



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

R&B FOOD SUPPLY 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 : R&B FOOD SUPPLY PUBLIC COMPANY LIMITED

Symbol : RBF

Address : 9 Soi Pho Kaew 3, Yaek 17, Klongchan, Bangkok

Province : Bangkok

Postcode : 10240

Business : Manufactures and distributes of food ingredients to customers in the form of made-to-order and under their own brands including "Uncle Barns", "Best Odour", "super-find" etc.

Registration Number : 0-1075-61000-37-4

Telephone : 0-2946-6813-7

Website : <https://www.rbfoodsupply.co.th>

Email : info@rbsupply.co.th

Total Shares Sold (shares)

Common Stock : 2,000,000,000

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)	3,383,981.69	3,961,206.74	4,421,105.13
Flavoring & Food Coloring (Thousand baht)	1,194,201.91	1,291,651.76	1,487,589.90
Food Coating (Thousand baht)	1,335,190.91	1,786,685.00	2,118,452.59
Trading Product (Thousand baht)	548,881.39	510,997.98	443,621.80
Dried Product (Thousand baht)	214,010.10	271,655.62	251,788.13
Frozen Product (Thousand baht)	67,743.98	60,198.90	96,180.89
Plastic Packaging (Thousand baht)	23,953.40	40,017.48	23,471.82

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Flavoring & Food Coloring (%)	35.29	32.61	33.65
Food Coating (%)	39.46	45.10	47.92
Trading Product (%)	16.22	12.90	10.03
Dried Product (%)	6.32	6.86	5.70
Frozen Product (%)	2.00	1.52	2.18
Plastic Packaging (%)	0.71	1.01	0.53

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	3,383,981.69	3,961,206.74	4,421,105.13
Domestic (Thousand baht)	2,792,470.06	3,143,458.55	3,210,727.31
International (Thousand baht)	591,511.63	817,748.19	1,210,377.82

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	82.52	79.36	72.62
International (%)	17.48	20.64	27.38

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	7,078.59	7,106.18	8,311.46
Other income from operations (Thousand baht)	7,078.59	7,106.18	8,311.46
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2021	2022	2023
Share of profit (Thousand baht)	0.00	19.75	7,050.85

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)	2021	2022	2023
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R&D expenses in the past 3 years	N/A	N/A	N/A
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Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

The Risk of Investing Overseas

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

Financial Risk

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

The risk of relying on the main customer groups

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

The Risk from Reliance on Large Customers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

Corruption risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

The risk of relying on product research and development personnel and keeping secrets of production formulas

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

Risk from Procurement of Raw Materials to meet the Required Quantity and Quality

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

The Risk of Information Technology Systems being attacked or infected with Viruses

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

The Risk from the Company's Operations affecting People in the Community

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

The Risk of Quality and Safety in the Product

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Safety, occupational health, and working environment

The Risk from not receiving Payments for Goods and Services from Debtors

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

The Risk from Exchange Rate Fluctuations

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

The Risk from Accepting Payments in Cash from Customers

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

The Risk of Non-compliance with the Transfer Pricing Law

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

The Risk from Non-compliance with Laws related to Industrial Factories

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

The Risk from the Company having a Major Shareholder of more than 50.00%

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Corporate Governance

Risk from Personal Data Protection Act: PDPA

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

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.rbfoodsupply.co.th/ir/year_download/24/all

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://investor.rbfoodsupply.co.th/th/sustainability/environment>

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

	2021	2022	2023
Diesel (Litres)	N/A	277,231.80	289,264.80
Gasoline (Litres)	N/A	30,073.63	38,462.03
LPG (Kilograms)	N/A	308,872.48	379,657.82
Steam (Metric tonnes)	N/A	N/A	379,657.82

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	8,100,136.00	8,618,000.00	8,919,000.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	122,369.00	111,338.00	110,592.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	21,820.00	70,150.00	98,190.00
Hazardous waste (Kilograms)	12,470.00	12,800.00	800.00
Total waste generated (Kilograms)	34,290.00	82,950.00	98,990.00

