



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PRESIDENT BAKERY PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	5
Sustainable Development	7
Corporate Governance	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
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 : PRESIDENT BAKERY PUBLIC COMPANY LIMITED

Symbol : PB

Address : RS TOWER, FLOOR 29, 121/84-85 RATCHADAPISEK ROAD, DIN DAENG

Province : Bangkok

Postcode : 10400

Business : The Company mainly produces and distributes bakery products under the brand name Farmhouse with the following lines of business : 1. Wholesale bakery business 2. Retail business 3. Fast food business and 4. Export (Through Domestic Traders)

Registration Number : 0107545000144

Telephone : 02-209-3000

Fax (if applicable) : 02-209-3091

Website : <http://www.farmhouse.co.th>

Email : petcharat.ana@pbplc.co.th

Total Shares Sold (shares)

Common Stock : 450,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	7,597,679.17	7,533,334.37	7,099,550.52
Wholesale Bakery Business (Thousand baht)	6,740,778.51	6,630,314.89	6,202,071.60
Retail Bakery Business (Thousand baht)	131,419.40	152,530.73	171,628.26
Fast Food (Thousand baht)	629,585.59	660,367.89	661,904.40
Other Income (Thousand baht)	57,236.38	53,028.97	63,504.09
Oversea (Thousand baht)	38,659.29	37,091.89	441.36
Other (Thousand baht)	0.00	0.00	0.81

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Wholesale Bakery Business (%)	88.72	88.01	87.36
Retail Bakery Business (%)	1.73	2.02	2.42
Fast Food (%)	8.29	8.77	9.32
Other Income (%)	0.75	0.70	0.89
Oversea (%)	0.51	0.49	0.01
Other (%)	0.00	0.00	0.00

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	7,597,679.17	7,533,334.37	7,099,550.52
Domestic (Thousand baht)	7,559,019.88	7,496,242.48	7,099,109.16
International (Thousand baht)	38,659.29	37,091.89	441.36

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	99.49	99.51	99.99
International (%)	0.51	0.49	0.01

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	57,236.00	53,029.00	63,504.09
Other income from operations (Thousand baht)	57,236.00	53,029.00	63,504.09
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2023	2024	2025
Share of profit (Thousand baht)	6,706.00	3,376.00	345.03

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)	2023	2024	2025
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R&D expenses in the past 3 years	6,400.00	8,540.00	11,300.00
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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)

Human Rights Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on human rights

Compliance Risk

- Violations of laws and regulations

wastewater measurement not followed all the requirements by law

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

Compliance Risk

- Violations of laws and regulations

Risk of Relying on Customers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Reliance on large customers or few customers

Risk Management from Exchange Rate Volatility

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

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 (if applicable) : <https://www.farmhouse.co.th/documents/investor/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9E%E0%B8%B1%E0%B8%92%E0%B8%99%E0%B8%B2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99%E0%B8%AD%E0%B8%87%E0%B8%84%E0%B9%8C%E0%B8%81%E0%B8%A3.pdf>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice (if applicable) : <https://www.farmhouse.co.th/th/company/investor>

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

	2023	2024	2025
Diesel (Litres)	7,438,465.00	7,594,792.00	7,419,867.00
Natural gas (Standard cubic feet)	165,361.00	170,834.00	170,269.00

• Electricity consumption

	2023	2024	2025
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Total electricity consumption within the organization (Kilowatt-Hours)	45,955,523.00	47,181,135.00	47,197,976.00
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Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	481,056.00	489,902.00	496,972.27

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	16,395,590.00	21,310,490.00	20,154,090.00
Hazardous waste (Kilograms)	5,660.00	2,670.00	3,880.00
Total waste generated (Kilograms)	16,401,250.00	21,313,160.00	20,157,970.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	N/A	24,637.00	23,275.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	22,605.00	21,495.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	75,990.00	65,282.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	123,232.00	110,052.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : TUV NORD (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.farmhouse.co.th/documents/investor/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%AA%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%A1.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

	2023	2024	2025
Number of male employees (Persons)	3,442	3,459	3,505
Number of female employees (Persons)	1,333	1,436	1,486
Total number of employees (Persons)	4,775	4,895	4,991

