



2023

THE YEAR OF STRATEGIC EXPANSION



Form 56-1
One Report 2023
Sustainable Business Growth
SRINANAPORN MARKETING PLC.

Srinanaporn Marketing Public Company Limited





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2023

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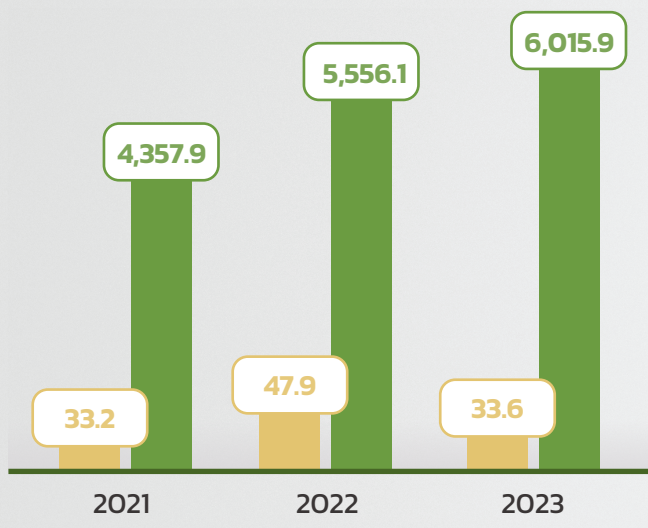
Appendix 10

Domestic Trademarks



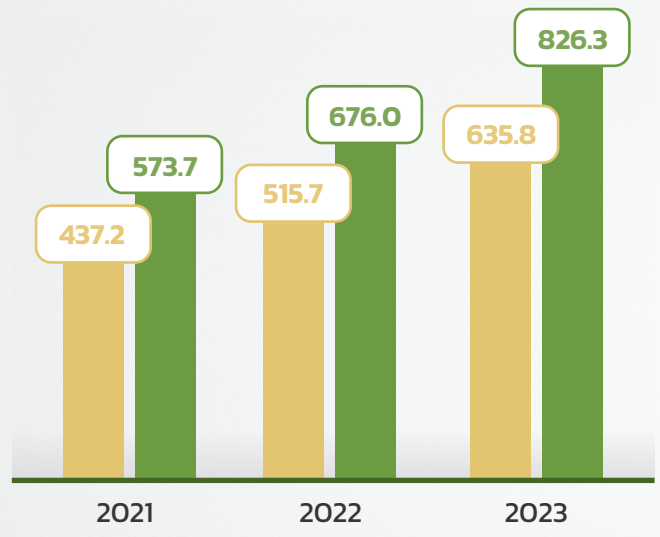
Financial Highlights

Total Revenues



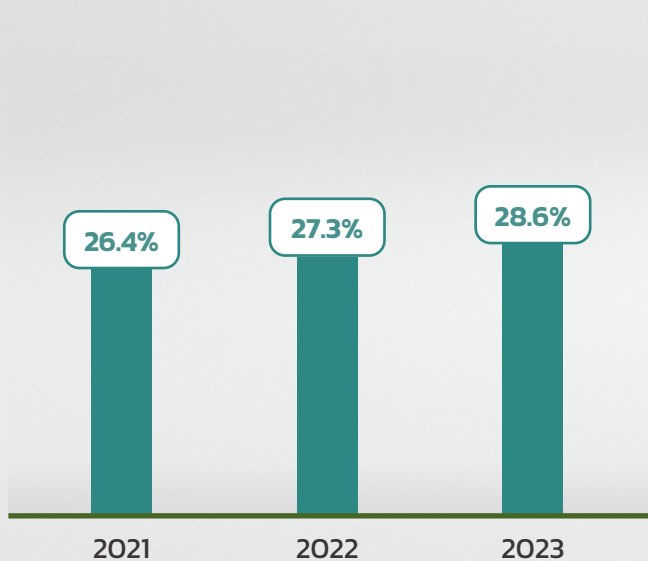
- Other Income
- Revenue from sales

Net profit : Owners of the parent

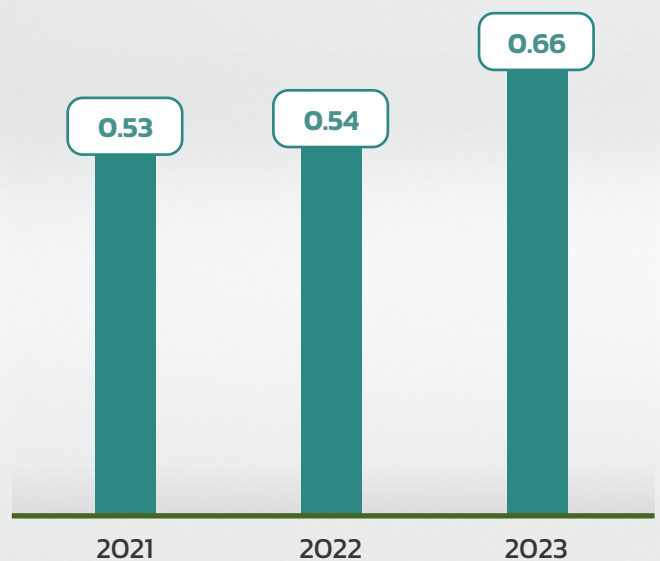


- Net Profit : Owners of the parent
- EBIT

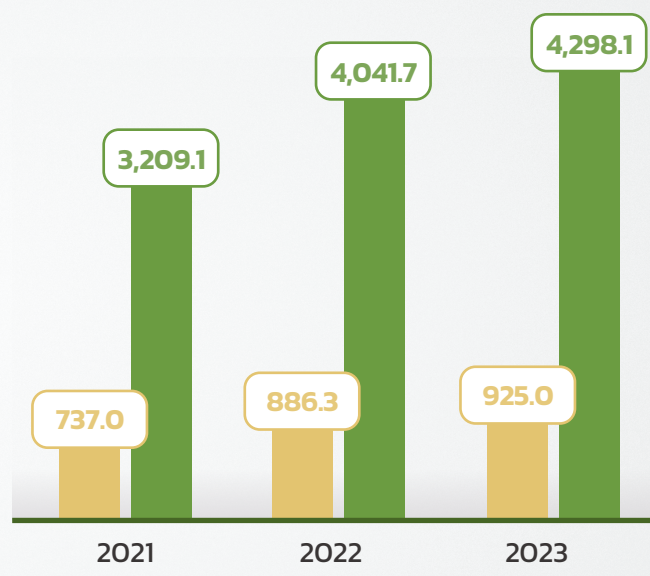
Gross profit margin



Earning per share

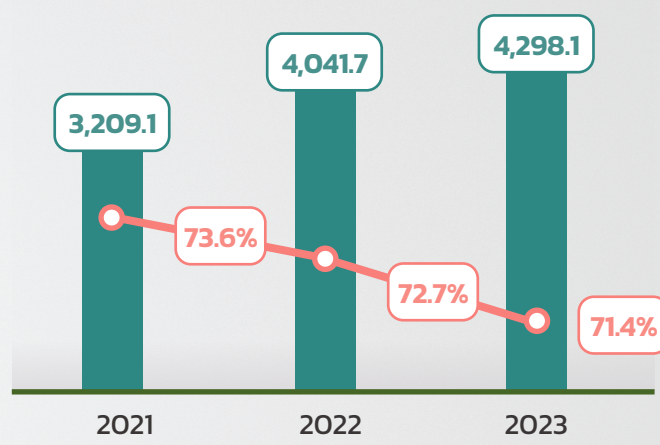


Cost of sales & Selling and administrative expenses

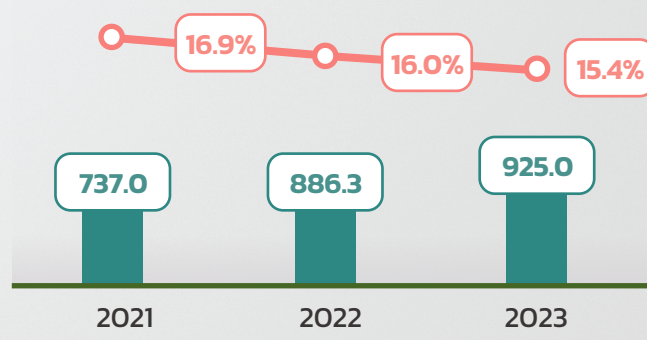


- Selling and administrative expenses
- Cost of sales

Cost of sales



Selling and administrative expenses



Financial ratios	Unit	2021	2022	2023	Change
Average Collection Period	Day	75	89	106	17
Finished Goods Holding Period	Day	16	13	12	(1)
Average Payment Period	Day	67	96	99	3
Current Ratio	Time	1.84	1.72	1.88	0.16
IBD to EBITDA	Time	0.04	0.36	0.50	0.14

The Proud of Success 2023



The Company has been selected to be included in MSCI effective on 28 February 2023.



The Company has been selected to be included in FTSE SET Index Mid Cap effective on 19 June 2023.



The Company has been selected by the SET to be included in SET100 effective on 1 July 2023 - 31 December 2023.



The Company has been awarded Outstanding CEO and Outstanding CFO of Food-Agri sector in IAA Awards for Listed Companies 2022 - 2023 by Investment Analyst Association.



The Company received an evaluation of good corporate governance at the level of “excellent” or “5 stars” from the 2023 Corporate Governance Survey Project of Listed Companies of the Thai Institute of Directors Association (IOD).



Omnoi Branch

SNNP Omnoi Branch, received 2 awards from the Department of Industrial Works' assessment, namely the 3Rs Award, silver medal level for no waste to landfill and 3Rs +Silver level for passing the evaluation in all 3 areas: economics, creativity and reducing waste, and ISO 14001:2015 certification, international standard certification for corporate environmental management systems. To increase environmental performance within the organization and for environmental sustainability.



Setthakij Road Branch

SNNP Setthakit Road branch, received ISO 14001:2015 International standard certification for corporate environmental management systems. To increase environmental performance within the organization and for environmental sustainability, and the honorable CSR - DIW Continuous Award 2023 for the standard of social responsibility of entrepreneurs (CSR-DIW) INDUSTRIAL WORKS: CSR-DIW from the Department of Industrial Works, Ministry of Industry

Ratchaburi Province Branch

SNNP Ratchaburi Province Road branch, received ISO 14001:2015 International standard certification for corporate environmental management systems. To increase environmental performance within the organization and for environmental sustainability and joined the Green Industry Project with the Ministry of Industry and has received level 3 green industry certification as well as the honorable award CSR - DIW Continuous Award 2023 for standards of social responsibility of entrepreneurs (CSR-DIW) INDUSTRIAL WORKS: CSR-DIW from the Department of Industrial Works, Ministry of Industry.

Letter from the Chairman of the Board of Directors, Chairman of Executive Committee and Chief Executive Officer

“ The Company continues to move forward according to the organization’s strategic plans by adapting and setting priorities to be appropriate and consistent with the changing situation focusing on building strength and sustainability in business operations, to be ready to create sustainable growth in the future according to the principles of good governance which integrate balance with society and the environment, to stand on the path of leadership in the snack food market in the region; **ready to deliver valued products that provide the greatest benefits to promote and enhance the quality of life for all stakeholders and the nation.** ”



Mr. Niwat Kanjanaphoomin
Chairman
Board of Directors



Mr. Viwat Kraipisitkul
Chairman
Executive Committee



Mr. Thakorn Chaisathaporn
Chief Executive Officer

The year 2023 was the year that the world economy underwent many important tests from various of problems; global geopolitical risk factors from the war between Russia and Ukraine and Israel and Hamas, the violence occurred created ripple effects around the world in terms of economy, security, and a chain effect on the supply chain in manufacturing industries in many countries. Meanwhile, energy prices fluctuate at a high level, both electricity and oil prices. These factors created pressure and directly affected economic growth and consumption.

In terms of business operations, the Company closely followed and monitored the above fluctuation situation including preparing to deal with and improving work plans in timely manner and in line with the market situation, to be ready to adjust operating plans both domestic and abroad factory to an appropriate level along with strict cost control as well as implementing measures to manage financial flow. In this regard, the Company did so before the economic downturn occurred in recent years. It significantly alleviated the impact on the Company's operating results and liquidity.

The Company continued to move forward according to the organization's strategic plans by improving and setting priorities to be appropriate and consistent with the changing situation focus on building strength and sustainability in business operations, to strengthen process efficiency in every dimension along with creating the necessary foundation to support future growth, the Company was able to continue its business with stability and sustainability in all situations through the implementation of projects; for instance, improving the organizational structure to be consistent with the Company's long-term direction and goals, sustainable development projects, project to improve the efficiency of work processes, etc. The Company's operating results for the year 2023 had grown both revenues and profit. This reflects the Company's determination to create sustainable economic and social returns for all stakeholders in every sector. In 2023, the Company has total revenues of 6,049 million baht and the net profit attributable to the owners of the parent was 636 million baht.

In terms of sustainability, the Company is committed to operating according to the Decarbonization plan to achieve the goal of reducing greenhouse gas emissions to Net Zero by focusing on integration the cost-effective use of resources, increasing machine efficiency, changing to use clean energy, improving the management structure to emphasize on operating an environment-friendly business and a low-carbon business with ability to generate steady returns for the Company including compensating for carbon emission with forestation project to help absorb carbon naturally.

The Company places great emphasis on operations for sustainable development balancing between environment, society, economy, and good governance (Environment - Social - Governance: ESG) with a governance management system, risk management, internal control, and supervision. This is considered the Company's strong immunity. It includes emphasizing the importance of transparent business management. The Company adheres to business ethics, free from corruption and encourage the practices to business partners with the commitment to conducting business according to the guidelines and principles of sustainability until it becomes evident at the international level.

With these practices, the Company received evaluation results from the 2023 Corporate Governance Survey of Thai Listed Companies (CGR) by the Thai Institute of Directors Association (IOD) at the level of 5 stars or "Excellent". In addition, the Company declared to join Collective Action Against Corruption (CAC) to reinforce the intention and determination to fight against all forms of corruption with the goal to be certified as a member of the Collective Action Against Corruption (CAC) by 2024, including expanding the transparent business network to the company's trading partners to ensure that the Company's anti-corruption measures and guidelines shall actually have practical results.

Over the past year, the excellent cooperation and positive feedback from all stakeholders was an important aspect of the Company continued growth. On behalf of Srinaporn Marketing Public Company Limited and its subsidiaries, we heartily thank shareholders, trade partners, business partners, customers, financial institutions, executives and employees, and stakeholders for the trusts and supports of the Company's operations. We would like to assure you that the Company is ready to conduct business under economic fluctuations and various changes, ready to create sustainable growth in the future according to the principles of good governance that integrates balance with society and the environment to stand on the path to the regional leadership in the snack food market, ready to deliver valued products, to provide maximum benefits to promote and raise the quality of life for all stakeholder and the nation continuously and sustainably.

Board of Directors



1. Mr. Niwat Kanjanaphoomin

- Chairman
- Independent Director

2. Mr. Jirasuk Sugandhajati

- Independent Director
- Member of Audit Committee,
- Member of Nomination and Remuneration Committee,
- Chairman of Risk Management Committee

3. Mr. Vira Jungjaroensuk

- Independent Director
- Member of Audit Committee
- Chairman of Nomination and Remuneration Committee

7. Mrs. Thanyanee Kraipisitkul

- Director
- Member of Nomination and Remuneration Committee
- Managing Director

8. Mr. Wichian Chaisathaporn

- Director,
- Member of Executive Committee
- Member of Risk Management Committee
- Executive Vice President - Production

9. Mrs. Kittiya Chaisathaporn

- Director
- Member Executive Committee
- Member of Corporate Governance and Sustainable Development Committee
- Executive Vice President of Procurement and Supply Chain



4. Mr. Yongyoot Luangrattanamart

- Independent Director,
- Chairman of Audit Committee
- Chairman of Corporate Governance and Sustainable Development Committee

5. Mr. Viwat Kraipisitkul

- Director
- Chairman of Executive Committee

6. Mr. Thakorn Chaisathaporn

- Director
- Member of Executive Committee
- Member of Corporate Governance and Sustainable Development Committee
- Chief Executive Officer
- Senior Executive Vice President - Business 2

Executive Committee



1. Mr. Viwat Kraipisitkul

- Director
- Chairman of Executive Committee

2. Mr. Thakorn Chaisathaporn

- Director
- Member of Executive Committee
- Member of Corporate Governance and Sustainable Development Committee
- Chief Executive Officer
- Senior Executive Vice President Business Division 2

3. Mr. Wichian Chaisathaporn

- Director
- Member of Executive Committee
- Member of Risk Management Committee
- Executive Vice President - Production

4. Mrs. Kittiya Chaisathaporn

- Director
- Member Executive Committee
- Member of Corporate Governance and Sustainable Development Committee
- Executive Vice President of Procurement and Supply Chain



5. Mr. Wiroj Wachiradechkul

- Member of Executive Committee
- Member of Risk Management Committee
- Member of Corporate Governance and Sustainable Development Committee
- Senior Executive Vice President Business Division 1

6. Mr. Chayut Leehacharoenkul

- Member of Executive Committee

7. Mr. Monchai Pongstabadee

- Member of Executive Committee
- Member of Risk Management Committee
- Member of Corporate Governance and Sustainable Development Committee

8. Mr. Supachoke Bumrungpun

- Member of Executive Committee
- Member of Risk Management Committee
- Member of Corporate Governance and Sustainable Development Committee
- Chief Financial Officer

01

Part 1 Business Operations

1. Structure and Operations of the Group of Companies
2. Risk Management
3. Driving business for sustainability
4. Management Discussion and Analysis
5. General Information and Other Important Information



1. Structure and Operations of the Group of Companies



1.1 Policy and Overview of Business Operations

Srinanaporn Marketing Public Company Limited (the “Company”) was founded over 30 years ago by Kraipisitkul family, starting as a snack delivery shop named Sriwivat Shop in 1972. In 1991, the business expanded into a limited company, establishing Kim Heng Food Products Company Limited (“KHF”), Siam Daily Foods Company Limited (“SDF”), and Srinanaporn Marketing Company Limited to produce and distribute beverages and snacks. This marked the beginning of the Company’s beverage and snack production and distribution business. The Company aims to excel and become a leader in producing and distributing high-quality, service-oriented beverage and snack products, while building its trademark to be the top choice for consumers of all ages and genders.

With over 30 years of experience in business operations, the Company has developed a deep understanding of consumer preferences, leading to the popularity of its products both locally and internationally. This has positioned the Company as a leader in the production and distribution of beverages and snacks, with strong, unique, and widely recognized trademarks. Over these three decades, the Company has innovated and developed

a wide range of products to meet consumer needs, ensuring there are beverages and snacks for every “Snacking Moment”, and continuously adapting to changing consumer behaviors. Additionally, the Company emphasizes its research and development department, believing that a strong team in this area will enable the Company to consistently introduce new, high-quality products and be a “Trendsetter” in the market to respond well to the dynamic needs of consumers.

The Company has extensive experience in product development and offers strong, market-leading products. For the “Beverage” product, ready-to-drink jelly and jelly carrageenan under the Company’s trademark “Jele” are popular product groups in the ready-to-drink jelly and jelly carrageenan. When considering market shares for past years, Jele has consistently held the top position in ready-to-drink jelly and jelly carrageenan, with market shares of 72.0%, 77.4%, and 78.0% in 2021, 2022, and 2023, respectively.

Bento products held the top market share for the snack market in the baked squid, squid strips, and fish categories, with market shares of 72.6%, 73.9%, and 72.4% in 2021, 2022, and 2023, respectively, in the fish and squid snack product segments. Bento is a highly popular product among domestic and overseas consumers.

1.1.1 Vision, Mission and Objectives

1) Vision

Focusing on being excellent manufacturer and distributor of beverages and snacks in both quality and services.

2) Mission

- To value product quality and consumer safety
- To emphasize on cooperation and effective working with all parties achieving the common goals of the organization
- To aim on generating business profit growth and return to employees' good life, society and shareholders.



3) Objectives

The Company is committed to being a leader in the production and distribution of beverages and snack products and is recognized as one of the reliable leaders in beverages and snack products in the ASEAN region. This involves developing the Company from the foundation of the organizational culture in order to provide a good living for its employees and give the business the ability to compete in the market.

The Company aims that its total revenue over the next 5 years will grow to approximately 8,000 million baht. It is anticipated that the Company's main brands, Jele and Bento, will remain the focus of expansion. In terms of domestic revenue, the Company anticipates to maintain the proportion of beverage and snack products similar to the current levels. In 2026, the Company estimates that the proportion of revenue from main brands, Jele and Bento, will be approximately 75 to 80 percent of the total revenue from sales of domestic beverages, and 60 to 65 percent of the total revenue from sales of domestic snacks respectively. In 2026, the Company expects that overseas sales will account for almost 1/3 of total sales revenue. The Company expects that sales revenue from CLMV countries will be approximately 70 to 75 percent of overall sales revenue from sales overseas by 2026. In order to accomplish the mentioned goals in the future is contingent upon the efficacy of the Company's business strategy.

1.1.2 Major Changes and Significant Developments

The Changes

The Company operates a business of producing and distributing beverages and snacks, which include the following product groups: (1) ready-to-drink jelly and jelly carrageenan, (2) baked squid, squid strips, and fish strips, (3) molded snacks and bread sticks, (4) wafers and baked bread, and (5) other beverage products.

Kraipisitkul family began their business by establishing a snack delivery shop named Sriwivat Shop in 1972. In 1991, the business expanded into a limited company, establishing Kim Heng Food Products Co., Ltd. (“KHF”), Siam Daily Foods Co., Ltd. (“SDF”), and Srinanaporn Marketing Co., Ltd. to produce and distribute beverages and snacks. This marked the beginning of the Company’s beverage and snack production and distribution business. The Company’s business continued to grow steadily. In 1993 and 1994, Sri Siam Food Products Co., Ltd. (“SSF”), V.S. Foods Marketing Co., Ltd. (“VSF”), Siam Rachaburi Industry Co., Ltd. (“SRI”), and S.N.N.P. Intertrade Co., Ltd. (“SNNP Inter”) were established. In 2015, Grow Global (Thailand) Co., Ltd. was established to further support the Company’s growth, the expansions aimed to increase production capacity and extend product distribution and sales.

In 2016, the Company expanded its business to foreign countries, specifically in the CLMV region, due to the potential growth opportunities of the snack and beverage market. The Company’s trademark is already popular and well-known in the CLMV region in the long term. Therefore, the Company established a subsidiary in partnership with local investors who have the potential and expertise to strengthen marketing efforts as well as expand the production and distribution base.

Additionally, in 2016, the family group restructured the Company in preparation for listing on the Stock Exchange of Thailand (“Stock Exchange”). This restructuring involved the Company purchasing and renting all operating assets from other companies within the group. All employees and trademarks were transferred to the Company. The Company has initiated changes and improvements in various key areas to enhance efficiency and competitiveness, including:

1. Development of infrastructure related to the Company’s information system, including the implementation of the ERP system in 2017 and

enhancements to the information system, especially in the sales department. These efforts aim to enhance the efficiency of using various data in business operations and managing the Company’s resources. The Company is also in the process of implementing the Smart Visual Workflow system to further improve the efficiency of its work system.

2. Improvement of the manufacturing process by installing modern machinery to enhance the quality of manufacturing and reduce manufacturing costs, aligning with ISO22000 standards.
3. Improvement of product units (SKU Rationalization) by discontinuing products with low sales or low profit margins.
4. Improvement of distribution channels and product distribution, previously, the Company distributed products through traditional trade channels and distributors, leading to overlapping sales in some areas. To address this, in 2019, the Company invested in Siri Pro, collaborating with joint venture partners with expertise and experience in product distribution to provide distribution services through traditional trade channels for both the Company’s products and external products.
5. Enhancement of brand image through the development and creation of a trademark identity, including the ready-to-drink jelly trademark “Jele Beautie”. This effort involves mobilizing resources and investing in core brands, utilizing advertising strategies, and creating advertisements to increase brand awareness. Additionally, new products are introduced to align with changing consumer behavior.
6. Recruitment of personnel with specialized expertise to attract knowledgeable and skilled individuals who can contribute effectively to the Company’s operations.
7. Investment in Cambodia is due to the fact that the Company recognizes the potential and growth opportunities in the CLMV countries, where its products are already well-known. The Company has decided to invest in establishing a production base in Cambodia to reduce transportation costs, enhance production efficiency to meet consumer demands, and improve access to distribution channels in the region.

Restructuring and enhancing the Company’s work system to prepare for stock exchange listing and support future business growth.

Significant Developments of the Company

Year Significant Developments

- 1991 Established 3 subsidiaries for producing and distributing beverages and snacks:
- Srinanaporn Marketing Co., Ltd. with an initial registered capital of 1.0 million baht.
 - Kim Heng Food Products Co., Ltd. (KHF) with an initial registered capital of 10.0 million baht.
 - Siam Daily Foods Co., Ltd. (SDF) with an initial registered capital of 9.9 million baht.

Year Significant Developments

- 1993 Established 2 subsidiaries for production operations:
- Sri Siam Food Products Co., Ltd. (SSF) with an initial registered capital of 20.0 million baht.
 - Siam Rachaburi Industry Co., Ltd. (SRI) with an initial registered capital of 10.0 million baht.
- 1994
- Establishing 2 subsidiaries for distribution operations:
- V.S. Foods Marketing Co., Ltd. (VSF) with an initial registered capital of 1.0 million baht.
 - S.N.N.P. Intertrade Co., Ltd. (SNNP Inter) with an initial registered capital of 2.0 million baht.

Year Significant Developments

- January 2015 Established Grow Global (Thailand) Co., Ltd. to distribute its products, with an initial registered capital of 1.0 million baht.