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	2,373.00	2,628.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	4,082.00	4,228.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	11,791.00	14,539.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	18,246.00	21,395.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : SEEN Greengouse gas Management and Certification Unit

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

Company human right guideline : Employee Rights, Child Labor, 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)	492	570	698
Number of female employees (Persons)	753	812	977
Total number of employees (Persons)	1,245	1,382	1,675

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	0.00	0.00	0.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	8.00	11.10	16.00
Employee development and training expenses (baht)	124,410.00	822,815.00	5,324,762.80

• Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	5	9	9

• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	28.51	39.07	28.60

• **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.rbfoodsupply.co.th/assets/my/libs/ckfinder/userfiles/files/ir/ir_20220318170404_6420.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	12	100.00
Number of male directors	8	66.67
Number of female directors	4	33.33
Number of executive directors	4	33.33
Number of non-executive directors	8	66.67
Number of independent directors	4	33.33

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. Mrs. BENJAWAN RATANAPRAYUL Gender: Female Age: 71 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	3 Sep 2018	Accounting, Finance, Leadership, Law, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Project Management, Budgeting, Audit, Marketing, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Commerce, Food & Beverage, Economics

2.	Mr. SOMCHAI RATANAPOOMPINYO	Director (Executive)	3 Sep 2018	Strategic Management, Risk Management, Corporate Management, Marketing, Leadership, Food & Beverage, Human Resource Management, Brand Management, Project Management, Audit, Negotiation, Sustainability, Corporate Social Responsibility, Procurement, Internal Control, Governance/ Compliance, Commerce, Engineering, Economics
	Gender: Male			
	Age: 72 years old			
	Highest level of education:	Director type: Re-elected		
	Doctoral degree	as director		
	Major: Public Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
3.	Mrs. PETCHARA RATANAPOOMPINYO	Director (Executive)	3 Sep 2018	Law, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Finance, Sustainability, Corporate Social Responsibility, Procurement, Governance/ Compliance, Accounting, Leadership, Food & Beverage, Project Management, Budgeting, Audit, Internal Control, Commerce, Engineering, Economics
	Gender: Female			
	Age: 72 years old	Director type: Original		
	Highest level of education:	director		
	Master's degree			
	Major: Science			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
4.	Ms. JANJIDA RATANAPOOMPINYO	Director (Non-executive)	3 Sep 2018	Corporate Management, Brand Management, Marketing, Digital Marketing, Health Care Services, Economics, Food & Beverage, Engineering, Strategic Management, Human Resource Management, Project Management, Negotiation, Leadership, Commerce, Information & Communication Technology
	Gender: Female			
	Age: 41 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Economics			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

5.	Ms. SANATHORN RATANAPOOMPINYO Gender: Female Age: 35 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	3 Sep 2018	Health Care Services, Food & Beverage, Corporate Management, Engineering, Strategic Management, Audit, Sustainability, Corporate Social Responsibility, Internal Control, Information & Communication Technology
6.	Mr. SURANART KITIRATTANADETCH Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	3 Sep 2018	Law, Strategic Management, Risk Management, Corporate Management, Budgeting, Marketing, Finance, Negotiation, Internal Control, Accounting, Leadership, Engineering, Food & Beverage, Economics, Human Resource Management, Project Management, Audit, Procurement, Agribusiness, Commerce, Information & Communication Technology
7.	Mr. TEERAPAT YANATORNKUL Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	24 Jul 2017	Law, Strategic Management, Risk Management, Corporate Management, Marketing, Sustainability, Corporate Social Responsibility, Procurement, Internal Control, Governance/ Compliance, Leadership, Food & Beverage, Human Resource Management, Project Management, Audit, Negotiation, Commerce, Engineering, Information & Communication Technology, Economics

