



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

THAI UNION GROUP 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	8
Corporate Governance	
Corporate Governance Policy	13
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	14
Performance Report on Corporate Governance	25

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : THAI UNION GROUP PUBLIC COMPANY LIMITED

Symbol : TU

Address : S.M.TOWER, FL M, 979/12 PHAHOLYOTHIN RD., PHAYATHAI,
PHAYATHAI

Province : Bangkok

Postcode : 10400

Business : The Company engages in the manufacture and export of frozen and canned seafood. Its comprehensive business is completed with snack foods such as canned food, frozen food and snacks of various types especially seafood. Also, its businesses include packaging and publishing business, domestic market business, animal feed and development of shrimp species for sale business and commercial shrimp hatchery and nursery.

Registration Number : 0107537000891

Telephone : 0-2298-0024, 0-2298-0537-41

Fax (if applicable) : 0-2298-0553

Website : www.thaiunion.com

Email : CompanySecretary.TU@thaiunion.com

Total Shares Sold (shares)

Common Stock : 4,455,132,696

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)	155,586,350.00	136,152,713.00	138,433,059.00
Ambient Seafood (Thousand baht)	66,509,796.00	63,904,229.00	68,412,396.00
Frozen, Chilled Seafood and Related Business (Thousand baht)	56,964,073.00	47,295,389.00	42,226,122.00
Pet Food (Thousand baht)	21,692,617.00	15,058,428.00	17,388,680.00
Value-Added and Other Business (Thousand baht)	10,419,864.00	9,894,667.00	10,405,861.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Ambient Seafood (%)	42.75	46.94	49.42
Frozen, Chilled Seafood and Related Business (%)	36.61	34.74	30.50
Pet Food (%)	13.94	11.06	12.56
Value-Added and Other Business (%)	6.70	7.27	7.52

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	155,586,350.00	136,152,713.00	138,433,059.00
Domestic (Thousand baht)	61,247,270.84	51,175,009.72	56,424,410.00
International (Thousand baht)	94,339,079.16	84,977,703.28	82,008,649.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	39.37	37.59	40.76
International (%)	60.63	62.41	59.24

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	904,459.00	828,059.00	669,387.00
Other income from operations (Thousand baht)	883,718.00	825,579.00	669,387.00
Other income not from operations (Thousand baht)	20,741.00	2,480.00	0.00

Share of profit of joint ventures and associates accounted for using equity method

	2022	2023	2024
Share of profit (Thousand baht)	-1,029,794.00	679,206.00	770,598.00

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	622,345,400.00	N/A	N/A

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)

Economic and Global Supply Chain Challenges

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Economic risk

Cybersecurity

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Investment

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk
- New business risk

Operational Risk

- Delays in the development of future projects

Financial Risk

- Fluctuation in return on assets or investment

Taxation Pillar 2

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

Uncertainties in Financial Markets, Currency, and Interest Rates

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Economic risk

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Operation and Safety

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Safety, occupational health, and working environment

Climate Adaptation and Resilience

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

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

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Raw Material

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Operational Risk

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

Emerging Risk – Biodiversity Loss and Ecosystem Collapse

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

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

Compliance Risk

- Change in laws and regulations

Emerging Risk – Labor Shortage (Employment Crisis)

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

Risk to Securities Holder (2.2.2)

Risks of Uncertain Share Price and Returns on Investment for Shareholders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

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.thaiunion.com/files/download/sustainability/sd-report-2023-annex-th.pdf>
(if applicable) th.pdf

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

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)	3,859,073.04	4,893,965.47	4,387,881.50
Gasoline (Litres)	150,372.79	177,190.19	131,814.60
Fuel oil (Litres)	13,566,768.78	10,813,867.86	10,453,170.50
Natural gas (Standard cubic feet)	269,310,158.41	264,481,498.24	265,219,776.48
LPG (Kilograms)	4,714,822.76	4,600,730.11	5,534,956.24
Steam (Metric tonnes)	N/A	4,937.90	1,167.40
Coal (Metric tonnes)	57,826.56	53,701.56	34,108.53

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	383,461,522.85	362,677,305.78	395,267,501.10

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	11,915,923.30	9,311,308.22	9,233,691.83

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	67,797,066.47	63,873,580.93	69,789,489.23
Hazardous waste (Kilograms)	857,110.92	868,655.03	1,208,504.61
Total waste generated (Kilograms)	68,654,177.39	64,742,235.96	70,997,993.84

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	295,652.46	269,051.77	227,907.65
Scope 2 (Tons of carbon dioxide equivalents)	180,705.19	165,309.18	177,961.94
Scope 3 (Tons of carbon dioxide equivalents)	3,555,070.00	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	4,031,427.65	434,360.95	405,869.59