Year Significant Developments

- April 2016 Established the business in Cambodia (April 2016 - November 2018):
- In April 2016, established STVV Development Co., Ltd. (STVV) as a joint venture with another investor, with an initial registered capital of 1.1 million USD, where the Company holds 49.0 percent of the shares. STVV was established to hold real estate in Cambodia.
 - During 2017, SCFP entered into a land lease agreement with STVV, allowing SCFP to lease land for constructing a factory to produce and distribute snacks in Cambodia, with a lease period of 50 years.
 - In December 2017, the Company and co-investors in Cambodia signed a joint venture agreement to establish SCFP in Cambodia, with an initial registered capital of 6.0 million USD.
 - In November 2018, both shareholders of STVV entered into a memorandum of understanding attached to the joint venture contract to amend the terms and conditions of the joint venture contract, and amend the land lease agreement between STVV and SCFP. This amendment specified STVV's objective to conduct business related to SCFP and rent the land solely to SCFP. This amendment resulted in the Company having control over STVV, even though another shareholder holds a larger percentage of shares in STVV, as STVV's

- strategic decisions and economic activities are made through SCFP or are based on SCFP's business plans, its subsidiary. Therefore, the Company controls STV through SCFP and classifies investments in STV as investments in subsidiaries. Additionally, the Company registered to establish S.C Food Trading Co., Ltd. (SCFT), a limited company registered in Cambodia, to operate the business of distributing snacks and beverages, with the Company having a shareholding proportion of 60.0 percent of the registered capital at that time.
- As of June 30, 2019, the business in Cambodia has completed commercial operations.

Year	Significant Developments
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May - November 2016	Underwent a restructuring process to consolidate the production and distribution of beverages and snacks into a single entity. Previously, these operations were managed by a total of 8 manufacturers and distributors. As part of the restructuring, the Company purchased and long-term leased all assets used in its business operations. Additionally, employees from 6 other companies within the group, which originally operated businesses related to the production of beverages and snacks, were transferred to the consolidated entity.
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Year	Significant Developments
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January 2017	Established SNNP International Co., Ltd. (SNNPI) with an registered capital of 1.0 million baht to invest in management or technical services for related businesses. Later, on September 11, 2017, the Company increased its investment in SNNPI by 19.0 million baht, bringing the issued and paid-up registered capital of SNNPI to 20.0 million baht.
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Year	Significant Developments
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November 2017	Established Srinanaporn Distribution Co., Ltd. (SDIS) with an registered capital of 1.0 million baht to operate the business of distributing snacks and beverages (through vehicle units).
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Year	Significant Developments
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October 2017	Acquired common shares of Harirama Ventures Inc. (Harirama) in Philippines, a limited company registered in the Philippines that is involved in distributing snacks and beverages. The Company holds an 80.0 percent shareholding proportion of the issued and paid-up registered capital. As of September 30, 2020, Harirama Ventures Inc. had not yet commenced commercial operations.
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Year	Significant Developments
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January 2019	SNNP Company International Co., Ltd., a subsidiary of the Company, acquired additional shares of Siri Pro Co., Ltd., the Company registered in Thailand engaged in distributing consumer products. The acquisition amounted to 35.0 million baht, equivalent to 70.0 percent of the total issued and paid-up registered capital.
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Year	Significant Developments
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February 2019	<ul style="list-style-type: none"> A shareholder's extraordinary meeting of the Company resolved to increase the registered capital from 235.0 million baht to 360.0 million baht by issuing 1.25 million common shares with a par value of 100.0 baht per share, amounting to 125.0 million baht. The Company received payment for the shares and registered the issuance of shares, increasing its capital with the Ministry of Commerce. The registered capital of SCFP was increased from 6.0 million USD to 9.0 million USD. SCFP is engaged in the business of producing and distributing snacks and beverages, with the Company holding a 60.0 percent shareholding proportion of SCFP's issued and paid-up registered capital.
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Year	Significant Developments
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March 2019	Jointly invested with partners in Vietnam to establish S.T. Food Marketing Co., Ltd. (STFM) with an initial registered capital of 6 million USD. The investment was made through the Company's subsidiary, SNNP International Co., Ltd., which holds 60.0 percent of the registered capital. STFM was established to conduct the business of distributing beverages and snacks in Vietnam.
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Year	Significant Developments
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April 2019	The Board of Directors meeting resolve to approve SNNPI's additional investment in Siri Pro. The investment involved increasing Siri Pro's registered capital from 50.0 million baht to 100.0 million baht by granting rights to increase capital to Absolute Palm Co., Ltd. This resulted in the Company's shareholding proportion, through SNNPI, being equal to 60.0 percent of the registered capital.
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Year	Significant Developments
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May 2019	The registered company transformed into a public limited company and changed its name to Srinanaporn Marketing Public Co., Ltd. The Company also resolved to change the par value of its shares from the original value of 100.0 baht per share to 0.5 baht per share. Additionally, the Company increased its registered capital to 180 million shares at a price of 0.5 baht per share, equivalent to 90.0 million baht.
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Year Significant Developments

- July 2019
- SNNP International Co., Ltd., a subsidiary of the Company, paid shares to S.T. Food Marketing Co., Ltd. in the amount of 0.9 million USD, equivalent to 27.7 million baht. This payment accounted for 25 percent of the Company's capital proportion in S.T. Food Marketing Co., Ltd.
 - S.T. Food Marketing Co., Ltd. entered into a land lease agreement in Vietnam to use the land as a production factory.

Year Significant Developments

- August 2019
- The Company's Board of Directors' meeting resolved to approve SNNPI to repurchase 10.0 percent of the investment from Absolute Palm Co., Ltd. This decision allows the Company to maintain a shareholding proportion of 70.0 percent of Siri Pro's registered capital.

Year Significant Developments

- September 2019
- An agreement regarding the purchase of common shares of Thai Faster Products and MK Co., Ltd. (TFMK) has been signed between the Company, Thai Faster Products Co., Ltd. (TFP) and TFMK. (Kindly consider additional details in section 1.6 Relationship with the major shareholder group and Section 2.2.8 Other important information)

Year Significant Developments

- November 2019
- The Board of Directors meeting resolved to approve an increase in registered capital of SNNPI in the amount of 480.0 million baht by issuing 4.8 million common shares with a par value of 100.0 baht per share.

Year Significant Developments

- December 2019
- SNNP International Co., Ltd., a subsidiary of the Company had made a share payment to S.T. Food Marketing Co., Ltd. in the amount of 2.7 million USD, in proportion to the total investment of the Company in S.T. Food Marketing Co., Ltd.

Year Significant Developments

- June 2020
- SNNP International Co., Ltd., a subsidiary of the Company, entered into an agreement to purchase all of the shares of S.C Food Trading Co., Ltd., a limited company registered in the Kingdom of Cambodia from SCFP, the original shareholder and subsidiary of the Company, agreeing to purchase 1,000 shares with a value of 102.5 USD per share, equivalent to 102,500 USD or equivalent to 3.2 million baht, making the Company's current shareholding in S.C Food Trading Co., Ltd. increased from 60 percent to 100 percent of total registered capital.

Year	Significant Developments
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December 2020	The Board of Directors meeting resolved to cancel the purchase and transactions related to the purchase of TFMK's common shares from TFP. In order to eliminate conflicts of interest that may occur in the future, Mr. Thakorn Chaisathaporn and Mr. Wichian Chaisathaporn, as a major shareholder and director of TFP, has already signed a letter of intent not to engage in competitive business. (Kindly consider additional details in Section 2.2.8 Other Important Information)
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In addition, the Board of Directors' meeting also resolved to approve additional investment in Siri Pro by setting guidelines for negotiating contract terms and conditions related to additional investment in Siri Pro. Later in March 2021, Siri pro Company Limited (the Company's subsidiary) had an increase in registered capital from the original registered capital of 150.0 million baht to 225.1 million baht. The increase in capital was an investment by Boonrawd Trading Company Limited. After the capital increase, the Company's shareholding percentage in SiriPro through SNNPI will be 50.01%*.

Year	Significant Developments
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February 2021	The Company's Board of Directors Meeting No. 1/2021 on February 24, 2021 resolved to approve SNNPI exercising its right to purchase 40 percent of the investment from the original joint venture partner (Thai Nakorn Patana Vietnam Co.,Ltd.). The purchase of the aforementioned investment was anticipated to be completed within the second quarter of 2021. The Company is in the process of studying and planning the construction of a factory to manufacture and distribute beverage and snack products under the Company's trademark to promote the beverage and snack product group in Vietnam and nearby countries.
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Year	Significant Developments
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March 2021	<ul style="list-style-type: none"> The Board of Directors meeting resolved to approve the establishment of Jinxinglong (Shenzhen) Import and Export Co., Ltd., in which the Company holds 100 percent of shares through SNNPI. In addition, the Board of Directors meeting also resolved to approve the payment invested 1 million yuan or approximately 5 million baht for establishment of the said company to be a company for distributing the Company's products and was completed in May 2021. Siri pro Company Limited has increased its registered capital from the original registered capital of 150.0 million baht to 225.1 million baht. The increase in capital was an investment by Boonrawd Trading Company Limited, which after increasing the capital, the Company's shareholding proportion in Siri pro Company Limited through SNNPI will be at 50.01 percent. After the said capital increase, the Company will lose control by reducing the shareholding proportion by not exercising the right to purchase additional shares and resulted in changing the type of investment to investment in joint ventures.
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Remark : * Information disclosed equivalent to that of subsidiaries according to the Notification of the Securities and Exchange Commission No. Kor Jor. 17/2551 Re: Determination of Definitions in Notifications Regarding the Issuance and Offer for Sale of Securities under Clause 1(11) in conjunction with Clause 1(13/1).

Significant Developments in the Products of the Company

Year Significant Developments

Year 1987 – 1996 The Company developed and began selling carrageenan jelly products under the brand Hero Boys and Diyamoto in 1989. Later, in 1994, it developed and began selling ready-to-drink jelly products under the brand Jele. The product is still regarded as new for the beverage market because the Company was a pioneer in the production of ready-to-drink jelly, when none was previously on the market.

Year Significant Developments

Year 1997 – 2007 In 1998, the Company developed and began selling a new product, seasoned baked squid, under the Bento brand. The product is still regarded as new for the snack food market because it differs from other items that were on the market at the time.

In 2002, the Company developed and began selling molded snack products and bread sticks under the Dok Bua and Lotus brands.

In 2007, in order to adapt to customers' changing lifestyles and preserve product freshness, it distributes baked crispy bread items in convenient carry-along packets.

Year Significant Developments

Year 2009 The Company began selling other beverage products under the Magic Farm brand.

Year Significant Developments

Year 2010 The Company began selling ready-to-drink jelly products, Jele Beauty, in the form of packets, which is a new innovation in the ready-to-drink jelly market. In the same year, the Company also launched a wafer product under the brand Chocky.

Year Significant Developments

Year 2016 By utilizing its distinctive brand and powerful brand name, the Company developed and introduced a new product, Jele Double Jelly, in response to the group of younger consumers.

Year Significant Developments

Year 2017 The Company developed and began selling a new seasoned baked squid product Bento Big Sheet. Wafers and biscuits were also released under the Bakery House brand.

Year	Significant Developments
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Year 2018	The Company developed and began selling Crispy Squid Bento products, Bento Crunchy, and developed and started selling new Jele products, Beauty Low Sugar, by utilizing its distinctive brand and powerful brand name to capture consumers who concerned about their health and their bodies.
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Year	Significant Developments
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Year 2019	The Company started selling a new product: Lotus Jumbo Salted Egg Chicken Drumsticks under the Lotus trademark, and the Jele product has developed to a larger size of 240 grams, by utilizing its distinctive brand and powerful brand name.
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Year	Significant Developments
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Year 2020	The Company developed and began selling vitamin drink products under the trademark Jele Aquavit Vitamin Mineral water and ready-to-drink jelly products with vitamins in response to the changing behavior of consumers who becoming more health concerned.
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Year	Significant Developments
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Year 2021	The Company developed and began selling Bento brand crispy fish snack products under the Bento trademark and chicken drumstick squid sweet and spicy sauce flavor to increase the variety of products and reach more consumers.
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Year	Significant Developments
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Year 2022	The company developed and began selling the Lotus Drumstick with cannabis leave and hemp seed flour, a new health care option. The Company also added variety with Lotus Crispy Chicken Skin in 4 flavors: Original/Chicken Sauce/Tom Yum/Zab Seed and increase product interest with different flavors: Lotus Roasted Chili and Grilled Squid
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Year	Significant Developments
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Year 2023	The Company developed new flavors to increase variety, such as Lotus crispy chicken skin Mala flavor, chicken drumstick Mala flavor, chicken drumstick with truffle flavor (Lotus Drumstick Truffle Flavor) and expand its customer base by offering items like “Crispy Crab Stick Hot & Spicy Flavor and Mala Flavor” (Lotus Crispy Crab Stick Hot & Spicy Flavor and Mala Flavor) for the first time.
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In addition, Bento catches the trend of Korean food by releasing 2 new Korean-style flavors. “Bento Spicy Korean sauce flavor” and “Bento Gochujang sauce flavor”

Significant Developments in the Products of the Company (Beverages)

Year	Significant Developments
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November 2021	The Company developed jelly products by launching Jele Chewy, a new trend chewy jelly product with Vitamin C, the first and only one in Thailand, shaking up the jelly market with its unique strengths, high vitamin C and 0% calories, appealing to teenagers and the new generation who are trendy and health concerned, serving deliciousness in a new style all over the country to make a difference and maintain leadership.
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Year	Significant Developments
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December 2021	The Company used a Collaboration Marketing, a trendy strategy in this era. It is a combination of the power of 3 partners in the marketing industry there are “Jele”, the number 1 leader in the jelly market, “Nestlé”, the world’s largest producer of food and beverages, and “ 7-Eleven”, a convenience store for Thai people, launches a new product “Jele x NESTEA”, a new style of ready-to-drink jelly that comes from the collaboration of Jele and NESTEA in developing the recipe together until get quality products under the standpoint of both brands.
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Year	Significant Developments
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March 2022	The Company developed and began selling beverage “Magic Farm Fresh, Juice mixed with cannabis leaf” containing grade A organic cannabis leaves from an organic farm. It is the first cannabis leaf-infused drink in Thailand that has been certified by the Food and Drug Administration (FDA). The target group of consumers is mostly the working age group because the product tastes great, refreshing, relaxing and feel ready to work.
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Year	Significant Developments
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May 2022	The Company has marketed a new product under the brand “Jele Light Freshy Jelly” 10 baht per pack that maintains its deliciousness, fun to chew, the beads come with 3 benefits: lycopene, beta-carotene, and calcium. The target group of consumers is the Gen Z age group. This is considered as adding one more piece to the jigsaw to cover each age group of the Jele portfolio so that every age group always has Jele’s products with them.
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Year	Significant Developments
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September 2022	The Company adjusted the image of ready-to-drink jelly products under the brand “Jele Beauty” by promoting a new design emphasizing modernity. This was a major change in the past 5 years to create preferences that more consistent with modern consumers (consumer centric), the new design had developed from the preferences of the target group through research.
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Year Significant Developments

November 2022 The Company launched a new product under the brand Jele Beauty, focusing on the needs of health care groups, namely Jele Beauty, Acai Berry scent, lutein, zeaxanthin and vitamin A, beneficial for eye care. In order to be in line with the trend of modern consumer behavior who spend most of their time in front of the screen, an average of 6-8 hours per day.

Year Significant Developments

July 2023 The Company launched a food supplement mixed with kratom leaf extract, lemon tea flavor, under the brand Magic Farm Fresh to capture the herbal beverage market.

Year Significant Developments

October 2023 Jele cached the new generation trend so that the Company released a new product, Jele Chewy Jelly Ice, the first in the industry that can be consumed in 2 ways: “chilled into jelly or frozen into ice cream.”



1.1.3 Use of IPO Proceeds

As of 31 December 2023, the Company did not have any transaction of the use of IPO proceeds. The such proceeds had been completely used since the year 2022.

Unit: million Baht

Objectives	Utilization plan	Amount used in 2021	Amount used in 2022	Amount used in 2023
Investment in the Company's Subsidiaries to operate in Vietnam	60-450	79.59	0.00	0.00
Repayment to financial institutions	1,800-2,100	2,008.09	0.00	0.00
Revolving funds in business operations	30-200	0.00	50.46	0.00
Total	2,138.14	2,087.68	50.46	0.00

1.1.4 Company Information

General Information and other important information

Company profile

Company Name	: Srinanaporn Marketing Public Company Limited
Symbol	: SNNP (listed in the Stock Exchange of Thailand)
Business type	: Snacks and Beverages Manufacturing and Distributing
Main product	: Snacks and Beverages products
Company Registration	: 0107562000211
Head Office	: 325/6-9 Lanluang Road, Sriyakhmahanak Sub-District, Dusit District, Bangkok, 10300
Branches	: Branch 1 234 Moo 4, Om- Noi Sub-district, Krathum Baen District, Samut Sakhon 74130 Branch 2 99/99 Moo 7, Om-Noi Sub-district, Krathum Baen District, Samut Sakhon 74130 Branch 3 99/99 Moo 4, Om-Noi Sub-district, Krathum Baen District, Samut Sakhon 74130 Branch 4 9/9 Moo 12, Rang Bua Sub-district, Chom Bueng District, Ratchaburi 70150
Contact	: 325/6-9 Lanluang Road, Sriyakhmahanak Sub-District, Dusit District, Bangkok, 10300
Registered Capital	: THB 480,000,000
Paid-up Capital	: THB 480,000,000
Issued and Paid shares	: 960,000,000 shares
Par Value	: THB 0.50
Telephone	: 0 2628 0408
Fax	: 0 2281 5161
Website	: www.snnp.co.th
Company Secretary/E-mail	: comsec@snnp.co.th
Investor Relations	: 0 2628 0408
E-mail	: ir@snnp.co.th

Other Referral

Securities Registrar

Thailand Securities Depository Co., Ltd.

The Stock Exchange of Thailand Building, 93 Ratchadapisek Road, Din Daeng, Bangkok 10400

Telephone : 0 2009 9999

Fax : 0 2009 9991

Auditor

PricewaterhouseCoopers ABAS Ltd.

15th Floor, 179/74-80, Bangkok City Tower, South Sathon Road, Thung Maha Mek, Sathon, Bangkok 10120

Telephone : 0 2844 1000

Legal Dispute

As of 31 December, 2023, the Company and its subsidiaries have no legal disputes which may affect the Company and its subsidiaries' equity of the shareholders more than 5% and have no disputes which may affect the business operations of the Company and its subsidiaries.

General information of the juristic person in which the Company holds shares

As of 31 December 2023, the Company holds shares in its subsidiaries which hold shares directly as follows:

Company	Head Office	Investment according to share price method (THB million)	% Share-holding	Registered Capital (THB million)	No. of Share issued	Par Value (THB)	Paid-up Capital (THB million)	Business type
SNNP International Co., Ltd.	325/6-9 Lanluang Rd., Si Yaek Mahanak, Dusit, Bangkok 10300	459.3	99.9	550 THB million	5,500,000	100 THB	520.5 THB million	To provide management or technical services to related businesses

As of 31 December 2023, the Company holds shares in its subsidiaries which hold shares indirectly as follows:

Company	Head Office	Share-holding via	% Share-holding	Registered Capital	No. of shares issued	Par Value	Paid-up Capital	Business type
Srinanaporn Distribution Co., Ltd.	99/99 Moo 4, Om Noi Subdistrict, KrathumBaen District, Samut Sakhon 74130	SNNP International Co., Ltd.	99.9	1.0 THB million	10,000	100 THB	1.0 THB million	Distributing snack and beverage

Company	Head Office	Share-holding via	% Share-holding	Registered Capital	No. of shares issued	Par Value	Paid-up Capital	Business type
S.C Food Products Co., Ltd.	National Road 2, Brolay Village, Boeung Khyang Commune, Kandal Stoeng District, Kandal Province, Kingdom of Cambodia	SNNP International Co., Ltd.	60.0	9.0 USD million	90,000	100 USD	9.0 USD million	Manufacturing and distributing snack and beverage
STW Development Co., Ltd.	National Road No.2, Pralay Village, Boeng Khyang Commune, Kandal Stueng District, Kandal Province, Kingdom of Cambodia	SNNP International Co., Ltd.	49.0 ¹	1.1 USD million	1,000	1,100 USD	1.1 USD Million	Land holding for rental as factory of S.C Food Products Co., Ltd.
Harirama Venture Incorporated Ltd.	NARRA BUILDING 2276 CHINO ROCES AVENUE EXTENSION, MAKATI CITY	SNNP International Co., Ltd.	80.0	50.0 PHP million	125,000	100 PHP	12.5 PHP million	Distributing snack and beverage
S.C Food Trading Co., Ltd.	National Road No.2, Pralay Village, Boeng Khyang Commune, Kandal Stueng District, Kandal Province, Kingdom of Cambodia	SNNP International Co., Ltd.	100.0	0.1 USD million	1,000	100 USD	0.1 USD million	Distributing snack and beverage

Remark:

¹ The Company has the power to control STW Development Co., Ltd. ភ្នាក់ងារ STW Development Co., Ltd. Which regarded to be its subsidiary.

Company	Head Office	Share-holding via	% Share-holding	Registered Capital	No. of shares issued	Par Value	Paid-up Capital	Business type
Siri Pro Co., Ltd.	15/6 Room No. A 104, 1s Floor, The Bright Rama 2 A Building, Rama 2 Road, Tha Kham Sub-district, Bang Khun Thian District, Bangkok 10150	SNNP International Co., Ltd.	50.01	225.072 THB million	2,250,720	100 THB	225.072 THB million	Consumer products distribution
S.T. Food Marketing Co., Ltd.	No.5 VSIP II-A Road No. 24, Vietnam – Singapore Industrial Park II-A, Vinh Tan Commune, Tan Uyen Town, Binh Duong Province, Vietnam	SNNP International Co., Ltd.	100.0	6.0 USD million	-	-	6.0 USD million	Manufacturing and distributing snack and beverage in Vietnam
Jin Xinglong (Shenzhen) Import and Export Co., Ltd.	Room 301-B002, Block 4, Manjinghua Yiluan Building, 230 Xixiang Avenue, Longteng Community, Xixiang Street, Baoan District, Shenzhen, China	SNNP International Co., Ltd.	100.0	1 CNY million	-	-	-	Distribute snacks and beverages in China

1.2 Characteristics of Business

Business Overview for 2023

In 2023, prices for raw materials used in the manufacturing of the Company's products, such as sugar, wheat flour, and palm oil, had been increased. However, the Company was able to adapt and prepared to handle these various situations, ensuring that the production process continued unaffected and that products were delivered to customers and partners on time. As a result, the Company had profit margins from uninterrupted and consistent revenue growth.

The Company has continued to develop and create products in terms of innovation and product quality that not only meet the needs of both domestic and international consumers but also meet standards and confidence in consumption through investment in every sector that is important to the business. One of the important investments in an organization is investment through research, market insights, distribution channels, competitors, and consumer behavior both in Thailand and abroad to increase potential and able to answer the needs of both the market and behaviors that are continuously changing. However, the most important investment is personnel who are the main resource in driving the organization. Therefore, the Company has organized activities and various courses to enhance knowledge and potential regarding their work and strengthening individual skills. The Company also empowered the team by recruiting personnel with deep knowledge and experience from the consumer products business group to strengthen the organization. Therefore, it is considered another outstanding year in strengthening a strong foundation in terms of product development, brand image enhancement, and competitive strategy formulation in all areas of business operations.

1.2.1 Revenue Structure

In the past 2021, 2022, and 2023, the Company and its subsidiaries generated total sales revenue of 4,357.9 million baht, 5,556.1 million baht, and 6,015.8 million baht, respectively, classified in each product group.

	Fiscal Years Ending 31 December					
	2021		2022		2023	
	Combined financial statement					
	Million baht	%	Million baht	%	Million baht	%
Beverages	1,862.0	42.7	2,433.5	43.8	2,613.4	43.4
Snacks	2,411.2	55.3	3,122.6	56.2	3,402.4	56.6
Other Products Distribution	84.7	1.9	-	-	-	-
Total Sales Revenue	4,357.9	100.0	5,556.1	100.0	6,015.8	100.0

The domestic distribution structure can be divided into 2 main channels:

- 1) Modern Trade such as 7-Eleven stores, Family Mart stores, Lotus, Big C, Tops, Makro and Special Store such as King Power etc.
- 2) Traditional Trade

Significant Financial Information

Unit : Million baht

	2021	2022	2023
Financial Information			
Total Assets	4,152.3	5,068.9	5,225.2
Total Liabilities	1,061.6	1,762.9	1,762.5
Shareholders' Equity	3,090.7	3,306	3,462.7
Total Parent Company's Shareholders' Equity	2,837.7	3,049.4	3,218.3
Sales Revenue	4,357.9	5,556.1	6,015.9
Total Revenue	4,519.8	5,604.0	6,049.4
Gross Profit	1,148.8	1,514.5	1,717.8
Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	746.4	834.8	1,001.8
Profit for the Year	421.6	511.8	632.3
Net Profit Attribute to Owners of The Parent	437.2	515.7	635.8
Financial Ratios			
Gross Profit Margin (%)	26.4	27.3	28.6
EBITDA Margin (%)	17.1	15.0	16.7
Net Profit Margin (%)	9.3	9.1	10.5

1.2.2 Product information

The Company's main business is manufacturing and distributing snacks and beverages.