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,432,922,777.87	1,479,208,108.75	N/A

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	8.58	22.27	23.00
Employee development and training expenses (baht)	1,466,857.00	1,204,765.00	N/A

• **Health, safety and work environment**

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	46	81	74

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	40.94	43.47	39.05

• **Significant labor dispute**

	2023	2024	2025
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.farmhouse.co.th/documents/investor/%E0%B8%AB%E0%B8%A5%E0%B8%B1%E0%B8%81%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5%202562.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	14	100.00
Number of male directors	8	57.14
Number of female directors	6	42.86
Number of executive directors	5	35.71
Number of non-executive directors	9	64.29
Number of independent directors	5	35.71

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. APICHART THAMMANOMAI Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	17 Oct 2022	Food & Beverage, Marketing, Accounting, Finance, Leadership

2.	<p>Ms. PETCHARAT ANANTAWICHAJ</p> <p>Gender: Female</p> <p>Age: 57 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	5 Jul 2002	Finance, Accounting, Food & Beverage, Data Analysis, Budgeting
3.	<p>Ms. POJJANEE PANIANGVAIT</p> <p>Gender: Female</p> <p>Age: 61 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Agricultural and Environmental Chemistry with emphasis on Food Sciences</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	23 Apr 2013	Food & Beverage, Risk Management, Corporate Social Responsibility
4.	<p>Mrs. AIM-ON PATHUMARAK</p> <p>Gender: Female</p> <p>Age: 76 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Arts in Public Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	22 Apr 2014	Accounting, Law, Audit, Risk Management, Corporate Social Responsibility
5.	<p>Mr. APISATE THAMMANOMAI</p> <p>Gender: Male</p> <p>Age: 43 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	16 Sep 2014	Food & Beverage, Engineering, Leadership, Marketing, Digital Marketing

6.	Mr. PUN PANIANGVAIT Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	22 Apr 2016	Law, Fund Management, Food & Beverage, Strategic Management
7.	Mr. THANAPICH MULAPRUK Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	8 Apr 2020	Law, Food & Beverage, Risk Management, Audit, Corporate Social Responsibility
8.	Ms. UBOLLUCK LUEVORAVINYU Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	8 Apr 2020	Data Analysis, Sustainability, Corporate Social Responsibility, Procurement, Food & Beverage
9.	Mr. PIYAMITR SRITARA Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	16 Jun 2020	Health Care Services, Food & Beverage, Risk Management, Corporate Social Responsibility

10.	Mr. WATTANACHAI CHOTECHUTRAKUL Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	16 Jun 2020	Law, Food & Beverage, Audit, Corporate Social Responsibility, Risk Management
11.	Ms. SAIPIN KITTIPORNPIMOL Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	16 Jun 2020	Data Analysis, Sustainability, Corporate Social Responsibility, Procurement, Food & Beverage
12.	Mr. CHATCHAI JANPRAISRI Gender: Male Age: 72 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	30 Apr 2024	Law, Audit, Corporate Social Responsibility, Risk Management
13.	Ms. SUTHIDA JONGJENKIT Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	20 Jan 2025	Food & Beverage, Accounting, Finance, Risk Management, Strategic Management

14.	Mr. POJ PANIANGVAIT	Director	17 Feb 2025	Food & Beverage, Data
	Gender: Male	(Non-executive)		Management, Risk Management,
	Age: 58 years old			Business Administration,
	Highest level of education:	Director type: Newly		Engineering
	Master's degree	appointed director to		
	Major: Accounting	replace ex-director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information		Position	Tenure	Replacement Director
1.	Ms. PANIDA PRAYOTTAWEKIJ	Director	Date position was	No replacement director
	Gender: Female	(Executive)	assumed:	
	Age: 59 years old		24 Apr 2015	
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: Food Processing and		31 Jul 2025	
	Technology			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
2.	Mr. VICHAI KULSOMPFOB	Director	Date position was	Ms. SUTHIDA JONGJENKIT
	Gender: Male	(Non-executive)	assumed:	Date position was assumed:
	Age: 48 years old		27 Apr 2018	20 Jan 2025
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: Marketting		31 Dec 2024	
	Thai nationality: Yes			
	Residing in Thailand: Yes			
3.	Mr. PIPAT PANIANGVAIT	Director	Date position was	Mr. POJ PANIANGVAIT
	Gender: Male	(Non-executive)	assumed:	Date position was assumed:
	Age: 86 years old		17 Oct 2022	17 Feb 2025
	Highest level of education:		Date directorship	
	Honorary degree		ended:	
	Major: Arts Food Science and		20 Jan 2025	
	Technology			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