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Limited

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.thaiunion.com/files/download/sustainability/policy/human-rights-policy.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)	5,388	5,639	5,799
Number of female employees (Persons)	7,169	7,391	7,684
Total number of employees (Persons)	12,557	13,030	13,483

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	0.00	10,262,174,740.64	10,526,101,157.87

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	6.70	6.19	3.76
Employee development and training expenses (baht)	12,332,796.10	28,581,625.68	41,720,311.05

• Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	183	137	125
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	13.40	9.88	N/A

• **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://investor-th.thaiunion.com/misc/cg/20220527-tu-cg-policy-th.pdf>

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	11	100.00
Number of male directors	9	81.82
Number of female directors	2	18.18
Number of executive directors	4	36.36
Number of non-executive directors	7	63.64
Number of independent directors	5	45.45

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. Mr. KIRATI ASSAKUL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Chemical Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	22 Mar 2010	Risk Management, Governance/ Compliance, Business Administration, IT Management, Insurance

2.	<p>Mr. THIRAPHONG CHANSIRI</p> <p>Gender: Male</p> <p>Age: 59 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>Vice Chairman (Executive)</p> <p>Director type: Original director</p>	1 Jan 1990	<p>Risk Management, Governance/ Compliance, Business Administration, Sustainability, Food & Beverage</p>
3.	<p>Mr. CHENG NIRUTTINANON</p> <p>Gender: Male</p> <p>Age: 82 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: The Second Middle School of Shantou, People's Republic of China</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	8 Apr 1999	<p>Marketing, Transportation & Logistics, Business Administration, Strategic Management, Food & Beverage</p>
4.	<p>Mr. SHUE CHUNG CHAN</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	30 Apr 2001	<p>Human Resource Management, Corporate Social Responsibility, Governance/ Compliance, Procurement, Sustainability</p>
5.	<p>Mr. RITTIRONG BOONMECHOTE</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	25 Apr 2002	<p>Corporate Social Responsibility, Business Administration, Law, Corporate Management, Strategic Management</p>

6.	<p>Mr. THAMNOON ANANTHOTHAI</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: International Management</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>	22 Mar 2010	Accounting, Risk Management, Audit, Governance/ Compliance, Finance
7.	<p>Mr. NART LIUCHAREON</p> <p>Gender: Male</p> <p>Age: 65 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>	3 Apr 2015	Audit, Governance/ Compliance, Business Administration, IT Management, Data Analysis
8.	<p>Ms. PARNSIREE AMATAYAKUL</p> <p>Gender: Female</p> <p>Age: 54 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>	10 May 2021	Accounting, Risk Management, Audit, IT Management, Banking
9.	<p>Mrs. PAKAPUN LEEVUTINUN</p> <p>Gender: Female</p> <p>Age: 52 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Technopreneurship & Innovation Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	9 Aug 2021	Risk Management, Business Administration, Finance, Brand Management, Personal Products & Pharmaceuticals

10.	Mr. NAKORN NIRUTTINANON Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	9 May 2022	Transportation & Logistics, Strategic Management, Food & Beverage, Industrial Materials & Machinery, Project Management
11.	Mr. HIROYASU SATO Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	3 May 2023	Economics, Human Resource Management, Marketing, Transportation & Logistics, Automotive

Other Information pertaining to committees

The Chairman is an independent director	: Yes
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
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.	Mr. NART LIUCHAREON [1] Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	10 May 2021	Audit, Governance/ Compliance, Business Administration, IT Management, Data Analysis
2.	Mr. THAMNOON ANANTHOTHAI [1] Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: International Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	15 Oct 2014	Accounting, Risk Management, Audit, Governance/ Compliance, Finance
3.	Ms. PARNSIREE AMATAYAKUL [1] Gender: Female Age: 54 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	10 May 2021	Accounting, Risk Management, Audit, IT Management, Banking

[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. Mr. CHENG NIRUTTINANON Gender: Male Age: 82 years old Highest level of education: Below a bachelor's degree Major: The Second Middle School of Shantou, People's Republic of China Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	6 Aug 2019
2. Mr. THIRAPHONG CHANSIRI 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	6 Aug 2019
3. Mr. RITTIRONG BOONMECHOTE Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	6 Aug 2019
4. Mr. Ludovic Garnier Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: No	Member of the executive committee	4 Jul 2012