Beverage products consist of :

- (1) Ready-to-drink jelly and carrageenan jelly products under the brands Jele, Daiyamoto, Cooly Kool and Magic Farm.
- (2) Other beverage products such as grass jelly in syrup, coconut juice with coconut jelly under the Magic Farm Fresh brand and vitamins water by Jele.



The Company manufactured and marketed ready-to-drink jelly and carrageenan jelly under the trademarks "Jele" and "Diyamoto" as well as other beverages such as coconut juice, grass jelly in syrup, fruit juice under "Magic Farm Fresh brand," and vitamin water, Jele.



Ready-to-drink jellies were first introduced in 1994 and include the following main brands: Jele Light, Jele Super Light, Jele Light Freshy, Jele Beauty, Jele Beauty Low Sugar, and Jele double jelly. The target groups include young consumers, students, teenagers, and middle-aged people. The Company has also developed ready-to-drink bottled jelly in response to changing consumer needs. The target group consists of children and teenagers.

Jele products contain carrageenan helps keep the stomach full while adding nutrients such as collagen and vitamins in various juice flavors for skin and good health This is in order to respond to the needs of various groups of consumers and in accordance with the Company's strategy to sell products to cover many consumer groups in order to make the Jele brand widely known.



It was first launched in 2009, the target groups include students, teenagers, and middle-aged people who are health-conscious. Magic Farm drinks are fruit juices that use Thai fruits and ingredients blend with culture Asian drinks such as coconut juice with coconut jelly, grass jelly in syrup, soybean with coconut jelly and basil seeds. Drink throughout the day to satisfy hunger or as a refreshment for people of all ages and genders.

Snack products consist of :

- (1) Baked squid, squid strips, and fish strips under the Bento brand.
- (2) Molded snack products and bread sticks under the Dok Bua and Lotus brands.
- (3) Wafer and biscuits products under the Chocky and Bakery House brands.

Snack products

The Company manufactured and marketed snack products, there are :

- (1) Baked squid, squid strips, and fish strips under the "Bento" and "Tako" brands.
- (2) Molded snack products and bread sticks under the "Dok Bua" and "Lotus" brands.
- (3) Wafer and biscuits products under the "Dok Bua", "Chocky" and "Bakery House" brands As of December 31, 2023, the Company had

approximately 29 types of baked squid, squid and fish strip products, approximately 18 types of baked snacks and breadstick products, and approximately 23 types of wafer and biscuits products.



Baked squid, squid strips, and fish strips under the Bento brand were launched in 1998. The Company's products are the market leaders in squid-based seafood snacks in Thailand in 2021. The target group ranges from teenagers to middle-aged people. Bento is a baked fish and squid product that is characterized by full size pieces and a strong, spicy taste. The target groups include children, students, university students and middle-aged people.

Crispy Bento is a crispy fish and squid product that still has its unique, spicy flavor. The target groups include university students and middle-aged people. "Bento fish stick" is made from real fish rolled into long strips. The target groups include students, university students and middle-aged people.



Pineapple biscuit is a pineapple-filled cookie under the Bakery House brand. The target group ranges from university students to middle-aged people who are health concerned.



Stick biscuits under the trademark “Lotus” was introduced in 2002. The target groups include children, students, university students and middle-aged people. The biscuits are stick-shaped and seasoned with unique flavors. Drumstick biscuits are shaped like small-sized chicken drumsticks. The target group are teenagers to people of the working age. Lotus Crispy Chicken Skin, target group are teenagers and people of the working age.



Butter biscuits in a variety of flavors under the brand “Dorkbua”, target groups include children and students.



Wafers under the brand “Chocky” are cream-filled wafers in a variety of flavors such as butter, milk and chocolate. Target group ranges from university students to middle-aged people.

In addition to operating a business manufacturing and distributing beverage and snack products. The Company has recognized the growth potential and importance of the consumer product distribution business, especially in traditional trade channels. The Company has therefore made an investment in Siri Pro. Siri Pro has revenue from distributing products to the Company and other products from companies outside the group such as karmarts public company limited (Toothpaste under the Skin Lab+ brand), Tera Food & Beverage Company Limited (Turmeric extract mixed with lemon, Q min C brand) Handy Health Co., Ltd. (Handy Herb, Handy Herb extract tank, Ginseng extract) etc. However, since March 16, 2021, Boonrawd Trading Company Limited (“Boonrawd”) joined to hold 30 percent of shares in SiriPro and the Company reduced its shareholding to 50.01 percent, resulting in the accounting method in the combined financial statements cannot be prepared. Therefore, it will be changed to recognize profit or loss from joint ventures instead.

1) Product characteristics and innovation development for sustainability



*** Scan for more information in the Innovation
for Sustainability category. ***
QR Code for Sustainability Report 2023

2) Marketing and Competition

In 2023, the Company adjusted its business models, working methods, and products and services to align with evolving consumer behavior. Despite this, the Company remains steadfast in driving positive business growth through extensive market and consumer demand research. This aims to create and develop products that are a new choice and address the needs of a diverse and complex consumer base, particularly amidst this year's disease outbreak, which has heightened consumer caution and focus on consumption. The Company has also launched new products tailored to every consumer group, expanding the product to the market both domestically and internationally.

Competitive Strategy

The Company has devised both short-term and long-term strategies to address market and consumer needs, considering technological trends and evolving competition. This involves planning and coordinating efforts across the entire organization, not only in the sales and production departments but also in various support departments. The aim is to ensure the creation and production of high-quality, flavorful products, as well as continuously improving and developing its production processes. The Company enhances organizational development and employee satisfaction, fostering a culture of continuous learning that includes research, production, transportation, and overall environment. The focus remains on developing a diverse range of high-quality products that cater to the needs of consumers across all demographics and occasions through its products.

Marketing and Competition Policy

Strengthening Company Trademarks and Products

The Company has set an organizational direction and brand development from its current status to becoming a world-class brand. The Company has training sessions led by executives and lecturers aimed at making employees absorb and understand the organizational direction as brand ambassadors and representatives of its brands to achieve world-class status for international marketing. The Company has devised a strategy for branding investment in each country, tailored to market readiness based on factors like size, growth rate, and product coverage from various distribution channels and suppliers. Business and strategy plans are designed to align with market competition and consumer needs. The Company is strategically promoting and enhancing its trademark recognition for popular and widely known products like Jele and Bento (known as Champion Products). Leveraging its leadership position in the beverage and snack industry and owning strong trademarks, the Company plans to further develop existing products and introduce new products under these trademarks, aiming to increase product variety and expand its consumer base.

For secondary product groups like Lotus and Magic Farm Fresh, the Company previously employed a passive marketing approach. However, due to the increasing popularity of these products, the Company has devised an action plan to strengthen promotion efforts and elevate the popularity of this product group. Various strategies have been identified, including implementing a comprehensive 360-degree branding approach through Above The Line (ATL) marketing channels such as print, radio, television, or online advertising, as well as Below The Line (BTL) marketing channels such as community events or sponsorship of music, sports, and social activities, tailored to each country's suitability. This aims to position the product as the top choice in consumers' minds, enhance product distribution to reach more consumers (Visibility), and adjust brand differentiation to increase the market share of products in the secondary product group.

Marketing and Sales Promotion Activities

The marketing policy is an essential strategy for the Company's business operations, aiming to continuously engage in marketing activities to create trademark influence among consumers by maintaining a strong media presence and to create top-of-mind awareness for its trademarks. The Company conducts marketing activities to reach customers through various methods, including 1) Above the line marketing, such as hiring presenters for product promotion on television and digital media, as well as placing billboards that are widely accessible to consumers. 2) Below the line marketing, which involves direct marketing activities where the Company reaches out to specific target groups, such as handing out sample products and exhibiting products onsite, to increase awareness and expand marketing communication channels with consumers. This aims to access new customer bases and increase product sales, thereby generating more profit for the Company. 3) Trade promotions marketing includes offering quantity discounts, freebies, and cash discounts, as well as setting up booths to promote products and stimulate sales in stores. The Company believes that these marketing and sales promotion activities will enhance its brand value and consumer confidence in its new products, ultimately strengthening its business in the long term. Additionally, the Company practices premiumization across various products and engages with consumers to promote increased consumption rates, with a particular focus on consumption frequency via snacking moments.

Strengthening Trading Channels

The Company distributes its products in Thailand and overseas through a comprehensive range of channels. In Thailand, the Company utilizes modern trade channels, distributors, and traditional trade channels, including retail traditional trade via company cash vans and wholesale traditional trade. The Company places importance on trading channels for the wide and efficient distribution of its products, aiming to provide consumers with convenient access to them.

Research and Development to Create and Introduce New Products to the Market

The Company consistently prioritizes consumers as its main focus, aiming to develop quality products that benefit them. This focus has been the Company's strength so far and a key factor in its success for over a decade. The Company continues to distribute products of quality, benefit, and value at reasonable prices for its target group, ensuring maximum satisfaction for consumers worldwide with diverse needs. Furthermore, the Company keeps innovating and creating new products for the market, maintaining a continuous variety in its products. With a range of products and the ability to adapt in terms of style, taste, and price to align with consumer behavior and preferences, as well as the purchasing power of target consumers both domestically and internationally, the Company emphasizes studying market trends, consumer preferences, and new technologies in food and beverage production from both domestic and international sources. The aim is to develop unique innovations that meet consumer needs while maintaining its distinctiveness. The focus on these actions is crucial to strengthening the Company's competitive edge, opening up new business opportunities, and expanding market share. This is achieved by improving existing products, extending product lines, or introducing new products under unique and well-known original trademarks. To launch new products, the Company will begin by conducting a study and survey of consumer needs to develop products with quality, taste, appearance, and style that respond to consumer needs. Whether it is the launch of new products, development of the original production formula, and/or modification of raw materials to create new products, this can increase the opportunity for business growth by introducing new products and improving existing products to respond to consumer needs and increase the Company's competitiveness.

1. Analysis of Situation, Industrial Conditions, and Competition

The competitive conditions within the industry, trends in industrial conditions, and future competitive conditions in the country

The market for snacks and ready-to-drink beverages in Thailand is highly fragmented, with a few large entrepreneurs emerging in recent years. As a result, new entrepreneurs entering the market must make significant investments in marketing and incur costs to gain acceptance and compete with these major players. Simultaneously, there is rapid growth in local products and niche markets, with new products being developed to better meet the changing needs of Thai consumers, who are increasingly health-conscious. This has led manufacturers to continuously enhance existing products or innovate new ones to meet these changing behaviors. The competitive trend in the snack and ready-to-drink beverage industry is highly intense, characterized by the diversity of original entrepreneurs, the entry of new entrepreneurs with and without their own trademarks, easy substitute of products, innovation in production and distribution channels, advertising, promotional activities, and responsiveness to demand fluctuations. These factors contribute to the increasing intensity of competition in the industry.

CLMV countries

In the CLMV countries, intense competition exists with local and regional players from neighboring countries such as China, Japan, Singapore, South Korea, Malaysia, and Thailand, who hold a competitive edge, particularly in terms of pricing, due to logistical advantages compared to European or American products.

The establishment of the ASEAN Economic Community has led to a significant change in economic growth within leading markets, including CLMV countries like Vietnam and Cambodia. Many countries are undergoing political and economic changes, such as increased disposable income among consumers. This results in a rise in food and beverage sales, with CLMV likely to remain a fast-growing area for the snack and

ready-to-drink beverage industry. Having a wide and comprehensive distribution and sales network is crucial for companies to quickly gain market share. This presents an interesting opportunity for entrepreneurs to rapidly establish customer response and loyalty as the first entrants into the market.

2. Marketing Policy in the past year

Domestic marketing

The Company's domestic growth continues to rise, driven by its strategy of launching new products under its 4 main brands. This strategy includes introducing new flavors or enhancing products to a more premium level, aiming to cater to a diverse range of customer groups comprehensively. In addition to launching new products under its 4 main brands, the Company is continuously innovating and developing products to establish product champions. Regarding the distribution strategy within the country, the Company tailors its product distribution to suit consumers in different regions. For example, the Company prioritizes distributing the Jele product in cups rather than packets in traditional retail stores to align with the purchasing power of consumers in each area. This approach allows the Company to penetrate the market more effectively and reach a broader consumer base. In 2023, the Company remains focused on expanding its product distribution to traditional retail stores due to growth opportunities in this channel.

International marketing

The Company remains committed to expanding its overseas presence to drive sales and overall growth. The penetration into foreign markets is segmented into 3 phases: short-term, medium-term, and long-term. In the short term, the Company employs a strategy of exporting through traders. In the medium term, the Company focuses on finding local distributors in the countries where it expands its markets or seeks out business partners. In the long term, the Company plans to establish a factory or grant exclusive rights to only one distributor.

3. Operation plan and target group

Drive the Company's revenue to grow both from sales and profits.

Overall, the company's operating performance in 2023 will continue to recover from last year as consumer concerns begin to subside. The Company is confident that sales this year 2024 will grow strongly, driving the Company's revenue to grow both from domestic and international sales, which is a result of the Company planning and setting strategies for launching new products with higher profit margins, collaborating with entrepreneurs in the modern trading channel to study consumer behavior and marketing, including releasing products to meet the needs of target customers as well as expanding distribution channels to reach more groups of consumers.

Increase production base to the CLMV region

In 2023, sales in the Company's CLMV region increased relative to total sales revenue. Therefore, the Company aims to expand its production base into the CLMV region in line with the Company's long-term strategic goal to support revenue growth and reducing transportation costs. The Company currently has an S.C Food Products Co., Ltd. (SCFP) factory in Cambodia which has been in operation since April 2019 and has plans to expand its production capacity, including an S.T. Food Marketing Co., Ltd. (STFM) factory in Vietnam, which has started production in the first phase in the 4th quarter of 2022.

Operational goals for 2023-2025: The Company plans to bring in natural protein including nutritious raw materials to develop further to create new products by product innovations prepared to be introduced to the market.

Short-term Plan

- Jele Chewy Jelly Vitamin Cup enhances nutrients, vitamins, and is beneficial to health including cup packaging, convenient to eat.

Medium-term Plan

- Bento PLANT BASE SURIMI from the project "Surimi Like: Protein from mung beans as a substitute for surimi".

- Dietary supplements Jele CBD, NOVEL FOOD Kratom, which has properties from both cannabis plants and Kratom leaves.

Long-term Plan

The Company operates its business under the strategy "Value Creation Strategy", focusing on business growth in order to increase returns to shareholders and ready to drive environmental, social and business governance for sustainability. In the past, the Company has offered a variety of product groups that can meet the needs of consumers which changed over time and in different areas including developing products good for consumers and environmentally friendly. The Company plans to continue building, which has been carried out all along, and aims for sustainable growth in both revenues and profit margins.

The Company creates Value Creation through 3 main strategies: 1. Creating revenue growth and profit margins by developing a variety of products and expanding business into new high-growth markets including emphasizing "Digital Marketing" 2. Continuously raising the level of work efficiency (Operations Excellence) in terms of promotional expenses, costs, and expenses for better profit margins and 3. efficient capital management and financial structure to create opportunities for sustainable growth.

Target Customers

Creating growth by developing a variety of products by focusing on the Company's main products (Flagship Brand) such as Jele Bento and Lotus.

- New Subsegment: Getting vitamin gel Jele Fruity Cola and Jele Chewie Baked Squid Bento: new product group to target new target groups and expand the consumer base in order to build a customer base of main brands to cover and meet the needs of all groups of consumers.
- New Pack Size: Increasing the variety of product sizes; for example, increasing the size of Jele Beauty from the original 150 grams to 240 grams to provide an alternative for consumers, increasing the size to 36 grams (big size bento) of the seasoned baked squid bento to support family customers

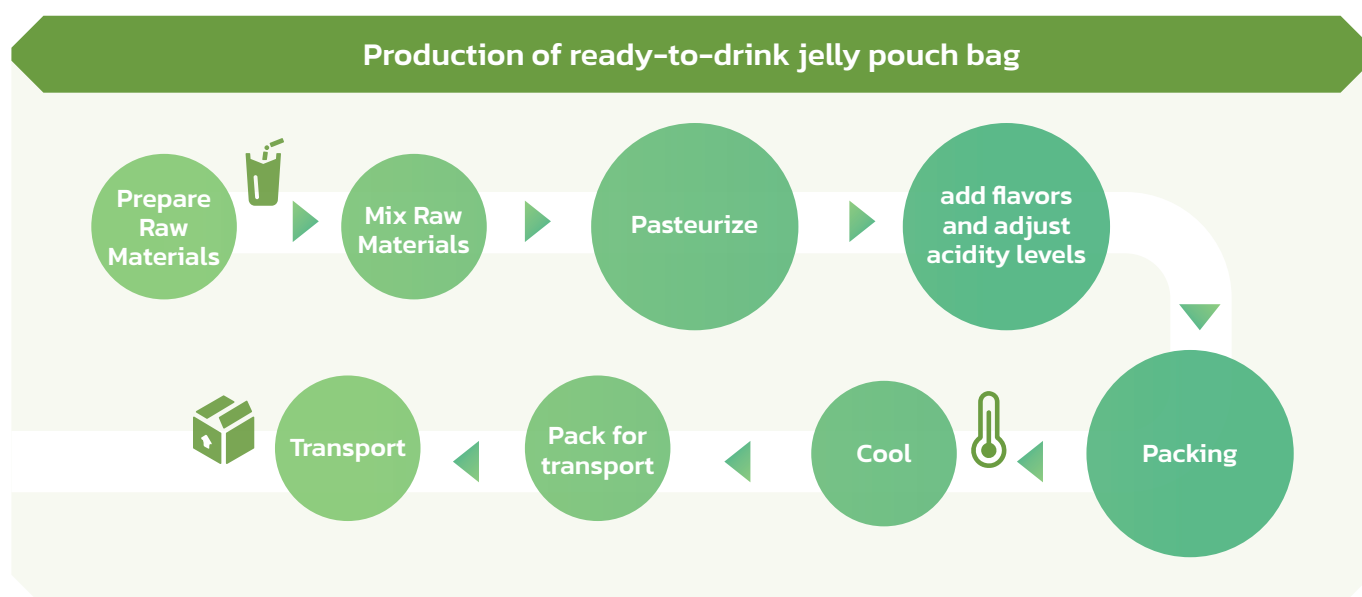
- **New Flavor:** Launching new flavor products such as Grilled Squid Roasted Chili Flavor Bento and Bento Extra try 2 new flavors to increase options for consumers and develop new flavors like Lotus x Bento to bring popular bento flavors into Lotus products.
- **Innovation:** Release of Lotus chicken drumstick mixed with marijuana leaves, the Company's first product of snacks containing hemp and marijuana, and of Thailand
- **New Collaboration:** Collaborating with world-class brands. Like Nestle In releasing the Jele Nestea product Fruit tea flavored jelly This increases the customer base among those who like to drink Nestea tea. Come into the group of customers under the Jele brand.

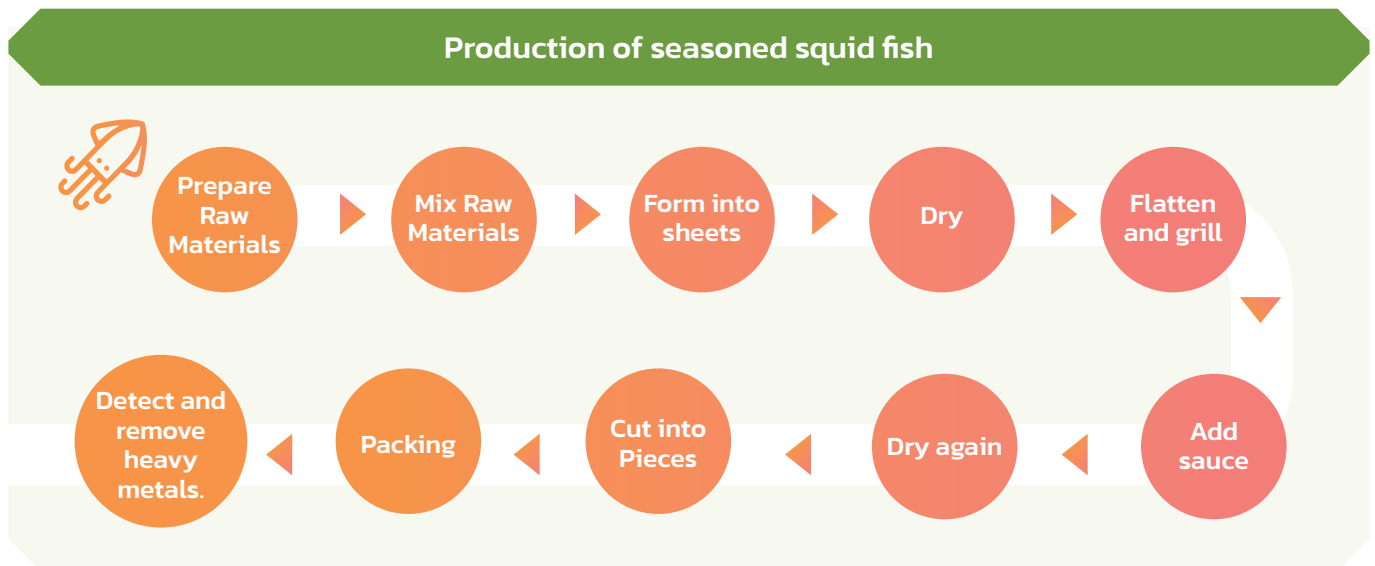
4. Procurement of raw materials

The Company's products contain important raw materials consisting of fish and squid meat, sauces, seasoning powders and other condiments, flours and sweeteners including various packaging, bottles, sachets, and cardboard boxes. Procuring raw materials for use in production and operations, the Company shall mainly consider the quality and source of raw materials. The Company has a department to control and inspect the quality of raw materials to meet the required standards and compare the prices of the same type of raw materials for price transparency and maximum cost benefit. In addition, the Company is seeking new and innovative raw material suppliers which may substitute the original raw materials to prevent the risk of raw material shortages and to reduce the cost of raw materials. The Company has guidelines for maintaining good relationships with raw material suppliers and conducting quarterly evaluations of raw material suppliers, and a policy to procure raw materials from at least two to three suppliers to avoid being overly dependent on any one raw material supplier including creating bargaining power for the Company.

Furthermore, the Company's raw material management also considers production planning and the supply chain system, starting with planning raw material purchases according to sales plans, production plans, and delivery times of suppliers' products then processing of ordering raw materials from suppliers and minimum inventory levels as specified. The Company has trade terms (credit term) of 30 - 60 days for items purchased within the country and 0 - 60 days for items purchased from overseas.

Production





Production begins with raw material distributors delivering various raw materials in the production process, store in the Company's raw material warehouse to wait for inspection. The quality inspection department shall randomly inspect the received raw materials to see if they meet the Company's requirements. The raw materials having been inspected shall then be stored in the warehouse, where the production department shall request the use of each type of raw material from the warehouse department to deliver the raw materials to the factory. When raw materials are sent into the production process, the responsible person shall take raw materials to prepare and mix according to the production recipe. There shall be a random inspection of the quality of the ingredients, temperature, sweetness, pH, and taste to see if they comply with the production recipe. Through the sterilization process and packing according to various product designs. Products that have been inspected will be packed into boxes for delivery to the finished warehouse where the quality inspection department shall randomly check the quality again before delivering products to customers.

Production capacity

The Company has 4 domestic product manufacturing plants and 2 overseas product manufacturing plants in Cambodia and Vietnam as follows:

1. Branch 1 factory, Siam Daily Foods (SDF), produces baked squid, squid strips, and fish strips under the trademarks "Bento" and "Tako" located in Om Noi Subdistrict, Krathum Baen District Samut Sakhon Province. This is a factory where the Company entered into a land and building lease agreement with Siam Daily Foods Co., Ltd., with an installed production capacity of 5.6 million cartons per year.
2. Branch 2 Factory, Sri Siam Food Products (SSF), produces molded snack products and wafer sticks and baked bread under the trademarks "Dok Bua" "Lotus" "Chocky" and "Bakery House" located in Om Noi Subdistrict, Krathum Baen District Samut Sakhon Province, installed production capacity is 5.1 million cartons per year.
3. Branch 3 Factory, Kim Heng Food Products (KHF), produces ready-to-drink jelly products in the form of cups, bottles, and pouches under the trademarks "Jele," "Diyamoto," "Coolly Cool," "Jele" located in Om Noi Subdistrict, Krathum Baen District Samut Sakhon Province. This is a factory where the company entered into a land and building lease agreement with Kim Heng Food Products Co., Ltd. with an installed production capacity of 15.3 million cartons per year.

4. Branch 4 Factory, Siam Ratchaburi Industry (SRI), produces other beverage products such as coconut water, ready-to-drink grass jelly, coconut jelly and grass jelly in bottle and cup form under trademarks “Magic Farm” and “Magic Farm Fresh”. The factory is located at Rang Bua Subdistrict, Chom Bueng District, Ratchaburi Province. Installed production capacity is 10.1 million cartons per year.
5. S.C Food Products Factory (SCFP) produces molded snacks and breadsticks, wafers, and baked bread under the trademarks “Dok Bua” “Lotus” “Chocky” and “Bakery House” located in Kandal Province, Cambodia. Installed production capacity is 0.9 million cartons per year.
6. S.T. Food Marketing Factory (STFM) produces ready-to-drink jelly products under the trademark “Jele” baked squid, squid strips and fish strips under the trademark “Bento” and molded snacks under the trademark “Lotus”. It is in Binh Duong Province, Vietnam. The installed production capacity in 2 shifts is 2.7 million cartons per year, which is currently using only one shift.