4.	Mr. SUJET KOWKASAI	Director	Date position was assumed:	Mr. CHATCHAI JANPRAISRI
	Gender: Male	(Non-executive,		Date position was assumed:
	Age: 77 years old	Independent director)	28 Apr 2023	30 Apr 2024
	Highest level of education:		Date directorship ended:	
	Bachelor's degree		17 Apr 2024	
	Major: Law			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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.	<p>Mr. WATTANACHAI CHOTECHUTRAKUL [1]</p> <p>Gender: Male</p> <p>Age: 77 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	28 Apr 2023	Law, Food & Beverage, Audit, Corporate Social Responsibility, Risk Management
2.	<p>Mrs. AIM-ON PATHUMARAK [1]</p> <p>Gender: Female</p> <p>Age: 76 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Arts in Public Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	27 Apr 2018	Accounting, Law, Audit, Risk Management, Corporate Social Responsibility
3.	<p>Mr. THANAPICH MULAPRUK [1]</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	8 Apr 2020	Law, Food & Beverage, Risk Management, Audit, Corporate Social Responsibility

4.	Mr. CHATCHAI JANPRAISRI [1] Gender: Male Age: 72 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	30 Apr 2024	Law, Audit, Corporate Social Responsibility, Risk Management
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[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. APICHART THAMMANOMAI Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	5 Jul 2002
2.	Mr. APISATE THAMMANOMAI Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	16 Sep 2014
3.	Ms. PETCHARAT ANANTAWICHAI Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	5 Jul 2002

4.	Ms. PANIDA PRAYOTTAWEKIJ Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Food Processing and Technology Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Apr 2015
5.	Ms. SAIPIN KITTIPORNPIMOL Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	16 Jun 2020
6.	Ms. UBOLLUCK LUEVORAVINYU Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Apr 2020

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. PIPAT PANIANGVAIT	Chairman
	Mr. APICHART THAMMANOMAI	Chairman
	Mr. WATTANACHAI CHOTECHUTRAKUL	Member
	Mr. PIYAMITR SRITARA	Member

Corporate Governance, Risk Management and Sustainability Committee	Mr. THANAPICH MULAPRUK	Chairman
	Mr. APISATE THAMMANOMAI	Member
	Ms. PETCHARAT ANANTAWICHAJ	Member
	Ms. PANIDA PRAYOTTAWEKIJ	Member
	Ms. POJJANEE PANIANGVAIT	Member
	Ms. SAIPIN KITTIPORNPIMOL	Member
	Ms. UBOLLUCK LUEVORAVINYU	Member
	Mr. PIYAMITR SRITARA	Member
	Mrs. AIM-ON PATHUMARAK	Member
Investment Committee	Mr. APISATE THAMMANOMAI	Member
	Mr. PUN PANIANGVAIT	Chairman
	Ms. PETCHARAT ANANTAWICHAJ	Member
	Ms. SAIPIN KITTIPORNPIMOL	Member
	Ms. UBOLLUCK LUEVORAVINYU	Member
	Ms. SUTHIDA JONGJENKIT	Member
Non-Executive Directors	Mr. PIPAT PANIANGVAIT	Chairman
	Mr. THANAPICH MULAPRUK	Member
	Ms. POJJANEE PANIANGVAIT	Member
	Mr. PUN PANIANGVAIT	Member
	Mr. WATTANACHAI CHOTECHUTRAKUL	Chairman
	Mr. PIYAMITR SRITARA	Member
	Mrs. AIM-ON PATHUMARAK	Member
	Mr. CHATCHAI JANPRAISRI	Member
	Mr. POJ PANIANGVAIT	Member
	Ms. SUTHIDA JONGJENKIT	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance, Risk Management and Sustainability 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, Risk Management and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: None

