business environment. Furthermore, the Audit Committee has reviewed the Audit Committee Charter, including evaluating the performance of the Audit Committee as a whole and self-assessments by individual members, in accordance with the best practices of the Stock Exchange of Thailand, to ensure that the Audit Committee's performance is effective and achieves its objectives. The results of the overall and individual assessments are good and contribute to enhancing the effectiveness of the Company's operations and corporate governance system.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Somsak Amornrattanachaikul (Chairman of the executive committee)	9	/	12
2 Mr. Somchai Amornrattanachaikul (Member of the executive committee)	5	/	8
3 Mr. Aekarat Punnasung (Member of the executive committee)	11	/	12
4 Mr. SAMART CHUTCHAWANJUMRUT (Member of the executive committee)	10	/	10
5 Mr. Akamon prasoppolsujarit (Member of the executive committee)	12	/	12
6 Ms. Varanratch Assanupong (Member of the executive committee)	12	/	12
7 Mr. Bundit Pichetpongsa (Member of the executive committee)	12	/	12
8 Mrs. Ajara Mhordee (Member of the executive committee)	12	/	12

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
9 Mrs. Vijit Boonchu (Member of the executive committee)	11	/	12
10 Ms. Somsri Maneechay (Member of the executive committee)	12	/	12
11 Ms. Benjaporn Pounsiri (Member of the executive committee)	12	/	12
12 Mr. Thawatwong Arunthong (Member of the executive committee)	11	/	12
13 Mr. HENDRIKUS VAN WESTERNDROP (Member of the executive committee)	1	/	2
14 Mrs. Sasiyada Wilaiphol (Member of the executive committee)	4	/	4

The results of duty performance of Executive Committee

Meeting attendance The Risk Management for Sustainability Committee

Meeting The Risk Management for : 5
Sustainability Committee (times)

List of Directors	Meeting attendance The Risk Management for Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Aekarat Punnasung (The chairman of the subcommittee)	5	/	5
2 Mr. PEJ PRAPAKITTIKUN (Member of the subcommittee)	3	/	3
3 Ms. Varanratch Assanupong (Member of the subcommittee)	5	/	5
4 Mr. Bundit Pichetpongsa (Member of the subcommittee)	5	/	5
5 Ms. Somsri Maneechay (Member of the subcommittee)	5	/	5
6 Ms. Benjaporn Pounsiri (Member of the subcommittee)	5	/	5
7 Ms. Wijitra Thiangtham (Member of the subcommittee)	5	/	5
8 Mr. Santi Vilaiphol (Member of the subcommittee)	4	/	5

List of Directors	Meeting attendance The Risk Management for Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
9 Mr. Thawatwong Arunthong (Member of the subcommittee)	4	/	5
10 Mr. Kiatipong Narongpankul (Member of the subcommittee)	5	/	5
11 Lieutenant Sutthinan Hatthawong (Member of the subcommittee)	1	/	2
12 Mr. Nattharath Puangsuda (Member of the subcommittee)	0	/	1
13 Mrs. Sasiyada Wilaiphol (Member of the subcommittee)	2	/	2

The results of duty performance of The Risk Management for Sustainability Committee

Meeting attendance The Corporate Governance and Nomination and Remuneration Committee

Meeting The Corporate Governance and : 3
Nomination and Remuneration Committee
(times)

List of Directors	Meeting attendance The Corporate Governance and Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. SURIYA PRASATBUNTITYA (The chairman of the subcommittee)	3	/	3
2 Ms. SUPATTANA NGIMHOUNG (Member of the subcommittee)	1	/	1
3 Mr. PEJ PRAPAKITTIKUN (Member of the subcommittee)	1	/	1
4 Lieutenant Sutthinan Hatthawong (Member of the subcommittee)	2	/	2
5 Mr. KASEMSIT PATHOMSAK (Member of the subcommittee)	2	/	2
6 Ms. PRAPA PURANACHOTE (The chairman of the subcommittee)	2	/	2

The results of duty performance of The Corporate Governance and Nomination and Remuneration Committee

Meeting attendance The Credit Committee⁽¹⁸⁾

Meeting The Credit Committee (times) : 5

List of Directors	Meeting attendance The Credit Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Aekarat Punnasung (Member of the subcommittee)	5	/	5
2 Ms. Varanratch Assanupong (Member of the subcommittee)	5	/	5
3 Mr. Bundit Pichetpongsa (Member of the subcommittee)	5	/	5
4 Mrs. Ajara Mhordee (Member of the subcommittee)	5	/	5
5 Mrs. Vijit Boonchu (Member of the subcommittee)	5	/	5
6 Mr. Nattharath Puangsuda (Member of the subcommittee)	0	/	0

The results of duty performance of The Credit Committee

Remark: ⁽¹⁸⁾ Mr. Nattharath Puangsuda resigned on January 31, 2024, and is not eligible to attend the 2024 Credit Committee meetings as the first meeting is scheduled for February.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company and its subsidiaries operate within the framework of good corporate governance, ensuring transparency and accountability. The commitment is to develop the business in tandem with economic, social, and environmental sustainability. The company is steadfast in becoming a Good Corporate Citizen, promoting continuous and sustainable business growth under the principles of ethics and effective corporate governance. Furthermore, it actively supports the achievement of the United Nations Sustainable Development Goals (SDGs) to address climate change issues and efficiently provide returns to shareholders while considering the impact of business operations on all stakeholders.

The company initiated the development of a sustainability strategy in 2019 under the management of the parent company, Asian Sea Corporation Public Company Limited (hereinafter referred to as "ASIAN"). ASIAN, established a Sustainability Management Committee of ASIAN group comprising top executives from all subsidiaries to ensure that the ASIAN Group's sustainability strategic plan is consistent with the operations of every business unit and every subsidiary in the ASIAN Group, the sustainability strategic plan is strictly followed.

The company's board of directors appointed a Corporate Governance and Sustainable Management Committee in late 2022 to ensure the company continues to earnestly pursue sustainable development throughout its operations. The committee reviewed the sustainability strategy, ensuring its alignment with the company's operations and its subsidiaries consistently. The committee remains steadfast in driving the business in line with the international principles of the United Nations Sustainable Development Goals (SDGs). They proposed the company's board of directors to approve the strategic plan "CHEERS!" covering all dimensions, including environmental, social, and governance (ESG) aspects, as the company's sustainability strategy, similar to ASIAN. Considering that the "CHEERS!" strategy aligns with the business operations in the short and long term and is in harmony with the global sustainable development direction and expectations of all stakeholders, the committee believes that business sustainability comes from responsible business practices.

Reference link for sustainability policy : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-sustainable-development-and-corporate-social-responsibility-en.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

AAI's Group has set a long-term sustainability goal to reduce greenhouse gas emissions (GHG) to achieve Net Zero Emission by 2050. To achieve this goal, AAI is implementing the "CHEERS!" strategic plan, which is the Group's sustainability strategy. The Company has set long-term goals in each issue, covering the environment, society, and corporate governance, and has set short-term goals each year to enable the Group to monitor its operations in accordance with its long-term goals.

