



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**CARABAO GROUP PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : CARABAO GROUP PUBLIC COMPANY LIMITED

Symbol : CBG

Address : 393 Silom Building, 393 7th - 10th floor, Silom Road, Bangrak

Province : Bangkok

Postcode : 10500

Business : Engage as a holding company to hold and invest in companies that operate vertically integrated business activities of manufacturing, marketing, selling and managing distribution of energy drinks and other beverages

Registration Number : 0107557000268

Telephone : 0-2636-6111

Fax (if applicable) : 0-2636-7949

Website : [www.carabaogroup.com](http://www.carabaogroup.com)

Email : [ir@carabaogroup.com](mailto:ir@carabaogroup.com)

#### Total Shares Sold (shares)

Common Stock : 1,000,000,000

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)	18,853.00	20,964.00	22,042.00
Branded product (Thousand baht)	11,196.00	12,190.00	11,845.00
Other (Thousand baht)	7,657.00	8,774.00	10,197.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Branded product (%)	59.39	58.15	53.74
Other (%)	40.61	41.85	46.26

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	18,853.00	20,964.00	22,042.00
Domestic (Thousand baht)	13,457.00	15,352.00	17,898.00
International (Thousand baht)	5,396.00	5,612.00	4,144.00
China (Thousand baht)	88.00	0.00	0.00
United Kingdom (Thousand baht)	189.00	195.00	120.00
Other countries (Thousand baht)	5,119.00	5,417.00	4,024.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	71.38	73.23	81.20

International (%)	28.62	26.77	18.80
China (%)	1.63	0.00	0.00
United Kingdom (%)	3.50	3.47	2.90
Other countries (%)	94.87	96.53	97.10

#### Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	187,809.00	200,383.00	161,833.00
Other income from operations (Thousand baht)	176,067.00	200,383.00	161,833.00
Other income not from operations (Thousand baht)	11,742.00	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)	8,496.41	14,453.65	15,098.82

## 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 : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	0.00	0.00	0.00

# 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)**

### Sustainability Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Government policy
- ESG risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters

Compliance Risk

- Change in laws and regulations

### Risk from corporate image and reputational risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Damage to company image and reputation

### Risk of the competition in the business of energy drinks and other beverages

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk



- Competition risk

#### **Risk of new products launched to the market not being successful**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Other

#### **Risk of fluctuation in raw material prices and shortage of raw materials**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

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

#### **Risk from the Company operations being halted**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Other

#### **Risk of a shortage of skilled employees**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Shortage or reliance on skilled workers

#### **Risk of quality and trustworthiness of products from the Company**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Other

#### **Risk of non-compliance with the law and regulations involving the Company's business conducts**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Compliance Risk

- Violations of laws and regulations

#### **Liquidity Risk**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Financial Risk

- Liquidity risk

#### **Climate Change Risk**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Operational Risk

- Impact on the environment

#### **Climate Change-related Regulatory Transition Risk**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Compliance Risk

- Change in laws and regulations

#### **Geopolitical Risk**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Strategic Risk

- Policies or international agreements related to business operations

#### **Disruptive Technology & Cyber Security Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Information security and cyber-attack

#### **Risk of major shareholders controlling the votes in shareholders' general meeting**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Corporate ownership structure risk

### **Risk to Securities Holder (2.2.2)**

#### **Holding Company**

**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.carabagroup.com/th/pdf/sustainabilitypolicy.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.carabagroup.com/th/pdf/emspolicy.pdf>  
(if applicable)

Company environmental guideline : Electricity 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)	4,182,414.71	3,082,177.32	875,166.93
Gasoline (Litres)	185,299.24	142,105.45	14,925.89
Natural gas (Standard cubic feet)	1,023,669,979.66	1,068,084,727.59	1,006,146,728.36
LPG (Kilograms)	288.00	144.00	288.00

##### • Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	83,574,856.34	91,709,845.24	89,295,822.09

## Water management

### • Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,318,419.00	1,437,771.03	1,273,186.00

## Waste management

### • Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	59,729,440.20	43,633,588.10	46,283,867.51
Hazardous waste (Kilograms)	1,281,397.60	1,133,425.20	723,153.62
<b>Total waste generated (Kilograms)</b>	<b>61,010,837.80</b>	<b>44,767,013.30</b>	<b>47,007,021.13</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	81,550.00	79,416.67	71,085.00
Scope 2 (Tons of carbon dioxide equivalents)	38,330.00	39,444.25	36,287.00
Scope 3 (Tons of carbon dioxide equivalents)	296,178.00	N/A	N/A
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>416,058.00</b>	<b>118,860.92</b>	<b>107,372.00</b>

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

Third-party verification : No

Remark : Data for the year 2025 is currently under audit by BSI Group (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.carabaogroup.com/th/pdf/Human\\_Rights\\_Policy.pdf](https://www.carabaogroup.com/th/pdf/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

	2023	2024	2025
Number of male employees (Persons)	1,751	1,432	1,326
Number of female employees (Persons)	998	996	1,091
<b>Total number of employees (Persons)</b>	<b>2,749</b>	<b>2,428</b>	<b>2,417</b>

##### • Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,520,260,455.00	1,343,108,268.84	1,334,618,494.90

##### • Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	36.17	6.06	9.50
Employee development and training expenses (baht)	1,212,171.00	1,538,809.00	1,206,701.00

##### • Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	18	16	9
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	55.80	53.17	42.70

• **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://investor.carabaogroup.com/storage/content/corporate-governance/corporate-governance-policy/20230615-cbg-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	14	100.00
Number of male directors	10	71.43
Number of female directors	4	28.57
Number of executive directors	5	35.71
Number of non-executive directors	9	64.29
Number of independent directors	7	50.00

#### 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. Ms. NUTCHAMAI THANOMBOONCHAROEN Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	18 Mar 2014	Corporate Management, Leadership, Strategic Management, Risk Management, Sustainability

2.	Mr. SATHIEN SATHIENTHAM Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)  Director type: Re-elected as director	18 Mar 2014	Governance/ Compliance, Strategic Management, Leadership, Risk Management, Brand Management
3.	Mr. YUENYONG OPAKUL Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Thai Popular Music Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	28 Aug 2013	Governance/ Compliance, Leadership, Strategic Management, Corporate Social Responsibility, Food & Beverage
4.	Mrs. WONGDAO THANOMBOONCHAROEN Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Journalism Mass communication Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	22 Apr 2021	Media & Publishing, Leadership, Strategic Management, Risk Management, Sustainability
5.	Mr. KAMOLDIST SMUTHKOCHORN Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	7 Aug 2015	IT Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance

6.	<p>Mr. ROMTHAM SATHIENTHAM</p> <p>Gender: Male</p> <p>Age: 41 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 (Executive)</p> <p>Director type: Original director</p>	21 Dec 2016	Marketing, Strategic Management, Risk Management, Business Administration, Leadership
7.	<p>Mrs. SAOWANEE KAMOLBUTR</p> <p>Gender: Female</p> <p>Age: 73 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</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>	18 Mar 2014	Accounting, Sustainability, Risk Management, Audit, Internal Control
8.	<p>Mr. WEERACHAI NGAMDEEVILAISAK</p> <p>Gender: Male</p> <p>Age: 63 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 (Non-executive, Independent director)</p> <p>Director type: Original director</p>	26 Apr 2024	Business Administration, Accounting, Finance, Law, Governance/ Compliance
9.	<p>Professor Dr. SURAPON NITIKRAIPOT</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</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>	16 Feb 2024	Law, Business Administration, Sustainability, Corporate Social Responsibility, Governance/ Compliance

