



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

S & P SYNDICATE PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	11
Corporate Governance	
Corporate Governance Policy	15
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	16
Performance Report on Corporate Governance	26

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : S & P SYNDICATE PUBLIC COMPANY LIMITED

Symbol : SNP

Address : 2034/100-103, 23rd Floor, Ital Thai Tower, New Petchburi Road,
Bangkapi, Huaykwang

Province : Bangkok

Postcode : 10310

Business : The Company operates a restaurant and bakery business categorised as follows: 1) Domestic restaurants and bakeries the operation of restaurant branches and bakery shops nationwide 2) Overseas restaurants the operation of Thai restaurants abroad 3) The production and distribution of bakery products, frozen prepared foods, 4) The provision of other related services, such as home delivery of foods and outside catering.

Registration Number : 0107537001170

Telephone : 0-2785-4000

Fax (if applicable) : 0-2785-4040

Website : www.snpfood.com

Email : presidentoffice@snpfood.com

Total Shares Sold (shares)

Common Stock : 514,710,383

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	5,712,000.00	6,224,000.00	6,139,000.00
Domestic Restaurant and Bakery Shop (Thousand baht)	4,759,000.00	5,167,000.00	5,030,000.00
Packaged Food and Bakery Trading (Thousand baht)	663,000.00	748,000.00	793,000.00
Overseas Restaurant (Thousand baht)	290,000.00	309,000.00	316,000.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic Restaurant and Bakery Shop (%)	83.32	83.02	81.94
Packaged Food and Bakery Trading (%)	11.61	12.02	12.92
Overseas Restaurant (%)	5.08	4.96	5.15

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	5,712,000.00	6,224,000.00	6,139,000.00
Domestic (Thousand baht)	5,422,000.00	5,915,000.00	5,823,000.00
International (Thousand baht)	290,000.00	309,000.00	316,000.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	94.92	95.04	94.85
International (%)	5.08	4.96	5.15

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2022	2023	2024
R&D expenses in the past 3 years	11,700,639.00	29,127,777.39	21,991,261.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risks of Changing Consumer Behaviors

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Risks of technological or innovative interventions that rapidly and drastically change consumer behavior

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Shortage or reliance on skilled workers

Business Competition Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Risks in Succession Planning for Key Positions in the Organization

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

Risks Related to S&P's Reputation and Brand Imitation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Risks from Improper Conduct of Branch Employees

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Human error in business operations

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Risk of production disruption due to raw material shortages or substandard quality

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Risk of Unsafe Raw Materials (e.g., Contaminated Ingredients)

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risk of Production Line Disruptions and Issues from Production Support Systems

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risk of Labor Shortage in the Production Line

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Risk of Cyberattacks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Risk of system and network disruptions preventing normal operation

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- System disruption risk

Climate Change Risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Risk of Increased Costs from Carbon Emissions Taxation on Industries or Businesses Releasing CO2

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Risks of Human Rights, Occupational Health, Safety, and Labor from Stakeholders in the Supply Chain

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

Risk of Internal Control Failures within the Organization

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system

Risks of Fraud or Conflicts of Interest Related to Holding Key Positions in the Organization

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system

Violation of Laws and Regulations Related to Good Corporate Governance

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

Risk of Violating the Personal Data Protection Act (PDPA) for Suppliers, Customers, and Employees

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Legal Dispute and Contractual Risks

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Legal risk

Risk of Intellectual Property Infringement

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Other

Risks from Investments and/or the Implementation of New Projects, Uncertainty, and Operational Changes

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Risk of holding excessive cash without investing it for higher returns.