The long-term goals in each issue under the "CHEERS!" strategic plan are as follows:

1. Emission / Air Pollution

- No cases of law violations and no complaints on related issues

2. Water and Wastewater Management

- There is a comprehensive water management plan from assessing the adequacy of water sources, maintaining or improving water quality, wastewater treatment, and reusing water
- Percentage of wastewater treated before disposal 100%
- No cases of law violations and no complaints on related issues

3. Climate Action

- Net Zero Emission in 2050

4. Waste Management

- Zero Waste to Landfill

- No cases of law violations and no complaints on related issues

5. Energy Management

- Use energy from clean energy sources at least 50% by 2030

6. Corporate Social Responsibility

- No cases of law violation and no complaints on related issues

7. Quality and Food Safety

- No cases of law violation and no complaints on related issues
- The Company's products are certified for 100% food safety standards

8. Data Security and Privacy

- No cases of law violation and no complaints on related issues

9. Responsible Marketing and Product Labeling

- No cases of law violation and no complaints on related issues
- The Company's products display nutritional labels as required by law 100%

10. Human Rights and Labor Practices

- No laws violation and compliance with the Company's policies
- Certified with SEDEX 4-Pillar Standards every year (parent company, excluding subsidiaries)
- No complaints related to human rights and labor practices

11. Human Resource Management

- There is an annual employee training and development plan covering all levels of employees

12. Corporate governance and business ethics

- No cases of law violation and no complaints on related issues
- CG assessment results not lower than "Very good" or 4 symbols
- Certified as a member of the CAC

13. Risk and crisis management

- Risk assessments are carried out along with appropriate risk management plans so that the business can continue to operate without interruption

14. Product research and development

- New products are launched for both customers and products of the Group's brands and sold every year
- Products are launched that promote health and nutrition for consumers every year

15. Supply chain management

- 100% sustainable procurement by 2027

The short-term goals for the year 2024 in each issue under the "CHEERS!" strategic plan are as follows:

1. Emission / Air Pollution

- No cases of law violations and no complaints on related issues

2. Water and Wastewater Management

- Percentage of wastewater treated before disposal 100%
- Percentage of wastewater reused more than the previous year

3. Climate Action

- Greenhouse gas emission intensity is lower than the previous year.

4. Waste Management

- The amount of waste sent to landfill has decreased compared to the previous year.

5. Energy Management

- The proportion of energy consumption from clean energy sources increased compared to the previous year.
- Energy intensity per ton of production decreased compared to the previous year.

6. Corporate Social Responsibility

- No cases of law violation and no complaints on related issues

7. Quality and Food Safety

- No cases of law violation and no complaints on related issues
- The Company's products are certified for 100% food safety standards

8. Data Security and Privacy

- No cases of law violation and no complaints on related issues

9. Responsible Marketing and Product Labeling

- No cases of law violation and no complaints on related issues
- The Company's products display nutritional labels as required by law 100%

10. Human Rights and Labor Practices

- Injury Severity Rate (ISR) rate lower than previous year
- Injury Frequency Rate (IFR) rate lower than previous year

11. Human Resource Management

- There is an annual employee training and development plan covering all levels of employees

12. Corporate governance and business ethics

- No cases of law violation and no complaints on related issues
- CG assessment results not lower than "Very good" or 4 symbols
- Certified as a member of the CAC

13. Risk and crisis management

- Risk assessments are carried out along with appropriate risk management plans so that the business can continue to operate without interruption

14. Product research and development

- New products are launched for both customers and products of the Group's brands and sold every year
- Products are launched that promote health and nutrition for consumers every year

15. Supply chain management

- Assess the importance of all suppliers by 2024
- Assess suppliers using sustainability criteria (ESG) 2024 100%

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 16 Peace, Justice and Strong Institutions

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

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

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

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

Information on impacts on stakeholder management in business value chain

Business value chain

1. Main Activities

1.1 Management of Production Factors

The Company selects high-quality and safe raw materials from sources that do not conflict with sustainable development guidelines and are traceable. The quality of raw materials is tested from the supplier selection stage to the raw material receiving stage to ensure that the raw materials used in production are of quality and meet the standards. The Company also emphasizes fair and equal treatment of partners, taking into account good governance and social and environmental responsibility, as well as conducting partner evaluations to develop sustainable business relationships.

1.2 Research and Development of Products

The Company continuously researches and develops products. The Company and its customers share information on product development, market trends, and consumer demand in each area to meet the needs of consumers and ensure sustainable growth for both the Company and its customers. The Research and Development Department also plays an important role in defining product specifications to ensure that the products manufactured meet the real needs of customers.

1.3 Production Process

The Company plans production based on customer orders in advance to ensure timely delivery. Resources in the production process are used efficiently and maximized, both in terms of raw material usage and process development through investment in technology and automation. The Company also provides training and development for personnel in the process and improves the working environment, as well as provides the necessary equipment for working in different situations. This allows employees to work safely. The Company also emphasizes quality control and inspection at every stage to ensure that the products meet the required standards. The Company has been certified by various domestic and international agencies, giving customers confidence that the Company's products are safe and of high quality, meeting international standards.

1.4 Distribution of Products and Services

The Company mainly distributes products by land transportation through outsourcing. The Company regularly audits contractors to ensure that they comply with relevant laws, regulations, and/or regulations and can deliver products on time.

1.5 Marketing and Sales

The Company mainly sells products under the customer's trademark. Customers are contacted through various channels, including direct contact, sales through import-export agents, and sales through sales agents. For products under the Company's trademark, the Company distributes them through various channels, including wholesale and retail, as well as exports. The Company treats all customers equally and sets appropriate prices for each type of product based on good governance principles. The Company also discloses information about the products to customers in a complete, accurate and sufficient manner, without concealing or distorting the content.

1.6 After-Sales Service

The Company has a traceability system from the source of raw materials to the final consumer to ensure that consumers are confident in the quality standards of the Company's products. The Company also conducts customer satisfaction surveys and establishes channels for complaints about product quality to improve the Company's products and services.

2. Support Activities

2.1 Infrastructure Provision

The Company has implemented an Enterprise Resource Planning (ERP) system to connect operations between departments, from sales, procurement, hiring, production planning, and manufacturing to product delivery. This enables the organization to work together systematically, allowing for more efficient planning, management, and data management throughout the process. The data is also linked to the accounting and financial systems, enabling effective data analysis for business development that is timely and responsive. The Company maintains and repairs buildings, premises, machinery, tools, and equipment, and invests in additional resources to ensure that it has sufficient resources to support the sustainable growth of the organization.

2.2 Human Resource Management

The Company has an effective organizational structure, with a regularly reviewed annual workforce plan and a succession plan for key positions. The Company treats all employees equally, emphasizing fair hiring and employment conditions, appropriate compensation and benefits packages comparable to other companies in the same industry, and a fair and transparent performance evaluation system. The Company is also committed to developing its employees through training and seminars to enhance their work skills and confidence in performing their duties.

2.3 Technology Development

The Company has established a department to improve production efficiency by continuously investing in automated machinery to reduce reliance on labor, reduce costs, and reduce waste from the production process. This is to increase the long-term competitiveness of the business.

