



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

NORTH EAST RUBBER 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 : NORTH EAST RUBBER PUBLIC COMPANY LIMITED

Symbol : NER

Address : 398 Moo. 4 Kokma Subdistrict Prakhonchai District

Province : Buriram

Postcode : 31140

Business : Manufactures and distributes Ribbed Smoked Sheet, Standard Thai Rubber and Mixtures Rubber for manufacturers in automotive industry and traders

Registration Number : 0107561000242

Telephone : 0-4466-6928, 0-4466-6929

Fax (if applicable) : 0-4466-6212, 0-4466-6213

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

Email : ner@nerubber.com

Total Shares Sold (shares)

Common Stock : 1,847,789,748

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)	24,456,286.64	25,208,234.56	25,065,711.73
Natural Rubber (Thousand baht)	24,425,659.93	25,172,062.33	25,045,169.93
Other (Thousand baht)	30,626.71	36,172.23	20,541.80

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Natural Rubber (%)	99.87	99.86	99.92
Other (%)	0.13	0.14	0.08

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	24,456,286.64	25,208,234.56	25,065,711.73
Domestic (Thousand baht)	15,182,940.00	16,702,144.00	16,280,029.01
International (Thousand baht)	9,273,346.64	8,506,090.56	8,785,682.72
China (Thousand baht)	6,534,676.00	5,010,814.00	3,308,190.00
Other countries (Thousand baht)	2,738,670.64	3,495,276.56	5,477,492.72

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	62.08	66.26	64.95
International (%)	37.92	33.74	35.05

China (%)	70.47	58.91	37.65
Other countries (%)	29.53	41.09	62.35

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	30,626.71	36,172.23	20,541.80
Other income from operations (Thousand baht)	3,505.58	12,540.29	20,541.80
Other income not from operations (Thousand baht)	27,121.13	23,631.94	0.00

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

	2021	2022	2023
Share of profit (Thousand baht)	0.00	0.00	0.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	2,000,000.00	1,500,000.00	1,500,000.00

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)

Business Strategic Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Changes in technologies
- Economic risk

Risk from changes in government policies, rules, regulations and laws

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Compliance Risk

- Change in laws and regulations

Risk from Natural Rubber Price Volatility

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

- Economic risk

Operational Risk

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

Risk from competition in the industry

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations
- Business operations of partners in the supply chain
- Climate change and disasters

Compliance Risk

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

Risk from market concentration and dependency on few products

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

Financial Risk

- Income volatility

The risk of not obtaining a license, renewing or maintaining a license related to business operations both domestically and internationally

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Systems or internal control system

Compliance Risk

- Change in laws and regulations

Information system risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Systems or internal control system

The risk of workforce in management positions

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Operational Risk

- Reliance on employees in key positions
- Delays in the development of future projects

Compliance Risk

- Corporate Governance

Environmental risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Impact on the environment

Compliance Risk

- Corporate Governance
- Legal risk

Social risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Impact on human rights

Compliance Risk

- Corporate Governance
- Legal risk

Corporate Governance Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Safety, occupational health, and working environment
- Impact from population structure
- Impact on human rights
- Corruption

Compliance Risk

- Corporate Governance

Risk of water scarcity

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects
- Climate change and disasters

The risk of the demand for rubber not as expected

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Financial Risk

- Income volatility

Risk from the area rent for growing energy crops

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Property lease agreement execution

Risk from synthetic rubber substitute products

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Competition risk

Operational Risk

- Other

Financial Risk

- Income volatility

Risk from interruption of production and business operations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Delays in the development of future projects

Financial Risk

- Income volatility

Risk from accidents arising from operations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment

Risk from Fluctuations in Foreign Exchange Rates

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Liquidity risk and working capital adequacy

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Liquidity risk

Risk from interest rate fluctuations from loans from financial institutions

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk from breach of terms and conditions of the warrants

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Financial Risk

- Insufficient sources of funding
- Default on payment or exchange of goods

Investment Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects
- Business operations that have no commercial results

Compliance Risk

- Other

Risk factors from technological advances that affect traditional business operations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Systems or internal control system

