



# **Annual Registration Statement / Annual Report**

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

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

**BURIRAM SUGAR PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2023



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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 : BURIRAM SUGAR PUBLIC COMPANY LIMITED

Symbol : BRR

Address : 237 Moo.2 Hinlekhai Sub-District, Kumueang District

Province : Buriram

Postcode : 31190

Business : BRR is a holding company that invests in subsidiaries hold 99.99% of total shares, which has already operated 6 companies. The business relating to sugar producing and downstream businesses, which are 1) production and distribution of sugar business is operated by Buriram Sugar Factory Co., Ltd. (BSF) 2) production and distribution of electricity is operated by Buriram Energy Co., Ltd. (BEC), Buriram Power Co., Ltd. (BPC) and Buriram Power Plus Co., Ltd. (BPP) 3) production and distribution of fertilizer is operated by Key Brand Fertilizer Co., Ltd. (KBF) 4) production and distribution of packaging by using bagasse and other pulps by Sugarcane Ecoware Co., Ltd. (SEW) and also 5) logistics management and services business by BRR Logistics Management Co., Ltd. (BRLM)

Registration Number : 0107556000523

Telephone : 0-4465-9020-3

Fax (if applicable) : 0-4465-9020-3 ต่อ 103,131,152

Website : <http://www.buriramsugar.com>

Email : IR@brr.co.th

#### Total Shares Sold (shares)

Common Stock : 812,100,366

Preferred Stock : 0



## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	4,052,822.94	7,506,956.67	6,297,800.92
Production and distribution of sugar and molasses segment (Thousand baht)	2,874,268.31	5,872,724.63	4,682,542.80
Distribution of agricultural products segment (Thousand baht)	362,481.69	618,453.35	613,996.65
Production and distribution of electricity and stream segment (Thousand baht)	377,676.22	463,852.65	478,500.48
Other (Thousand baht)	438,396.72	551,926.04	522,760.99

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Production and distribution of sugar and molasses segment (%)	70.92	78.23	74.35
Distribution of agricultural products segment (%)	8.94	8.24	9.75
Production and distribution of electricity and stream segment (%)	9.32	6.18	7.60
Other (%)	10.82	7.35	8.30

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	4,052,822.94	7,506,956.67	6,297,800.92
Domestic (Thousand baht)	2,512,387.15	2,807,818.00	2,573,937.10
International (Thousand baht)	1,540,435.79	4,699,138.67	3,723,863.82
Singapore (Thousand baht)	604,929.63	2,265,981.29	1,972,999.33
Hong Kong (Thousand baht)	334,124.47	947,126.15	97,547.25

Switzerland (Thousand baht)	344,332.83	508,603.39	329,537.55
United Kingdom (Thousand baht)	0.00	310,718.48	699,357.33
Laos (Thousand baht)	29,342.37	292,541.53	194,817.69
Japan (Thousand baht)	126,510.96	161,979.58	69,190.22
Other countries (Thousand baht)	101,195.53	212,188.25	360,414.45

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	61.99	37.40	40.87
International (%)	38.01	62.60	59.13
Singapore (%)	39.27	48.22	52.98
Hong Kong (%)	21.69	20.16	2.62
Switzerland (%)	22.35	10.82	8.85
United Kingdom (%)	0.00	6.61	18.78
Laos (%)	1.90	6.23	5.23
Japan (%)	8.21	3.45	1.86
Other countries (%)	6.57	4.52	9.68

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

	2021	2022	2023
Total other income (Thousand baht)	264,403.10	154,274.36	228,308.64
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	264,403.10	154,274.36	228,308.64

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

	2021	2022	2023
Share of profit (Thousand baht)	-14,976.91	49,224.30	3,352.61

**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)	2021	2022	2023
R&D expenses in the past 3 years	1,010.91	330.52	682.84



# 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)

### Climate Variability

Risk Management Measures: Yes

#### Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Climate change and disasters

### Environmental Risks

Risk Management Measures: Yes

#### Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Impact on the environment

### Human right violation in supply chain

Risk Management Measures: Yes

#### Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Impact on human rights

#### Occupational health and safety risks

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

#### Corruption Risks

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Corruption

#### Risk from emerging severe pandemic in humans

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Pandemic risk

Operational Risk

- Safety, occupational health, and working environment

- Pandemic risk

#### Risks from disputes with local communities

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Impact on the environment
- Impact on human rights

#### Compliance Risk

- Change in laws and regulations
- Legal risk

### The Risk from the Influences of Major Shareholders on Policy Formulation and Administration

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Strategic Risk

- Corporate ownership structure risk

##### Operational Risk

- Reliance on employees in key positions

### The Risks associated to our Holding Company status

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Strategic Risk

- New business risk

##### Compliance Risk

- Corporate Governance

##### Financial Risk

- Fluctuation in return on assets or investment

### Technology Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

#### Strategic Risk

- Changes in technologies

#### Operational Risk

- Information security and cyber-attack
- System disruption risk

### **Risk Factors from Raw Material Sourcing**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

#### Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Climate change and disasters

#### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Loss or damage from non-compliance of partners or counterparties
- Climate change and disasters
- Impact on the environment

### **Risk from Fluctuation in Global Sugar Market Prices**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

#### Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

- Government policy
- Economic risk

#### **Risk from Non-Performing Loans on Sugarcane Advance Payment Loans**

**Risk Management Measures:** Yes

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

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

Financial Risk

- Default on payment or exchange of goods

#### **Foreign Exchange Risk**

**Risk Management Measures:** Yes

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

Strategic Risk

- Volatility in the industry in which the company operates
- Policies or international agreements related to business operations
- Economic risk

Financial Risk

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

#### **Risk from Governmental Control**

**Risk Management Measures:** Yes

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

Strategic Risk

- Government policy

### **Risk from the Cost of Raw Materials**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Volatility in the industry in which the company operates

Operational Risk

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

### **The Risk from Consumption Behaviors**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers

### **Risk from Inconsistency of Revenue**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Income volatility

### **Risk from Competition**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Competition risk

### **Risk from Finding Suppliers**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

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

### **The Risk from High Debt to Equity Ratio (D/E Ratio)**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Fluctuation in return on assets or investment
- Other

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

### **Risks from uncertainty of expected returns that investors anticipate**

**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.buriramsugar.com/th/sustainability/csr-report>

### 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.buriramsugar.com/storage/sustainability/environmental-policy/brr-environmental-policy-th.pdf>

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

	2021	2022	2023
Diesel (Litres)	800,322.00	1,272,825.48	1,846,333.00
Gasoline (Litres)	3,493.00	4,203.00	5,218.00
Steam (Metric tonnes)	581,914.73	598,943.99	467,490.00

###### • Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	3,639.26	3,852.29	3,729.59

## Water management

### • Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	11,938.12	31,912.79	34,164.00

## Waste management

### • Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	94,747,660.00	98,023,320.00	95,734,660.00
Hazardous waste (Kilograms)	5,410.00	14,860.00	14,030.00
<b>Total waste generated (Kilograms)</b>	<b>94,753,070.00</b>	<b>98,038,180.00</b>	<b>95,748,690.00</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

Third-party verification : No

## 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.buriramsugar.com/storage/cg/cg-report-and-download/policy/20180522-brr-cg-enc06-th.pdf>

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

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2021	2022	2023
Number of male employees (Persons)	1,038	1,149	1,142
Number of female employees (Persons)	557	639	672
<b>Total number of employees (Persons)</b>	<b>1,595</b>	<b>1,788</b>	<b>1,814</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	301,240,000.00	419,470,000.00	347,990,000.00

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	24.12	25.66	19.21
Employee development and training expenses (baht)	1,180,188.07	5,001,306.82	5,189,680.72

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

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	3	7	12
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	1.00	2.07	2.09

• **Significant labor dispute**

	2021	2022	2023
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.buriramsugar.com/th/corporate-governance/report>

#### 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	7	63.64
Number of female directors	4	36.36
Number of executive directors	5	45.45
Number of non-executive directors	6	54.55
Number of independent directors	4	36.36

#### 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. SIRICHAJ SOMBUTSIRI Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Re-elected as director	10 Jan 2013	Finance, Corporate Management, Business Administration, Banking, Leadership, Strategic Management

2.	Mr. ANANT TANGTONGWECHAKIT Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	13 Sep 1988	Agribusiness, Corporate Management, Strategic Management, Risk Management, Business Administration, Leadership
3.	Ms. CHITTIMA TANGTRONGWECHAKIT Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	12 May 1995	Agribusiness, Corporate Management, Risk Management, Procurement, Business Administration
4.	Mr. SARIT TANGTRONGWECHAKIJ Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	25 Jun 2004	Agribusiness, Corporate Management, Risk Management, Business Administration
5.	Mr. ADISAK TANGTRONGWEACHAKIT Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	25 Jun 2004	Agribusiness, Corporate Management, Risk Management, Business Administration, Sustainability, Governance/ Compliance

6.	<p>Mrs. JIRAWAN PONGPICHITKUL</p> <p>Gender: Female</p> <p>Age: 55 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 (Executive)</p> <p>Director type: Re-elected as director</p>	11 Nov 2010	Agribusiness, Corporate Management, Risk Management, Business Administration
7.	<p>Mrs. WANPHEN PUNYANIRAN</p> <p>Gender: Female</p> <p>Age: 57 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Secondary School</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	7 Jul 2011	Agribusiness, Corporate Management, Business Administration
8.	<p>Mr. SCHITT LAOWATTANA</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</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>	25 Apr 2018	IT Management, Governance/ Compliance, Audit, Internal Control, Sustainability
9.	<p>Mrs. PORNTIP SOOKATUP</p> <p>Gender: Female</p> <p>Age: 67 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>	1 May 2020	Law, Accounting, Audit, Internal Control