2.4 Corporate Governance

The Company has defined a structure and authority for conducting business in line with good governance principles, and monitors to ensure that policies are implemented in a tangible way through the work of various subcommittees. The subcommittees are required to report their performance to the Board of Directors at least once a quarter. The Board of Directors reviews all policies annually and considers amendments to ensure that they are consistent with the current situation. Important policies include the Corporate Governance Policy, Business Conduct Code, Sustainable Development and Social Responsibility Policy, Risk Management Policy, and Internal Control Policy.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
• Employees	-	-	<ul style="list-style-type: none"> • Others • - • - • - • -

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Shareholders	-	-	<ul style="list-style-type: none"> • Annual General Meeting (AGM) • Complaint Reception • Others <ul style="list-style-type: none"> • - • - • - • -
• Customers	-	-	<ul style="list-style-type: none"> • Satisfaction Survey • Others <ul style="list-style-type: none"> • - • -
• Suppliers	-	-	<ul style="list-style-type: none"> • Satisfaction Survey • Others <ul style="list-style-type: none"> • - • - • - • -
<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • - 	-	-	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • - • -
• Competitors	-	-	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • -
• Community	-	-	<ul style="list-style-type: none"> • Satisfaction Survey • Others <ul style="list-style-type: none"> • - • - • - • -
<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • - 	-	-	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • - • - • - • - • -
<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • - 	-	-	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • - • - • -
<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • - 	-	-	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • -

Information on organization's material sustainability topics

Organization's material sustainability topics

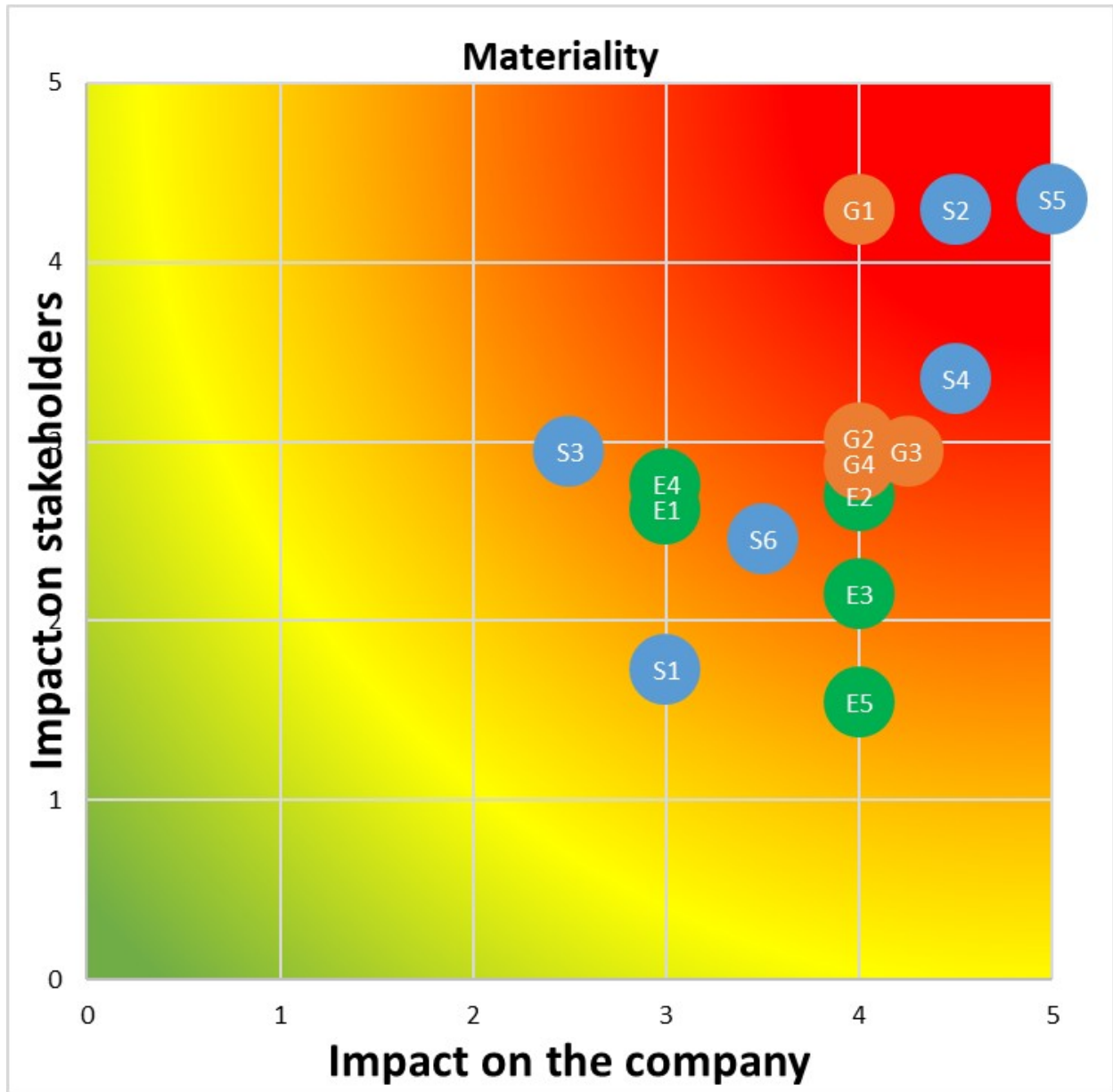
The company has identified its sustainability materiality topics : Yes

Over the past year, the company has reviewed its : 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
Air Emissions	<ul style="list-style-type: none">• Environmental Management Standards Policy and Compliance
Water Management	<ul style="list-style-type: none">• Environmental Management Standards Policy and Compliance• Water Management
Coping with Climate Change	<ul style="list-style-type: none">• Greenhouse Gas Management
Waste management	<ul style="list-style-type: none">• Environmental Management Standards Policy and Compliance• Waste and Waste Management
Energy Management	<ul style="list-style-type: none">• Energy Management
Living with / Developing and Supporting Community	<ul style="list-style-type: none">• Community / Social Responsibility
Product Quality and Food Safety	<ul style="list-style-type: none">• Customer / Consumer Responsibility
Data Security and Privacy	<ul style="list-style-type: none">• Human Rights• Fair Labor Practices• Customer / Consumer Responsibility• Community / Social Responsibility
Responsible Marketing and Labeling.	<ul style="list-style-type: none">• Customer / Consumer Responsibility
Human Rights and Labor Practices	<ul style="list-style-type: none">• Human Rights• Fair Labor Practices
Human Resources Management	<ul style="list-style-type: none">• Human Rights• Fair Labor Practices• Good Governance
Good Corporate Governance and Code of Conduct	<ul style="list-style-type: none">• Good Governance
Risk and Crisis Management	<ul style="list-style-type: none">• Good Governance• Sustainability Risk Management
Product Research and Development	<ul style="list-style-type: none">• Customer / Consumer Responsibility• Innovation Development
Supply Chain Management	<ul style="list-style-type: none">• Sustainable Supply Chain Management