Cyber Threat Risk Factors and Security data security

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Information security and cyber-attack

Climate change risk factors and moving towards a low carbon society

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Impact on the environment

Compliance Risk

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

Risk to Securities Holder (2.2.2)

Risk from management reliance on key executives and major shareholders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.nerubber.info/news/NER%20Management%20and%20Sustainable%20Development%20Policy%20-%20TH.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 : <https://www.nerubber.com/energy-and-environmental-care>

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	683,358.15	826,953.33	897,812.83
Gasoline (Litres)	3,457.32	7,118.07	9,861.20
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	38,175,721.00	0.00	0.00
LPG (Kilograms)	1,102,849.00	1,849,688.00	2,689,496.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	37,477,126.00	40,545,999.66	40,436,556.00

Water management

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	1,633,687.00	2,032,602.00	1,949,151.00

Waste management

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	62,873.46	64,284.00	78,542.00
Hazardous waste (Kilograms)	31,081.64	33,722.14	36,884.22
Total waste generated (Kilograms)	93,955.10	98,006.14	115,426.22

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)	9,036.00	12,778.00	11,798.00
Scope 2 (Tons of carbon dioxide equivalents)	16,814.00	16,889.00	17,824.00

Scope 3 (Tons of carbon dioxide equivalents)	92,985.00	75,027.00	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	118,835.00	104,694.00	29,622.00

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

Third-party verification : Yes

Name of verifying organization : Associate Professor Kitirote Wantala

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.nerubber.info/news/NER_Human%20Rights%20Policy_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)	673	676	659
Number of female employees (Persons)	330	369	375
Total number of employees (Persons)	1,003	1,045	1,034

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	13,355,303.40	15,684,627.65	17,008,179.18

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	0.32	3.01	1.19
Employee development and training expenses (baht)	577,855.38	1,446,389.17	4,448,470.65

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	32	12	20
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	3.39	2.49	1.93

• **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.nerubber.info/news/NER_Corporate%20Governance%20Manual_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

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	7	100.00
Number of male directors	5	71.43
Number of female directors	2	28.57
Number of executive directors	3	42.86
Number of non-executive directors	4	57.14
Number of independent directors	4	57.14

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. CHANITR CHARNCHAINARONG Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	2 May 2018	Strategic Management, Change Management, Marketing, Governance/ Compliance, Engineering, IT Management, Sustainability, Corporate Social Responsibility, Leadership, Finance

2.	Mr. CHUWIT JUNGTHANASOMBOON Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	12 Jun 2006	Law, Strategic Management, Change Management, Corporate Management, Marketing, Finance, Sustainability, Corporate Social Responsibility, Agribusiness, Governance/ Compliance, Leadership, Negotiation, Business Administration
3.	Mr. SAKCHAI JONGSTAPONGPUN Gender: Male Age: 66 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	18 Aug 2014	Data Management, Risk Management, Budgeting, Marketing, Finance, Agribusiness, Accounting, Data Analysis, Statistics, Governance/ Compliance
4.	Mr. TEPAKUL POONLARP Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	21 Feb 2018	Risk Management, Marketing, Data Analysis, Leadership, Engineering, Corporate Management, Change Management
5.	Mrs. CHANATIP WEERASUBPONG Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	21 Feb 2018	Law, Strategic Management, Risk Management, Corporate Management, Audit, Marketing, Finance, Sustainability, Governance/ Compliance, Corporate Social Responsibility, Information & Communication Technology, Leadership, Accounting, Agribusiness

6.	Mr. RONACHIT JINADIT Gender: Male Age: 73 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: Re-elected as director	21 Feb 2018	Law, Strategic Management, Change Management, Marketing, Governance/ Compliance, Accounting, Risk Management, Finance, Negotiation, Leadership
7.	Ms. PY ATTPISARN Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	2 May 2018	Risk Management, Change Management, Corporate Management, Data Analysis, Sustainability, Agribusiness, Governance/ Compliance, Leadership, Engineering, Law, Information & Communication Technology, Statistics