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination, Remuneration and Corporate Governance Committee	Mr. THAMNOON ANANTHOTHAI	Chairman
	Mr. NART LIUCHARON	Member
	Mr. SHUE CHUNG CHAN	Member
Risk Management Committee	Ms. PARNISREE AMATAYAKUL	Chairman
	Mr. KIRATI ASSAKUL	Member
	Mr. THAMNOON ANANTHOTHAI	Member
	Mrs. PAKAPUN LEEVUTINUN	Member
	Mr. THIRAPHONG CHANSIRI	Member
	Mr. SHUE CHUNG CHAN	Member
	Mr. Ludovic Garnier	Member
	Mr. Adam Brennan	Member
Sustainable Development Committee	Mr. THIRAPHONG CHANSIRI	Chairman
	Mr. Adam Brennan	Chairman
	Mr. SHUE CHUNG CHAN	Member
	Mr. Kulshan Singh	Member
	Mr. Ludovic Garnier	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination, Remuneration and Corporate Governance Committee
Sub-committees responsible for remuneration	: Nomination, Remuneration and Corporate Governance Committee
Sub-committees responsible for corporate governance	: Nomination, Remuneration and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: 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. Mr. THIRAPHONG CHANSIRI Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Vice Chairman, President & CEO	1 Jan 1990	Risk Management, Governance/ Compliance, Business Administration, Sustainability, Food & Beverage
2. Mr. RITTIRONG BOONMECHOTE Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Management	President of Global Frozen and Related Business	25 Apr 2002	Corporate Social Responsibility, Business Administration, Law, Corporate Management, Strategic Management
3. Mr. Kulshan Singh Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Personal Management & Industrial Relations	Group Director, Human Resources	1 Oct 2020	Human Resource Management, Corporate Management, Strategic Management, Change Management, Agribusiness
4. Mr. SHUE CHUNG CHAN Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Group Director, Corporate Office	1 Jan 2021	Human Resource Management, Corporate Social Responsibility, Governance/ Compliance, Procurement, Sustainability
5. Mr. Ludovic Garnier [1] Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance	Group CEO	1 Feb 2021	Accounting, Finance, Budgeting, Data Analysis, Statistics

6.	Mr. Adam Brennan Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Renewable Energy: Technology and Sustainability	Group Director, Sustainability	25 Oct 2021	Corporate Social Responsibility, Sustainability, Information & Communication Technology, Risk Management
7.	Mr. Paul Herholz Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Business Administration	Group Director, Strategy	9 Jan 2023	Strategic Management, Project Management, Data Analysis, Change Management
8.	Ms. Thama Wongkanasin [2] Gender: Female Age: 37 years old Highest level of education: Bachelor's degree Major: Accounting	Senior Department Manager Group Accounting & Accounting Shared Services	18 Jul 2022	Accounting

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2022	2023	2024
Total executive remuneration (baht)	221,410,000.00	219,550,000.00	183,177,608.92

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 5,799
Number of female employees (persons)	: 7,684
Total number of employees (persons)	: 13,483

Employee Remuneration

Total employee remuneration	: 10,526,101,157.87
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Provident fund

Total number of employees (persons)	: 13,483
Number of employees contributing to the PVD (persons)	: 10,039
Percentage of employees who are members (%)	: 74.46

Remark : Asia, North America, Europe and Africa

Other Significant Information (7.6)

Other significant information

Assigned persons

• Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Thama Wongkanasin	thama.wongkanasin@thaiunion.com	

• Company secretary

General information	Email	Telephone
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1.	Mr. Rapeepong Limwongthong	rapeepong.limwongthong@thaiunion.com
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• Head of internal audit

General information	Email	Telephone
1. Mr. Pongpol Plipuch	pongpol.plipuch@thaiunion.com	

• Head of compliance unit

General information	Email	Telephone
1. Mr. Rapeepong Limwongthong	rapeepong.limwongthong@thaiunion.com	

• Head of investor relations

General information	Email	Telephone
1. Ms. Pinyada Saengsakdaharn	pinyada.saengsakdaharn@thaiunion.com	

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	<p>1. Mrs. SUJITRA MASENA Email: sujitra@kpmg.com Telephone: 026772000</p> <p>2. Mrs. SAWITREE ONGKSIRIMEMONGKOL Email: sawitree@kpmg.com Telephone: 026772000</p> <p>3. Mrs. CHAOWANEE CHAISANGA Email: chaowanee@kpmg.com Telephone: 026772000</p> <p>4. Mrs. SIRINUCH SURAPAITOONKORN Email: sirinuch@kpmg.com Telephone: 026772000</p>	24,384,025.00	<p>Details: • Audit fee for special items, pursuant to Notification Por 4/2001 of the Board of investment, paid to the auditing firm where independent auditors are attached to, and where individuals or entities are related to the independent auditors and auditing firm, in the past year in total eight companies</p> <p>Total service fee (baht): 1,700,000.00</p>