Diagram of organization's material sustainability topics



Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines : GRI Standards,
Other : Manual suggesting relevant indicators for Food and Agriculture Sector of Stock Exchange of Thailand., Sustainability Indicator Guide for the Agricultural and Food Industry Group of the Stock Exchange of Thailand, Reporting performance progress supporting Sustainable Development Goals (SDGs)

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognizes the importance of risk management as part of good governance activities to support the organization's drive amidst the changes that the Company is facing towards sustainable success. The Board of Directors has appointed a Risk Management for Sustainability Committee and established risk management policies and plans to ensure that the Company has determined to analyze and evaluate factors and opportunities for risk management and monitoring of risks to be at an acceptable level especially Emerging Risk issues and risks related to the Group's sustainability issues in terms of environment, social and governance dimensions by studying and applying risk management tools in various forms, such as determining risk appetite and risk tolerance. Assessing the importance of risk issues through a risk map and requiring monitoring and evaluation of risk management, as well as communicating relevant information within the company continuously and regularly, as well as considering providing knowledge to various departments. To understand the criteria for analyzing, evaluating, and managing risks periodically in order to continuously improve the efficiency of the organization's risk management until it becomes a culture in the organization's risk management.

The Risk Management for Sustainability Committee will assess the risks of important sustainability issues in the environment, social and governance dimensions and consider plans for managing such risks including following up on the results of operations according to the plan from those assigned and assigning a risk working group for the unit to consider risk factors in various units and present risk information and risk management methods for the Risk Management for Sustainability Committee to consider and approve, along with presenting risk issues that may not be manageable for the Risk Management for Sustainability Committee to consider and determine management guidelines. and report progress in implementing the plan to the committee at every committee meeting.

Currently, the Risk Management for Sustainability Committee determines the Company's acceptable risk level to be at moderate and low levels according to the Group's risk map and requires that the criteria for assessing the level of impact, both financial and non-financial, and the level of risk likelihood be reviewed annually to ensure that the criteria used are still appropriate for the Group's size and operations. In addition, at the Risk Management for Sustainability Committee meeting to identify material sustainability issues each year, the Risk Management for Sustainability Committee will assess the importance and risk of emerging risks to ensure that if there are emerging risks that may have an impact on the industry or the business in the future, the Risk Management for Sustainability Committee will assess the risks and develop a risk management plan to mitigate the impact of the emerging risks in a timely manner. In 2024, the Risk Management for Sustainability Committee considered several emerging risks and those that are expected to impact the business have been identified as corporate risks, including information security and cyberattacks and risks related to climate change. However, no significant risks from other emerging risks have been found.

In addition, the Risk Management for Sustainability Committee has designated the Internal Audit Department to be responsible for monitoring the implementation of the risk reduction action plan and reporting the audit results directly to the Corporate Sustainability Risk Management Committee. It also provides a knowledge set on risk management for interested employees to study further and consider organizing internal training for employees on a regular basis to ensure that employees within the organization have sufficient knowledge and understanding of risk management.

Reference link to risk management policy and plan : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20231201-aai-risk-management-policy-en.pdf>

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

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

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risks of being an OEM (Original Equipment Manufacturer) for customer-branded products

Related risk topics : Strategic Risk

- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Competition risk

ESG risks : Yes

Risk characteristics

Almost all of the company's revenue comes from the OEM wet pet food and shelf-stable human food products under customers' brands, in specified formulas agreed, and comply with standards, quality, and delivery timelines specified by customers. In this industry, customers typically place orders (Purchase Orders) on a per-case basis and receive products in batches over specified

Risk-related consequences

Therefore, if the customers reduce, cancel, or switch their orders to other manufacturers, it will impact the company's revenue and performance, and even affect its ability to grow according to its

Risk management measures

The customer relationship management plan is one of the key strategies under the company's "Level Up AAI!". It aims to elevate the company's status with key clients, transitioning from "Co-developer" to "Strategic Partner". The focus is on product research and development, advanced manufacturing technology, and maintaining high standards of quality in both products and services to best meet customer needs. These are crucial for customer decision-making regarding their choice of manufacturers. Additionally, the company aims to enhance production capacity to assure clients that AAI is a strategic partner that capable of growing alongside them. Currently, the company has developed several strategic partnerships and aims to increase major clients and grow alongside each to mitigate the impact if any decides to switch manufacturers or reduce orders. Additionally, the company conducts annual satisfaction assessments for all customers, allowing them to evaluate and provide feedback on various aspects including communication processes, factory standards, product quality, delivery, and the company's responsiveness to complaints. The sales department must compile these results, including feedback, and present them to the management team for internal process improvements, ensuring the company consistently meets customer needs. The company views customer feedback as an indicator that customers see the company as a long-term "strategic partner". The company aims to achieve a minimum score of "fair" (at least 3 out of 5) from each customer on every aspect, and an overall average score of "satisfied" (at least 4 out of 5) from each customer. In 2024, the company achieved its customer satisfaction assessment targets. Process improvement from customer comments, for instance, is that the company allow its customer to specify palatability tests for their products and use the test results to effectively enhance their formulas. As a result, the company has been able to maintain its key customer base, achieve sales growth, and successfully acquire new potential customers.

Risk 2 Risks from changing of consumer behavior

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers

ESG risks : Yes

Risk characteristics

Customer, consumer, and pet owner behaviors are rapidly changing due to technological advancements that impact lifestyles, as well as increased environmental and health awareness. Additionally, society's growing concerns on climate change issues, as

well as environmental, social, and governance (ESG), may lead consumers or customers to seek products produced more sustainably.

These factors pose a risk if the company cannot produce new products that meet the evolving needs of consumers or pet owners.

Risk-related consequences

The company's inability to produce products that align with consumer behavior in a timely manner may impact its growth and profitability, as new products tend to offer better profit margins and greater growth opportunities. These may affect future sales and reputation as well.

Risk management measures

The company places great importance on the continuous study, research, and development of new products and packaging in the industry to ensure that it can produce products that meet the changing needs or behaviors of consumers. This includes healthrelated products and functional products for disease prevention or treatment. Additionally, the company emphasizes organizational development to meet new expectations or lifestyle patterns through its sustainability strategic, aiming to transition to a lowcarbon society. This involves addressing environmental issues, developing products with naturally biodegradable packaging or environmentally friendly packaging, improving production processes for efficiency to achieve high-quality and international food safety standards, transitioning to clean energy sources, and enhancing governance according to good corporate governance principles to build trust among customers and consumers.

Risk 3 Climate Change Risks

Related risk topics	:	<u>Strategic Risk</u>
		• ESG risk
		• Climate change and disasters
ESG risks	:	Yes

Risk characteristics

Climate change gives rise to various environmental risks, such as temperature changes affecting the survival of marine life, which is a primary source of raw materials for the company. It also leads to increased natural disasters, such as floods, fires, and droughts

Risk-related consequences

These changes may affect the procurement of raw materials, production, and the sustainability of the company's future operations. Meanwhile, natural disasters may impact the disruption of production processes at the company's facilities.