10.	Mr. SURACHAI KOSITSAREEWONG	Director (Non-executive, Independent director)	27 Apr 2023	Business Administration, Accounting, Finance, Sustainability, Internal Control, Governance/ Compliance
	Gender: Male			
	Age: 61 years old			
	Highest level of education:			
	Master's degree	Director type: Newly		
	Major: Business Administration	appointed director to		
	Thai nationality: Yes	replace ex-director		
	Residing in Thailand: Yes			
11.	Mr. KITIPAT CHOLLAVUTH	Director (Non-executive)	27 Apr 2023	Business Administration, Economics, Finance
	Gender: Male			
	Age: 55 years old			
	Highest level of education:	Director type: Additional		
	Master's degree	and newly-appointed		
	Major: Finance	directors		
	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. Mrs. SEENUAL TASANAPANT	Director	Date position was	Mr. SURACHAI
Gender: Female	(Non-executive,	assumed:	KOSITSAREEWONG
Age: 77 years old	Independent director)	3 Oct 2014	Date position was assumed:
Highest level of education:		Date directorship	27 Apr 2023
Bachelor's degree		ended:	
Major: Accounting		27 Apr 2023	
Thai nationality: Yes			
Residing in Thailand: Yes			

#### 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. SCHITT LAOWATTANA [1] Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	1 Mar 2021	IT Management, Governance/ Compliance, Audit, Internal Control, Sustainability
2. Mrs. PORNTIP SOOKATUP [1] Gender: Female Age: 67 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	1 May 2020	Law, Accounting, Audit, Internal Control
3. Mr. SURACHAI KOSITSAREEWONG [1] Gender: Male Age: 61 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: Newly appointed director to replace ex-director	11 May 2023	Business Administration, Accounting, Finance, Sustainability, Internal Control, Governance/ Compliance

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

#### List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mrs. SEENUAL TASANAPANT [1] Gender: Female Age: 77 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 3 Oct 2014 Date directorship ended: 27 Apr 2023	Mr. SURACHAI KOSITSAREEWONG Date position was assumed: 11 May 2023

[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. ANANT TANGTONGWECHAKIT Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	13 Sep 1988
2. Mrs. JIRAWAN PONGPICHITKUL Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Nov 2010

3.	Ms. CHITTIMA TANGTRONGWECHAKIT Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	12 May 1995
4.	Mr. SARIT TANGTRONGWECHAKIJ Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Jun 2004
5.	Mr. ADISAK TANGTRONGWEACHAKIT Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Jun 2004

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance and Sustainability Committee	Mr. SURACHAI KOSITSAREEWONG	Chairman
	Mr. SCHITT LAOWATTANA	Member
	Mr. ADISAK TANGTRONGWEACHAKIT	Member
Nomination and Remuneration Committee	Mr. SURACHAI KOSITSAREEWONG	Chairman
	Mr. SCHITT LAOWATTANA	Member
	Mr. ADISAK TANGTRONGWEACHAKIT	Member

Risk Management Committee	Mr. ANANT TANGTONGWECHAKIT	Chairman
	Mrs. JIRAWAN PONGPICHITKUL	Member
	Ms. CHITTIMA TANGTRONGWECHAKIT	Member
	Mr. SARIT TANGTRONGWECHAKIJ	Member
	Mr. ADISAK TANGTRONGWEACHAKIT	Member

## Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainability 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. ANANT TANGTONGWECHAKIT Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Political Science	CHAIRMAN OF EXECUTIVE COMMITTEE	13 Sep 1988	Agribusiness, Corporate Management, Strategic Management, Risk Management, Business Administration, Leadership

[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 policy for executives

Remuneration policy for executives : Yes

#### Remuneration

	2021	2022	2023
Total executive remuneration (baht)	27,780,450.00	27,780,450.00	27,780,450.00

#### 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)	: 1,142
Number of female employees (persons)	: 672
<b>Total number of employees (persons)</b>	<b>: 1,814</b>

#### Employee Remuneration

Total employee remuneration	: 347,990,000.00
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#### Provident fund

Total number of employees (persons)	: 1,814
Number of employees contributing to the PVD (persons)	: 15
Percentage of employees who are members (%)	: 0.83