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. RONACHIT JINADIT Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	21 Feb 2018	Law, Strategic Management, Change Management, Marketing, Governance/ Compliance, Accounting, Risk Management, Finance, Negotiation, Leadership
2. Mrs. CHANATIP WEERASUBPONG [1] Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	21 Feb 2018	Law, Strategic Management, Risk Management, Corporate Management, Audit, Marketing, Finance, Sustainability, Governance/ Compliance, Corporate Social Responsibility, Information & Communication Technology, Leadership, Accounting, Agribusiness
3. Mr. CHANITR CHARNCHAINARONG Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	15 Mar 2023	Strategic Management, Change Management, Marketing, Governance/ Compliance, Engineering, IT Management, Sustainability, Corporate Social Responsibility, Leadership, Finance

[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. Mr. TEPAKUL POONLARP Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 21 Feb 2018 Date directorship ended: 15 Mar 2023	Mr. CHANITR CHARNCHAINARONG Date position was assumed: 15 Mar 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. CHUWIT JUNGTHANASOMBOON Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	25 May 2018
2. Mrs. PHANIDA JUNGTHANASOMBOON Gender: Female Age: 58 years old Highest level of education: Below a bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 May 2018

3.	Mr. SAKCHAI JONGSTAPONGPUN Gender: Male Age: 66 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 May 2018
4.	Ms. KESNAREE JONGCHOTSIRIKUL Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Agro-Industry Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 May 2018
5.	Ms. PY ATTPISARN Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 May 2018
6.	Mr. PARINYA LEENATHAM Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Telecommunications Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	2 May 2023
7.	Ms. SUHAILEE YITORSOR Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Jun 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk management committee	Mr. TEPAKUL POONLARP	Chairman
	Mrs. CHANATIP WEERASUBPONG	Member
	Mr. CHUWIT JUNGTHANASOMBOON	Member
	Mr. SAKCHAI JONGSTAPONGPUN	Member
	Mr. RACHAKASEM BORIBOON	Member
	Mr. NATTHAPON INPRAKON	Member
Nomination and Sustainability Development Committee	Mrs. CHANATIP WEERASUBPONG	Chairman
	Mr. RONACHIT JINADIT	Member
	Mr. CHUWIT JUNGTHANASOMBOON	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk management committee
Sub-committees responsible for nomination	: Nomination and Sustainability Development Committee
Sub-committees responsible for remuneration	: Nomination and Sustainability Development Committee
Sub-committees responsible for corporate governance	: Nomination and Sustainability Development Committee
Sub-committees responsible for corporate sustainability development	: Nomination and 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. CHUWIT JUNGTHANASOMBOON Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Political Science	CHAIRMAN OF EXECUTIVE COMMITTEE	12 Jun 2006	Law, Strategic Management, Change Management, Corporate Management, Marketing, Finance, Sustainability, Corporate Social Responsibility, Agribusiness, Governance/ Compliance, Leadership, Negotiation, Business Administration
2. Ms. KESNAREE JONGCHOTSIRIKUL Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Agro-Industry	Deputy Chief Executive Officer- Marketing , Quality Control ,and Sustai	1 Jan 2007	Agribusiness, Transportation & Logistics, Marketing, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Digital Marketing, Negotiation, Strategic Management
3. Mrs. PHANIDA JUNGTHANASOMBOON Gender: Female Age: 58 years old Highest level of education: Below a bachelor's degree Major: Management	Deputy Chief Executive Officer- Supply Chain	1 Dec 2007	Agribusiness, Human Resource Management, Procurement, Data Management
4. Mr. SAKCHAI JONGSTAPONGPUN [1] Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration	Deputy Chief Executive Officer - Accounting and Financial	10 Feb 2014	Data Management, Risk Management, Budgeting, Marketing, Finance, Agribusiness, Accounting, Data Analysis, Statistics, Governance/ Compliance