Risk management measures

Due to the fact that climate change is mainly caused by greenhouse gas emissions from industrial production processes, energy use, and fossil fuel-based transportation, the company has set targets for reducing greenhouse gas emissions per ton of production and studying carbon offset methods. The goal is to achieve carbon neutrality by 2030 and net zero emissions by 2050. To achieve these targets, the company has established projects every year to reduce the organization's greenhouse gas emissions from significant sources within its business operations. The reporting of greenhouse gas emissions and performance in reducing these emissions is detailed in Section 3, Driving Business for Sustainability, Subsection 3.5, Environmental Management. Furthermore, the company has implemented a Business Continuity Plan (BCP) to provide guidelines in case of unexpected emergencies, ensuring readiness to handle such situations appropriately and mitigating damages to an acceptable level. This also ensures that key processes can resume operations in the shortest possible time. Additionally, the company has developed products from a more diverse range of raw materials and maintained appropriate inventory levels, managing them properly according to the situation at each period

Risk 4 Risk of Dependence on Concentrated Export Markets in Certain Regions

Related risk topics : Strategic Risk

- Policies or international agreements related to business operations

ESG risks : Yes

Risk characteristics

Currently, more than 90% of the company's revenue comes from export, with most of those being wet pet food products exported to the United States as the United States is the largest pet food market in the world and continues to grow.

Then, the

company is at risk if any events cause the United States to reduce its orders occurred, such as economic changes, changes in laws

and regulations, or related taxes, or fluctuations in exchange rates

Risk-related consequences

Such events may result in sales decrease and/or an increase in the company's costs due to the need to adjust operational processes and could even impact on the company's competitiveness

Risk management measures

The company has established a section responsible for monitoring the regulations, rules, and laws of key markets for the company. The Executive Committee meetings also regularly track news, economic situations, and political and trade policies of the

main export countries. This enables the company to formulate strategies and operational guidelines that align with the changing

regulations, laws, economic, social, and political conditions of the main export countries.

Additionally, the company emphasizes diversifying sales across various regions to reduce the risk of relying on exports to any region or country. For pet food products, the company has increased sales growth in Europe and the United Kingdom, both from

new customers and by increasing sales volumes to existing customers. The company's joint venture, Asian Group SCS Europe GmbH

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(AGE), work as an agent of the company to establish new or cooperation with current European clients. There are plans to expand

the OEM market to Saudi Arabia and Asian countries where the pet food market is growing

Risk 5 Risk of Relying on Major Tuna Suppliers

Related risk topics : Strategic Risk

- Business operations of partners in the supply chain
- Reliance on large customers or few customers

ESG risks : Yes

Risk characteristics

The company predominantly sources tuna by importing from overseas suppliers, placing orders on a per-purchase basis without long-term purchase agreements, which is common industrial practice. Additionally, most of the company's tuna is ordered

from one major supplier. Hence, the company faces risks if that supplier cannot provide and deliver enough tuna materials in the

required quantity, quality, or within the specified timeframe

Risk-related consequences

If the company is unable to procure tuna in sufficient quantities, with appropriate quality and standards, or within the specified timeframe, it may result in a shortage of raw materials for production

Risk management measures

The company's major tuna supplier is one of the world's largest tuna trading brokers, with a global network for sourcing tuna. This includes both tuna caught by their own fishing vessels and tuna collected from smaller fishing boats. Their tuna

fishing grounds are in the Pacific Ocean, Indian Ocean, and Atlantic Ocean. Therefore, the company relies on this major tuna

supplier to ensure that it can source the required amount of tuna according to its production plan. The company has consistently

prioritized maintaining good relationships with this major tuna supplier since it began its business by planning to order a sufficiently large and relatively stable quantity every month.

However, to reduce dependence on this major tuna supplier, the company has also increased the proportion of tuna raw material orders with 2 to 3 other major suppliers. This is to ensure that if the company's major tuna supplier cannot supply the required amount of tuna, the company can source from other tuna suppliers.

Risk 6 Risks from government policy

Related risk topics : Strategic Risk
• Government policy
ESG risks : Yes

Risk characteristics

The company's operations may be affected by changes in government policies in various areas, particularly policies related to labor issues and human rights, minimum labour wages, and export policy.

Risk-related consequences

Government policies can have both positive and negative impacts on the company's performance and competitiveness. Investment promotion policies can increase returns on investment reducing the effective tax rate. Export policies can increase opportunities to access new markets. However, as the company's operations still heavily rely on a large workforce, most of which are migrant workers, government policies on human rights and labor could pose a risk if the company cannot retain its current workforce or recruit additional or replacement workers sufficient to support its production plans. On the other hand, these policies also positively affect the company's and the country's reputation, as human rights issues are a significant global concern and may create new business opportunities for the company. Additionally, if the government policy raises the minimum wage, it could affect operating costs and financial position, as well as the company's competitiveness and profitability.

Risk management measures

The company closely monitors government policy developments through relevant business associations and constantly analyzes and assesses the situation. It has contingency plans for policy changes or new regulations that may arise and continuously updates its strategies and processes to maintain efficient operations as well as continuously studying the benefits of investment promotion policies or export promotion policies. To ensure efficient operations, the company has established a workforce plan aligned with its growth strategy and has planned labor recruitment through various channels. It has set appropriate monetary compensation and benefits, and has developed training plans to improve labor skills to meet the company's needs. Regarding the risk of rising labor costs due to potential government policy changes raising the minimum wage, the company has focused on improving overall production efficiency by adopting more technology and automation in production to reduce human labor, both in production and warehouse management. The company also employs a cost-plus pricing strategy, which allows it to adjust product prices to mitigate the impact of rising minimum wages in the future.

Risk 7 Risk of Business Interruption

Related risk topics : Strategic Risk
• ESG risk
• Pandemic risk
• Climate change and disasters
ESG risks : Yes

Risk characteristics

The company may face risks from production disruptions or temporary shutdowns during emergency situations that affect the

supply chain or transportation systems, such as natural disasters, accidents, or malicious acts against the organization, including fires, storms, floods, terrorist attacks, or severe outbreaks of infectious diseases

Risk-related consequences

The aforementioned risks may cause damage to life and the company's property and may lead to business interruptions. Additionally, the company may face legal liabilities and labor shortages due to some employees having to temporarily stop working or being unable to travel to work. These risks can also affect the supply chain or transportation systems, directly impacting on the company's production plans and potentially causing delays in delivering products. Furthermore, if there are significant losses, the insurance coverage under the company's policies may not cover all damages, or the company may not be able to obtain insurance policies with the necessary types and sufficient coverage amounts, or at reasonable premiums. Significant increases in premiums may negatively impact the company's costs and profitability

Risk management measures

The company has a policy to pay insurance coverage at an appropriate level an consistent with industry practices, to prevent potential damage to the company's key assets and third parties. The company has arranged various types of insurance, including Industrial All Risks insurance, Comprehensive General Liability insurance, Contaminated Products insurance, etc. Moreover, the company annually reviews and evaluates the coverage amounts to ensure that the coverage aligns with the value of the company's key assets and its business size. The company compares insurance premiums, coverage levels, coverage amounts, the reliability of insurance companies, and other conditions to secure suitable insurance for its operations. Additionally, the company has established a Business Continuity Plan to be adequately prepared for unexpected emergencies and mitigate damage to an acceptable level, ensuring that critical processes can resume normal operations as soon as possible. The company consistently coordinates with each raw material supplier to closely monitor transportation timelines, to ensure effective production and procurement planning with appropriate stock levels that in line with the prevailing situation.