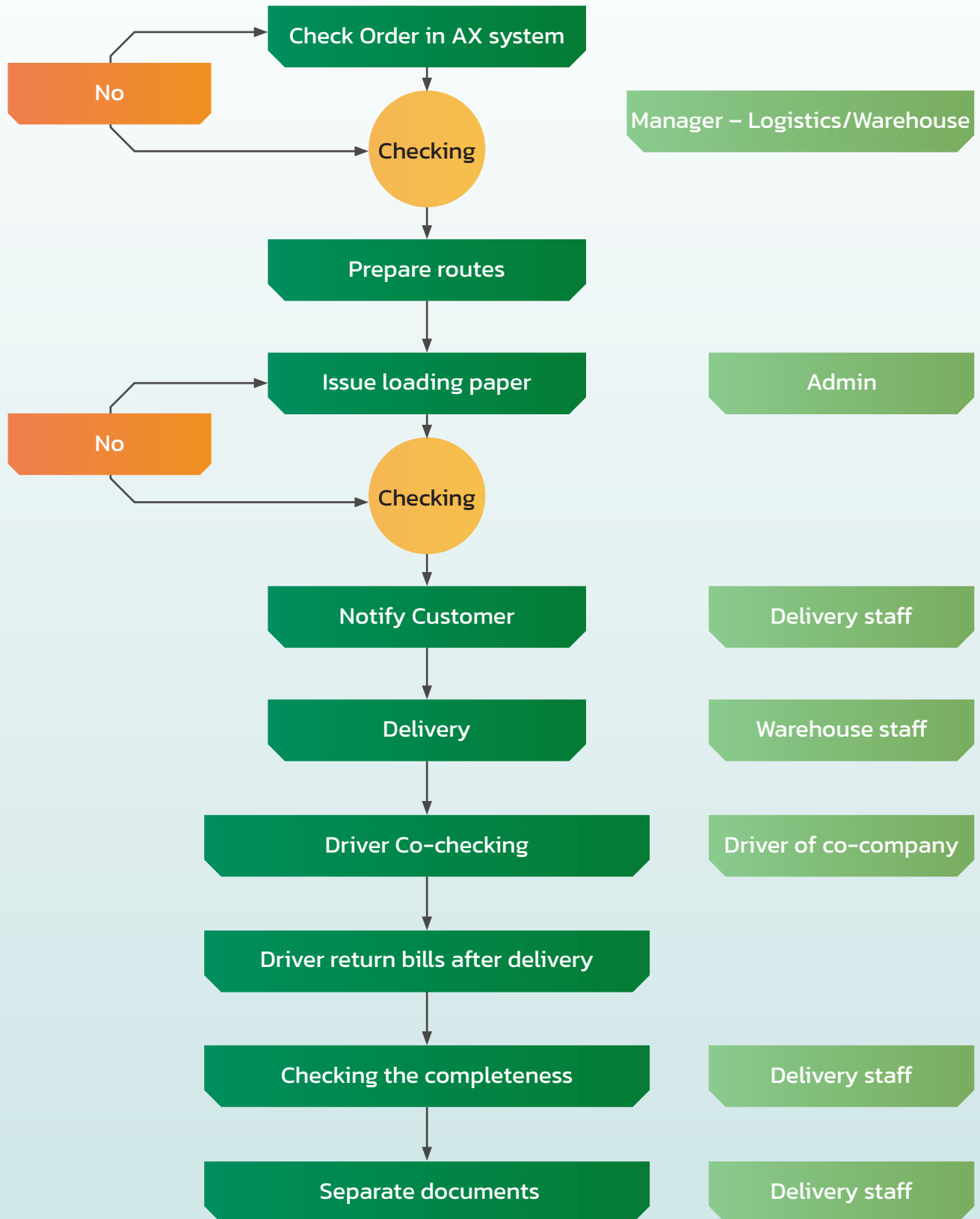
The Company has recognized the importance of good quality products that consumers shall consume. Therefore, the Company is strict with every production process, starting from receiving raw materials to delivery, finished products leaving the factory. In addition, cutting-edge, modern production technology has been brought into the process to be able to produce the best products with consistent quality standards in all 6 factories. Not only modernity and production processes, structural engineering and building design is also important; the Company therefore focus on achieving maximum efficiency, easy to control and take into account the adequacy of lighting and systems, good air circulation within the factories.

	2021	2022	2023
Capacity (Million cartons/year)	33.4	36.1	38.3
%Utilization Rate	45	51	50

Logistics System



Workflow



Logistic Operation details

Check Order in AX system

The warehouse and delivery manager checks the orders in the system with the orders that the sales department has notified to see if the information matches and plans the next work steps.

Arrange transportation routes

The head of the delivery department arranges transport vehicle routes to suit the delivery, considering number of stores, number of boxes, truck weight, delivery time, etc.

Open the product loading sheet

- The delivery staff opens the product loading sheet and checks the stock of products that will be stored in the truck to see if they are complete.
- Call the customer or salesperson to inform you that we will deliver the product to you.
- Send documents to cut stock, then have the administrative staff open the bill for the customer.
- Open the merchandise export form and deliver it to the shipping supervisor to sign approval to remove the goods.
- Bring the product loading slip documents to warehouse staff to arrange products

Arrange products according to the product loading sheet

The administrative staff opens the product loading sheet

in the AX program and sends it to the warehouse staff to arrange products for delivery vehicles according to the product loading sheet and product lot number, open the product export document along with the shipping bill.

Check the product as per the merchandise export note

Checker checking the products on both sides, both the delivery side and warehouse, check the product list, the quantity of goods must match the goods export form.

Arrange products onto delivery trucks. to deliver to customers

- Vehicle employees join in checking the goods according to the export form. When complete, sign in the goods picker box. When finished, add the product, and deliver the products to customers in order.
- When the shared vehicle has finished delivering the product to the customer, bring the product shipping bill back to the Company and write a bill of lading according to the number of bills that have been sent.

The delivery officer checks the completeness of the documents.

- Separate documents for calculating shipping costs, attach the export receipt to return the accounting.
- Make a record to receive the bill back and print the attached report and calculate shipping costs.



Research and Development

The Company has always been aware of, and placed great importance on food quality and safety to produce and sell products with standards, quality, safety and develop new products and services regularly including the importance of research and development to increase business growth opportunities through introducing new products and improving existing products to respond to fluctuations in demand and changes in governing laws as well as finding alternative raw materials to manage production costs as to deal with fluctuations in raw material

prices. The Company focuses on developing products having good taste, nutritious, affordable price, well-designed packaging, and plenty of flavors by studying and analyzing consumer needs and various factors affecting demand; therefore, the Company conducts researches and develops high potential products along the strong production process to support strengthen the Company's competitiveness through continuous development of product quality and production efficiency. In 2023, the Company has developed, produced, and sold varieties of new products to meet the needs of consumers from different consumer groups.

5. Controlling the quality of employees' work

The Company shall treat all employees equally, fairly and provide appropriate compensation. In addition, the Company also pays attention to the development of employees' skills, knowledge, abilities, and potential on a regular basis, such as organizing training, seminars, and workshops by providing thorough opportunities to all employees and create motivation for knowledgeable employees high talents should remain with the Company in order to develop the organization further and also established guidelines for combating corruption, inculcating all employees to comply with relevant laws and regulations, such as strictly prohibiting the use of inside information, etc.

The Company is aware of the importance of upskilling employees and has therefore created an annual training plan for employees in the organization separated by each line of work. The Company then plans the training, names the courses, defines the target group of employees who must receive training and the appropriate duration of the training. Furthermore, the Company has clearly set regulations regarding training procedures for employees to use as a guideline for operations considering that training is important for all employees.



*****More information,
please scan for
Social Sector***
QR Code Sustainability
Report 2023**

6. Sales Promotions

The company has organized activities to promote marketing in addition to advertising media, which sales promotion is considered a direct marketing strategy by using salespeople or public relations at various points to attract attention, create awareness, present the brand's products and services to become more well known, including helping to stimulate sales for the brand and products.

Sample of Sales Promotions

Point of Sales Material: It Offers a variety of media formats produced for point-of-sale promotions such as posters, signs, flyers, shelf banners.



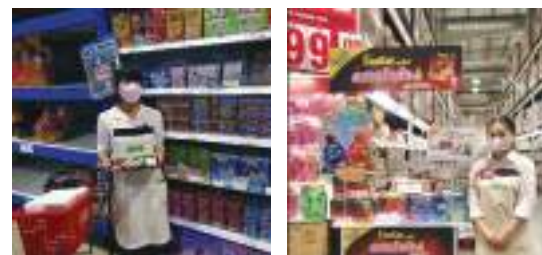
Shop in Shop: Setting up a booth for promoting brand awareness. Talk and reach customers more easily, be able to close sales immediately.



Discount Promotion: Stimulates sales in the short-term to use price to attract and push customer to make faster decisions.



Sampling: Free sample to customers to let customers try at public spots or target audience locations, it is an ideal promotional strategy for launching campaigns to introduce new products or services to customers.



7. Price policy

The Company has a policy to set prices by considering main costs and expenses, such as raw material costs, operating expenses, rent and employee expenses as well as the market price, also the price that the target customer group shall be able afford the products being introduced and sold. With quality raw materials and attention to detail in every step, the product prices are therefore considered to be at a moderate to high level. The Company believes that the pricing of the Company's products is appropriate and reasonable compared to the quality of the products.

8. Customers' satisfaction



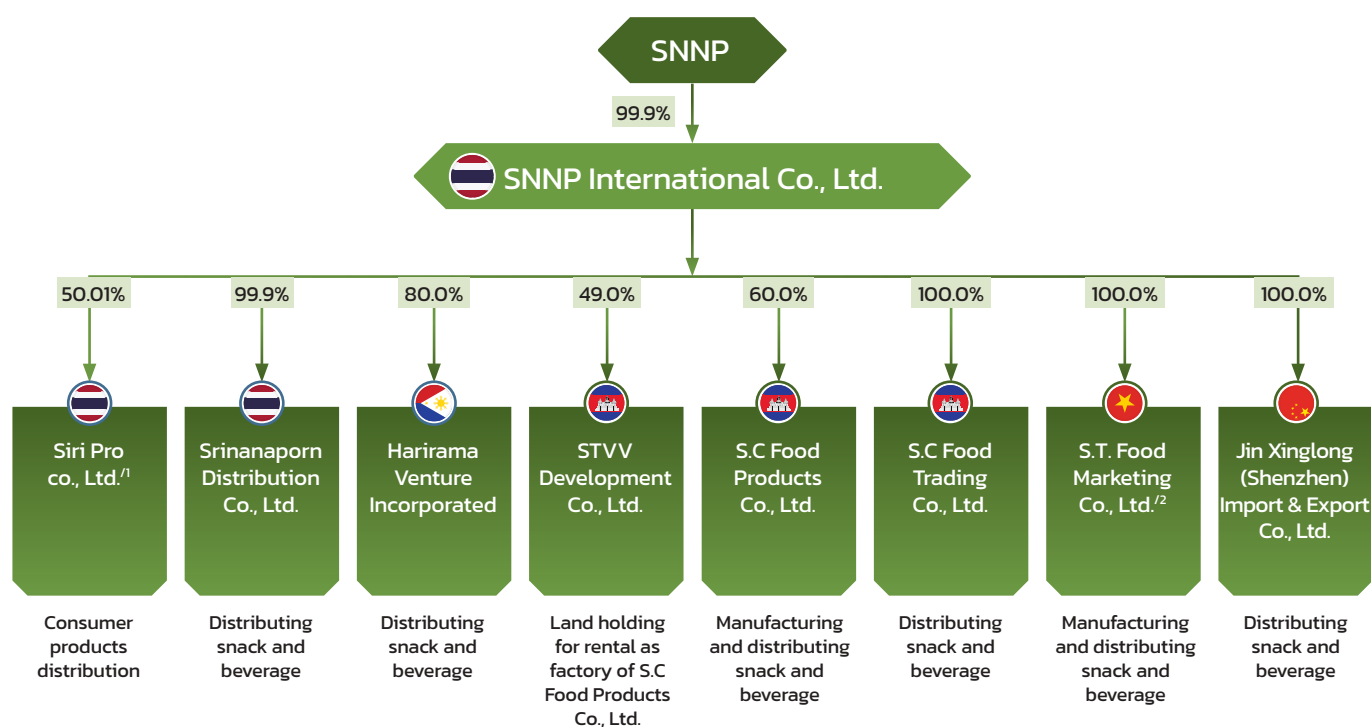
***Scan for more information:
Customer Relationship
Mangement***

Sustainability Report 2023

1.3 Shareholding structure of the Company

1.3.1 Shareholding structure

The Company conducts business in beverages and snacks manufacturing and distribution. The structure of the Company consists of the group of companies which manufacture products for distribution locally and overseas. SNNP International Co., Ltd. is founded to manage overseas business operations and product distribution. The shareholding structure of the Company is as follows:



Remark:

¹ Information is disclosed in the same manner as other subsidiaries in accordance with the announcement of the Securities and Exchange Commission of Kor. Jor.17/2008 concerning definitions to be used in securities issuance and offering in clause 1 (11) and clause 1(13/1).

The shareholding details of other shareholders in the subsidiaries of the Company are as follows:

Siri Pro Co., Ltd.	30.0% held by Boonrawd Trading Co., Ltd. 8.0% held by Mr. Adisorn Limnarong 8.0% held by Mrs. Wittahawan Limnarong 4.0% held by Mr. Pricha Chatiang
Harirama Venture Inc.	20.0% held by Mr. Joseph Francis S.Moral
SCFP	20% held by Mr. Supachai Verapuchong 20% held by Mr. Varodom Verapuchong
STVV Development Co., Ltd.	51.0% held by Mr. Supachai Verapuchong

1.3.2 Persons who may have conflict of interest hold shares in the Company's subsidiaries or joint venture more than 10 % of the voting rights

None

1.3.3 Relationship with major shareholders

None

1.3.4 Shareholders

1) Major shareholders^{/3}

As of 28 December 2023, the top 10 major shareholders and the shareholding ratio are as follows:

Name	Number of shares	Ratio %
1. Ascend I. Holding Co., Ltd. ^{/1}	137,000,000	14.3
2. Mr. Thakorn Chaisathaporn	100,000,000	10.4
3. Concord I. Capital Ltd. ^{/2}	79,100,000	8.2
4. Mr. Wichian Chaisathaporn	72,000,000	7.5
5. Mr. Piyawat Kraipisitkul	51,900,000	5.4
6. UOB Kay Hian Pte. Ltd. A/C-RC	47,020,000	4.9
7. InnovestX Securities Co., Ltd. Strategic Invest L	43,255,400	4.5
8. Mr. Thanawat Kraipisitkul	29,315,000	3.1
9. Mrs. Kittiya Chaisathaporn	26,000,000	2.7
10. Ms. Thantaporn Kraipisitkul	25,000,000	2.6
Total	610,590,400	63.60

Remarks:

^{/1} The shareholders of Ascend I. Holding Co., Ltd. are Mr. Wiwat Kraipisitkul (35.00 %), Mrs. Thanyanee Kraipisitkul (35.0%), Ms. Thantaporn Kraipisitkul (10.0%), Mr. Piyawat Kraipisitkul (10.0%) and Mr. Thanawat Kraipisitkul (10.0%)

^{/2} The shareholders of Concord I. Capital Ltd. are Mr. Wiwat Kraipisitkul (35.00 %), Mrs. Thanyanee Kraipisitkul (35.0%), Ms. Thantaporn Kraipisitkul (10.0%), Mr. Piyawat Kraipisitkul (10.0%) and Mr. Thanawat Kraipisitkul (10.0%)

^{/3} The names of the shareholders are shown in the List of Shareholders (XO) as of 28 December 2023, prepared by Thailand Securities Depository Co., Ltd. (TSD)

2) Agreements between major shareholders which have an effect on the issuance and offering of securities or the management of the Company and its subsidiaries and have a significant impact on the business operations

None

1.4 Registered capital and paid-up capital

As of 28 December 2023, the Company has a registered capital of 480,000,000 Baht comprising 960,000,000 ordinary shares valued at 0.5 Baht per share and paid-up capital of 480,000,000 Baht with no other types of shares issued other than the ordinary shares under the initial securities of “SNNP” (registered in the Stock Exchange of Thailand).

1.5 Other securities issuance

None

1.6 Dividend policy of the Company

The Company has a dividend payment rate of not less than 60% of the net profit from the separate financial statements after the corporate income taxes and all types of reserves in compliance with related laws and regulations of the Company taking into account performance, financial liquidity, cash flow, financial status, necessary revolving fund for business management and expansion, economic condition and other factors as considered appropriate by the Board of Directors. However, the dividend rate must be approved by the shareholders’ meeting except for some occasional payment of interim dividend which can be approved by the Board of Directors when the Company has sufficient profit to do so.

Dividend policy of the subsidiaries

Payment of dividend of the subsidiaries are approved by the Board of Directors and/or shareholders’ meeting of each company taking into account performance, financial liquidity, cash flow, financial status, necessary revolving fund for business management and expansion, economic condition and other factors as considered appropriate by the Board of Directors and/or shareholders’ meeting.

Upon the dividend payment of each subsidiary, to comply with corporate governance, transparency and verifiability, the representative of the Company who is director in the subsidiary will make a report on the dividend payment to the following Company’s meeting.

To ensure that the dividend payment of each subsidiary complies with the corporate governance and the principle of transparency and verifiability, the Company’s representative in each subsidiary will make a report on the dividend payment to the upcoming meeting of the Company’s Board of Directors after the dividend payment.

2. Risk Management



2.1 Risk Management Policies and Plans

1) Risk Control

In 2023, the Company faced challenges and uncertainties from various factors, for instance, the situation of conflict between Israel and Hamas, fluctuations in the price of energy and raw materials, as well as concerns about the economic slowdown, etc. These factors created pressures both in demand and supply in the world economic systems. In this regard, the Company had established various measures to manage risks to reduce the impact on the Company, such as measures to reduce costs, adjust production plans and sales plans in accordance with the market situation, financing and cash management, measures to monitor and manage effective collections in timely manner.

Effective risk management is of paramount importance to the sustainability of the Company, as it is a way to support the organization to achieve its goals under the changing business conditions and respond to the needs of all stakeholders. The Company was balanced and helps to reduce the impact of various uncertainties while seeking opportunities to increase business value. Therefore, the Company was continuously conducting risk management in accordance with the principles and guidelines of The Committee of Sponsoring Organization of the Treadway Commission. (COSO-ERM), an international standard for risk management, including the Thai Corporate Governance Code for Listed Companies - 2017 and anti-corruption guidelines and commitment to Anti-corruption. The Company declared its intention to participate in the Thai Private Sector Collective Action Against Corruption project, or CAC by committing to get certified CAC member, certification in anti-corruption by 2025. In addition, the Company has integrated corporate risk management with policies, laws, regulations, and performance standards covering both aspects of good corporate governance. (Governance) risk management (Risk Management) and internal control and supervision of operations according to

laws and regulations (Compliance) to ensure that the Company having appropriate risk management with sufficient and effective control system for the entire organization. The Company considers risk management as an important element of all business processes and needs to be complied with at all levels. All employees must be adhered to and implemented under the supervision of the Risk Management Committee (RMC) to achieve maximum effectiveness.

The Company has a risk management structure divided into 2 levels: the enterprise level and the operational level. The enterprise level risks are managed through The Risk Management Committee (RMC), appointed by The Board of Directors, responsible for evaluating and reviewing the nature of risks that the Company is experiencing or expected to occur and affecting the Company (Risk Identification), oversee risk management guidelines through setting risk management policies and determine the acceptable risk level (Risk Appetite) covering and consistent with the strategies and direction of the Company's business operations as well as performing the duty of following up the progression, commenting and giving suggestions regarding risk management. The enterprise risk management task force, consisting of senior executives from various departments, performs duties on the management of organizational risk in accordance with the risk management policy and framework from the Risk Management Committee. In addition, the Company has a risk management unit, primarily responsible for coordinating and facilitating the Company's risk management system to be efficient and achieve the objectives according to the risk management policy set by the Board of Directors as well as the internal audit department responsible for monitoring and verifying the organization's risk management, before presenting report to the Risk Management Committee and the Board of Directors respectively.

2) Risk Management and Mitigation Plans

The Company is aware of both internal and external risk factors that may affect business operations and establishes risk management measures to mitigate the impacts that may occur; therefore, the Company shall achieve its goals according to the strategic plans. The risk factors are divided into 3 groups as follows:

1. Group of risks relating to current business operations	
Risk Assessment	Mitigation plan
Operational and Safety Risk The main business of the Company is a large industrial factory producing snacks and beverages; therefore, occupational safety and health along with the stability of the factory is considered important in the Company's business operations. The Company is therefore committed to raising the standard of safety management and production stability in its factories to be able to continue its productions with no unexpected production shutdowns or events that does not go according to plan or at the least occurs.	<ul style="list-style-type: none"> To implement safety management measures in the production process to be at an international level. To conduct regular safety risk assessments and monitor systems to prevent and control serious accidents in each factory by professional safety officers. There is also a process to promote safety in the production process, such as continuous employee training. Putting up warning signs, etc. To assess production process safety management by internal and external auditors as follows. <ol style="list-style-type: none"> To check and evaluate the safety management system in the production process by the Company's internal auditors. (according to the annual inspection plan) To regularly inspect and monitor the performance of machines/lifts by an authorized external engineer.

1. Group of risks relating to current business operations	
Risk Assessment	Mitigation plan
	<ul style="list-style-type: none"> • To perform regular maintenance on machines/equipment to maintain stability and machine performance. • To foster employee discipline through training and knowledge by supervisors/experts to ensure that employees at all levels shall be able to perform their duties correctly according to operating procedures. • To carry out activities to promote a culture of personal safety for employees and contractors, and the awareness of the importance of the implementation of measures at the work site, such as training to provide knowledge to employees, inspecting the safety of contractors before starting work, etc. • To provide Business Continuity Management System (BCMS) for managing emergencies and crises that may result in business interruption and mitigate the impact of such events and/or shorten the recovery time, and to rehearse the Business Continuity Plan (BCP) on a regular basis. • The Company has taken out various insurances as needed to protect against damages that may occur.
<p>Quality and Product Safety</p> <p>The Company is a producer and distributor of snacks and beverages; therefore, focusing on the importance of quality and safety, the contamination in raw materials or finished products or unsafe counterfeit products entering the market.</p>	<ul style="list-style-type: none"> • The Company has established measures to manage quality and safety risks in products by controlling operations on an End to End process basis, from the procurement process to the delivery of products to customers in accordance with international quality system standards, consisting of quality system management standards and food safety (ISO22000, GMP, HACCP, ISO/IEC17025), assessed and verified the compliance with the standards by independent auditors from government and private agencies. • The Company manages complaints and suggestions regarding products and services through the consumer hotline 02-023-4680 or contact@snp.co.th • To place labels and consumer warnings on product packaging in accordance with the announcement of the Ministry of Public Health. • To continuously develop quality strategies and production standards focusing on safety and production integrity as well as creating a culture of quality and safety in food production.

1. Group of risks relating to current business operations

Risk Assessment	Mitigation plan
<p>Public health-pandemic COVID-19 Risk</p> <p>The situation of the spread of the COVID-19 virus both the global and national levels has resolved, the severity of the disease decreases, the number of people receiving the vaccine is increasing as well as disease control measures being relaxed. However, the issue of virus mutation and the effectiveness of vaccines in halting the virulence of mutant strains remains a major risk to employees' health and safety. The Company still underlines the importance of managing the disease to reduce the chance of occurrence and impact on the organization's human resources.</p>	<ul style="list-style-type: none"> • To continuously monitor the outbreak situation and determine guidelines and preventive measures to be consistent with the situation. • The supervisors and human resources department follow up on employee health risks to screen, monitor and set up preventive measures, to be able to act quickly when an incident occurs. • To always wear a face mask while in work areas and public areas. • To set a point for receiving and sending documents outside the office reducing the chance of contact with people from outside. • To communicate with employees to make awareness of COVID-19 disease and guidelines for prevention and how to stay safe from COVID-19 infectious disease. • To follow the control measures as recommended by the government or the Ministry of Public Health. • Any infected employee shall take a break for treatment at his/her residence. The supervisor shall monitor and supervise until not detected before returning to work as usual.
<p>Cyber Risk</p> <p>Cyber Crime has a variety of threats and attacks. New methods or technologies are being introduced to attack through several channels, along with the change of business operating models and competitive conditions; as a result, the Company must bring in technology to help increase work efficiency to increase competitive capability. This is considered a cyber risk, there is a chance of being attacked by cyber-attacks from the technology being used.</p>	<ul style="list-style-type: none"> • The Company establishes and enforces information security policies and information security guidelines, data control to be used as a guideline for the company and its subsidiaries. • To track movements and watch out for new threats, assess information system risks throughout the organization as well as testing information technology security measures. And to be audited by an independent internal auditor from Dharmniti Internal Audit Co., Ltd., which is an audit of Information Technology General Control (ITGC), an audit scope is consistent with ISO 27001 standards: 2013, the results of the audit found that general internal controls in information technology were adequate, and no risk issues were found. • To establish a Patch Management process by scanning for weaknesses and vulnerabilities in computer systems, servers, and other devices on the Company network with software and regularly updating patches to fix bugs and maintain security in applications. And the Company's operating system • To provide Firewall system to help prevent unauthorized persons from accessing the Company's Internet & Intranet network system and to help monitor all incoming and outgoing network traffic including alerting the company/IT manager when any unauthorized

1. Group of risks relating to current business operations

Risk Assessment	Mitigation plan
	<p>activity occurs. This allows the Company to act quickly when a breach or attack occurs. In 2023, no cyber intrusions/attacks were found.</p> <ul style="list-style-type: none"> • To set a password to access the Company's information technology system by specifying a password of at least 8 digits and consisting of lowercase letters, uppercase letter special characters and numbers, and set a time to change your password every 3 months. • To set a plan for contingency situations in the information technology system and rehearse the plan, including testing the recovery of the organization's information system on a regular basis. The results of the recovery test showed that the system was being able to carry out according to the specified system recovery plan and restore data completely and correctly. • To prepare work systems and provide information technology security measures in place to support working from residences, including installing an identity verification system to access corporate data remotely using a Virtual Private Network (VPN) system. • To raise awareness of cyber security, such as providing knowledge about Cyber Security and data management guidelines, protection and laws or regulations related to the use of information technology for employees through the Corporate Governance & Business Code of Conduct Handbook. • To provide measures to maintain data security of both the organization's business information and personal information by taking steps to protect information and monitor leaks of said information, also measures to manage breaches and leaks of personal information. In 2023, there were no incidents or complaints regarding leaks of personal information.
<p>Financial Risk</p> <p>The economic fluctuations as well as investors' concerns about the economic situation and the war, interest rates and inflation including fluctuations in the value of foreign currencies and the baht are important factors that affects both the profitability and costs of the Company domestically and overseas.</p>	<ul style="list-style-type: none"> • To follow closely the operating results and financial ratios of the Company and its subsidiaries by evaluating the possibility of a crisis to consider risks to the operating results and determine support measures including reporting to executives and the Board of Directors to acknowledge consistently. • To establish a risk management policy against fluctuations in foreign currency exchange rates as to manage risk to an acceptable level and not expecting to gain from exchange rates as follows: <ol style="list-style-type: none"> 1. To agree with trading partners to use local currency for receiving and disbursing payments in baht or local currency.