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. Ms. PETCHARAT ANANTAWICHAJ [1] Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Accounting	Senior Management Accounting Department and Finance Department Manager	5 Jul 2002	Finance, Accounting, Food & Beverage, Data Analysis, Budgeting
2. Ms. PANIDA PRAYOTTAWEKIJ Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Food Processing and Technology	Assistant Managing Director	27 Apr 2015	Food & Beverage, Data Analysis
3. Ms. UBOLLUCK LUEVORAVINYU Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Computer Science	Assistant Managing Director	8 Apr 2020	Data Analysis, Sustainability, Corporate Social Responsibility, Procurement, Food & Beverage
4. Ms. SAIPIN KITTIPORNPIMOL Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Computer Science	Assistant Managing Director	16 Jun 2020	Data Analysis, Sustainability, Corporate Social Responsibility, Procurement, Food & Beverage
5. Mr. APISATE THAMMANOMAI Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Economics	Managing Director	16 Sep 2014	Food & Beverage, Engineering, Leadership, Marketing, Digital Marketing

[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

	2023	2024	2025
Total executive remuneration (baht)	34,826,880.00	36,097,000.00	37,203,400.00

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 3,505

Number of female employees (persons) : 1,486

Total number of employees (persons) : 4,991

Provident fund

Total number of employees (persons) : 4,991

Number of employees contributing to the PVD (persons) : 2,792

Percentage of employees who are members (%) : 60.00

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
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1.	Ms. Jirawan Komolcharoensiri	jirawan.kom@pbplc.co.th	02-2093000 ต่อ 3461
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• **Company secretary**

General information	Email	Telephone
1. Ms. Petcharat Anantawichai	petcharat.ana@pbplc.co.th	02-2093000 ต่อ 3444

• **Head of internal audit**

General information	Email	Telephone
1. Mr. Pratchaya Sukkerd	pratchaya.suk@pbplc.co.th	02-2093000 ต่อ 3113

• **Head of investor relations**

General information	Email	Telephone
1. Ms. Petcharat Anantawichai	petcharat.ana@pbplc.co.th	02-2093000 ต่อ 3444

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED		1,450,000.00	Details: Non audit fee Total service fee (baht): 220,000.00

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Ms. SUTHIDA JONGJENKIT Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 20 Jan 2025	Food & Beverage, Accounting, Finance, Risk Management, Strategic Management
2. Mr. POJ PANIANGVAIT Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 17 Feb 2025	Food & Beverage, Data Management, Risk Management, Business Administration, Engineering

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. APICHART THAMMANOMAI	Chairman of the board	Participating
Ms. PETCHARAT ANANTAWICHAJ	Director	Participating
Ms. POJJANEE PANIANGVAIT	Director	Participating

Mrs. AIM-ON PATHUMARAK	Director	Participating
Mr. APISATE THAMMANOMAI	Director	Participating
Mr. PUN PANIANGVAIT	Director	Participating
Mr. THANAPICH MULAPRUK	Director	Participating
Ms. UBOLLUCK LUEVORAVINYU	Director	Participating
Mr. PIYAMITR SRITARA	Director	Participating
Mr. WATTANACHAI CHOTECHUTRAKUL	Director	Participating
Ms. SAIPIN KITTIPORNPIMOL	Director	Participating
Mr. CHATCHAI JANPRAISRI	Director	Participating
Ms. SUTHIDA JONGJENKIT	Director	Participating
Mr. POJ PANIANGVAIT	Director	Participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 12

Date of AGM meeting : 30 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. APICHART THAMMANOMAI (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
2.	Ms. PETCHARAT ANANTAWICHAJ (Director)	-	12/12	Participating	Did not hold the meeting
3.	Ms. POJJANEE PANIANGVAIT (Director)	-	12/12	Participating	Did not hold the meeting