Risk 8 Risk of Shortage or Price Volatility of Tuna

Related risk topics	: <u>Operational Risk</u>
	• Shortage or fluctuation in pricing of raw materials or productive resources
	• Climate change and disasters
ESG risks	: Yes

Risk characteristics

Tuna is an important raw material in the company's wet pet food and shelf-stable human food. The quantity and price of tuna fluctuate according to market supply and demand, and exchange rate, which are influenced by factors beyond the company's control. For example, climate change can result in reduced tuna catches. Stricter tuna fishing quotas that set to reduce overfishing and restore tuna populations in the oceans could impact catching volumes. Supply chain issues in tuna procurement may cause tuna shortage.

Risk-related consequences

Tuna shortages or prices volatility may prevent the company from procuring tuna at suitable prices and quality, affecting production, delivery, and company costs

Risk management measures

The company plans tuna purchases in line with the raw material usage situation for each period, considering factors such as price, customer demand, fishing season, production plans, and the company's production capacity, as well as delivery times. This ensures sufficient raw material supply for continuous and consistent production. Additionally, to mitigate the risk of tuna

raw material shortages, the company has a policy of maintaining a buffer stock of tuna sufficient for at least three months of production. Consequently, the company has never experienced a shortage of tuna. Furthermore, the company employs an average cost method, which reduces volatility in inventory costs and production costs. The company uses a cost-plus pricing method, allowing for adjustments in sales prices to align with changes in tuna prices. The business strategy also focuses on continuously expanding the pet food business, which has high growth potential, utilizes less tuna, and offers better profit margins compared to the shelf-stable human food business. This approach enables maintaining customer sales prices for at least six months, which is standard industry practice. For the shelf-stable human food, which has a majority of costs derived from tuna, the company quotes prices to customers based on order cycles and tuna prices disclosed in the market

Risk 9 Risk from Dependence on Key Persons

Related risk topics : Operational Risk
 • Reliance on employees in key positions
 ESG risks : Yes

Risk characteristics

One of the key factors contributing to the company's success and continuous growth is the presence of key persons in managerial positions who possess capabilities across various departments. These include the R&D department, which relies on knowledge and expertise to collaborate with customers in developing production formulas; the quality management department, which requires knowledge of regulations and industry standards and has expertise and experience in inspecting the quality of raw materials and products; the production department, which must efficiently produce products that meet standards, specifications, and customer requirements; and the marketing department, which has expertise and experience in presenting the company's products and managing customer relationships both domestically and internationally.

Risk-related consequences

Therefore, the company is at risk if it cannot attract and retain these key managers or personnel and cannot find replacements within an appropriate time frame, which could significantly impact on the company's operations and competitiveness

Risk management measures

However, the company recognizes the importance of retaining its key persons and has established measures to mitigate the risks associated with the loss of such individuals, particularly in critical positions. These measures include considering competitive compensation and benefits, both monetary and non-monetary, that are commensurate with each individual's knowledge and capabilities. Additionally, the company has plans to foster a culture of knowledge transfer within each department and to identify more critical positions to accelerate the development and promotion of new personnel, ensuring they can perform their duties more efficiently. Furthermore, the company has implemented a Succession Plan to prepare for the long-term development of its key personnel. As a result, the company has never experienced the loss of key personnel that would significantly impact its business operations and competitive ability

Risk 10 Risk of Information Technology System Disruptions or Cyber Threats

Related risk topics : Operational Risk
 • Information security and cyber-attack
 • System disruption risk
 ESG risks : Yes

Risk characteristics

The company utilizes information technology systems for processing, communication, and data storage, as well as managing

and supporting business processes across all sectors. This includes research and development, production, inventory management, sales, human resources management, finance and accounting, and corporate administration. Therefore, if the information technology system experiences disruptions due to power outages, natural disasters, failures of computer systems or telecommunications networks, or incurs damage from cyber threats such as computer viruses and unauthorized system intrusions (Hacking), it will significantly impact operations. Additionally, the company collects, uses, and discloses information related to employees, customers, suppliers, etc., and therefore must ensure the security of personal data in compliance with the Personal Data Protection Act B.E. 2562 (PDPA) and/or other relevant laws.

Risk-related consequences

Cyber-attacks or computer system failures, from various causes, may result in the loss of critical data or cause business operations to be disrupted. If confidential information is leaked, it could lead to a loss of credibility, violations of relevant laws, and potentially incur costs for rectification and liability

Risk management measures

The company has established stringent information technology security measures, such as defining user access rights, monitoring user access to data, installing computer security systems (Firewalls), and conducting annual information technology system testing plans. Additionally, the company has developed an information technology emergency response plan and established standard data backup systems to prevent data loss and support emergency situations, ensuring continuous business operations. The company also continuously develops and improves its computer and information technology security systems to keep pace with the evolving cyber threat landscape and ensure that information technology systems meet usage needs and can support the company's growth. Furthermore, the company oversees compliance with laws, regulations, and guidelines related to the collection, use, disclosure, and security of personal data, including requests from regulatory and government agencies concerning such data, in accordance with the Personal Data Protection Act B.E. 2562 (PDPA). The company has also set related policies and procedures according to the guidelines of ASIAN Group and has provided PDPA training to all relevant personnel.

Risk 11 Risk of Product Recalls or Legal Claims Due to Consumer Complaints Regarding Company Products

Related risk topics	: <u>Operational Risk</u>
	• Systems or internal control system
	• Human error in business operations
ESG risks	: Yes

Risk characteristics

Although the company primarily manufactures products under customers' brands (OEM) and has processes to inspect and control the quality of raw materials, production processes, and storage and delivery of finished products to ensure that the company's products meet the specified quality and safety standards, there is still a risk that the company may have to recall products or face legal claims if the company's products deteriorate or other incidents occur that could affect the quality, safety, and credibility of the company's products.

Risk-related consequences

Product recalls or legal claims from customers may cause the company to incur substantial expenses and affect the company's image and reputation, which could impact product sales and the company's future business operations

Risk management measures

The company places great importance on quality control and product safety at every step, from the research and development phase, sourcing and inspecting the quality of raw materials, storing raw materials, production, to delivering products to customers. There is a traceability system that allows the products manufactured by the company to be completely, quickly,

and

efficiently traced both in the form of forward traceability and backward traceability. This system can trace back to suppliers/vendors of raw materials, ingredients, and packaging delivered to the company. The traceability measures include the

following: 1) Identification of raw materials, packaging, work-in-progress products, finished goods that do not meet standards, including reworked products. 2) Record keeping of identification and traceability. 3) Conducting traceability exercise at least

once a year, covering all production processes. 4) Traceability period as per industry standards and customer requirements. 5)

Traceability exercise must include determining mass balance, which must be within acceptable limits of 95-105%.