10.	Mr. NHA-KRAN LOAHAVILAI Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	22 Jun 2020	Strategic Management, Business Administration, Sustainability, IT Management, Media & Publishing
11.	Dr. PAKORN PEETATHAWATCHAI Gender: Male Age: 61 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Additional and newly-appointed directors	25 Apr 2025	Economics, Finance & Securities, Finance, Risk Management, Audit
12.	Mr. SANCHAI JULLAMON Gender: Male Age: 65 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: Re-elected as director	12 Nov 2021	Law, Governance/ Compliance, Risk Management, Corporate Management, Sustainability
13.	General SIRIPONG WONGKHUNTI Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	11 Nov 2016	Information & Communication Technology, Law, IT Management, Governance/ Compliance

14.	Ms. NUTCHANOK VONGSWAT	Director	22 Jun 2020	Finance, Risk Management, Governance/ Compliance, Strategic Management, Design
	Gender: Female	(Non-executive)		
	Age: 37 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Finance			
	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	: 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.	<p>Mrs. SAOWANEE KAMOLBUTR [1]</p> <p>Gender: Female</p> <p>Age: 73 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</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>	18 Mar 2014	Accounting, Sustainability, Risk Management, Audit, Internal Control
2.	<p>Mr. NHA-KRAN LOAHAVILAI [1]</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Computer Science</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>	12 Nov 2021	Strategic Management, Business Administration, Sustainability, IT Management, Media & Publishing
3.	<p>Mr. WEERACHAI NGAMDEEVILAISAK [1]</p> <p>Gender: Male</p> <p>Age: 63 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>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	26 Apr 2024	Business Administration, Accounting, Finance, Law, Governance/ Compliance

4.	Dr. PAKORN PEETATHAWATCHAI [1]	Audit committee	25 Apr 2025	Economics, Finance & Securities, Finance, Risk Management, Audit
	Gender: Male	(Non-executive, Independent director)		
	Age: 61 years old			
	Highest level of education: Doctoral degree	Director type: Original director		
	Major: Finance			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

[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. SATHIEN SATHIENTHAM Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	18 Mar 2014
2. Mr. ROMTHAM SATHIENTHAM Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	21 Dec 2016
3. Mrs. WONGDAO THANOMBOONCHAROEN Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Journalism Mass communication Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Apr 2021

4.	Mr. KAMOLDIST SMUTHKOCHORN Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	7 Aug 2015
5.	Mr. Pongsarn Klongwathanakith Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Apr 2015

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
The Nomination and Remuneration Committee	Mr. SATHIEN SATHIENTHAM	Chairman
	Mrs. SAOWANEE KAMOLBUTR	Member
	Mrs. WONGDAO THANOMBOONCHAROEN	Member
	Mr. ROMTHAM SATHIENTHAM	Member
	Mr. WEERACHAI NGAMDEEVILAIK	Member
The Risk Management Committee	Mrs. SAOWANEE KAMOLBUTR	Member
	Mr. KAMOLDIST SMUTHKOCHORN	Member
	Mr. Pongsarn Klongwathanakith	Member
	Mr. WEERACHAI NGAMDEEVILAIK	Chairman
	Mr. ROMTHAM SATHIENTHAM	Member
	Dr. PAKORN PEETATHAWATCHAI	Member
	Ms. NUTCHANOK VONGSWAT	Member
The Sustainability Development Committee	Professor Dr. SURAPON NITIKRAIPOT	Member
	Mrs. WONGDAO THANOMBOONCHAROEN	Member
	Mr. NHA-KRAN LOAHAVILAI	Member
	Ms. Chonlada Boonserm	Member
	Mr. SANCHAI JULLAMON	Member
	Professor Dr. SURAPON NITIKRAIPOT	Chairman