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Risk of False Financial Reporting

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Natural and Environmental Disaster Risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Risks when a severe epidemic occurs

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Pandemic risk

Risks from severe economic crises that impact the survival of S&P

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

Risks from rapid changes in laws, regulations, or policies that impact the company's business

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Risks in the event of an armed intruder entering S&P's building or office

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.snpfood.com/storage/download/corporate-policies/20250310-snp-sustainable-development-policy-th.pdf>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.snpfood.com/th/documents/corporate-policies>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2022	2023	2024
Diesel (Litres)	74,770.48	15,245.60	16,372.59
Gasoline (Litres)	20,445.64	11,813.95	22,709.78
Natural gas (Standard cubic feet)	13,851,160.00	13,883.11	12,380.76
LPG (Kilograms)	299,586.48	294,230.80	359,453.16

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	12,092,118.00	13,450,299.63	40,579,218.60

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	146,926.00	158,212.00	132,805.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	306,500.00	2,362,498.00	4,418,004.60
Hazardous waste (Kilograms)	120.00	1,558.00	2,286.40
Total waste generated (Kilograms)	306,620.00	2,364,056.00	4,420,291.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	7,288.00	11,131.00	N/A
Scope 2 (Tons of carbon dioxide equivalents)	6,112.00	18,437.00	N/A
Scope 3 (Tons of carbon dioxide equivalents)	26,608.00	40,929.00	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	40,008.00	70,497.00	0.00
Remark :	2022: Scope covers the headquarters, bakery factory (Sukhumvit 62, Bangna-Trad Km. 23.5, and Lamphun), and the food factory in Lad Krabang. 2023: Expanded scope to include S&P distribution centers and S&P restaurant 375 outlets. 2024: Updated the number of S&P restaurant to 410 outlets.		

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Bureau verification (Thailand) Co., Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.snpfood.com/storage/download/corporate-policies/20250310-snp-human-rights-and-labor-practices-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2022	2023	2024
Number of male employees (Persons)	1,181	1,178	1,111
Number of female employees (Persons)	3,158	3,278	3,167
Total number of employees (Persons)	4,339	4,456	4,278

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	1,277,487,994.69	1,395,991,520.31	1,461,879,469.42

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	14.00	25.00	30.00
Employee development and training expenses (baht)	30,000,000.00	45,000,000.00	51,000,000.00

• Health, safety and work environment

	2022	2023	2024
--	------	------	------

Total number of lost time injury incidents by employees (Cases)	35	22	50
--	----	----	----

• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	N/A	N/A	47.17

• **Significant labor dispute**

	2022	2023	2024
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.snpfood.com/th/corporate-governance/corporate-governance-policy>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

**Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information**

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	8	66.67
Number of female directors	4	33.33
Number of executive directors	5	41.67
Number of non-executive directors	7	58.33
Number of independent directors	4	33.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. PATARA SILA-ON Gender: Female Age: 82 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	20 Apr 1994	Food & Beverage, Corporate Management, Marketing, Leadership, Human Resource Management

2.	Mr. PRAVESVUDHI RAIVA Gender: Male Age: 73 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	20 Apr 1994	Food & Beverage, Marketing, Corporate Management, Governance/ Compliance, Brand Management
3.	Mr. KACHORNDEJ RAIVA Gender: Male Age: 74 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	20 Apr 1994	Food & Beverage, Accounting, Marketing, Corporate Management, Risk Management
4.	Mrs. KESSUDA RAIVA Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	14 Mar 1994	Food & Beverage, Corporate Management, Risk Management, Business Administration, Finance
5.	Ms. CATTLEYA SAENGSASTRA Gender: Female Age: 76 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	14 Aug 1998	Food & Beverage, Accounting, Strategic Management, Audit, Internal Control

6.	<p>Ms. SOPHADEE UTTAMOBOL</p> <p>Gender: Female</p> <p>Age: 64 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	28 Feb 2001	Audit, Internal Control, Food & Beverage, Governance/ Compliance
7.	<p>Mr. VITOON SILA-ON</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	11 Aug 2010	Food & Beverage, Marketing, Corporate Management, Leadership, Risk Management
8.	<p>Mr. PIYA SOSOTHIKUL</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	9 Nov 2011	Food & Beverage, Corporate Management, Risk Management, Audit, Internal Control
9.	<p>Mr. KAMTORN SILA-ON</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	23 Feb 2016	Food & Beverage, Finance, Corporate Management, Risk Management, Sustainability