During the research and development phase, the company continuously monitors information related to research results or standards and requirements for new product formulations to ensure that the company's formulations meet the specified nutritional

standards. Furthermore, the company has received production standard certifications from various domestic and international

agencies, which can attest to the quality, safety, and production standards of the company's products at an international level.

Additionally, the company has established systematic procedures for handling customer complaints for appropriate and timely decision-making and problem-solving. Furthermore, the company mitigates the financial risk from customer lawsuits by

having product contamination liability insurance with coverage of 10 million USD. This insurance covers damage caused by accidental contamination, malicious product tampering, and product extortion for pet food products and ready-to-eat products in

sealed containers both domestically and internationally.

In the past 5 years, at least, there have been no cases where the products manufactured by the company were recalled from the market or faced lawsuits for damages due to product deterioration or other incidents that could affect the quality, safety,

and reliability of the products

Risk 12 Currency Mismatch Risk between Revenue and Cost of Goods Sold

Related risk topics : Financial Risk

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

ESG risks : No

Risk characteristics

More than 90% of the company's revenue comes from exports. Predominantly, the company and its customers agree to use the US dollar for payment, and quote the new price periodically based on the current exchange rate. On the other hand, most of the

company's cost of goods sold is in Thai Baht. Therefore, the company is at risk if the exchange rate between the Thai Baht and

the US dollar fluctuates significantly

Risk-related consequences

If the value of the US dollar strengthens against the Thai Baht, the company's sales in Baht and gross profit margin will increase. Conversely, if the value of the US dollar weakens against the Thai Baht, the company's sales in Baht and gross profit

margin may decrease. Additionally, it may result in higher prices quoted to customers, affecting supply and customer purchasing decisions.

Risk management measures

The company manages these risks by using USD currency forward contracts to hedge against risks. This is based on the value of (1) trade receivables, (2) trade payables, (3) remaining value of loans in USD, (4) pending orders from foreign customers, and

(5) pending company's orders to foreign suppliers. This is combined with considering exchange rate trends, delivery times, payment collection times, and the credit terms of trade receivables and payables, as well as other factors that may affect future

exchange rates. The company aims to use forward contracts to minimize the impact of exchange rates on its net profits. However, due to high exchange rate volatility from uncontrollable external factors, the company still faces some unavoidable impacts from exchange rate fluctuations.

Risk 13 Risks Associated with Providing Financial Support to Parent Company and AAI' Subsidiaries

Related risk topics : Financial Risk

• Other : -

ESG risks : No

Risk characteristics

The company has investments in subsidiaries and affiliated companies, most of which are not yet financially strong or have poor performance. Therefore, shareholders and the company must provide financial support to these companies in order to operate according to the company's overall strategies and policies. The company considers providing financial support in the form of loans and/or trade credit when necessary and believes it will be beneficial in the long term. Additionally, the Annual General Meeting of Shareholders for the year 2023 approved financial support to the parent company (Asian Sea Corporation Public Company Limited) in an amount not exceeding 1,000 million Baht, with a withdrawal period not exceeding April 19, 2026. The Board of Directors also approved financial assistance from the parent company within the same limit, aimed at benefiting short-term liquidity management within the group. Both the financial support recipient and the provider benefit from liquidity management without financial intermediaries (Cash pooling). The financial support provider receives higher returns from surplus cash, while the financial support recipient incurs lower financial costs compared to current payments to financial institutions.

Risk-related consequences

The financial support provided to both the parent company and its subsidiaries and affiliates cannot guarantee that these companies will be able to repay the company, nor that they will not face financial difficulties again, or will not require additional financial support from the company. Any of these scenarios could impact on the company's operating results, liquidity, or financial condition

Risk management measures

In the case of providing financial support to joint ventures or associates, the company's board of directors will consider such financial assistance according to the shareholding proportion, ensuring it adheres to fairness principles. There will also be processes to monitor the performance of subsidiaries and affiliated companies according to the company's structure, as well as screening and approving support to ensure that the risks or impacts on the company are at an acceptable level. When providing any financial support to the parent company, the company considers the sufficiency of its operational cash flow and the parent company's repayment ability. Additionally, financial movements are reported to the audit committee at least once a quarter during audit committee meetings

Risk 14 Risks Related to Environmental Impact on Communities and Society

Related risk topics : Operational Risk

• Impact on the environment

ESG risks : Yes

Risk characteristics

As a manufacturer, various processes in the company's value chain may impact the environment, communities, and society, such as transportation processes, raw material sourcing, waste management, or pollution. Although the company has policies and measures in place to manage these impacts effectively and in compliance with Thai laws, there may still be risks due to

deficiencies or changes in laws and regulations that could result in the company violating or breaching them.

Risk-related consequences

Actions that impact the environment, communities, and society may lead to environmental movements or social opposition, affecting the company's reputation and image. Additionally, the company may incur costs for liability, compensation, or corrective measures, and it may face legal penalties.

Risk management measures

The company recognizes the risks and potential impacts; therefore, it prioritizes monitoring relevant laws, regulations, and standards to ensure that the company's processes continuously comply with them. To date, the company has never been fined or penalized for violating environmental laws. Additionally, the company has policies to minimize the environmental impact of its production processes through sustainable strategies, using natural resources efficiently, implementing comprehensive water management, managing air pollution, and handling waste based on the 3R principles: Reduce (minimize usage or use as necessary), Reuse, and Recycle. These measures aim to mitigate the environmental and community impacts of the production processes as much as possible.

Risk 15 Human Rights and Labor Practices Risks

Related risk topics	:	<u>Strategic Risk</u>
		• ESG risk
ESG risks	:	Yes

Risk characteristics

The company employs many workers in production, most of whom are migrant workers. This poses a human rights risk in terms of managing labor to comply with labor laws, human rights principles, and occupational health and safety management for employees. Additionally, since the company's value chain is linked to fishery labor, there is also a risk from business partners in the supply chain, who may face similar risks in employment practices and labor management to comply with laws and human rights principles, just like the company.

Risk-related consequences

If the company or its suppliers fail to comply with relevant laws, regulations, and rules related to human rights, it may result in complaints or lawsuits from the public. This could affect the continuity of business operations, the company's reputation, or increased costs from various compensation for damages.

Risk management measures

The company has always emphasized human rights issues by establishing strategies and business practices in compliance with the labor laws of the Department of Labor Protection and Welfare, Ministry of Labor. Currently, the company has been certified with Thai labor standards and the ethical trading standards for members of the Supplier Ethical Data Exchange (SEDEX). The company has been certified in 4 areas, covering labor, health and safety, environment, and business ethics, as well as labor standards of the International Labour Organization (ILO). Furthermore, in 2024, the company was awarded for Outstanding Establishment in Safety, Occupational Health, and Working Environment at the provincial level by the Ministry of Labor for the 3 consecutive year.