1. Group of risks relating to current business operations	
Risk Assessment	Mitigation plan
	<p>2. To open a Foreign Currency Deposit Account (FCD) and manage foreign currency income-expenses in the same currency (Natural Hedge).</p> <ul style="list-style-type: none"> To review risk management and study the nature of transactions with exchange rate risk of overseas subsidiaries. To follow economic news and government policies of each subsidiary company abroad, to find financial tools and ways to determine exchange rate risk management guidelines.
2. Group of risks related to achieving strategic goals	
Risk Assessment	Mitigation plan
<p>Sustainable Feedstock Supply Risk</p> <p>The Company has an important mission to maintain its competitiveness in terms of both sufficiency and flexibility in sourcing raw materials for production and managing production costs to be within the level set by the Company. Therefore, it is very important to have guidelines for operations to ensure long-term stability of raw materials. To have sufficient raw materials for production and create added value throughout the production chain under quality standards and competitive costs.</p>	<ul style="list-style-type: none"> To consider forecasting trends in product price changes, planning to order in advance in large quantities (Big Lot) to gain bargaining power along with considering the estimation of order quantities that are consistent with the needs of the production department and gradually calling products into the factory according to the production plan. To procure alternative raw materials that are safe and meet the quality standards set by the Company. To seek opportunities and increase sustainability in sourcing inexpensive raw materials for use in production. To define raw materials which are the main and important components for production to be monitored closely by the purchasing department. If it is found to have the tendency to be out of stock, the purchasing department shall coordinate with the seller (Supplier) to reserve enough raw materials to meet demand. In addition, to arrange to procure several sources of raw materials to reserve in case the main supplier has a product shortage.
<p>Sustainable Water Management</p> <p>Readiness and efficiency in sustainable water management are important factors affecting the Company's competitiveness. Combining with the Company's commitment to operating its business according to sustainability guidelines, it is therefore necessary for the Company to formulate a strategy to drive the sustainable water</p>	<ul style="list-style-type: none"> To assess risks and continuously, monitor the drought situation. The risk response plan has been clearly defined. To increase the efficiency of water use in the production process according to the 3Rs principles (Reduce, Reuse, and Recycle) by improving the production process to reduce water use as well as finding alternative water sources (groundwater/surface well within the factory) for producing tap water for personal use in the factory. There is a water filtration system that meets international standards and measures, the quality of filtered water for production according to standards before using it in operations.

2. Group of risks related to achieving strategic goals

Risk Assessment	Mitigation plan
<p>management policy to provide alternative water sources and consider bringing in technology to increase efficiency in water production and water treatment and to use water efficiently, also be assured that there will be sufficient water for business operations both now and in the future</p>	<ul style="list-style-type: none"> • To take measures to reuse wastewater from the wastewater treatment system with a standardized wastewater treatment system along with systematic maintenance and measurement of wastewater quality. • To report on the water situation, results of water management operations through the Sustainable Development Task Force and the Corporate Governance and Sustainable Development Committee.
<p>Climate Change Risk</p> <p>To drive the organization's sustainability policy towards being a model organization in national sustainability, the Company has announced a goal of reducing greenhouse gas emissions to zero (Net Zero) with a medium-term goal of reducing greenhouse gas emissions from the base year by no less than 10% and reaching net zero greenhouse gas emissions in 2032. The risk issues need to be managed to move forward towards that goal. The Company therefore considers it a challenging commitment. Thus, various projects and measures have been implemented to achieve the goals as planned.</p>	<ul style="list-style-type: none"> • To follow up on various sustainability operations of the private sector, government standards, laws, and regulations related to regulating or promoting greenhouse gas management by the supervision of the Corporate Governance and Sustainable Development Committee. • To drive the project to reduce greenhouse gas emissions through the sustainable development task force, such as the Solar Rooftop project, the reforestation project to store carbon credits, etc. • To increase efficiency in every process to reduce resource use, and reduce energy consumption, to improve machinery and seeking new technology to use in operations. • To carry out the Carbon Footprint for Organization (CFO) project in order to display information on the amount of greenhouse gases emitted from the Company's operations in a systematic and reliable manner leading to the determination of management guidelines to effectively reduce greenhouse gas emissions.
<p>People Risk</p> <p>Growing steadily and sustainably; therefore, the Company shall prepare its personnel along with developing the organization to be efficient, to support changing business operations and working styles and support and promote competitiveness and sustainable growth.</p>	<ul style="list-style-type: none"> • To define skills (Set Skills) that are consistent with the process and work style and evaluate the knowledge and abilities of current employees, to design learning and development programs to enhance employees' knowledge and skills. • To focus on developing personnel in the area of competence (Competency) that will help drive the strategies of various departments in the organization to be successful by promoting the enhancement or review of employees' knowledge and skills to be ready with future business changes of the Company. • To review the organization's structure and operating processes to be consistent with the strategic direction, including setting guidelines for human resource development as well as the process of planning and managing the Company's overall workforce.

2. Group of risks related to achieving strategic goals	
Risk Assessment	Mitigation plan
	<ul style="list-style-type: none"> To create an appropriate career path for employees and develop the capability of employees along the career path of employees in each position. To improve work processes and apply technology in work processes to increase work efficiency in the organization.
<p>Human Rights Risk</p> <p>The company has an ideology of conducting business with ethics by adhering to business ethics and good corporate governance along with social responsibility, considering all groups of stakeholders in accordance with the principles of corporate governance and the Company's code of conduct. If the Company is unable to manage social and human rights risks, it will affect the continuity of business operations, credibility, image, and lack of interest from customers and investors who value human rights including the emergence of human rights litigation against the Company significantly.</p>	<ul style="list-style-type: none"> To create the Company's organizational culture to be an organization that is committed to respecting human rights according to human rights policy. To promote and create awareness of respect and compliance with the law and the principle of human rights for all persons equally, respect each other without discrimination due to differences in race, origin, religion, belief, gender, skin color, language, ethnicity, social status or any other status to all stakeholders in every area where the Company operates. To campaign for working with caution and avoid actions that violate human rights both directly and indirectly to all stakeholders. To communicate and disseminate policies, provide knowledge, understanding, and set guidelines for the Company's stakeholders to participate in the practice and conduct of business according to human rights guidelines. To regularly monitor, inspect, and evaluate social and human rights risks and impacts along with setting guidelines or measures for appropriate risk management by giving every department the duty to supervise and manage risks that are under their responsibility. To conduct a thorough due diligence on human rights (Human Rights Due Diligence: HRDD) according to the guidelines of the Securities and Exchange Commission (SEC). It is considered an important tool in the risk management process and must be carried out continuously to identify ways to prevent, mitigate, and consider how to deal with human rights impacts that occur throughout business activities. In addition, the Company has extended responsibility for comprehensive human rights operations to its suppliers by using the supplier code of conduct assessment tool for sustainable business development (SNNP Supplier Sustainable Code of Conduct) in the labor and international human rights principles.

3. Emerging risks	
Risk Assessment	Mitigation plan
<p>The Risk from Climate Change</p> <p>Global climate change results in severe natural disasters, with a high rate of disasters occurring frequently. For this reason, it is a reason for many countries to jointly set goals to reduce greenhouse gas emissions. The Thai government has set a goal of becoming a carbon neutral country in 2050 and will achieve net zero greenhouse gas emissions (Net Zero) by 2065, in such cases, as a result, policies, laws, rules and regulations are issued to solve environmental problems with greater intensity, together with environmental concerns that affect changes in the behavior of investors, trading partners, consumers, and other stakeholders significantly, the entrepreneurs must therefore adapt and aim to conduct business operations and production of products or services more environmentally friendly.</p>	<p>Physical Risk</p> <ul style="list-style-type: none"> • The Company's executives assess the possibility of future natural disasters and predict the impact on life, property, and the Company's business operations, to provide information for monitoring and preparation for disaster situations that may occur. • To create a natural disaster response plan and communicate response plans to executives, employees, and responsible persons. As well as rehearse plans to ensure that the measures or response plans being able to mitigate or prevent impacts on customers and stakeholders, and are sufficient and can be practically implemented including setting reserve measures to improve if an actual incident occurs. <p>Transition Risk</p> <ul style="list-style-type: none"> • To evaluate the opportunities and impacts of climate change policies, both short-term and long-term. Including tracking performance Review of measures and strategies As well as continually reviewing greenhouse gas emissions reduction targets to be consistent with relevant policies, laws, and regulations. • To implement the environmental management standard system (ISO14001). • To prepare an account of the organization's greenhouse gas emissions (Carbon Footprint Organization) referring to the calculation method according to the Greenhouse Gas Management Organization. (Public Organization) to provide systematic, reliable information on greenhouse gas emissions and be used to determine guidelines for effective greenhouse gas management. • To study and seek investment opportunities in new, efficient, and low-cost environmentally friendly technologies for use in Company operations. • To increase efficiency, improve the production process using new innovations to reduce greenhouse gas emissions. • To reduce unnecessary plastic packaging, to reduce the use of plastic. • To invent innovation and produce products that are environmentally friendly.

3. Emerging risks	
Risk Assessment	Mitigation plan
	<p>Opportunity</p> <ul style="list-style-type: none"> To carry out a project to save electricity / fuel, reduce the use of resources and energy, greenhouse gas emissions and production costs. To integrate cooperation with trade partners to develop environmentally friendly packaging, such as working with SCG Paper to invent corrugated boxes that use less paper but still strong, etc., to enhance development capabilities, environmentally friendly products, reduce greenhouse gas emissions.
<p>Geoeconomic Confrontations</p> <p>Competition and polarization between the world superpowers, issues of global warming and limited resources, political tensions in various regions as well as international military conflicts, as a result, various countries including Thailand faces with the challenge of dealing with a fluctuating economic situation in terms of decreased demand for products due to the economic situation, supply issues, investment uncertainty, trade barriers including issues regarding exchange rates of various foreign currencies.</p>	<ul style="list-style-type: none"> The company monitors and analyzes tension situations both war situations including the opportunity of a polarization of the world economic and political systems along with other economic risk factors that may affect the investment and operating results of the Company by analyzing and determining possible situations in order to evaluate the impact on the business plan and long-term strategic plan of the Company by closely monitoring and reviewing the situation regularly. To manage the supply chain to be efficient by analyzing the situation and anticipating risks together with trading partners, to build good relationships with trading partners, especially important trading partners including increasing the number of potential business partners Long-term contracts ensure that the Company will not face shortages of important raw materials or spare parts used in its operations. To follow up on announcements of product standards as well as international trade protection measures of various countries to determine ways to deal with, together with relevant agencies.

3) The continuity of monitoring and evaluation of the Company's risk management.

The Company has designated a risk management department to monitor risk management of each department throughout the organization. The Risk Owner unit is responsible for risk management and continuously assesses and reviews risks through Key Risk Indicators (KRIs) to predict risk events and adjust risk management measures appropriately and timely consistent with risks that may change. The internal audit unit follows up and verifies the reporting of risk management results before presenting them to the Risk Management Committee and the Board of Directors for their acknowledgment, respectively. In 2023, each risk owner department has reviewed the determination of Key Risk Indicators (KRIs), the determination of acceptable risk levels (Risk Appetite) so that the organization shall be able to achieve its goals, and the level of deviation (Risk Tolerance) that makes the organization confident and still maintain risk management within acceptable criteria to make the Company's risk management system more consistent with the situation and more efficient.

4) Crisis management

The Company has a Business Continuity Plan (BCP) covering various crisis situations, including floods, sabotage, protests/riots, fires, earthquakes, information system/internet disasters, power outages, and pandemic (COVID-19) to deal with various crisis events and disasters that may lead to disruption of the Company's business under the supervision of the Risk Management Committee. The top executives of each line consider and analyze the operating activities in their line of work by evaluating the likelihood of occurrence and impact on life, resources, or assets. If there is a crisis, which the business will be disrupted, it shall be ready to prepare a response plan, emergency response plan, recovery plan after emergency situation and conduct regular rehearsals on the implementation of the BCP plan and report the results to the Risk Management Committee and the Board of Directors respectively.

5) Risk culture

The Company is committed to and promotes a culture of risk management throughout the organization by requiring executives to communicate the importance of risk management and to be a row model for risk management, including creating methods for applying risk management to see results in practice. It requires the use of risk language or risk terminology that is mutually understood on the same standardized risk management framework, to support the setting of risk agendas in important meetings at the departmental and management levels, also specifying risk management as part of the training and development of directors, executives, and employees, and also promoting the sharing of risk management experiences between departments in order to continually communicate the practices and benefits of risk management; promoting self-learning through the Digital Learning format to create awareness of risk management among employees. In addition, the Company has raised the level of providing knowledge on organizational risk management through various communication methods, such as the Good Corporate Governance & Business Code of Conduct Handbook, which employees can download on the Company website (www.snnp.co.th), organizing a workshop on the risk management framework (COSO-ERM), including questions about risk management in the topic of the orientation knowledge test (Pre-Test & Post-Test), dissemination of public relations media regarding risk management and various activities to enhance understanding by allowing employees to participate in the activities. E-mail and telephone numbers of the Risk Management Department have been specified as communication channels for employees to contact and inquire about guidelines and procedures regarding risk management.

2.2 Risk factors of the Company's business operations

2.2.1 Risks to the business operations of the company or group of companies

The Company has analyzed and assessed both internal and external risks that may affect the Company's business operations. The risk factors are divided into 3 groups as follows:

Risk	Risk Factors
1. Group of risks related to current business operations	<ol style="list-style-type: none"> 1. Operational and Safety Risk 2. Product quality and safety 3. Public health-pandemic COVID-19 Risk 4. Cyber Risk 5. Financial Risk
2. Group of risks related to achieving strategic goals	<ol style="list-style-type: none"> 1. Sustainable Feedstock supply Risk 2. Sustainable Water Management 3. Climate Change Risk 4. People Risk 5. Human Right Risk
3. Emerging risks	<ol style="list-style-type: none"> 1. Risk from Climate change 2. Geoeconomic Confrontations

(Details of risk assessment and risk management plan appear in Form 56-1 One Report, Section 2.1)

2.2.2 Risks to securities holders' investments

The Company shall not be able to guarantee that the stock price of the Company will remain at the same level or at a level that will not decrease significantly. The stock price of the Company may be volatile, this is due to many internal and external factors which are beyond the control of the Company, such as

Internal factors <ul style="list-style-type: none"> • The fluctuation of actual or expected in the Company's operating results. • The difference between actual performance and the expected performance of investors and analysts. The advice or attitude of analysts towards the company's securities. • The acquisition or loss of key personnel of the Company or of the Company's competitors. 	External factors <ul style="list-style-type: none"> • Economic or political circumstances or events at the local, regional, national and global levels. • Pandemics both currently occurring and those that may occur in the future. • The stock exchange conditions. • Market conditions in the snack and beverage business in Thailand and abroad. • Attitudes towards entrepreneurial opportunities and the overall industry. • Liquidity in stocks of publicly listed companies.
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| | <ul style="list-style-type: none"> • Changes in behavior affecting the financial industry, condition of the economy, stock market conditions, and other events or factors. • Strict regulations or restrictions on the industry designated by relevant government agencies, including improvements and changes in laws, rules, regulations, and tax changes. • Fluctuations in interest rates and market prices of treasury bills and bonds. • Exchange rate fluctuations and the Bank of Thailand's foreign exchange control measures. • Competitive advancements, acquisitions or strategic alliances in the Company's industry • Changing the method for evaluating market value and stock prices of listed companies that operate similar businesses and stock price fluctuations on the Stock Exchange of Thailand. |
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The above factors, and factors other than the above, may cause the market price and demand for the Company's stock to fluctuate. This may limit or prevent investors from selling shares immediately and may have a negative impact on the liquidity of the Company's shares. In such case happens, during the period when the market price of stocks is fluctuating, shareholders may join to file securities litigation against the company or entity that issued the stocks. If a shareholder of any company files a lawsuit against that company, the company may incur expenses in defending the lawsuit in large amounts, or it is ruled not in favor of the company, it will cause the company to pay many damages. It may also affect the allocation of time of the company's management team for managing the company's business.

2.2.3 Risks from investing in foreign securities

There is no risk from investing in foreign securities. At present, the Company does not have any investments in foreign securities.

2.2.4 Compliance Risk

The Company is well aware that failure to comply with laws, rules and regulations will lead to impacts on the Company in terms of costs in civil proceedings and/or criminal cases and leads to damage in both high value fines and the reputation of the Company. For this reason, the Company acknowledges such risks and has developed a risk management process from changes in rules and regulations by setting up the legal department and the compliance department responsible for following up on changes and improvements in laws, regulations, announcements, orders, and regulations by closely and regularly monitoring as well as responsible for communicating, training, and providing knowledge on new laws and/or laws that have changed along with improving policy development of the Company to be in line with changes of laws also consider to set up sub-working groups to carry out those matters as necessary as specified by the Company.

In 2023, the Company followed up and assessed the compliance with laws, regulations, announcements, orders, and regulations which regularly related to the Company through an internal audit process by the Company's internal audit department and Compliance Audit Check List, the internal auditor concluded that compliance with laws, regulations, announcements, orders, and regulations. Related to the company was accurate, conformed to

laws, regulations, announcements, orders, and regulations, with clear and sufficient documentation and no material issues found. The results of the assessment shall be regularly reported to the Audit Committee and the Board of Directors for consideration and acknowledgment.

2.2.5 Risks related to compliance with the Personal Data Protection Act 2019 (B.E. 2562)

The Company places importance on managing information security risks including supervising operations to be in line with the Personal Data Protection Act 2019 (B.E. 2562) and/or other related regulations. The Company is aware that if the Company is unable to take steps to manage risks in this matter, it will affect the continuity of business operations, reliability, reputation and image including causing lawsuits and damages to the Company.

Therefore, the Company has established preventive measures and measures to reduce the impact of the risk of violation and/or non-compliance with the Personal Data Protection Act 2019 (B.E. 2562) and/or other related regulations as follows:

- To establish a clear written personal data protection policy, also publicly disclosed on the company website. To communicate with executives and employees at all levels.
- To communicate the requirements of the new law, provide measures for conducting business and operations in accordance with the new law.
- To establish a working group to determine work plans and work periods, prepare for management of various matters in accordance with the law in timely manner.
- To focus on sections dealing with personal data to improve their workflow by having people with legal knowledge serve as process improvement consultants.
- To set up structure for Data Protection Officer (DPO)
- To determine and prioritize important projects as PDPA Roadmap including following up on the implementation of the PDPA Roadmap to be in accordance with the specified plan.
- To study, design, and manage information technology systems to support the management of related personal information, such as designing storage and

limiting access rights to personal databases and creating a management system to support requests to exercise the rights of personal data owners.

- To monitor for assessment of the compliance with the Personal Data Protection Act 2019 (B.E. 2562) and/or other related regulations through the internal audit process.

From the assessment of compliance with the Personal Data Protection Act 2019 (B.E. 2562) and/or other related regulations in 2023 by the Company's internal audit department found that the practice was consistent with the legal requirements and no complaints of personal data violations were found from the owners of personal data.

2.2.6 Risk from changes in digital technology

Due to the change of business environment and competitive conditions continuously and rapidly, the Company must consider bringing in various technologies to help increase work efficiency and increase competitiveness. Such practices result in the risk of cyberattacks from the technology the Company uses, and it may be severe to the level of cybercrime, which is considered a threat with various attack methods and channels.

Therefore, the Company has established preventive measures and measures to reduce the impact of risks from digital technology change through important measures as follows.

- To Establish and enforce information security policies and information security guidelines, data governance, to be used as a guideline for the Company and its subsidiaries.
- To monitor and watch for new threats, assess information system risks throughout the organization as well as testing information technology security measures., and audited by an independent internal auditor from an external agency.

In 2023, the Company hired a company Dharmniti Internal Audit Co., Ltd. conducted an internal audit and assessment of Information Technology General Control (ITGC), which has an audit scope that is in line with ISO 27001: 2013 standards. The internal auditor concluded that the control of the Company's general information technology internal controls was reasonably good, and no material issues were found.

- To establish a Patch Management process by scanning for weaknesses and vulnerabilities in computer systems, servers, and other devices on the Company network with software and updating patches regularly to fix bugs and maintain security in applications and the Company's operating system.
- To provide a Firewall system to help prevent unauthorized persons from accessing the Company's Internet & Intranet network and to help monitor all incoming and outgoing network traffic, including alerting the Company/IT manager when any unauthorized activity occurs. This allows the Company to act quickly when a breach or attack occurs. In 2023, no cyber intrusions/attacks were found.
- To set a password to access the Company's information technology system by specifying a password of at least 8 digits and consisting of lowercase letters, uppercase letter, special characters and numbers, and set a time to change password every 3 months.
- To establish a plan for emergency situations in the information technology system and rehearse the plan, including testing the recovery of the organization's information system on a regular basis. The results of the recovery test showed that the system carried out according to the specified system recovery plan and restore data completely and correctly.
- To prepare work systems and information technology security measures in place to support working from residence including installing an identity verification system to access corporate data remotely using a Virtual Private Network (VPN) system.
- To raise awareness of cyber security, such as providing knowledge about Cyber Security and information management guidelines, protection and laws or regulations related to the use of information technology for employees through the Corporate Governance & Business Code of Conduct Handbook.
- To provide measures to maintain data security of both the organization's business information and personal information by taking steps to protect information and monitor leaks of said information as well as having measures to manage violations and leaks of personal information.
- In 2023, there was an audit of general internal control of information technology by Dharmniti Internal Audit Co., Ltd., which concluded that the general internal control of information technology of the Company had proper internal control and did not find any harmful issues.
- In 2023, the Company did not find any incidents or complaints regarding personal data leaks including no incidents of being attacked / invaded by intruders.

2.2.7 ESG Risk

The Company has analyzed and assessed environmental, social and corporate governance risks (Environmental, Social, and Governance: ESG) that may affect the business operations of the Company and/or its stakeholders. The risk factors are divided into 3 groups as follows:

Risk	Risk factors	Explanation
Environment: E	Climate Change Risk	The carrying out business activities that have an impact on global warming, including controlling and managing the amount of greenhouse gas emissions.

Risk	Risk factors	Explanation
Environment: E	Sustainable Water Management	Readiness and efficiency in sustainable water management in terms of quality, safety, and sufficiency of water for long-term business operations and efficient management of impacts from wastewater
Social: S	Operational and Safety Risk	Occupational safety and health as well as the stability of factories and workplaces
	Quality and Product Safety	Contamination in raw materials or finished products or unsafe counterfeit products entering the market.
	Public health-pandemic COVID-19 Risk	Viral mutations and the effectiveness of vaccines in suppressing the virulence of the mutant virus.
	People Risk	Preparation of the Company's personnel along with developing the organization to be efficient, to support changing business operations and working styles and support and promote competitiveness and sustainable growth
Governance: G	Human Right Risk	Ability to manage human rights risks affecting business continuity, reliability, image, lack of interest from customers and investors who value human rights, including litigation and lawsuits regarding human rights.
	Cyber Risk	Supervision of information technology security, preventing intrusion/attacks from intruders, preventing information leakage
	Sustainable Feedstock supply Risk	Maintaining competitiveness in terms of both sufficiency and flexibility in sourcing raw materials onto production lines and managing production costs to be at the level specified by the Company.
	Financial Risk	Economic fluctuations as well as investors' concerns about the economic situation and the war, interest rates and inflation, including fluctuations in the value of foreign currencies and the baht.

(Details of the risk assessment and risk management plan in Form 56-1 One Report, Section 2.1)

3. Driving business for sustainability



Scan for
Sustainability Report 2023



Corporate Governance and Sustainable Development Committee Report



Dear shareholders,

In 2023, many countries around the world, including Thailand, were in the process of economic recovery from the outbreak of the COVID-19 virus. At present, the crisis has been resolved and there is a trend of returning to normal. However, economic activities remain fragile and continue to face many challenges. In addition, climate change is a global issue that has widespread negative effects, leading to the transition to a low-carbon society and posing a challenge for the business sector that must prepare to adapt to global trends.