## **Roles of Sub-committees**

Sub-committees responsible for risk management	: The Risk Management Committee
Sub-committees responsible for nomination	: The Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: The Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: The Sustainability Development Committee
Sub-committees responsible for corporate sustainability development	: The Sustainability 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. SATHIEN SATHIENTHAM Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Political Science	Chief Executive Officer	18 Mar 2014	Governance/ Compliance, Strategic Management, Leadership, Risk Management, Brand Management
2. Mr. YUENYONG OPAKUL Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Thai Popular Music	Senior Deputy Managing Director	18 Mar 2014	Governance/ Compliance, Leadership, Strategic Management, Corporate Social Responsibility, Food & Beverage
3. Mr. Pongsarn Klongwathanakith [1] Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering	Chief Financial Officer	1 Apr 2015	Finance & Securities, Accounting, Finance, Business Administration, Engineering
4. Mr. KAMOLDIST SMUTHKOCHORN Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Computer Science	Deputy Managing Director	7 Aug 2015	IT Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance
5. Mrs. WONGDAO THANOMBOONCHAROEN Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Journalism Mass communication	Senior Deputy Managing Director	22 Apr 2021	Media & Publishing, Leadership, Strategic Management, Risk Management, Sustainability

6.	Mr. ROMTHAM SATHIENTHAM	Managing Director	21 Dec 2016	Marketing, Strategic Management, Risk Management, Business Administration, Leadership
	Gender: Male			
	Age: 41 years old			
	Highest level of education: Master's degree			
	Major: Business Administration			

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### 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) : 1,326

Number of female employees (persons) : 1,091

**Total number of employees (persons) : 2,417**

#### Employee Remuneration

Total employee remuneration : 1,334,618,494.90

#### Provident fund

Total number of employees (persons) : 2,417

Number of employees contributing to the PVD (persons) : 1,559

Percentage of employees who are members (%) : 64.50

# 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. SATHIEN SATHIENTHAM Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)  Director type: Re-elected as director	Date position was assumed: 18 Mar 2014	Governance/ Compliance, Strategic Management, Leadership, Risk Management, Brand Management
2. Mr. YUENYONG OPAKUL Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Thai Popular Music Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 28 Aug 2013	Governance/ Compliance, Leadership, Strategic Management, Corporate Social Responsibility, Food & Beverage
3. Mr. SANCHAI JULLAMON Gender: Male Age: 65 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: Re-elected as director	Date position was assumed: 12 Nov 2021	Law, Governance/ Compliance, Risk Management, Corporate Management, Sustainability



4.	General SIRIPONG WONGKHUNTI	Director (Non-executive, Independent director)	Date position was assumed: 11 Nov 2016	Information & Communication Technology, Law, IT Management, Governance/ Compliance
	Gender: Male			
	Age: 64 years old			
	Highest level of education:			
	Bachelor's degree	Director type: Re-elected as director		
	Major: Political Science			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
1. Dr. PAKORN PEETATHAWATCHAI	Director	Date position was assumed:	Economics, Finance & Securities, Finance, Risk Management, Audit
Gender: Male	(Non-executive, Independent director)	25 Apr 2025	
Age: 61 years old			
Highest level of education:			
Doctoral degree	Director type: Additional and newly-appointed directors		
Major: Finance			
Thai nationality: Yes			
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Ms. NUTCHAMAI THANOMBOONCHAROEN	Chairman of the board	Participating
Mr. SATHIEN SATHIENTHAM	Vice Chairman	Participating
Mr. YUENYONG OPAKUL	Director	Participating
Mrs. WONGDAO THANOMBOONCHAROEN	Director	Participating
Mr. KAMOLDIST SMUTHKOCHORN	Director	Participating
Mr. ROMTHAM SATHIENTHAM	Director	Participating
Mrs. SAOWANEE KAMOLBUTR	Director	Participating
Mr. WEERACHAI NGAMDEEVILAIK	Director	Participating
Professor Dr. SURAPON NITIKRAIPOT	Director	Participating

Mr. NHA-KRAN LOAHAVILAI	Director	Participating
Dr. PAKORN PEETATHAWATCHAI	Director	Participating
Mr. SANCHAI JULLAMON	Director	Participating
General SIRIPONG WONGKHUNTI	Director	Participating
Ms. NUTCHANOK VONGSWAT	Director	Participating

Remark : All members of the Board of Directors participated in internal seminar activities organized by the Company to enhance their knowledge and understanding of the Company's business operations.