8.	Mr. RUT DANKUL Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	3 Sep 2018	Law, Marketing, Risk Management, Audit, Internal Control, Food & Beverage, Economics
9.	Mr. SUPPASIN SURIYA Gender: Male Age: 70 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: Re-elected as director	3 Sep 2018	Accounting, Finance, Marketing, Risk Management, Audit, Internal Control, Food & Beverage, Economics
10.	Mr. PADERMSAK JARAYABHAND Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	23 Apr 2021	Corporate Management, Corporate Social Responsibility, Sustainability, Strategic Management, Risk Management, Project Management, Governance/ Compliance, Engineering, Food & Beverage
11.	Mr. AKIHIKO KISHI Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: English and Communication Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	23 Apr 2021	Marketing, Strategic Management, Food & Beverage

12.	Mr. RITTIRONG BOONMECHOTE	Director	23 Dec 2021	Law, Strategic Management,
	Gender: Male	(Non-executive)		Risk Management, Corporate
	Age: 61 years old			Management, Marketing,
	Highest level of education:	Director type: Original		Finance, Economics, Food &
	Bachelor's degree	director		Beverage, Leadership,
	Major: Business Administration			Accounting, Human Resource
	Thai nationality: Yes			Management, Project
	Residing in Thailand: Yes			Management, Budgeting,
				Audit, Sustainability,
				Corporate Social
				Responsibility,
				Procurement, Internal
				Control, Governance/
				Compliance, Commerce,
				Information & Communication
				Technology

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	: No

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. RUT DANKUL Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	3 Sep 2018	Law, Marketing, Risk Management, Audit, Internal Control, Food & Beverage, Economics
2.	Mrs. BENJAWAN RATANAPRAYUL Gender: Female Age: 71 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	3 Sep 2018	Accounting, Finance, Leadership, Law, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Project Management, Budgeting, Audit, Marketing, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Commerce, Food & Beverage, Economics
3.	Mr. SUPPASIN SURIYA [1] Gender: Male Age: 70 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: Re-elected as director	3 Sep 2018	Accounting, Finance, Marketing, Risk Management, Audit, Internal Control, Food & Beverage, Economics

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

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Compensation Committee	Mr. RUT DANKUL	Chairman
	Mrs. PETCHARA RATANAPOOMPINYO	Member
	Mrs. BENJAWAN RATANAPRAYUL	Member
	Mr. SUPPASIN SURIYA	Member
	Mr. SURANART KITTIRATTANADETCH	Member
Risk Management Committee	Mr. SOMCHAI RATANAPOOMPINYO	Chairman
	Mrs. PETCHARA RATANAPOOMPINYO	Member
	Mr. SURANART KITTIRATTANADETCH	Member
	Mr. TEERAPAT YANATORNKUL	Member
	Mrs. BENJAWAN RATANAPRAYUL	Member
	Mr. Surachai Phartyanotai	Member
The Corporate Social Responsibility and Sustainable Development Committee	Mrs. PETCHARA RATANAPOOMPINYO	Chairman
	Mrs. BENJAWAN RATANAPRAYUL	Member
	Mr. PADERMSAK JARAYABHAND	Member
	Ms. SANATHORN RATANAPOOMPINYO	Member
	Mr. Surachai Phartyanotai	Member
	Mr. TEERAPAT YANATORNKUL	Member
	Mr. SOMCHAI RATANAPOOMPINYO	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Compensation Committee
Sub-committees responsible for remuneration	: Nomination and Compensation Committee
Sub-committees responsible for corporate governance	: The Corporate Social Responsibility and Sustainable