5.	Ms. PY ATTPISARN Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Engineering	Deputy Chief Executive Officer- Business Development	2 Feb 2015	Risk Management, Change Management, Corporate Management, Data Analysis, Sustainability, Agribusiness, Governance/ Compliance, Leadership, Engineering, Law, Information & Communication Technology, Statistics
6.	Mr. PARINYA LEENATHAM Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Telecommunications Management	Deputy Chief Executive Officer of General Administration	2 May 2023	Information & Communication Technology, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Data Management, Engineering, Leadership
7.	Ms. SUHAILEE YITORSOR Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Business Administration	Deputy Chief Executive Officer of Production	22 Jun 2023	Business Administration, Agribusiness, Leadership, Risk Management, Data Analysis

[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)	16,136,692.00	17,180,256.00	20,944,623.98

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) : 659

Number of female employees (persons) : 375

Total number of employees (persons) : 1,034

Employee Remuneration

Total employee remuneration : 17,008,179.18

Provident fund

Total number of employees (persons) : 1,034

Number of employees contributing to the PVD (persons) : 290

Percentage of employees who are members (%) : 28.00

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 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. CHUWIT JUNGTHANASOMBOON Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 12 Jun 2006	Law, Strategic Management, Change Management, Corporate Management, Marketing, Finance, Sustainability, Corporate Social Responsibility, Agribusiness, Governance/ Compliance, Leadership, Negotiation, Business Administration
2. Mr. TEPAKUL POONLARP Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 21 Feb 2018	Risk Management, Marketing, Data Analysis, Leadership, Engineering, Corporate Management, Change Management
3. Mr. RONACHIT JINADIT Gender: Male Age: 73 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: Re-elected as director	Date position was assumed: 21 Feb 2018	Law, Strategic Management, Change Management, Marketing, Governance/ Compliance, Accounting, Risk Management, Finance, Negotiation, Leadership

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHANITR CHARNCHAINARONG	Chairman of the board	Non-participating
Mr. CHUWIT JUNGTHANASOMBOON	Director	Participating
Mr. SAKCHAI JONGSTAPONGPUN	Director	Participating
Mr. TEPAKUL POONLARP	Director	Participating
Mrs. CHANATIP WEERASUBPONG	Director	Participating
Mr. RONACHIT JINADIT	Director	Participating
Ms. PY ATTPISARN	Director	Participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 10 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. CHANITR CHARNCHAINARONG (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2. Mr. CHUWIT JUNGTHANASOMBOON (Director)	-	8/8	Participating	Did not hold the meeting

3.	Mr. SAKCHAI JONGSTAPONGPUN (Director)	-	8/8	Participating	Did not hold the meeting
4.	Mr. TEPAKUL POONLARP (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mrs. CHANATIP WEERASUBPONG (Director)	-	8/8	Participating	Did not hold the meeting
6.	Mr. RONACHIT JINADIT (Director)	-	8/8	Participating	Did not hold the meeting
7.	Ms. PY ATTPISARN (Director)	-	8/8	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. CHANITR CHARNCHAINARONG (Chairman of the board)	-	675,000.00	575,000.00	Yes
2.	Mr. CHUWIT JUNGTHANASOMBOON (Director)	-	0.00	0.00	Yes
3.	Mr. SAKCHAI JONGSTAPONGPUN (Director)	-	0.00	0.00	Yes
4.	Mr. TEPAKUL POONLARP (Director)	-	910,000.00	480,000.00	Yes
5.	Mrs. CHANATIP WEERASUBPONG (Director)	-	1,505,000.00	480,000.00	Yes
6.	Mr. RONACHIT JINADIT (Director)	-	1,060,000.00	480,000.00	Yes
7.	Ms. PY ATTPISARN (Director)	-	0.00	0.00	Yes

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) : 7

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. RONACHIT JINADIT (Chairman of the audit committee)	-	7/7
2.	Mrs. CHANATIP WEERASUBPONG (Audit committee)	-	7/7
3.	Mr. CHANITR CHARNCHAINARONG (Audit committee)	-	5/5
4.	Mr. TEPAKUL POONLARP (Audit committee)	15 Mar 2023	2/2

Remark : Mr.Chanitr Charnchainarong was appointed as a member of the Audit Committee in place of Mr.Tepakul Poonlarp, who resigned according to the resolution of the Board of Directors' Meeting No. 3/2023 on March 15, 2023.