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. Mr. KIRATI ASSAKUL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Chemical Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 22 Mar 2010	Risk Management, Governance/ Compliance, Business Administration, IT Management, Insurance
2. Mr. CHENG NIRUTTINANON Gender: Male Age: 82 years old Highest level of education: Below a bachelor's degree Major: The Second Middle School of Shantou, People's Republic of China Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 8 Apr 1999	Marketing, Transportation & Logistics, Business Administration, Strategic Management, Food & Beverage
3. Mr. RITTIRONG BOONMECHOTE Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 25 Apr 2002	Corporate Social Responsibility, Business Administration, Law, Corporate Management, Strategic Management

4.	Mrs. PAKAPUN LEEVUTINUN	Director	Date position was assumed:	Risk Management, Business Administration, Finance, Brand Management, Personal Products & Pharmaceuticals
	Gender: Female	(Non-executive, Independent director)	9 Aug 2021	
	Age: 52 years old			
	Highest level of education: Doctoral degree	Director type: Re-elected as director		
	Major: Technopreneurship & Innovation Management			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. KIRATI ASSAKUL	Chairman of the board	Participating
Mr. THIRAPHONG CHANSIRI	Vice Chairman	Participating
Mr. CHENG NIRUTTINANON	Director	Participating
Mr. SHUE CHUNG CHAN	Director	Participating
Mr. RITTIRONG BOONMECHOTE	Director	Participating
Mr. THAMNOON ANANTHOTHAI	Director	Participating
Mr. NART LIUCHAREON	Director	Participating
Ms. PARNSIREE AMATAYAKUL	Director	Participating
Mrs. PAKAPUN LEEVUTINUN	Director	Participating
Mr. NAKORN NIRUTTINANON	Director	Participating
Mr. HIROYASU SATO	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 9 Apr 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. KIRATI ASSAKUL (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2.	Mr. THIRAPHONG CHANSIRI (Vice Chairman)	-	8/8	Participating	Did not hold the meeting
3.	Mr. CHENG NIRUTTINANON (Director)	-	7/8	Participating	Did not hold the meeting
4.	Mr. SHUE CHUNG CHAN (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mr. RITTIRONG BOONMECHOTE (Director)	-	8/8	Participating	Did not hold the meeting
6.	Mr. THAMNOON ANANTHOTHAI (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mr. NART LIUCHAREON (Director)	-	8/8	Participating	Did not hold the meeting
8.	Ms. PARNSIREE AMATAYAKUL (Director)	-	8/8	Participating	Did not hold the meeting
9.	Mrs. PAKAPUN LEEVUTINUN (Director)	-	8/8	Participating	Did not hold the meeting
10.	Mr. NAKORN NIRUTTINANON (Director)	-	8/8	Participating	Did not hold the meeting
11.	Mr. HIROYASU SATO (Director)	-	8/8	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.	Mr. KIRATI ASSAKUL (Chairman of the board)	-	320,000.00	2,964,808.00	No
2.	Mr. THIRAPHONG CHANSIRI (Vice Chairman)	-	160,000.00	1,482,404.00	No
3.	Mr. CHENG NIRUTTINANON (Director)	-	140,000.00	1,482,404.00	No
4.	Mr. SHUE CHUNG CHAN (Director)	-	160,000.00	1,482,404.00	No
5.	Mr. RITTIRONG BOONMECHOTE (Director)	-	160,000.00	1,482,404.00	No
6.	Mr. THAMNOON ANANTHOTHAI (Director)	-	160,000.00	1,482,404.00	No
7.	Mr. NART LIUCHAREON (Director)	-	160,000.00	1,482,404.00	No
8.	Ms. PARNSIREE AMATAYAKUL (Director)	-	160,000.00	1,482,404.00	No
9.	Mrs. PAKAPUN LEEVUTINUN (Director)	-	160,000.00	1,482,404.00	No
10.	Mr. NAKORN NIRUTTINANON (Director)	-	160,000.00	1,482,404.00	No
11.	Mr. HIROYASU SATO (Director)	-	160,000.00	1,144,608.00	No

Remark : The bonus payments based on the Company's 2023 performance were also made to the 1 Director who resigned in 2023 namely: Shoichi Ogiwara, totaling 337,796 THB.

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) : 8

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. NART LIUCHAREON (Chairman of the audit committee)	-	8/8
2.	Mr. THAMNOON ANANTHOTHAI (Audit committee)	-	8/8
3.	Ms. PARNSIREE AMATAYAKUL (Audit committee)	-	8/8