Training Topics Included:

- Presentations on business strategy and operational direction;
- Discussions and exchange of views between management and the Board of Directors; and
- Visits to the Group's manufacturing facilities to enable directors to gain a deeper understanding of the production processes, quality control systems, and operational risk management.

These activities enhanced the Board's knowledge, understanding, and engagement in corporate governance, thereby enabling directors to perform their duties with due care, transparency, and in the best interests of the Company and all stakeholders.

## 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) : 5

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Ms. NUTCHAMAI THANOMBOONCHAROEN (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2.	Mr. SATHIEN SATHIENTHAM (Vice Chairman)	-	5/5	Participating	Did not hold the meeting

3.	Mr. YUENYONG OPAKUL (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mrs. WONGDAO THANOMBOONCHAROEN (Director)	-	5/5	Participating	Did not hold the meeting
5.	Mr. KAMOLDIST SMUTHKOCHORN (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. ROMTHAM SATHIENTHAM (Director)	-	5/5	Participating	Did not hold the meeting
7.	Mrs. SAOWANEE KAMOLBUTR (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. WEERACHAI NGAMDEEVILAISAK (Director)	-	5/5	Participating	Did not hold the meeting
9.	Professor Dr. SURAPON NITIKRAIPOT (Director)	-	5/5	Participating	Did not hold the meeting
10.	Mr. NHA-KRAN LOAHAVILAI (Director)	-	5/5	Participating	Did not hold the meeting
11.	Dr. PAKORN PEETATHAWATCHAI (Director)	-	4/4	Non-participating	Did not hold the meeting
12.	Mr. SANCHAI JULLAMON (Director)	-	5/5	Participating	Did not hold the meeting
13.	General SIRIPONG WONGKHUNTI (Director)	-	5/5	Participating	Did not hold the meeting
14.	Ms. NUTCHANOK VONGSWAT (Director)	-	5/5	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.	Ms. NUTCHAMAI THANOMBOONCHAROEN (Chairman of the board)	-	150,000.00	2,100,000.00	No
2.	Mr. SATHIEN SATHIENTHAM (Vice Chairman)	-	0.00	0.00	No
3.	Mr. YUENYONG OPAKUL (Director)	-	0.00	0.00	No

4.	Mrs. WONGDAO THANOMBOONCHAROEN (Director)	-	0.00	0.00	No
5.	Mr. KAMOLDIST SMUTHKOCHORN (Director)	-	0.00	0.00	No
6.	Mr. ROMTHAM SATHIENTHAM (Director)	-	0.00	0.00	No
7.	Mrs. SAOWANEE KAMOLBUTR (Director)	-	150,000.00	825,000.00	No
8.	Mr. WEERACHAI NGAMDEEVILAIKAK (Director)	-	150,000.00	825,000.00	No
9.	Professor Dr. SURAPON NITIKRAIPOT (Director)	-	150,000.00	825,000.00	No
10.	Mr. NHA-KRAN LOAHAVILAI (Director)	-	150,000.00	570,000.00	No
11.	Dr. PAKORN PEETATHAWATCHAI (Director)	-	120,000.00	270,000.00	No
12.	Mr. SANCHAI JULLAMON (Director)	-	150,000.00	570,000.00	No
13.	General SIRIPONG WONGKHUNTI (Director)	-	150,000.00	570,000.00	No
14.	Ms. NUTCHANOK VONGSWAT (Director)	-	150,000.00	570,000.00	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.	Mrs. SAOWANEE KAMOLBUTR (Chairman of the audit committee)	-	5/5
2.	Mr. NHA-KRAN LOAHAVILAI (Audit committee)	-	5/5
3.	Mr. WEERACHAI NGAMDEEVILAIKAK (Audit committee)	-	5/5
4.	Dr. PAKORN PEETATHAWATCHAI (Audit committee)	-	4/4