The Corporate Governance and Sustainable Development Committee recognizes the importance of ensuring the Company complies with the principles of good corporate governance and sustainable development, including the determination to develop and create a balance in

environmental, social and governance management to be always with international standards. The Corporate Governance and Sustainable Development Committee consists of Mr. Yongyut Luangrattanamart as the Chairman, Mr. Monchai Phongsathabodee, Mr. Thakorn Chaisathaporn, Mr. Wiroj Wachiradechkul, Mrs. Kittiya Chaisathaporn and Mr. Supachoke Bamrunghan as directors.

In the year 2023, the Corporate Governance and Sustainable Development Committee performed duties in full accordance with the charter of the Corporate Governance and Sustainable Development Committee. A total of 3 meetings were held, which can be summarized as follows:

1. Corporate Governance

To Supervise compliance with legal requirements, rules, regulations, and good practices

- (1) To supervise and monitor the good corporate governance operations of the Company and its subsidiaries to be in accordance with international standards and domestic regulatory agencies as follows:
 - Supervising the holding of the 2023 Annual General Meeting of Shareholders in the form of a hybrid meeting in accordance with announcements, orders, related measures as specified by regulatory agencies and related laws, including corporate governance principles and good practices, resulting in the Company receiving the result of the 2023 AGM quality assessment at the level of “Excellent” with a score of 95 points from the Thai Investors Association (TIA).
 - Providing guidelines for setting criteria for allowing shareholders to propose agenda items and nominate individuals to be elected as company directors in advance of the 2023 Annual General Meeting of Shareholders.
 - Supervising the disclosure of the Company information to ensure the completion of significant information according to the criteria set by regulatory agencies, such as Form 56-1 One Report, Sustainability Report, and company website. As a result, the Company received an “Excellent” CG Score 5 stars from the evaluation according to the criteria of the Corporate Governance Survey Project of Thai Listed Companies (CGR) of the Thai Institute of Directors Association (IOD).
 - Following up and providing recommendations for receiving evaluations of compliance with good corporate governance principles from regulatory agencies, including CGR Checklist criteria and AGM Checklist criteria.
 - Considering the appropriateness of applying the Good Corporate Governance Principles for Listed Companies 2017 (CG Code), as well as providing opinions and recommendations to the Board of Directors to improve and develop the performance of duties in accordance with the situation and business context of the company, including disclosure of information in Form 56-1 One Report.
- Encouraging the Company and its business partners to declare their intention to join the Collective Action Against Corruption (CAC) to reinforce their intention and commitment to combating all forms of corruption.
- (2) To supervise the operations of the Company to be in accordance with laws, rules and regulations related to business operations as follows:
 - Supporting the improvement of the efficiency of regulatory operations (Compliance).
 - Supervising the Company’s operations in accordance with the enforcement of laws.
 - Supervising the management of the Company’s complaints receiving through various channels in accordance with the complaint receiving policy and following up all received complaints in all aspects regularly.
- (3) To support Corporate Governance, Risk Management, Internal Control and Supervision to achieve integration and connection of information and management of the Risk Management, Internal Audit, and Compliance and Governance systematically and efficiently.
 - To supervise the compliance with the Company’s good corporate governance policies and practices
 - (1) To supervise and monitor the effectiveness of compliance with the Good Corporate Governance and Business Code of Conduct handbook and other related manuals.
 - (2) To promote continuous improvement and development of guidelines or good practices of the Company.
 - (3) To consider giving opinions and suggestions on the Declaration to join the Collective Action Against Corruption (CAC).

2. Sustainable Development

The Corporate Governance and Sustainable Development Committee has overseen the Company's sustainable development operations in line with the Company's business direction and international guidelines to keep balancing between environmental, social and governance aspects. (ESG) as follows:

- Supervising Sustainable Development operations according to strategy as well as following up on performance to be consistent with the Company's business goals and Sustainable Development Goals (SDGs).
- Providing guidelines and suggestions for plans to reduce greenhouse gas emissions (Decarbonization) to drive the plan to be efficient.
- Promoting integration between social responsibility operations and greenhouse gas emissions reduction plans such as Reforestation projects, Carbon Footprint Organization certification, reducing the use of unnecessary plastic in packaging, providing knowledge to generate income for better quality of life of the community sustainably, etc.
- Encouraging to review the key sustainability issues (Materiality) and improve processes, Sustainable Development plans, and indicators to be consistent with the situation, stakeholders' expectations, and new world challenges.
- Overseeing the disclosure of key sustainability issues and the Company's key sustainability performance in the Sustainability Report, Company's website, and other communication channels of the Company.

3. Report on performance of duties, evaluation and development of directors

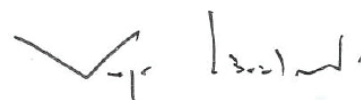
- Reporting on the performance of duties and the performance evaluation of the Corporate Governance and Sustainable Development Committee, both as a group and individual by

means of self-evaluation for the year 2023 to the Board of Directors for acknowledgment.

- Reviewing and improving the Charter of the Corporate Governance and Sustainable Development Committee to be consistent with the performance of duties and responsibilities as well as complying with relevant regulations and rules.
- Monitoring and ensuring continuous development of directors in accordance with the principles of good corporate governance by encouraging directors to attend training courses of the Thai Institute of Directors Association (IOD) and/or other related institutions.
- The meeting of the Corporate Governance and Sustainable Development Committee in 2024 shall be scheduled in advance to consider and acknowledge operations and reports as well as giving suggestions to the management and Board of Directors.

Finally, on behalf of the Corporate Governance and Sustainable Development Committee, thank you to shareholders, investors, business partners, customers, government agencies and stakeholders in every sector for having confidence in and always support the Company as well as thanking all executives and employees for their joint efforts, dedicated to performing excellent duties in every aspect to create maximum benefits for shareholders and stakeholders in all sectors securely and sustainably.

On behalf of Corporate Governance and Sustainable Development Committee



(Mr. Yongyoot Luangrattanamart)
Chairman of Corporate Governance and Sustainable Development Committee

4. Management Discussion and Analysis

for the year ended 31 December 2023



Srinanaporn Marketing Public Company Limited and its subsidiaries (the “Company”) would like to clarify the operating results for the year ended 31 December 2023, which has been reviewed by certified public accountant as follows:

1. Business Overview

In 2023, the Company’s net profit attributable to owner of the parent (“the Company’s net profit”) continually grew by 23.3% YoY. The growth drivers were driven from both domestic and overseas biz. Overseas sales increased of 7.6% YoY (its contribution was 27.0% to revenue from sales). Especially, sales in Vietnam had affected a positive impact from the economic recovery. Viz, Vietnam’s Gross Domestic Product (GDP) in 2023 and 4Q2023 were raised by 5.1% YoY and by 6.7% YoY, respectively. Vietnam has maintained its policy interest rate at 4.5% per annum., (down from peak period by 6.0% in April 2023). Moreover, Vietnam’s consumption goods and services in 2023 were increased by 9.6% YoY, while the unemployment rate of labour force at working age was reported of 2.0%, improved from 2.2% in 2022. The Company successfully installed the machine for Bento and Jele brand in Vietnam. Hence, it has been ready to expand its operation and anticipate that ongoing economic recovery in Vietnam will enhance its biz growth.

In domestic market, the Company continually expanded domestic sales (in tandem with overseas sales), owing to the positive impact from ongoing economic recovery post the COVID-19 pandemic in 2019. Preferably, Thailand’s tourism sector has significantly been recovered. According to The Tourism Authority of Thailand (“TAT”), it reported that there were total of 28.2 million foreign arrivals in Thailand, increased by 154.4% compared to the previous year. Moreover, the household debt to GDP ratio, was improved from 90.2% to 87.1% and to 86.6% by the end of 2021, 2022, and 2023, respectively. In specific market segments, both Bento and Jele brand continued to be the leader in its category (number one in market share). Additionally, the management team has focused to launch

the new products under the Lotus brand (such as various flavors of crispy chicken skin and crispy crab stick) and enhance the Lotus brand to be more premium. As a result, the Company has gained positive feedback on new product launches (as mentioned above) from consumer in the market.

In 2024, the Company targets a robust biz expansion, mainly from overseas biz (chiefly Vietnam). Moreover, the Company plans to escalate its sales in the Philippines, Korea, China, Australia, and Indonesia. The increase of overseas sales portion should bolster the revenue from sales in tandem with enhancing gross profit margin rise trend. Whiles, in the domestic market, the Company plans to continually engage its market leadership for Bento and Jele brand. In addition, the Company also focuses to construct new product champion to boost sales and mitigate the fluctuations of seasonality effect.

2. Important Events in 2023

- Q1/2023**
1. The Company has launched new products, Jele Chewy, yogurt flavor and Jele Light Freshy, 3 new flavors' lychee, grape, peach under the Jele, and launched Lotus brand, Mala crispy chicken skin.
 2. The Company has adopted the new packaging of Bento and Lotus stick biscuit, Sweet & Spicy and Yumzap flavors as Travel pack packaging to meet the needs of travelers and tourists.
- Q2/2023**
1. The Company has launched new products as follows:
 - New products under the Lotus brand such as Lotus Drumstick Truffle Flavour, Lotus Biscuit Stick Mala Flavour.
 - New flavor products under the Jele brand such as Jele Chewy Jelly cola, sala, and blue berry.
 - New products under the Magic Farm Fresh brand such as coconut jelly, and grass jelly.
 2. The Company was selected into the FTSE SET Index, Mid Cap, which was effective on 19 June 2023 onward.
 3. The Company was selected by the Stock Exchange of Thailand into the SET100 Index, which was effective during 1 July 2023 – 31 December 2023.
- Q3/2023**
1. The Company has launched new products as follows:
 - New products under the Lotus brand such as Crispy Crab Stick Mala and Hot & Spicy Flavour.
 - New products under the Magic Farm Fresh brand as Food Supplement Mix Kratom Leaf Extract Lime Tea Flavour
 2. The Company received the Outstanding CEO and Outstanding CFO awards in the agriculture and food industry group from the IAA Awards for Listed Companies 2022-2023 organized by the Investment Analysts Association.
- Q4/2023**
1. The Company has launched new products as follows:
 - New products under the bento brand such as Bento Spicy Korean sauce flavour and Bento Gochujang sauce flavour.
 - New products under the Jele brand such as Jele Chewy Jelly Ice, mixed berry flavour and Jele Chewy Jelly Ice, lychee flavour.
 2. The installation of machinery for both Bento and Jele brand were completed. The production and distribution of Bento brand have begun in Vietnam.
 3. The Company has obtained 5 stars CG score from IOD.

3. Operating Results 2023

Statement of Income (Unit: Million Baht)	Three-month period ended 31 Dec					For the year ended of 31 Dec		
	Q4/22	Q3/23	Q4/23	Increased (Decreased)		2022	2023	Increased (Decreased)
				QoQ (%)	YoY (%)			YoY (%)
Revenue from sales	1,631.7	1,485.9	1,639.7	10.3%	0.5%	5,556.1	6,015.9	8.3%
Other income	2.3	11.9	3.9	-66.7%	68.0%	47.9	33.5	-29.8%
Total revenues	1,634.0	1,497.8	1,643.6	9.7%	0.6%	5,604.0	6,049.4	7.9%
Cost of sales	(1,173.5)	(1,057.6)	(1,160.7)	9.7%	-1.1%	(4,041.7)	(4,298.1)	6.3%
Gross profit	458.2	428.3	479.0	11.8%	4.6%	1,514.4	1,717.8	13.4%
Selling expenses	(208.0)	(180.7)	(209.7)	16.1%	0.8%	(668.9)	(694.9)	3.9%
Administrative expenses	(54.8)	(51.1)	(61.1)	19.5%	11.5%	(217.4)	(230.1)	5.9%
Profit before finance costs and income taxes	197.7	208.4	212.1	1.8%	7.3%	676.0	826.3	22.2%
Finance costs	(1.1)	(2.3)	(3.0)	32.7%	182.4%	(1.7)	(7.6)	355.7%
Share of loss of investment in a joint venture	(5.5)	(9.0)	(10.3)	13.7%	84.0%	(25.4)	(34.8)	37.0%
Profit before income taxes	191.1	197.1	198.8	0.9%	4.1%	648.9	783.9	20.8%
Income taxes	(42.0)	(37.9)	(33.0)	-12.9%	-21.4%	(137.1)	(151.6)	10.5%
Profit attributable to:								
- Owners of the parent	152.5	160.1	165.0	3.1%	8.3%	515.7	635.8	23.3%
- Non-controlling interests	(3.4)	(0.9)	0.8	188.6%	123.5%	(3.9)	(3.5)	10.9%
Net profit	149.1	159.2	165.8	4.2%	11.3%	511.8	632.3	23.5%
Earnings per share	0.16	0.17	0.17			0.54	0.66	
Gross profit Margin	28.1%	28.8%	29.2%	0.4%	1.1%	27.3%	28.6%	1.3%
%Selling expenses to sales	12.7%	12.2%	12.8%	0.6%	0.1%	12.0%	11.6%	-0.4%
%Administrative expenses to sales	3.4%	3.4%	3.7%	0.3%	0.3%	3.9%	3.8%	-0.1%
Net Profit Margin	9.1%	10.7%	10.1%	-0.6%	1.0%	9.2%	10.5%	1.3%

Revenues

The revenue from sales for the Q4/2023 was Baht 1,639.7 million, compared to Q3/2023, increased by 10.3% and Q4/2022, increased by 0.5%. For the year of 2023, the revenue from sales was Baht 6,015.9 million, increased by 8.3% compared to the year of 2022.

Revenue from sales (Unit: million Baht)	Three-month period ended 31 Dec					For the year ended of 31 Dec		
	Q4/22	Q3/23	Q4/23	Increased (Decreased)		2022	2023	Increased (Decreased)
				QoQ (%)	YoY (%)			YoY (%)
Revenue from domestic sales	1,105.7	1,077.5	1,109.6	3.0%	0.4%	4,046.2	4,391.9	8.5%
Revenue from overseas sales	526.0	408.4	530.1	29.8%	0.8%	1,509.9	1,624.0	7.6%
Total revenue from sales	1,631.7	1,485.9	1,639.7	10.3%	0.5%	5,556.1	6,015.9	8.3%

Revenue from domestic sales in the Q4/2023 was Baht 1,109.6 million and Q3/2023 was Baht 1,077.5 million, increased by Baht 32.1 million or 3.0%, and compared to the Q4/2022, was Baht 1,105.7 million, increased by Baht 3.9 million or 0.4%. Revenue from overseas sales in the Q4/2023 was Baht 530.1 million and Q3/2023 was Baht 408.4 million, increased by Baht 121.7 million or 29.8%, and compared to Q4/2022 was Baht 526.0 million, increased by Baht 4.1 million or 0.8%.

For the year of 2023, the Company had domestic revenue Baht 4,391.9 million, compared to the year of 2022, which was Baht 4,046.2 million, increased by Baht 345.7 million or 8.5%, and the revenue from overseas sales for the year of 2023 was Baht 1,624.0 million, compared to the year of 2022 was Baht 1,509.9 million, increased by Baht 114.1 million or 7.6%.

Cost of sales

The Company's cost of sales in the Q4/2023 was Baht 1,160.7 million, and Q3/2023 was Baht 1,057.6 million, increased by Baht 103.1 million or 9.7%, compared to Q4/2022 Baht 1,173.5 million, decreased by Baht 12.8 million or 1.1%. The cost of sales to sales ratio of Q4/2023 was 70.8%, decreased from 71.2% and 71.9% in Q3/2023 and Q4/2022, respectively.

For the year of 2023, The Company's cost of sales was Baht 4,298.1 million, increased by Baht 256.4 million or 6.3% and cost of sales to sales ratio was 71.4%, decreased from 72.7% in 2022.

Gross profit

The Company's gross profit in the Q4/2023 was Baht 479.0 million, compared to Q3/2023, Baht 428.3 million, increased by Baht 50.7 million or 11.8%, and compared to Q4/2022, Baht 458.2 million, increased by Baht 20.8 million or 4.6%. The Company's gross profit margin in the Q4/2023 was 29.2%, increased from 28.8% and 28.1% in Q3/2023 and Q4/2022, respectively, owing to the improvement in gross profit margin-chiefly overseas sales expansion.

For the year of 2023, the Company's gross profit was Baht 1,717.8 million, compared to the year of 2022, was Baht 1,514.4 million, increased by Baht 203.4 million or 13.4%, and the Company's gross profit to sales ratio was 28.6%, increased from 27.3% in 2022, led by the improvement in gross profit margin-chiefly overseas sales expansion.

Selling expenses

Selling expenses in the Q4/2023 was Baht 209.7 million, compared to the Q3/2023, was Baht 180.7 million, increased by Baht 29.0 million or 16.1%, compared to the Q4/2022 Baht 208.0 million, increased by Baht 1.7 million or 0.8% and selling expenses to sales ratio was 12.8%, increased from 12.2% and 12.7% in Q3/2023 and Q4/2022, respectively, due to promotion spending hike (as sales growth in Q4/2023).

For the year of 2023, the selling expenses was Baht 694.9 million, compared to the year of 2022, was Baht 668.9 million, increased by Baht 26.0 million or 3.9%, The driver is from promotion spending increase, as sales growth in 2023. Comparing the selling expenses to sales of the year of 2023, it was 11.6%, decreased from 12.0% in 2022.

Administrative expenses

Administrative expenses in the Q4/2023 was Baht 61.1 million, compared to the Q3/2023, were Baht 51.1 million, increased Baht 10.0 million or 19.5%, compared to the Q4/2022, was Baht 54.8 million, increased by Baht 6.3 million or 11.5%, and administrative expenses to sales ratio was 3.7%, increased from 3.4% and 3.4% in Q3/2023 and Q4/2022, respectively.

For the year of 2023, the administrative expenses were Baht 230.1 million, compared to the year of 2022, was Baht 217.4 million, increased by Baht 12.7 million or 5.9%. Comparing the administrative expenses to sales of the year of 2023, it was 3.8%, decreased from 3.9% in 2022.

Net Profit

Net Profit of the Company for three-months period and the year ended of 2023, are as follows.

Description (Unit: million Baht)	Three-month period ended 31 Dec					For the year ended of 31 Dec		
	Q4/22	Q3/23	Q4/23	Increased (Decreased)		2022	2023	Increased (Decreased)
				QoQ (%)	YoY (%)			YoY (%)
Net profit attributable to owners of the parent	152.5	160.1	165.0	3.1%	8.3%	515.7	635.8	23.3%
Adjust Share of loss of investment in a joint venture	5.5	9.0	10.3	13.7%	84.0%	25.4	34.8	37.0%
Net profit attributable to owners of the parent from core business operating results	158.0	169.1	175.3	3.7%	10.9%	541.1	670.6	23.9%
Net profit attributable to owners of the parent from core business margin	9.7%	11.4%	10.7%			9.7%	11.1%	

Net profit attributable to owners of the parent

The net profit attributable to owners of the parent in Q4/2023 was Baht 165.0 million, while Q3/2023 was Baht 160.1 million, increased by Baht 4.9 million or 3.1%, compared to Q4/2022, Baht 152.5 million, increased by Baht 12.5 million or 8.3%. The earning per share of Q4/2023 was Baht 0.17.

For the year of 2023, the Company's net profit was Baht 635.8 million, while the year of 2022 was Baht 515.7 million, increased by Baht 120.1 million or 23.3%.

The Company's net profit from core business operations of the Company in the Q4/2023 was Baht 175.3 million, compared to the Q3/2023, was Baht 169.1 million, increased by Baht 6.2 million or 3.7% and compared to the Q4/2022, was Baht 158.0 million, increased by Baht 17.3 million or 10.9%.

For the year of 2023, the Company's net profit from core business operations was Baht 670.6 million, compared to the year of 2022, was Baht 541.1 million, increased Baht 129.5 million or 23.9%.

4. Financial Position

Assets

As of 31 December 2023, the Company's assets amounted to Baht 5,225.2 million, increased by Baht 156.3 million or 3.1% compared to 31 December 2022, driven by current assets.

Liabilities

As of 31 December 2023, the Company's liabilities amounted to Baht 1,762.5 million, decreased by Baht 0.4 million or 0.02% compared to 31 December 2022.

Owner's equity or shareholders' equity

As of 31 December 2023, the owner's equity or shareholders' equity amounted to Baht 3,462.7 million, increased by Baht 156.7 million or 4.7% compared to 31 December 2022, driven by the Company's net profit expansion in 2023.

Statement of Cash flow

The Company's net cashflow from operating activities in the year of 2023, amounted to Baht 450.1 million. Net cashflow from used in investing activities amounted to Baht 193.8 million. Net cashflow from used in financing activities amounted to Baht 298.8 million. As of 2023, the Company had cash and cash equivalents on hand Baht 71.9 million.

References

General Statistics Office, 2566, <https://www.gso.gov.vn/en/data-and-statistics/2023/12/infographic-social-economic-situation-4th-quarter-and-2023/>

Bank of Thailand, 2566, https://app.bot.or.th/BTWS_STAT/statistics/BOTWEBSTAT.aspx?reportID=794&language=ENG

Ministry of Tourism & Sport, 2566, <https://www.mots.go.th/news/category/705>

Kbank research, 2566, <https://www.kasikornresearch.com/en/analysis/k-social-media/Pages/GDP-FB-16-01-2023.aspx>

5. General Information and Other Important Information



5.1 General Information

Company Profile

Company Name	Srinanaporn Marketing Public Company Limited
Initial securities	SNNP (listed in the Stock Exchange of Thailand)
Business type	Snacks and beverages manufacturing and distribution
Main Product	Snacks and beverages products
Juristic ID	0107562000211
Head Office Address	325/6-9 Lan Luang Road, Si Yaek Maha Nak, Dusit, Bangkok 10300
Branches' Address	Branch 1 234 Moo 4, Om- Noi Sub-district, Krathum Baen District, Samut Sakhon 74130 Branch 2 99/99 Moo 7, Om-Noi Sub-district, Krathum Baen District, Samut Sakhon 74130 Branch 3 99/99 Moo 4, Om-Noi Sub-district, Krathum Baen District, Samut Sakhon 74130 Branch 4 9/9 Moo 12, Rang Bua Sub-district, Chom Bueng District, Ratchaburi 70150
Contact	325/6-9 Lan Luang Road, Si Yaek Maha Nak, Dusit, Bangkok 10300
Registered Capital	THB 480,000,000
Paid-up Capital	THB 480,000,000
Issued and Paid Shares	960,000,000 shares
Par Value	THB 0.5
Telephone	0 2628 0408
Fax	0 2281 5161
Website	www.snnp.co.th
Company Secretary/ Email	comsec@snnp.co.th
Investor Relations Tel:	0 2628 0408
e-mail:	ir@snnp.co.th

General information of the juristic person in which the Company holds shares

As of 31 December 2023, the Company holds shares in its subsidiaries which hold shares directly as follows:

Company	Location of head office	Investment according to share price method (million THB)	Share-holding ratio %	Registered capital	No. of shares issued	Par value per share	Paid-up capital	Business type
SNNP International Co., Ltd.	325/6-9 Lan Luang Road, Si Yak Mahanak, Dusit, Bangkok 10300	459.3	99.9	550 million THB	5,500,000	100 THB	520.5 million THB	Provide management or technical services to related business

As of 31 December 2023, the Company holds shares in its subsidiaries which hold shares indirectly as follows:

Company	Location of head office	Shareholding via	Share-holding ratio %	Registered capital	No. of shares issued	Par value per share	Paid-up capital	Business type
Srinanaporn Distribution Co., Ltd.	99/99 Moo 4, Om Noi Sub-district, Krathum Baen District, Samut Sakhon 74130	SNNP International Co., Ltd.	99.9	1.0 million THB	10,000	100 THB	1.0 million THB	Distribute snacks and beverages
S.C Food Products Co., Ltd.	National Road 2, Brolay Village, Boeung Khyang Commune, Kandal Stoeng District, Kandal Province, Kingdom of Cambodia	SNNP International Co., Ltd.	60.0	9.0 million USD	90,000	100 USD	9.0 million USD	Produce and distribute snacks and beverages
STVV Development Co., Ltd.	National Road No.2, Pralay Village, Boeng Khyang Commune, Kandal Stueng District, Kandal Province, Kingdom of Cambodia	SNNP International Co., Ltd.	49.0 ¹	1.1 million USD	1,000	1,100 USD	1.1 million USD	Hold real estate in Cambodia

¹ The Company has the power to control STVV Development Co., Ltd. which regarded to be its subsidiary

Company	Location of head office	Shareholding via	Share-holding ratio %	Registered capital	No. of shares issued	Par value per share	Paid-up capital	Business type
Harirama Venture Incorporated Ltd.	Narra Building 2276 Chino Roces Avenue Extension, Makati City	SNNP International Co., Ltd.	80.0	50.0 million PHP	125,000	100 PHP	12.5 million PHP	Distribute snacks and beverages in the Philippines
S.C Food Trading Co., Ltd.	National Road No.2, Pralay Village, Boeng Khyang Commune, Kandal Stuong District, Kandal Province, Kingdom of Cambodia	SNNP International Co., Ltd.	100.0	0.1 million USD	1,000	100 million USD	0.1 million USD	Distribute snacks and beverages in Cambodia
Siri Pro Co., Ltd.	15/6 Room No. A 104, 1 st Floor, The Bright Rama 2 A Building, Rama 2 Road, Tha Kham Sub-district, Bang Khun Thian District, Bangkok 10150	SNNP International Co., Ltd.	50.01	225.072 million THB	2,250,720	100 THB	225.072 million THB	Distribute snacks, beverages and other consumer goods
S.T. Food Marketing Co., Ltd.	No.5 VSIP II-A Road No. 24, Vietnam – Singapore Industrial Park II-A, Vinh Tan Commune, Tan Uyen Town, Binh Duong Province, Vietnam	SNNP International Co., Ltd.	100.0	6.0 million USD	-	-	6.0 million USD	Produce and distribute snacks and beverages in Vietnam
Jin Xinglong (Shenzhen) Import and Export Co., Ltd.	Room 301-B002, Block 4, Manjinghua Yiluan Building, 230 Xixiang Avenue, Longteng Community, Xixiang Street, Baoan District, Shenzhen, China	SNNP International Co., Ltd.	100.0	1 million CNY	-	-	N/A	Distribute snacks and beverages in China

Other Referral

Securities Registrar

Thailand Securities Depository Co., Ltd.