10.	Mr. TEERANUN SRIHONG Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Feb 2019	Human Resource Management, Sustainability, Strategic Management, Risk Management, Governance/ Compliance
11.	Mr. KOSIN CHANTIKUL Gender: Male Age: 42 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	13 Aug 2020	Food & Beverage, Corporate Management, Strategic Management, Governance/ Compliance, Accounting
12.	Mr. THUNYACHATE EKVETCHAVIT Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	11 Aug 2023	Business Administration, Strategic Management, Budgeting, Risk Management, Food & Beverage

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : Yes

The company appoints at least one independent director to determine the agenda of
the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Ms. CATTLEYA SAENGSAstra [1] Gender: Female Age: 76 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	14 May 1999	Food & Beverage, Accounting, Strategic Management, Audit, Internal Control
2. Ms. SOPHAVADEE UTTAMOBOL Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Feb 2001	Audit, Internal Control, Food & Beverage, Governance/ Compliance
3. Mr. PIYA SOSOTHIKUL Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	9 Nov 2011	Food & Beverage, Corporate Management, Risk Management, Audit, Internal Control

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mrs. KESSUDA RAIVA Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	20 Apr 1994
2. Mr. KACHORNDEJ RAIVA Gender: Male Age: 74 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Apr 1994
3. Mr. PRAVESVUDHI RAIVA Gender: Male Age: 73 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Apr 1994
4. Mr. VITOON SILA-ON Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Aug 2010

5.	Mr. KAMTORN SILA-ON Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jul 2014
6.	Mr. Arth Prakhunhungsit Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Nov 2019
7.	Mrs. Patamawalai Ratanapol Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Nov 2019

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. PIYA SOSOTHIKUL	Chairman
	Mrs. KESSUDA RAIVA	Member
	Mr. VITOON SILA-ON	Member
	Mr. KAMTORN SILA-ON	Member
	Mr. TEERANUN SRIHONG	Member
Nomination and Remuneration Committee	Mr. TEERANUN SRIHONG	Chairman
	Mrs. KESSUDA RAIVA	Member
	Mr. PIYA SOSOTHIKUL	Member

Corporate Governance and Sustainable Development Committee	Mr. TEERANUN SRIHONG	Chairman
	Ms. SOPHADEE UTTAMOBOL	Member
	Mr. KAMTORN SILA-ON	Member
	Mr. KOSIN CHANTIKUL	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. KESSUDA RAIVA Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Economics	CHAIRPERSON OF THE EXECUTIVE COMMITTEE	1 Jan 2019	Food & Beverage, Corporate Management, Risk Management, Business Administration, Finance
2. Mr. VITOON SILA-ON Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	1 Jan 2019	Food & Beverage, Marketing, Corporate Management, Leadership, Risk Management
3. Mr. KAMTORN SILA-ON [1] Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance	Chief Finance Officer	13 Nov 2017	Food & Beverage, Finance, Corporate Management, Risk Management, Sustainability
4. Mr. Arth Prakhunhungsit Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Chief Operation Officer	16 Aug 2019	Food & Beverage
5. Mrs. Maneesuda Sila-On Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Finance	Chief Sustainability Officer	1 Mar 2022	Food & Beverage, Finance, Sustainability

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 1,111
Number of female employees (persons)	: 3,167
Total number of employees (persons)	: 4,278

Employee Remuneration

Total employee remuneration	: 1,461,879,469.42
-----------------------------	--------------------

Provident fund

Total number of employees (persons)	: 4,278
Number of employees contributing to the PVD (persons)	: 3,332
Percentage of employees who are members (%)	: 77.89

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. PATARA SILA-ON Gender: Female Age: 82 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 20 Apr 1994	Food & Beverage, Corporate Management, Marketing, Leadership, Human Resource Management
2. Mr. VITOON SILA-ON Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 11 Aug 2010	Food & Beverage, Marketing, Corporate Management, Leadership, Risk Management
3. Mr. KAMTORN SILA-ON Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 23 Feb 2016	Food & Beverage, Finance, Corporate Management, Risk Management, Sustainability