Sub-committees responsible for corporate sustainability development

Development Committee

: The Corporate Social Responsibility and Sustainable

Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information		Position	Date position was assumed	Experience and expertise
1.	Mr. SOMCHAI RATANAPOOMPINYO Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Public Administration	CHAIRMAN OF THE EXECUTIVE COMMITTEE	8 Nov 1991	Strategic Management, Risk Management, Corporate Management, Marketing, Leadership, Food & Beverage, Human Resource Management, Brand Management, Project Management, Audit, Negotiation, Sustainability, Corporate Social Responsibility, Procurement, Internal Control, Governance/ Compliance, Commerce, Engineering, Economics
2.	Mrs. PETCHARA RATANAPOOMPINYO Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Science	Deputy Chief Executive Officer	8 Nov 1991	Law, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Finance, Sustainability, Corporate Social Responsibility, Procurement, Governance/ Compliance, Accounting, Leadership, Food & Beverage, Project Management, Budgeting, Audit, Internal Control, Commerce, Engineering, Economics

3.	Mr. SURANART KITTIRATTANADETH [1] Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance	Chief Financial Officer	13 Jul 2002	Law, Strategic Management, Risk Management, Corporate Management, Budgeting, Marketing, Finance, Negotiation, Internal Control, Accounting, Leadership, Engineering, Food & Beverage, Economics, Human Resource Management, Project Management, Audit, Procurement, Agribusiness, Commerce, Information & Communication Technology
4.	Mr. TEERAPAT YANATORNKUL Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration	Chief Operating Officer	1 Oct 2002	Law, Strategic Management, Risk Management, Corporate Management, Marketing, Sustainability, Corporate Social Responsibility, Procurement, Internal Control, Governance/ Compliance, Leadership, Food & Beverage, Human Resource Management, Project Management, Audit, Negotiation, Commerce, Engineering, Information & Communication Technology, Economics

[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)	40,165,507.00	42,079,807.00	45,172,476.00

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) : 698

Number of female employees (persons) : 977

Total number of employees (persons) : 1,675

Employee Remuneration

Total employee remuneration : 0.00

Provident fund

Total number of employees (persons) : 1,675

Number of employees contributing to the PVD (persons) : 641

Percentage of employees who are members (%) : 38.27

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
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1.	Ms. Sukanya Tultamvorakun	sukanya@rbsupply.co.th	02-946-6813#495
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• **Company secretary**

General information	Email	Telephone
1. Mr. Surachai Phartyanotai	surachai@rbsupply.co.th	02-946-6813#561

• **Head of internal audit**

General information	Email	Telephone
1. Ms. Waldee Sibunruang	valdee@ivlaudit.com	

• **Head of investor relations**

General information	Email	Telephone
1. Mr. Suranart Kittirattanadetch	suranart@rbsupply.co.th	02-946-6813#176

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	1. Ms. Sinsiri Thangsombat Email: sinsiri.thangsombat@pwc.com Telephone: - 2. Ms. Sakuna Yamsakul Email: sakuna.yamsakul@pwc.com Telephone: - 3. Mr. Boonlert Kamolchanokkul Email: Boonlert.Kamolchanokkul@pwc.com Telephone: -	9,190,000.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

- List of 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. SOMCHAI RATANAPOOMPINYO Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 3 Sep 2018	Strategic Management, Risk Management, Corporate Management, Marketing, Leadership, Food & Beverage, Human Resource Management, Brand Management, Project Management, Audit, Negotiation, Sustainability, Corporate Social Responsibility, Procurement, Internal Control, Governance/ Compliance, Commerce, Engineering, Economics
2. Ms. SANATHORN RATANAPOOMPINYO Gender: Female Age: 35 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 3 Sep 2018	Health Care Services, Food & Beverage, Corporate Management, Engineering, Strategic Management, Audit, Sustainability, Corporate Social Responsibility, Internal Control, Information & Communication Technology

3.	Mr. TEERAPAT YANATORNKUL Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 24 Jul 2017	Law, Strategic Management, Risk Management, Corporate Management, Marketing, Sustainability, Corporate Social Responsibility, Procurement, Internal Control, Governance/ Compliance, Leadership, Food & Beverage, Human Resource Management, Project Management, Audit, Negotiation, Commerce, Engineering, Information & Communication Technology, Economics
4.	Mr. SUPPASIN SURIYA Gender: Male Age: 70 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: Re-elected as director	Date position was assumed: 3 Sep 2018	Accounting, Finance, Marketing, Risk Management, Audit, Internal Control, Food & Beverage, Economics

Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. BENJAWAN RATANAPRAYUL	Chairman of the board	Participating
Mr. SOMCHAI RATANAPOOMPINYO	Director	Non-participating
Mrs. PETCHARA RATANAPOOMPINYO	Director	Non-participating
Ms. JANJIDA RATANAPOOMPINYO	Director	Non-participating
Ms. SANATHORN RATANAPOOMPINYO	Director	Participating
Mr. SURANART KITTIRATTANADETCH	Director	Participating
Mr. TEERAPAT YANATORNKUL	Director	Non-participating
Mr. RUT DANKUL	Director	Participating
Mr. SUPPASIN SURIYA	Director	Participating

Mr. PADERMSAK JARAYABHAND	Director	Participating
Mr. AKIHIKO KISHI	Director	Non-participating
Mr. RITTIRONG BOONMECHOTE	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) : 5

Date of AGM meeting : 21 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mrs. BENJAWAN RATANAPRAYUL (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2.	Mr. SOMCHAI RATANAPOOMPINYO (Director)	-	5/5	Participating	Did not hold the meeting
3.	Mrs. PETCHARA RATANAPOOMPINYO (Director)	-	5/5	Participating	Did not hold the meeting
4.	Ms. JANJIDA RATANAPOOMPINYO (Director)	-	3/5	Participating	Did not hold the meeting
5.	Ms. SANATHORN RATANAPOOMPINYO (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. SURANART KITTIRATTANADETCH (Director)	-	5/5	Participating	Did not hold the meeting

7.	Mr. TEERAPAT YANATORNKUL (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. RUT DANKUL (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. SUPPASIN SURIYA (Director)	-	5/5	Participating	Did not hold the meeting
10.	Mr. PADERMSAK JARAYABHAND (Director)	-	5/5	Participating	Did not hold the meeting
11.	Mr. AKIHIKO KISHI (Director)	-	5/5	Participating	Did not hold the meeting
12.	Mr. RITTIRONG BOONMECHOTE (Director)	-	4/5	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.	Mrs. BENJAWAN RATANAPRAYUL (Chairman of the board)	-	305,000.00	680,000.00	No
2.	Mr. SOMCHAI RATANAPOOMPINYO (Director)	-	125,000.00	200,000.00	No
3.	Mrs. PETCHARA RATANAPOOMPINYO (Director)	-	210,000.00	200,000.00	No
4.	Ms. JANJIDA RATANAPOOMPINYO (Director)	-	60,000.00	500,000.00	No
5.	Ms. SANATHORN RATANAPOOMPINYO (Director)	-	140,000.00	500,000.00	No
6.	Mr. SURANART KITTIRATTANADETCH (Director)	-	160,000.00	200,000.00	No
7.	Mr. TEERAPAT YANATORNKUL (Director)	-	180,000.00	200,000.00	No
8.	Mr. RUT DANKUL (Director)	-	225,000.00	500,000.00	No
9.	Mr. SUPPASIN SURIYA (Director)	-	200,000.00	500,000.00	No
10.	Mr. PADERMSAK JARAYABHAND (Director)	-	140,000.00	500,000.00	No
11.	Mr. AKIHIKO KISHI (Director)	-	0.00	0.00	No
12.	Mr. RITTIRONG BOONMECHOTE (Director)	-	80,000.00	500,000.00	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) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. RUT DANKUL (Chairman of the audit committee)	-	4/4
2.	Mrs. BENJAWAN RATANAPRAYUL (Audit committee)	-	4/4
3.	Mr. SUPPASIN SURIYA (Audit committee)	-	4/4