Additionally, the company regularly issues and reviews its policies on compliance with laws and human rights principles, treating all employees with respect and equal dignity regardless of race, nationality, gender, religion, or skin color. The ASIAN group, including the company, has sustainable procurement practices, having issued a joint statement with the government and others corporate in fishery industry on policies against illegal fishing, not buying, importing, exporting, transshipping, or selling aquatic animals and aquatic products obtained through illegal fishing, illegal labor, and human trafficking. Effective traceability processes are in place to assure customers and stakeholders that the group's raw material procurement,

especially

from fisheries, is free from illegal fishing, illegal labor, and human trafficking. To date, the company has never received complaints nor been fined for violations of human rights laws.

Risk 16 Corruption Risk

Related risk topics : Operational Risk

- Corruption

ESG risks : Yes

Risk characteristics

The company has operational processes, both within internal departments and in dealings with external organizations or agencies. Therefore, there is a risk of corruption, which includes the giving/receiving of gifts, gratuities, or any other clear benefits to induce improper actions

Risk-related consequences

Corruption risk may lead to the company being sued and faced incurring expenses and damages, and tarnishing its reputation/image, which can affect future business operations

Risk management measures

The company manages corruption risk by developing clear and auditable internal processes and conducting business in accordance with good corporate governance principles to eliminate the problem of bribery that may lead to legal action and damage to the company's reputation. The company continuously assesses corruption risk annually, both within the organization and in operations with external entities, to ensure low risk levels. Currently, the company is certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC). The company has implemented anti-corruption policies and related practices, such as the giving/receiving of gifts or other benefits, communicated to both internal and external stakeholders. These are included in the orientation for new employees and the employee handbook. The company has sufficiently robust work systems, assesses risks arising from non-compliance with government regulations, and improves operations or establishes management guidelines. In addition, the company has whistleblowing channels and a process for investigation and punishment by the committee.

In 2024, the company did not receive any complaints through the whistleblowing channels regarding corruption, misconduct, or non-compliance with laws and organizational regulations

Risk 17 Risk of Violation of Relevant Laws and Regulations

Related risk topics : Compliance Risk

- Violations of laws and regulations

ESG risks : Yes

Risk characteristics

The company's business operations are related to and must comply with various laws, including those related to business operations, environmental laws, and personal data protection, tax-related laws and etc. The company has a significant duty to comply with the relevant laws, regulations, and directives of regulatory authorities, both domestically and in the countries of its trading partners, even though the laws, regulations, and directives are continuously being updated or newly issued.

Risk-related consequences

If the company violates or fails to adapt in time, it may result in legal liability and affect the company's reputation and image

Risk management measures

The company closely monitors changes or newly issued relevant laws through industry associations, announcements, and communication with trading partners. Additionally, the company assesses risks and determines action plans to improve work processes, systems, or products appropriately. The internal audit department conducts independent checks on the operations of all

departments to ensure that the company group does not violate any relevant laws, regulations, or directives. Moreover, the company is dedicated to complying with tax-related laws both in Thailand and in other countries where its subsidiaries and affiliates operate. The group's effective tax rate is lower than Thailand's corporate income tax rate because of tax benefits from the Board of Investment (BOI). Auditors review and verify inter-company transactions to ensure that the company legally utilizes tax benefits and does not engage in tax evasion

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The business continuity plan is provided as a guideline for providing and supervising the Business Continuity Plan: BCP so that the company can continue its business operation, respond to any events, and restore normal situations. The Company will achieve the growth target sustainably according to its vision and mission

Reference link to business continuity plan (BCP) : <https://investor.asianalliance.co.th/storage/downloads/corporate-governance/corporate-policies/20250221-aai-business-continuity-plan-en.pdf>

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company’s sustainable supply chain management plan : Yes

The Board of Directors shall oversee the management to allocate and manage resources efficiently and effectively, taking into account the impact and development of resources throughout the value chain to sustainably achieve the primary objectives and goals. They shall oversee the ethical, responsible, and value-creating use of resources for the company, including considering changes in internal and external factors.

The company utilizes a vary range of natural raw materials and operates in the fishing industry where consumers prioritize traceability throughout the supply chain. Therefore, importance of sustainable supply chain management is rising along sustainability trend for the company. The Risk Management for Sustainability Committee annually assesses risks in this area. Furthermore, the Board of Directors places importance on sourcing and selecting capable partners who can meet the changing needs and expectations of customers, communities, and society, particularly key raw material suppliers, through establishing a Supplier Code of Conduct and communicating it to partners, encouraging them to acknowledge and comply with it.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with : Yes
new suppliers?

	2022	2023	2024
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	N/A	N/A	99.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

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

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge : Yes
compliance with the supplier code of conduct?

	2022	2023	2024

	2022	2023	2024
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	N/A	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Research and development policy (R&D) (Yes/No) : Yes

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	20.43	25.25	27.63

Additional explanation about R&D expenses in the past 3 years

AAI Group assigned its research and development department to develop new products for customers. This is to enhance the competitiveness of the group, allowing for sustainable growth in both the pet food and human shelf-stable food segments. The products manufactured by AAI Group must meet quality and food safety standards and have appropriate nutritional value according to market demands and stakeholder satisfaction.

Important product research and development over the past three years includes:

2022

Pet Food

- Fully nutritious pet food products for kittens in the cream form packed in vacuum-sealed bags with a new type of stopper, colorful and even easier to open.
- Pet food products for cats, which contain natural ingredients, free from chemicals and food additives, packed in clear vacuum-sealed bags.

2023

Shelf-stable Human Food

- New human food products for baby in porridge type, packed in clear plastic cup.
- New tasted of ready to eat human food products, packed in clear plastic – green curry sauce, sri racha sauce, biryani sauce.

Pet Food

- Complete nutritious pet food for adult cats in mousse type, packed in vacuum-sealed bags.
- Complete nutritious pet food for adult cats in pate' and gravy type, packed in cans.
- Complete nutritious pet food for adult dogs in reformed meat type under Monchou brand, packed in vacuum-seal bags.
- Pet food suitable for certain groups of sick animals, such as kidney disease (Renal Care).
- New pet food product for cats in liquid drink type to increase cats to drink more water and reduce risk of kidney disease in cats

2024

Pet Food

- Pet food products that are complete nutrition and nutritive for high risk pets - kidneys improve and intestine diseases in form of mousse type, packed in can for puppies and kittens
- Pet food products that complete nutrition and promote health of digestive system in form of mousse type, packed in pouch for puppies and kittens
- Functional Pet food products - increasing immune system, improving bones and joints, nourish blood, hair & skin care in form of mousse type (monchou brand), packed in sachet for cats

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

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

The Executive Committee has set the development of new products in collaboration with customers as a key performance indicator for the company's research and development department. The research and development department is required to report on new product development at the Executive Committee meeting, which is held once a month. Additionally, the production department is to present reports on process improvements, whether for reducing labor dependency, decreasing waste, or increasing efficiency in the production process, at every Board of Directors' meeting as well. This is to ensure that employees at all levels prioritize new product development and efficiency improvements throughout the organization.

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

Does the company measure the non-financial benefits from : Yes
innovation development?

	2022	2023	2024
Amount of new products launch and sold each year (SKUs)	301.00	291.00	332.00

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