4.	Mr. THUNYACHATE EKVETCHAVIT	Director (Non-executive)	Date position was assumed: 11 Aug 2023	Business Administration, Strategic Management, Budgeting, Risk Management, Food & Beverage
	Gender: Male			
	Age: 50 years old			
	Highest level of education:	Director type: Re-elected as director		
	Master's degree			
	Major: Management			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. PATARA SILA-ON	Chairman of the board	Non-participating
Mr. PRAVESVUDHI RAIVA	Vice Chairman	Non-participating
Mr. KACHORNDJ RAIVA	Director	Non-participating
Mrs. KESSUDA RAIVA	Director	Non-participating
Ms. CATTLEYA SAENGSAstra	Director	Non-participating
Ms. SOPHAVADEE UTTAMOBOL	Director	Participating
Mr. VITOON SILA-ON	Director	Participating
Mr. PIYA SOSOTHIKUL	Director	Non-participating
Mr. KAMTORN SILA-ON	Director	Participating
Mr. TEERANUN SRIHONG	Director	Non-participating
Mr. KOSIN CHANTIKUL	Director	Non-participating
Mr. THUNYACHATE EKVETCHAVIT	Director	Non-participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 23 Apr 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mrs. PATARA SILA-ON (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2.	Mr. PRAVESVUDHI RAIVA (Vice Chairman)	-	6/6	Participating	Did not hold the meeting
3.	Mr. KACHORNDEJ RAIVA (Director)	-	6/6	Participating	Did not hold the meeting
4.	Mrs. KESSUDA RAIVA (Director)	-	6/6	Participating	Did not hold the meeting
5.	Ms. CATTLEYA SAENGSASTRA (Director)	-	6/6	Participating	Did not hold the meeting
6.	Ms. SOPHADEE UTTAMOBOL (Director)	-	6/6	Participating	Did not hold the meeting
7.	Mr. VITOON SILA-ON (Director)	-	6/6	Participating	Did not hold the meeting
8.	Mr. PIYA SOSOTHIKUL (Director)	-	6/6	Participating	Did not hold the meeting
9.	Mr. KAMTORN SILA-ON (Director)	-	6/6	Participating	Did not hold the meeting
10.	Mr. TEERANUN SRIHONG (Director)	-	6/6	Participating	Did not hold the meeting
11.	Mr. KOSIN CHANTIKUL (Director)	-	6/6	Participating	Did not hold the meeting
12.	Mr. THUNYACHATE EKVETCHAVIT (Director)	-	5/6	Participating	Did not hold the meeting

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1. Mrs. PATARA SILA-ON (Chairman of the board)	-	0.00	510,000.00	No
2. Mr. PRAVESVUDHI RAIVA (Vice Chairman)	-	0.00	300,000.00	No
3. Mr. KACHORNDEJ RAIVA (Director)	-	0.00	300,000.00	No
4. Mrs. KESSUDA RAIVA (Director)	-	0.00	300,000.00	No
5. Ms. CATTLEYA SAENGSASTRA (Director)	-	200,000.00	340,000.00	No
6. Ms. SOPHADEE UTTAMOBOL (Director)	-	200,000.00	340,000.00	No
7. Mr. VITOON SILA-ON (Director)	-	0.00	300,000.00	No
8. Mr. PIYA SOSOTHIKUL (Director)	-	200,000.00	340,000.00	No
9. Mr. KAMTORN SILA-ON (Director)	-	0.00	300,000.00	No
10. Mr. TEERANUN SRIHONG (Director)	-	200,000.00	340,000.00	No
11. Mr. KOSIN CHANTIKUL (Director)	-	200,000.00	340,000.00	No
12. Mr. THUNYACHATE EKVETCHAVIT (Director)	-	175,000.00	340,000.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 5

List of directors	Termination date	Number of the audit committee meeting
1. Ms. CATTLEYA SAENGSASTRA (Chairman of the audit committee)	-	5/5
2. Ms. SOPHADEE UTTAMOBOL (Audit committee)	-	5/5
3. Mr. PIYA SOSOTHIKUL (Audit committee)	-	5/5