4.	Mrs. AIM-ON PATHUMARAK (Director)	-	12/12	Participating	Did not hold the meeting
5.	Mr. APISATE THAMMANOMAI (Director)	-	12/12	Participating	Did not hold the meeting
6.	Mr. PUN PANIANGVAIT (Director)	-	12/12	Participating	Did not hold the meeting
7.	Mr. THANAPICH MULAPRUK (Director)	-	12/12	Participating	Did not hold the meeting
8.	Ms. UBOLLUCK LUEVORAVINYU (Director)	-	12/12	Participating	Did not hold the meeting
9.	Mr. PIYAMITR SRITARA (Director)	-	11/12	Participating	Did not hold the meeting
10.	Mr. WATTANACHAI CHOTECHUTRAKUL (Director)	-	12/12	Participating	Did not hold the meeting
11.	Ms. SAIPIN KITTIPORNPIMOL (Director)	-	12/12	Participating	Did not hold the meeting
12.	Mr. CHATCHAI JANPRAISRI (Director)	-	9/12	Participating	Did not hold the meeting
13.	Ms. SUTHIDA JONGJENKIT (Director)	-	12/12	Participating	Did not hold the meeting
14.	Mr. POJ PANIANGVAIT (Director)	-	11/11	Participating	Did not hold the meeting
15.	Ms. PANIDA PRAYOTTAWEEKIJ (Director)	31 Jul 2025	9/9	Participating	Did not hold the meeting
16.	Mr. VICHAI KULSOMPFOB (Director)	31 Dec 2024	0/0	Non-participating	Did not hold the meeting
17.	Mr. PIPAT PANIANGVAIT (Director)	20 Jan 2025	0/0	Non-participating	Did not hold the meeting
18.	Mr. SUJET KOWKASAI (Director)	17 Apr 2024	0/0	Non-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. APICHART THAMMANOMAI (Chairman of the board)	-	144,000.00	1,100,000.00	No
2.	Ms. PETCHARAT ANANTAWICHAI (Director)	-	120,000.00	600,000.00	N/A
3.	Ms. POJJANEE PANIANGVAIT (Director)	-	120,000.00	500,000.00	N/A
4.	Mrs. AIM-ON PATHUMARAK (Director)	-	120,000.00	500,000.00	N/A
5.	Mr. APISATE THAMMANOMAI (Director)	-	120,000.00	900,000.00	N/A
6.	Mr. PUN PANIANGVAIT (Director)	-	120,000.00	600,000.00	N/A
7.	Mr. THANAPICH MULAPRUK (Director)	-	120,000.00	600,000.00	N/A
8.	Ms. UBOLLUCK LUEVORAVINYU (Director)	-	120,000.00	600,000.00	N/A
9.	Mr. PIYAMITR SRITARA (Director)	-	110,000.00	500,000.00	N/A
10.	Mr. WATTANACHAI CHOTECHUTRAKUL (Director)	-	120,000.00	600,000.00	N/A
11.	Ms. SAIPIN KITTIPORNPIMOL (Director)	-	120,000.00	600,000.00	N/A
12.	Mr. CHATCHAI JANPRAISRI (Director)	-	90,000.00	500,000.00	N/A
13.	Ms. SUTHIDA JONGJENKIT (Director)	-	120,000.00	500,000.00	N/A
14.	Mr. POJ PANIANGVAIT (Director)	-	110,000.00	500,000.00	N/A
15.	Ms. PANIDA PRAYOTTAWEEKIJ (Director)	31 Jul 2025	70,000.00	N/A	N/A
16.	Mr. VICHAI KULSOMPHOB (Director)	31 Dec 2024	0.00	N/A	N/A
17.	Mr. PIPAT PANIANGVAIT (Director)	20 Jan 2025	12,000.00	N/A	N/A
18.	Mr. SUJET KOWKASAI (Director)	17 Apr 2024	0.00	N/A	N/A

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) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. WATTANACHAI CHOTECHUTRAKUL (Chairman of the audit committee)	-	4/4
2.	Mrs. AIM-ON PATHUMARAK (Audit committee)	-	4/4
3.	Mr. THANAPICH MULAPRUK (Audit committee)	-	4/4
4.	Mr. CHATCHAI JANPRAISRI (Audit committee)	-	4/4