The Stock Exchange of Thailand Building, 93 Ratchadapisek Road, Din Daeng, Bangkok 10400

Telephone : 0 2009 9999

Fax : 0 2009 9991

Auditor

PricewaterhouseCoopers ABAS Ltd.

15th Floor, 179/74-80, Bangkok City Tower, South Sathon Road, Thung Maha Mek, Sathon,
Bangkok 10120

Telephone : 0 2844 1000

5.2 Other Important Information

- none-

5.3 Legal Dispute

As of 31 December, 2023, the Company and its subsidiaries have no legal disputes which may affect the Company and its subsidiaries' equity of the shareholders more than 5% and have no disputes which may affect the business operation of the Company and its subsidiaries.

02

Part 2 Corporate Governance

- 6. Good Corporate Governance Policy
- 7. Organization structure and important information of the Board of Directors and Committees
- 8. Corporate Governance Report
- 9. Internal Control and Connected Transactions



6. Good Corporate Governance Policy



The Company has conducted business in accordance with the framework of Corporate Sustainability with responsibility for the environment, society, and corporate governance (Environment Social and Governance: ESG). The Company's directors set a good example for the Company's employees by consistently practicing the Company's business ethics within the framework of the Company's business ethics and on the basis of a balanced and sustainable benefit for all stakeholders.

The Company aims to become a well-run organization, believes that the corporate governance principles it upholds are a management system that fosters fairness and transparency, generates returns, adds long-term value for shareholders, and promotes confidence in all parties involved. It will also encourage and support the Company's competitiveness in order to achieve long-term growth.

In accordance with the Company's corporate governance policy, the Corporate Governance and Sustainable Development Committee will oversee the company's corporate governance, establish policies and guidelines, monitor and oversee the performance of the board of directors and management. This will include assessing compliance with corporate governance policies and routinely reviewing practices to ensure they are appropriate for business operations and in line with global and national corporate governance standards.

6.1 Overview of corporate governance policies and practices

The Company recognizes the importance of good corporate governance, which is one of the important foundations of sustainable business operations. The Company is dedicated to operating under the values of transparent, verifiable, ethical, and good corporate governance. The Company's board of directors and executives adhere to the principles of good corporate governance in accordance with the principles of good corporate governance for listed companies 2017 (Corporate Governance Code for Listed Companies 2017 or CG Code) of the Securities and Exchange Commission to raise the level of business operations of existing companies even further, establish a culture of strong corporate governance, improve knowledge and awareness, and provide a clear set of operational rules as standards. For any

criteria that have not yet been implemented or formalized as policies. Management team will report to the Corporate Governance and Sustainable Development Committee for regular review. A Handbook on Good Corporate Governance and Business Code of Conduct has also been created, which compiles a variety of organizational management practices that align with the principles of good governance released on the website: investor.snp.co.th

Policies and guidelines regarding the board, shareholders, and stakeholders

The Company has established policies and guidelines regarding company directors, shareholders, and stakeholders. It covers 8 principles of good corporate governance which are consistent with the principles of good corporate governance for listed companies 2017 (Corporate Governance Code for Listed Companies 2017 or CG Code) of the Securities and Exchange Commission

Principle 1 Establish Clear Leadership Role and Responsibilities of the Board

The Board of Directors recognizes and appreciates its pivotal and leading position within the organization. In accordance with the following scope of duties and responsibilities, it has role and a duty to establish strategies and policies for conducting the business with responsibility, caution, and honesty for the highest benefit of the Company based on responsibility towards society, the environment, and stakeholders:

1. Manage the Company for the benefit of the shareholders by following the guidelines for performing duties with responsibility, prudence, and caution (Duty of Care), with honesty (Duty of Loyalty), and complying with the law, company regulations, board decisions, and shareholder meeting resolutions (Duty of Obedience). This includes providing shareholders with correctly, completely, transparently, verifiable and timely information (Duty of Disclosure).
2. Establish the Company's vision, mission, and strategy, which are reviewed yearly, with the goal of generating sustainable value for all stakeholders, the Company, and society at large.
3. Handle the business, adhering to the law, objectives, regulations, the Board of Directors' decisions, and the resolutions of the shareholders' meeting with responsibility, prudence, and caution for the highest benefit of the Company and fair to all stakeholders.
4. Supervise and enhance the corporate governance of the Company to be at the international level so that it can be used as a guideline for conducting business Follow up to guarantee ongoing, consistent conduct that complies with the principles of corporate governance and the Corporate Governance and Business Code of Conduct Handbook.

Principle 2 Define Objectives that Promote Sustainable Value Creation

The Board of Directors is in charge of developing the Company's and its subsidiaries' capacity to compete globally, as well as overseeing the main operational strategy, budget, goals, and policies for business operations.



This includes, monitoring the administration and management of the management team to make sure that, with regard to policies, plans, budgets, and goals, it corresponds with the best interests of the Company, its subsidiaries, and its shareholders. The management team has also assessed the Company's objectives, goals, and strategies for the next 3-5 years and created plans and strategies that are in line with them, taking into consideration environmental circumstances, as well as reasonable opportunities and risks, including determining the process for evaluating important issues in sustainable development.

Principle 3 Strengthen Board Effectiveness

The Company has a policy to determine an appropriate board structure consistent with the business, business size, and in accordance with legal requirements as follows:

1. Determining and reviewing the structure of the Board of Directors
 - 1.1. The Company's Board of Directors consists of individuals with diverse qualifications in terms of knowledge, abilities, and experience appropriate for supporting the achievement of the objectives and main goals set by the Company.
 - 1.2. The Company's Board of Directors consists of at least 5 but not more than 12 people, consisting of not less than 3 independent directors and the proportion of independent directors must be not less than one-third of the total number of corporate directors. The proportion of independent directors mentioned above will establish a suitable distribution of votes and considerations for different issues. All the Company's independent directors meet the requirements outlined in the Capital Market Supervisory Board's announcement, the Stock Exchange of Thailand's regulations, other relevant laws, and rules.
 - 1.3. The Board of Directors can appoint subcommittees to assist and support the performance of the Board of Directors' duties.

2. Guideline for Director Nomination and Appointment

The Nomination and Remuneration Committee is in charge of selecting names of qualified individuals to serve as directors and independent directors in order to prepare a list of directors. This includes taking into consideration the names of qualified individuals recommended by shareholders, directors, as well as those who have completed training in accordance with the Thai Institute of Directors Association (IOD) list of directors who have knowledge and expertise in the areas that the Company needs according to the Board Skills Matrix. This will be reviewed annually to be consistent with the Company's strategies and business practices. In 2023, the Board of Directors deliberated and reexamined the Board Skills Matrix, outlining the principal qualifications, skills, knowledge, abilities, and diverse experiences that the Board of Directors ought to possess. The Company emphasis on diversity of directors, such as the proportion of female directors, proportion of independent directors, increasing knowledge and expertise, or experience in environmental and social management under the good corporate governance system according to the framework of sustainable corporate development (ESG) guidelines.

The Board of Directors will be in charge of selecting individuals with the necessary knowledge, expertise, and experience who can perform duties beneficial to the Company's business by presenting names of such individuals to the board meeting and/or shareholder meeting (as the case may be) to consider appointment to the position of director of the Company. The Company will disclose information about the Company's directors and sub-committees in its annual report and/or website, such as name-surname, age, gender, educational history, experience, shareholding percentage, number of years in office, number of meetings attended, remuneration for company directors both monetary and non-monetary, holding directorship positions in other listed companies, roles duties and responsibilities, report on the performance of the board of directors and sub-committees.

Board Skill Matrix

Names/Skills	Industrial Management	Marketing	Accounting and Finance	Management	Law	Corporate governance	Risk Management	Human Resource Management	Auditing	Sustainable Business Development
1. Mr. Niwat Kanjanaphoomin		●		●	●	●	●			
2. Mr. Viwat Kraipitkul	●			●		●	●	●		
3. Mrs. Thanyanee Kraipitkul	●		●	●		●	●	●		
4. Mr. Thakorn Chaisathaporn	●			●						●
5. Mr. Wichian Chaisathaporn	●			●				●		
6. Mr. Yongyoot Luangrattanamart			●	●	●	●	●		●	●
7. Mr. Vira Jungjaroensuk			●	●	●	●	●	●	●	
8. Mr. Jirasuk Sugandhajati				●	●		●		●	
9. Mrs. Kittiya Chaisathaporn	●	●		●		●		●		●

3. Policy for Determining Qualifications and Nomination of Directors

The Board of Directors has a policy for determining the qualifications and nominations of directors to align the organization's practices with the principles of good corporate governance for listed companies on the Stock Exchange of Thailand and with the guidelines of the Thai Institute of Directors (IOD). This considers the diversity of the director structure, as well as the qualifications, knowledge, and expertise of directors, to align with the Company's business strategy, which is summarized as follows:

Qualifications of the Directors

The Board of Directors consists of individuals who possess all required qualifications and do not have any prohibited characteristics as stipulated by law and company regulations. They should be diverse in terms of skills, experience, knowledge, and specific expertise beneficial to the Company without limitations or discrimination based on gender, age, race, nationality, religion, country of origin, culture, and tradition, among other factors. This approach enables the Company to achieve its business objectives and goals while also supporting management in accordance with the principles of corporate governance, resulting in fairness and transparency. This can generate returns and ultimately enhance long-term value for shareholders, as well as create confidence among all stakeholders, which is crucial for guiding the Company towards sustainable growth.

Nomination of the Directors

The Board of Directors has delegated the Nomination and Remuneration Committee to consider qualified candidates for directors to replace directors who are due to retire by rotation or in other circumstances. The committee then presents them to the Board of Directors and/or the shareholder meeting for election approval. The committee will select candidates based on their expertise and diversity, without discrimination based on nationality, race, gender, or cultural and ethical background. Candidates should possess leadership skills, a broad vision, morals and ethics, a transparent, unblemished work history, and the ability to express independent opinions.

In 2023, during the process of nominating new directors to replace those retiring by rotation, the Nomination and Remuneration Committee nominated candidates without discrimination based on gender, age, race, nationality, place of origin, skin color, religion, culture, or tradition. The selected candidates were highly qualified and diverse, aligning with the director nomination policy. The nomination process considered the following key elements:

- Qualifications Required for Directors The Nomination and Remuneration Committee determines specific qualifications for director nominees. These qualifications include moral integrity and responsibility, decision-making based on information and logic, maturity and stability, effective listening skills, willingness to express different and independent opinions, commitment to principles and standards professionally, as well as other qualifications deemed important by the committee.
- Knowledge and Expertise Required for Directors The Nomination and Remuneration Committee determines the specialized knowledge and expertise elements of the Board of Directors to nominate qualified candidates for directors. Such specialized knowledge and expertise will enable the Board of Directors to establish strategies and policies and supervise the efficient implementation of those strategies. This includes knowledge in accounting and finance, organizational management, including human resource management, risk and crisis management, as well as knowledge in the Company's business, international marketing, vision and strategy setting, and other specialized knowledge and expertise that the Nomination and Remuneration Committee considers necessary for the Company in the next 3-5 years, such as e-commerce, research and development, business mergers, cybersecurity, business information management, supply chain, health and safety, and regional and/or global organizational management experience, etc.

- Diversity of Directors In addition to the 2 elements mentioned above, the Nomination and Remuneration Committee may consider establishing guidelines regarding the diversity of other qualifications of the entire board, such as gender, age, race, nationality, religion, country of origin, culture, and tradition, etc.
4. Nomination for Appointment of Former Directors
- If the Nomination and Remuneration Committee nominates a former director for another term, the Committee will also consider the director's performance of duties.

Independent Director

The Company recognizes that independent directors are an essential part of good corporate governance, ensuring that its operations benefit the Company and its shareholders as a whole while reflecting an appropriate balance of authority. The Company has therefore established qualifications of independent directors under the criteria of the Capital Market Supervisory Board. The Board of Directors is responsible for reviewing requirements and qualifications to ensure their appropriateness. To align with good corporate governance guidelines, the Company has set the proportion of directors qualified as independent directors to be not less than one-third of the total number of directors. Currently, the Company has 4 independent directors, namely Mr. Niwat Kanjanaphoomin, Mr. Yongyoot Luangrattanamart, Mr. Jirasuk Sugandhajati, and Mr. Vira Jungjaroensuk, which is more than one-third of the total number of directors. The Company's independent directors must possess the qualifications as follows:

1. An Independent Director holds no more than 1% of the total shares with voting rights of the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder, or an Entity with Controlling. This is inclusive of shares held by anyone who is affiliated with them.
2. An Independent Director is a director, who is not involved in the management, employee, staff, consultants with monthly salary, or an Entity with Controlling Authority over the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a same-level Subsidiary, a Major Shareholder, or an Entity with Controlling Authority, either at the present time or within 2 years prior to his/her appointment as an Independent Director. Such prohibitions shall not, however, include cases where the Independent Director previously served as a government officer or a consultant to a government sector which is a Major Shareholders or an Entity with Controlling Authority.
3. An Independent Director has no connection by blood or legal registration as the father, mother, spouse, sibling, and child, as well as the spouse of another Director, an Executive, a Major Shareholders, an Entity with Controlling Authority, or an Individual who will be nominated as a Director, Executive, or Entity with Controlling Authority over the Company or the Subsidiary.
4. An Independent Director has no a business relationship with the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder, or an Entity with Controlling Authority in such a manner that might impede the exercise of independent discretion. Further, an Independent Director is not a Significant Shareholder or an Entity with Controlling Authority over a party with business relationship with the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder, or an Entity with Controlling Authority, either at the present time or within 2 years prior to his / her appointment as an Independent Director.
5. Such business relationship is inclusive of a trading transaction occurring on a conventional basis for the conduct of business; a rent or lease of property; a transaction involving assets or services; a provision or an acceptance of financial assistance through means of a loan, a guarantee, a use of an asset as collateral against debt; and other similar actions which result in the Company or the party to the contract having a debt to be repaid to another party for the amount from 3% of net tangible assets (NTA) of the Company or from 20

Million Baht, whichever is lower. This amount is determined by the calculation of Related Transaction value as per the announcement of the Securities and Exchange Commission. It is inclusive of debt(s) arising within one year prior to the day of business relationship with the same party.

6. An Independent Director is not an auditor of the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder or an Entity with Controlling Authority, and not a Significant Shareholder, an Entity with Controlling Authority or a partner to the audit office with which the auditors of the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder or an Entity with Controlling Authority are associated at the present time or have been within 2 years prior to his/her appointment as an Independent Director.
7. An Independent Director is not a person rendering any professional service or a legal or financial consultant who is paid more than 2 million baht in service fee per year by the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder or an Entity with Controlling Authority, and not a Significant Shareholder, an Entity with Controlling Authority or a partner to such professional service provider at the present time or within 2 years prior to his/her appointment as an Independent Director.
8. An Independent Director is not a director who is appointed to be a nominee of a Director of the Company, a Major Shareholder or a Shareholder who is connected to a Major Shareholder
9. An Independent Director does not engage in a business of the same nature as and which is significantly competitive to that of the Company, or a Subsidiary, and not a significant partner to a partnership or a director with involvement in the management, employee, staff, consultant with monthly salary, or who holds more than 1% of the total shares with voting rights of another company which is engaged in a business of the same nature as and which is significantly competitive to that of the Company or a Subsidiary.
10. An Independent Director does not have any other characteristics which prevents him/her from giving opinion freely on the operation of the Company.

In 2023, the 4 Independent Directors did not provide any professional services to the Company, consistent with the announcement of the Capital Market Supervisory Board TorChor. 39/2016 regarding request and grant of permission to offer newly issued shares.

Nomination and Selection Process for New Directors

Directors are the leaders of the organization with important roles, duties and responsibilities. Therefore, the nomination and selection of directors should have clear, systematic, and transparent procedures, in line with the principles of corporate governance that the Company adheres to. The aim is to nominate individuals with qualifications, knowledge, abilities, skills, and experience consistent with the Company's strategy. The Nomination and Remuneration Committee's suggestion for the nomination and selection process for new directors is divided into 4 main steps: planning, nomination, selection, and election, with specified time frames for each step.

Criteria and Methods for Selecting Individuals to be Nominated for Election as Directors

1. For nominating individuals at shareholder meetings for approval as directors to replace directors who are due to retire by rotation, the Nomination and Remuneration Committee is responsible for presenting candidates to the Board of Directors for consideration before submitting them to the shareholder meeting. Every shareholder has an equal right to nominate other individuals, and the authority to select directors ultimately lies with the shareholders.
2. Shareholders have one vote per share.

3. In the election of directors, the method of voting for directors as individuals shall be used. The election was approved by a majority vote of the shareholders who attended the meeting and voted.
4. In cases where more than one nominee is nominated for election, shareholders have the right to vote for director nominees, not exceeding the number of directors to be elected at that time. Votes cannot be divided.

Performance Evaluation and Knowledge Development

1. Performance Evaluation of Directors

1. For the performance evaluation of directors, the Company conducts annual performance evaluations and reviews of the Board of Directors and all sub-committees. The evaluation consists of 2 types: a performance evaluation of the entire committee and a self-evaluation for the Board of Directors and sub-committees. A summary of the evaluation results is provided to the Board of Directors for consideration, analysis, and conclusions to determine measures to further improve the efficiency of the Board of Directors and other sub-committees.
2. In 2023, the Board of Directors meeting resolved to approve the continued use of the performance evaluation form for the Board of Directors and sub-committees from 2022, based on its appropriateness, sufficiency, and alignment with the recommendations of the Stock Exchange of Thailand.
3. The performance evaluation results of the Board of Directors and sub-committees for the year 2023 are summarized as follows:

Board of Directors

- Performance evaluation as a whole covers 3 main evaluation topics: 1) Structure, Qualifications, and Composition of the Board of Directors; 2) Board of Directors meetings; and 3) Roles, Duties, and Responsibilities, including supervision of business operations in accordance with corporate governance principles and the Business Code of Conduct, oversight of internal controls, connected transactions, risk management, management department, financial reporting, etc.
- Self-Assessment as an Individual covers 3 main evaluation topics: 1) Qualifications, Knowledge, and Experience of Directors; 2) Board of Directors meetings; and 3) Performance according to the charter. The results of the performance evaluation of the Board of Directors, both as a whole and individually, for the year 2023, found that both parts were at the “excellent” level (99 percent and 99 percent, respectively).

Sub-committees

The 5 sub-committees consisting of the Audit Committee, Corporate Governance and Sustainable Development Committee, Nomination and Remuneration Committee, Risk Management Committee, and Executive Committee, have conducted performance evaluations as follows:

- Performance evaluation as a whole covers 3 main evaluation topics: 1) Structure, Qualifications, and Composition of Sub-committee; 2) Sub-committee meetings; and 3) Roles, Duties, and Responsibilities, outlined in the charter of the respective sub-committees.
- Self-Assessment as an Individual covers 3 main evaluation topics: 1) Qualifications, Knowledge, and Experience of Sub-committees that support and benefit the performance of each sub-committee. 2) Board of Directors meetings. 3) Performance according to each sub-committee’s charter.

The results of the performance evaluation of Sub-committee, both as a whole and individually, for the year 2023, found that both parts were at the “excellent” level (99 percent and 99 percent, respectively).

In addition, the Board of Directors has expressed opinions and made recommendations extensively to help promote and improve the performance of the entire board, such as increasing knowledge of corporate governance according to ESG principles, increasing knowledge and understanding of the business of subsidiaries regularly, etc. The Company will use the evaluation results to continue developing a director development plan.

2. Performance Evaluation of the Chief Executive Officer and Senior Executives

The Board of Directors, together with the Nomination and Remuneration Committee, is responsible for evaluating the performance of the Chief Executive Officer and Senior Executives. This evaluation considers the Company's business performance, compliance with policies set by the Board of Directors, and the overall economic and social situation. The Nomination and Remuneration Committee will use this information to consider the compensation of the Chief Executive Officer and Senior Executives, then present it to the Board of Directors, taking into account current year data and comparing it with historical data across various factors as follows:

1. The business turnover will be evaluated based on the percentage of EBITDA on Operating Asset. This aims to establish the Company's annual EBITDA percentage as a benchmark for evaluation and comparison.
2. Compare the Company's business turnover with that of other companies in the same industry, both in domestic and international markets.
3. The ability to develop the business and improve the Company's operational efficiency each year.

The result of CEO Performance Assessment 2023 was at 'Excellence' level (99.0%).

3. Development of Directors and Senior Executives

The Board of Directors promotes and supports directors and executives in receiving training and acquiring knowledge beneficial to their duties. All newly appointed directors and executives must attend the Company's orientation to gain sufficient information about the Company, regulations, the code of conduct manual, various policies, and related company business information before commencing their duties. The Company also have policy to supports directors and executives in receiving training and continuously developing their knowledge. Moreover, the Company covers the expenses to help directors perform their duties and supervise the Company efficiently. The Company Secretary will discuss with each director to create a training and knowledge development program tailored to their individual needs. This program may take various forms, including training courses organized by the Stock Exchange of Thailand and the Thai Institute of Directors, to help directors perform their duties and supervise the Company's business efficiently.

Principle 4 Nominate and Develop Senior Executives, and Personnel Management

To ensure that the Company nominates and develops senior executives and manages personnel efficiently, the Board of Directors has the following duties:

1. Consider the development plan for senior executives and the succession plan for the Chief Executive Officer and senior executives. Also, supervise the efficient performance evaluation of the Chief Executive Officer and senior executives on an annual basis, and they have a system in place for considering and determining remuneration for senior executives in a careful, transparent manner, consistent with their responsibilities and performance, to provide both short-term and long-term motivation.
2. Promote and support the Chief Executive Officer, Senior Executives, and the Company's Executive Committee to attend training seminars and courses beneficial to the performance of their duties. Also, regularly meet and exchange ideas with other organizations and experts outside the organization.

Nomination of Senior Executives and Succession Plans for Senior Executives

The Company has a plan to select personnel for important management positions at all levels in an appropriate and transparent manner. This is to ensure that the Company has professional executives who can manage their work independently of major shareholders or any other parties. The Nomination and Remuneration Committee is responsible for establishing the succession plan for the position of Chief Executive Officer and the Company's Executive Committee, presenting it to the Company's Board of Directors for consideration. The process for nominating senior executives of the Company starts with selecting talented and good individuals, focusing on the new generation with knowledge and abilities, and developing readiness for everyone to have the opportunity to grow and advance to management levels in the future. This is done through evaluating employees with high potential, developing everyone according to individual plans, giving them challenging assignments, and rotating their jobs to develop leadership skills and knowledge in all aspects of work. The Company has implemented a personnel preparation framework for management employees and employees at all levels so that they are ready for replacements in the event of a vacancy.

Principle 5 Promote Innovation and Responsible Business Operations

The Company emphasizes and supports the creation of innovations that add value to the business, benefit customers or related parties, and are responsible to society and the environment. The Board of Directors has the following responsibilities:

1. Ensure that management efficiently and effectively allocates and manages resources, considering their impact and development, to achieve the business's main objectives and goals sustainably.
2. Supervise and manage enterprise-level information technology to meet the Company's needs. Also, ensure that information technology is leveraged to enhance business opportunities, improve operations, and manage risks. This aims to enable the Company to achieve its main objectives and goals while maintaining the security standards of information technology systems.
3. Monitor and oversee the implementation of the Company's strategies, measure performance by requiring regular performance reports, and provide policies for developing and improving the Company's operations by considering safety, hygiene, social and environmental responsibility, as well as the development of the Company's personnel.

Role Impact on Stakeholders

The Company adheres to an ideology of conducting business with ethics and social responsibility. We operate based on the principle of creating shared value between the organization and all stakeholders for sustainable mutual benefit. The Company's Board of Directors is responsible for ensuring compliance with the law and guidelines outlined in the Good Corporate Governance and Business Code of Conduct Handbook, as well as the Good Corporate Governance Policy and various related policies. This includes ensuring the protection of rights and the treatment of all stakeholders with strict equality.

The Board of Directors established a Business Code of Conduct in writing in 2019, specifying the treatment of stakeholders. This provided the Company's personnel with clear guidelines for conducting business and adding long-term value to shareholders. In 2023, a Good Corporate Governance and Business Code of Conduct Handbook was established to help employees and personnel at all levels understand the guidelines for treating stakeholders in greater detail and clarity. The aim is to ensure stakeholders are treated correctly, appropriately, and fairly under the guideline framework across all business activities. This helps reduce risks to the organization's reputation and image while promoting branding and corporate image recognition. It also supports a competitive advantage by

leveraging stakeholder issues to create added value for the organization. The policy and guidelines are available on the Company's website (<https://investor.snp.co.th>) and summarize the guidelines for treating various groups of stakeholders as follows:

1. Shareholders

The Company values its shareholders as owners. Consequently, the Board of Directors has been appointed as their representative, and the Company's executives and employees are responsible for conducting business according to the principles of corporate governance and the Company's ideology. This approach aims to achieve maximum benefit and add value to shareholders in the long term.