# 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. SIRICHA SOMBUTSIRI Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Finance 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: 10 Jan 2013	Finance, Corporate Management, Business Administration, Banking, Leadership, Strategic Management
2. Ms. CHITTIMA TANGTRONGWECHAKIT Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 12 May 1995	Agribusiness, Corporate Management, Risk Management, Procurement, Business Administration
3. Mrs. JIRAWAN PONGPICHITKUL Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 11 Nov 2010	Agribusiness, Corporate Management, Risk Management, Business Administration

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SURACHAI KOSITSAREEWONG Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 27 Apr 2023	Business Administration, Accounting, Finance, Sustainability, Internal Control, Governance/ Compliance

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KITIPAT CHOLLAVUTH Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Additional and newly-appointed directors	Date position was assumed: 27 Apr 2023	Business Administration, Economics, Finance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SIRICHA SOMBUTSIRI	Chairman of the board	Non-participating
Mr. ANANT TANGTONGWECHAKIT	Director	Non-participating
Ms. CHITTIMA TANGTRONGWECHAKIT	Director	Non-participating
Mr. SARIT TANGTRONGWECHAKIJ	Director	Non-participating
Mr. ADISAK TANGTRONGWECHAKIT	Director	Non-participating
Mrs. JIRAWAN PONGPICHITKUL	Director	Non-participating

Mrs. WANPHEN PUNYANIRAN	Director	Non-participating
Mr. SCHITT LAOWATTANA	Director	Non-participating
Mrs. PORNTIP SOOKATUP	Director	Non-participating
Mr. SURACHAI KOSITSAREEWONG	Director	Non-participating
Mr. KITIPAT CHOLLAVUTH	Director	Participating
Mrs. SEENUAL TASANAPANT	Director	Non-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) : 10

Date of AGM meeting : 27 Apr 2023

EGM meeting : Yes

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SIRICHA SOMBUTSIRI (Chairman of the board)	-	9/10	Non-participating	Participating
2.	Mr. ANANT TANGTONGWECHAKIT (Director)	-	10/10	Participating	Participating
3.	Ms. CHITTIMA TANGTRONGWECHAKIT (Director)	-	10/10	Participating	Participating
4.	Mr. SARIT TANGTRONGWECHAKIJ (Director)	-	10/10	Participating	Participating
5.	Mr. ADISAK TANGTRONGWEACHAKIT (Director)	-	10/10	Participating	Participating
6.	Mrs. JIRAWAN PONGPICHITKUL (Director)	-	10/10	Participating	Participating
7.	Mrs. WANPHEN PUNYANIRAN (Director)	-	10/10	Participating	Participating

8.	Mr. SCHITT LAOWATTANA (Director)	-	10/10	Participating	Participating
9.	Mrs. PORNTIP SOOKATUP (Director)	-	10/10	Participating	Participating
10.	Mr. SURACHAI KOSITSAREEWONG (Director)	-	8/8	Non-participating	Non-participating
11.	Mr. KITIPAT CHOLLAVUTH (Director)	-	8/8	Non-participating	Non-participating
12.	Mrs. SEENUAL TASANAPANT (Director)	27 Apr 2023	2/2	Participating	Participating

## Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. SIRICHA SOMBUTSIRI (Chairman of the board)	-	0.00	580,000.00	No
2.	Mr. ANANT TANGTONGWECHAKIT (Director)	-	0.00	930,000.00	No
3.	Ms. CHITTIMA TANGTRONGWECHAKIT (Director)	-	0.00	710,000.00	No
4.	Mr. SARIT TANGTRONGWECHAKIJ (Director)	-	0.00	710,000.00	No
5.	Mr. ADISAK TANGTRONGWEACHAKIT (Director)	-	0.00	760,000.00	No
6.	Mrs. JIRAWAN PONGPICHITKUL (Director)	-	0.00	710,000.00	No
7.	Mrs. WANPHEN PUNYANIRAN (Director)	-	0.00	270,000.00	No
8.	Mr. SCHITT LAOWATTANA (Director)	-	0.00	650,000.00	No
9.	Mrs. PORNTIP SOOKATUP (Director)	-	0.00	490,000.00	No
10.	Mr. SURACHAI KOSITSAREEWONG (Director)	-	0.00	356,667.00	No
11.	Mr. KITIPAT CHOLLAVUTH (Director)	-	0.00	180,000.00	No
12.	Mrs. SEENUAL TASANAPANT (Director)	27 Apr 2023	0.00	208,333.00	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) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. SCHITT LAOWATTANA (Chairman of the audit committee)	-	4/4
2.	Mrs. PORNTIP SOOKATUP (Audit committee)	-	4/4
3.	Mr. SURACHAI KOSITSAREEWONG (Audit committee)	-	2/2
4.	Mrs. SEENUAL TASANAPANT (Audit committee)	27 Apr 2023	1/1