The Company respects the rights of shareholders and is aware of its duty to care for shareholders equally, including basic rights specified by law and company regulations, such as the right to attend shareholder meetings, the right to call an extraordinary meeting of shareholders, the proposal of agenda items in advance, the election of directors, the right to receive fair remuneration, as well as the right to suggest various opinions regarding the Company's business operations through independent directors. All opinions will be compiled and presented to the Board of Directors for consideration. In addition to the basic rights mentioned above, the Company also carries out other additional matters to promote and facilitate the exercise of shareholders' rights. The rights that shareholders should receive have been disclosed in Principles 7 Maintain Financial Credibility and Information Disclosure, and Principle 8 Support Participation and Communication with Shareholders in the Company's annual registration statement/annual report.

Strengthening Good Relationships with Shareholders

The Company realizes the importance of strengthening good relationships with shareholders. Therefore, activities were organized to allow shareholders to visit the Company's main businesses. In 2023, the Company organized a "Factory Visit" activity at the factory's Om Noi branch. This activity was organized for shareholders who expressed interest in visiting the factory. At the event, shareholders were informed of the Company's sustainable business practices according to the ESG guidelines, as well as the production process, warehouse management, and sustainability practices in which the Company cooperates with communities surrounding the factory, such as waste management and wastewater treatment system management, etc.



Photos from "Factory Visit" activity

2. Employee

2.1 Respect and Protection of Human Rights

The Company adheres to the Business Code of Conduct continuously and is responsible to society, employees, and other stakeholders through corporate governance. We commit to conducting business with respect for and protection of human rights under a code of conduct framework that is constantly being developed to ensure compliance with the laws of the country in which we operate and in accordance with international standards such as the Universal Declaration of Human Rights (UDHR) of the United Nations, United Nations Global Compact (UNGC), United Nations Guiding Principles on Business and Human Rights (UNGP), and The International Labor Organization on Fundamental Principles and Right at Work (ILO). In 2023, a handbook on human rights was compiled, created, and announced to provide guidelines for business operations including the Company's business value chain, such as the Corporate Governance and Business Code of Conduct Handbook and the SNNP Sustainable Supplier Code of Conduct, and to communicate and provide knowledge on human rights to employees throughout the organization.

2.2 Employee Care

- Remuneration Management The Company places importance on remuneration management to motivate and attract potential employees to join, and to boost the morale of employees to retain talented individuals within the organization. This approach drives the achievement of missions and duties, as employees become committed to developing their skills and abilities in anticipation of career advancement. We have established a salary and remuneration structure that is appropriate and competitive with the external labor market in the same industry or similar location. Our performance evaluation system adheres to equality and fairness within the organization, considering communication between employees and their supervisors, as well as the Company's expectations, plans, and unity of common organizational goals. The form of payment includes salary, subvention based on job position, annual bonuses, and other benefits. In this regard, remuneration management takes into account annual operating results such as sales generation and net profit, etc.
- Welfare Management The Company establishes written policies and regulations regarding employee welfare and benefits to support and assist employees in caring for and promoting their health and well-being. This facilitates the performance of duties as well as enhances the well-being of employees at each level as appropriate, and regularly reviews welfare to suit the changes. During the COVID-19 outbreak, the Company arranged for employees to work from home to reduce the chance of being infected with the epidemic, provide regular proactive testing for infection, provide accommodation in the factory, facilitate vaccination. After the COVID-19 epidemic situation has subsided, the Company has reviewed the guidelines for returning to work to be consistent with the said situation. Additionally, the Company provides continuous annual health examinations for all employees, as well as group life insurance as additional medical benefits for employees in addition to receiving medical services from the social security system.
- Employee Development The Company places importance on employee development by specifying courses, formats, and learning content appropriate to the situation of each level's employee development. This includes a development course in the profession and job role, enabling employees to perform effectively in a highly competitive market and respond to rapidly changing customer and/or consumer needs. An example is the Joint Business Planning Facilitated Workshop for SNNP (JBP Facilitated Workshop), a learning program emphasizing collaborative understanding of the JBP process, identifying customer needs, and aligning them with business growth opportunities based on marketing principles and theories led by expert lecturers, and the Enterprise Risk Management System course, which is a workshop focusing on enterprise risk management. In 2023, content on managing ESG risks was added to raise awareness among employees, enabling them to

consider and assess risks comprehensively, plan prevention and handle risks across all dimensions. Additionally, the Company has organized an employee development program, with supervisors and the human resources department supporting learning in various forms such as acting and performing in real situations, experimenting and learning from real situations (Experimental Learning / On the Job Experience), getting trained and learning from supervisors, mentors, or coaches (Mentoring and Coaching), and formal training (Formal Training, Classroom, and Reading), etc. This aims to build confidence among all employees to consistently drive business operations smoothly and efficiently.

3. Customer / Consumer

The Company is committed to continuously creating innovations and new products to deliver products that meet customers/consumers' needs in terms of quality, safety, and fair prices, as follows:

- Utilize technology and standardized production procedures to ensure food safety and traceability of products and raw materials, continuously innovating to create new products and improve existing ones, as well as using innovative production methods to benefit and satisfy customers/consumers.
- Display nutrition labels on packaging to communicate nutrition and health-friendly dietary information, informing consumers and assisting them in making healthy food choices. The Company considers it its responsibility to provide accurate and factual nutritional information and product details.
- Set product prices reasonably, considering product quality standards that are consistent with customer/consumer needs and industry standards.
- Deliver products according to the organization's obligation to customers/consumers with high product quality.
- Be honest and treat customers/consumers fairly and equally.
- Follow the terms and conditions agreed upon by both parties. If the Company is unable to proceed, it will inform in advance and offer options to prevent any damage that may occur to the Company's customers/consumers.
- Provide sufficient, accurate, clear, and up-to-date information about the components and properties of the Company's products.
- Keep customer information confidential and use it only for purposes to which the customer has consented.
- Do not accept or offer any form of bribe, including to the Company's customers.

4. Suppliers

The Company adheres to the framework of honest, transparent, and fair trade competition by following trade conditions and specified contracts, complying with the SNNP Supplier Sustainable Code of Conduct guidelines, and honoring strict promises made to suppliers. The purchase prices are considered appropriately and fairly, taking into account the reasonableness of the price, quality, and service received, and having clear requirements for procurement and operations. The Company does not request or receive assets or any other benefits from suppliers, supports environmentally friendly procurement, avoids partnerships with suppliers that violate human rights, infringe intellectual property rights, or have sustainability issues, and does not engage in business with suppliers involved in unlawful behavior.

The Company has the SNNP Supplier Sustainable Code of Conduct guidelines, which aim to assist suppliers in effectively managing the environment, society, governance, surroundings, and workplace safety. The Company also provides knowledge, advice, and motivation to develop a business management system that aligns with ESG and safety principles. Additionally, the Company supports the capacity development and knowledge enhancement of its suppliers, both on and off the job, to enable them to work more efficiently, and suppliers can utilize their

knowledge to improve their work and achieve maximum efficiency. It also ensures that the Company selects suppliers in a systematic, fair, and transparent manner and supports suppliers who conduct business ethically, take responsibility for social and environmental issues, and do not engage in transactions with individuals or entities that have violated rules or displayed corrupt behavior. The SNNP Supplier Sustainable Code of Conduct guideline is available on the Company's website (<https://investor.snnp.co.th>).

5. Joint Venture Partner

The Company respects the rights of joint venture partners, treats them fairly, does not take advantage of joint venture partners, and cooperates well with them to promote and support their operations to ensure their strength. The Company encourages the exchange of opinions, suggestions, and joint consideration of business plans and benefit allocation in an appropriate, transparent manner. The Company also monitors and drives their operations to comply with the legal framework, sustainable development guidelines, and the Company's business code of conduct. These efforts aim to ensure the success of their operations in line with the joint venture's objectives.

6. Creditor

The Company takes into account the equality of all parties involved, honesty in business operations, adhering to building trust and treating creditors fairly. The guidelines for dealing with creditors are as follows:

- Make contracts with creditors legally, equitably, fairly, and transparently, without taking advantage.
- Do not use fraudulent methods or conceal any important information or facts that may cause harm to creditors.
- Maintain strict and honest compliance with creditor conditions, including repayment, collateral care, and other conditions.
- Report the financial status to creditors accurately, completely, and in accordance with good corporate governance principles, as stipulated in the loan agreement.
- Repay loans with interest to all types of creditors completely and according to the agreed-upon schedule. If unable to comply with contractual obligations, report to creditors in advance and work together to find solutions to avoid defaulting on debt payments.

7. Community

The Company believes that a strong community and society are important foundations for the country's development. Therefore, we are committed to developing our business in tandem with society's development to help enhance quality of life and reduce inequality in the community. We support activities that address problems and create benefits aligned with the needs of the communities and societies where the Company operates, both domestically and internationally. The Corporate Governance and Sustainable Development Committee is responsible for setting policies and providing operational guidelines, and they also promote participation from all sectors, including employees, the government, and local communities, to drive various activities aimed at encouraging industrial companies and communities to live together in a supportive and sustainable way. (Please refer to the details of activities for the community and society in the sustainability report.)

8. Government Agencies

The Company specifies guidelines for conducting transactions with government agencies in the Corporate Governance and Business Code of Conduct Handbook. It must strictly comply with the laws and regulations of each locality and must not engage in any actions that may induce employees in government agencies to act inappropriately. The Company is required to cooperate effectively with government agencies, both in academics and in supporting various activities, as well as to listen to opinions, suggestions, and complaints from government agencies with good practice as follows:

- Operate correctly and honestly when dealing with officials or government agencies.
- Be aware that each locality or country may have different laws, conditions, procedures, criteria, practices, or business cultures regarding the awarding of awards, donating money, hiring, welcoming, or catering to government employees or government agencies.
- Avoid transactions with government officials or their family members while such officials influence decisions regarding state contracts.
- Get to know and build good relationships between the government and the Company at an appropriate level. Some actions that can be taken include meeting and talking in public, offering congratulations on occasions, festivals, or traditions.

9. Mass Media

The Company places importance on the accurate, transparent, and timely disclosure of information to the mass media. This enables the mass media to communicate effectively and promptly with the public. The Company also fosters ongoing engagement with the mass media through various activities aligned with their interests. These may include invitations to attend press conferences or social events hosted by the Company, aiming to build strong relationships with the mass media based on professional ethical standards of media.



10. Competitor

The Company conducts business with a policy of treating competitors fairly, in accordance with the framework of trade competition law, and adheres to the Company's business code of conduct. The Company does not take advantage of business partners through unlawful means, and acts within the framework of free and fair competition rules. It does not seek confidential information through dishonest or inappropriate means, engage in actions that infringe on the intellectual property of competitors, destroy the reputation of competitors by making malicious accusations, slander or attack competitors without factual information, or engage in any behavior that monopolizes, reduces, or limits competition.

Contact Channels for Stakeholders

The Company allows stakeholders to give suggestions and opinions, request information and details, and report complaints or blow the whistle on illegal actions, inaccuracies in financial reports, and defective internal control systems or practices that violate the business code of conduct. Those actions can be carried out through channels

specified by the Company, where various suggestions will be collected, filtered, and reported to senior management and the Board of Directors, respectively. The complaints and whistleblowing reported to the Company will be kept confidential.

- Company Secretary
Telephone: 0 2628 0408
Email: comsec@snp.co.th
- Investor Relations
Telephone: 0 2628 0408
Email: ir@snp.co.th

In addition, the Company has opened channels for employees and external stakeholders to contact, provide opinions, submit complaints, and report inappropriate actions through the websites www.snp.co.th and <https://investor.snp.co.th>. This allows for systematic complaints management, and the process is as follows:

- Employees or stakeholders express their opinions through designated channels. The related information is kept confidential and will be disclosed only as necessary. The Company has measures in place to protect whistle-blowers or complainants in writing.
- The Company's internal audit department is responsible for collecting complaints from all channels to verify the facts at a basic level. The process will be carried out carefully to ascertain the facts within 30-60 days. The progress will be periodically reported to the informant (if the informant can be identified). The investigation will be conducted without revealing the identity of the complainant or the source of information. The complainant can request that the Company implement appropriate protection measures, or the Company may implement such measures without the complainant having to request them, if it is deemed that it is likely to cause harm or insecurity.
- If an offense is found to have occurred, the Company will establish an Investigation Committee to decide on and consider the punishment. Subsequently, the corruption and complaints will be reported to the Audit Committee and the Board of Directors.

Stakeholders who wish to contact the Board of Directors directly, without going through management, to report violations of rights, corruption, or breaches of the law or the code of conduct that may involve executives can file complaints with the Board of Directors through the Audit Committee via email at audit_committee@snp.co.th.

Principle 6 Ensure an Appropriate Risk Management and Internal Control System.

To ensure that the Company and its subsidiaries have an appropriate and sufficient risk management and internal control system to effectively achieve objectives and comply with relevant laws and standards. The Board of Directors has the following responsibilities:

1. Establish risk management policies, ensure effective risk management, and regularly review and evaluate the risk management system.
2. Appoint a Risk Management Committee to support the Board of Directors in establishing appropriate risk management policies for the entire organization. Ensure that the overall risk management system and process are efficient and effective in managing risks to an acceptable level. The Risk Management Committee will have specific authorities and duties, including:

- Consider evaluating and reviewing the nature of risks that the Company faces or is expected to occur and affect the Company (Identification of Risks), and determine the acceptable risk level of the Company (Risk Appetite).
 - Consider establishing a comprehensive risk management policy for both internal and external risks that aligns with the Company's strategy and direction. Present the it to the Board of Directors for consideration and approval.
 - Consider establishing strategies and guidelines for risk management in line with the risk management policies. This is aimed at evaluating, following up on, and supervising risk levels to ensure they remain at an acceptable level.
3. Report to the Board of Directors on risks and risk management. The authorities, duties, and responsibilities of the Risk Management Committee are outlined in the Risk Management Committee Charter.
 4. Appoint an Audit Committee with qualifications as required by relevant laws and regulations to perform duties, including reviewing financial reports and assessing the appropriateness and sufficiency of the internal control system before presenting them to the Board of Directors for consideration.
 5. Establish an internal audit unit that can work efficiently and independently in performing its duties. The unit is responsible for reviewing the efficiency of the risk management and internal control system, and it reports its findings to the Audit Committee and the Board of Directors for consideration.
 6. Establish a policy to prevent conflicts of interest and to provide guidelines for action in cases where conflicts of interest occur. The Audit Committee is responsible for reviewing and giving opinions on the reasonableness of entering into transactions that may involve conflicts of interest before presenting them to the Board of Directors and/or the shareholder meeting for approval (depending on the case).
 7. Provide a business code of conduct and an insider information use prevention policy to prevent improper use of the Company's and its subsidiaries' assets, information, and opportunities. Establish policies for transactions with connected parties to prevent transactions with connected parties that are inappropriate or do not comply with relevant rules.
 8. Establish a clear anti-corruption policy and communicate it to all levels of the organization's employees and outsiders to ensure practical implementation. Provide projects or guidelines to combat corruption and support activities that encourage all employees to comply with relevant laws and regulations.
 9. Receive complaints, then take action in cases where whistleblowing is pointed out, and set clear guidelines in the anti-corruption policy by providing various communication channels to offer employees and stakeholders convenient and appropriate opportunities to blow the whistle or report complaints to the Company. The Company has established measures to protect whistleblowers or complainants, witnesses, and individuals providing information in fact-finding investigations from suffering harm or injustice arising from whistleblowing, making complaints, being witnesses, or providing information to the Company.
 10. The directors and executives are responsible for reporting to the Company, being aware of their own interests or those of related persons who have interests related to the management of the Company's affairs within 30 days from the date of appointment or since there has been a change in such interests.

In this regard, directors are responsible for reporting their interests in any meeting agenda at least before the relevant agenda is considered in the Board of Directors meeting and recording such interests in the meeting minutes. This also prohibits directors who have significant interests in a way that they would not be able to express their opinions freely on the relevant agenda from participating in the meeting regarding that agenda.

With guidelines for supervision regarding risk management and internal control systems as mentioned above, the Company believes that it will be a supporting guideline for effectively achieving its objectives and complying with relevant laws and standards. The Board of Directors has approved the risk management policy to provide the Company with a clear, written framework for operating in the risk management process in accordance with the principles of good corporate governance and relevant international standards.

Principle 7 Maintain Financial Credibility and Information Disclosure.

Board of Directors has the following responsibilities:

1. Monitor financial liquidity and debt repayment ability, and establish plans and mechanisms to resolve any problems that may arise.
2. Supervise the financial reporting system and important information disclosure to ensure accuracy, adequacy, timeliness, and compliance with relevant rules and guidelines.

Information Disclosure and Transparency

The Company has clearly defined written guidelines regarding information disclosure in its corporate governance policy for employees since 2019. These guidelines are consistent with current applicable laws and the good practices of the SEC and the Stock Exchange of Thailand. They aim to ensure that employees in departments related to information disclosure can adhere to them correctly, and they aim to provide assurance to shareholders, investors, the public, and stakeholders that the Company has disclosed information accurately, clearly, equally, and in accordance with the law. The details of these guidelines are available on the Company's website for stakeholders and the public.

The Company adheres strictly to laws, rules, and regulations mandated by the SEC, the Stock Exchange of Thailand, and other government agencies. We regularly follow up on changes to ensure that information is disclosed correctly. This guarantees shareholders' trust in the Company's transparent business operations. For example,

1. Prepare various reports related to directors and senior executives according to the law, and submit them to the SEC and related agencies based on specified criteria.
2. Establish a policy for directors and senior executives to report their own interests and those of related persons concerning the management of the Company's or subsidiaries' affairs. This policy should align with the criteria, forms, and methods specified by the Company.
3. Establish a policy for directors to disclose or report trades or holdings of the Company's common shares during board meetings. Additionally, report holdings of subsidiaries' bonds and/or common shares by directors and senior executives. Also, report holdings of common shares by spouses or individuals living together as husband and wife, as well as minor children of such persons, to the Board of Directors at least once a year.
4. Prepare a report on the board's responsibility for financial reports and include it in the annual report, alongside the auditor's report.
5. Disseminate the notice of the general meeting of shareholders and the annual report within 120 days after the end of the fiscal year.
6. Disseminate the minutes of the latest general meeting of shareholders on the Company's website.
7. Reveal the roles and responsibilities of the board and its sub-committees, the number of meetings held, and the attendance record of each director at these meetings.
8. Reveal the date, month, and year of appointment as directors in the annual report.

9. Reveal the director nomination methods and the committee's performance evaluation methods.
10. Reveal the remuneration policy for directors and senior executives, as well as the form, type, and amount of remuneration that each director receives for serving as a member of an individual sub-committee.
11. Reveal information on the participation of individual director training courses organized by the Thai Institute of Directors (IOD).
12. Reveal operational and investment structure of subsidiaries, associated companies, jointly controlled entities, and other relevant companies clearly.
13. Reveal both audit fees and non-audit service fees in the annual report.
14. Reveal the memorandum of association and articles of association on the Company's website.
15. Reveal the policy on environmental and social care, as well as the results of its implementation.
16. Reveal the corporate governance policy and the results of its implementation.
17. Reveal important investment projects and their impact by disclosing information through the SET Link system of the Stock Exchange and the Company's website. This ensures that shareholders, investors, mass media, and related parties receive accurate, comprehensive, and transparent information.

The Board of Directors has established an "Investor Relations Code of Conduct" to ensure that the Company's investor relations activities are conducted correctly, appropriately, and fairly for all stakeholders. These compile best practices related to investor relations from companies, providing them with clear guidelines for operating in accordance with the Company's corporate governance principles. This aims to create added value for the Company, build confidence among shareholders, investors, the public, and all stakeholders, and promote sustainable business operations

Channels for Disseminating Company Information

The Company places importance on the disclosure of accurate, comprehensive, and transparent information, encompassing financial, performance, and other relevant data. In addition to fulfilling legal obligations, the Company has improved communication channels across various media to serve the interests of stakeholders. For example,

- Establish an investor relations department as a channel for direct contact with investors both domestically and internationally.
- Conduct press conferences on quarterly operating results, including news on investment projects and important activities of the Company, on a regular basis.
- Announce quarterly results to investors and analysts.
- Organize activities to meet investors and stakeholders both domestically and internationally.
- Organize business and factory visit projects for shareholders, investors, analysts, academics, communities, mass media, and stakeholders. If the situation allows, we can arrange visit projects as appropriate.
- Disseminate news through mass media in various forms, such as press releases, articles, advertising media, and social media.
- Print publications and other media to disseminate company information, such as annual reports, sustainable development information, etc.
- Reveal information through the Company's website <https://investor.snnp.co.th/>

Investor Relations Department

The Company's investor relations department is responsible for communicating equally and fairly with institutional investors, retail investors, shareholders, analysts, and related government agencies. In 2023, it organized various activities to allow directors and senior executives to regularly meet with institutional investors, retail investors, and analysts. These included presentations on operating results, financial statements, financial status, management explanations and analysis, as well as future trends. Investor relations activities can be summarized as follows:

- “Analyst Conference” activity, which announces turnover every quarter, occurred 4 times in total.
- Activity where listed companies meet with investors (Opportunity Days), organized by the Stock Exchange of Thailand, occurred 4 times in total.
- “IR Roadshow & Conference” activity, which involves meetings with both domestic and international investors, occurred 59 times in total.
- The meeting formats include in-person meetings, conference calls, and small group sessions to allow investors to ask questions about the Company's approach, operations, and strategies. Additionally, questions from investors are answered directly via email and telephone.



Principle 8 Support Participation and Communication with Shareholders

The Board of Directors is responsible for ensuring that shareholders participate in decision-making on important matters of the Company, respecting their rights, and treating major and minor shareholders, as well as all stakeholders, fairly and transparently. The Board is also responsible for supervising processes and channels for receiving and dealing with complaints from whistleblowers or all stakeholders effectively, as well as providing opportunities for all stakeholders to contact or file complaints directly related to potential board issues.

The Company has a policy to support, promote, and facilitate every shareholder and shareholder group, including institutional shareholders, in exercising their various rights as securities investors and company owners, with accepted and reliable methods and standards. Shareholders have the right to buy, sell, and transfer their securities independently, to receive a share of profits from the Company, to attend shareholder meetings, propose agenda items in advance, nominate individuals for election as directors, express opinions independently at meetings, and participate in decision-making on important company matters, such as the election of directors, appointment of auditors, determination of audit fees, amendment of the memorandum of association and articles of association, and approval of important transactions that influence the direction of the Company's business operations.

In addition to the basic rights mentioned above, the Company has taken action on various matters to promote and facilitate the exercise of additional rights by shareholders, as follows:

1. Provide important and necessary information to shareholders regarding business operations in a clear and timely manner by disclosing that information through the Company's website and the Stock Exchange of Thailand.
2. To ensure that every shareholder receives sufficient, clear, and timely information to study in advance of the shareholder meeting, the Company clearly disseminates information about the date, time, place, and agenda for the meeting in both Thai and English at least 30 days in advance of the meeting date.

For the shareholder meeting notice, the Company provides detailed information for each agenda item along with an explanation of the reasons and opinions of the board. The Company disseminates the meeting notice along with related documents, such as registration forms, required documents and evidence for attendees in the meeting, proxy appointment procedures, registration, and proxy forms, on the Company's website in both Thai and English at least 30 days in advance of the shareholder meeting and sends the above documents to shareholders at least 21 days in advance of the meeting.

3. The Company allows shareholders to appoint independent directors or any other person as a proxy to attend the meeting on their behalf by using one of the proxy forms sent along with the meeting notice. Shareholders can determine the direction of voting according to the format mandated by the Department of Business Development, Ministry of Commerce, which includes information about the independent directors appointed by the Company to be shareholders' proxies.

For institutional investors or foreign investors who have appointed a custodian in Thailand to be the depository and custodian of their shares, the Company has coordinated the documents and evidence that must be presented before attending the meeting in advance, to make registration on the meeting day more convenient and faster.

4. The Company allows shareholders to send questions or requests for information on each agenda item or other Company-related information in advance of the shareholder meeting date via email at comsec@snp.co.th or to the Company's address. Shareholders who wish to inquire about additional information can contact the Company Secretary's office directly through this channel:

Address: Company Secretary Department, Srinanaporn Marketing Public Company Limited
325/6-9 Lanluang Road, Mahanak Square, Dusit, Bangkok 10300

Telephone: 02-628-0408

Email: comsec@snp.co.th

5. The Company conduct the shareholder general meeting using a hybrid meeting system. Shareholders can choose between attending the meeting in person at Ratchadamnoen Hall, 1st floor, Royal Princess Larn Luang Hotel at 269 Larnluang Road, Pom Prap Sattru Phai, Bangkok, or attending via electronic media (E-AGM). For the electronic meeting option, the Company has engaged OJ International Company Limited as a service provider to manage the meeting in compliance with the Emergency Decree on Meetings via Electronic Media B.E. 2563 and relevant laws and regulations. The electronic meeting system has been reviewed and approved for security standards by the Ministry of Digital Economy and Society. This system facilitates shareholders in registering (E-Register), appointing proxies, attending the meeting, asking questions via audio-visual channels (Video Conference), voting (E-Voting), and vote counting. The Company has provided shareholders with a process guide for requesting attendance and using the electronic meeting system, which was included in the shareholder meeting notice.

6. For details of the vote counting results for each agenda item, the Company collects the results and informs the meeting after voting on each agenda item is completed. If some agenda items require more time than usual to count votes, the chairman of the meeting may request to proceed with considering other agenda items first to keep the meeting going. After the vote counting is completed, the meeting will be immediately informed of the details of the vote results.
7. The Company grants shareholders the right to attend the meeting after the meeting chairman has opened it. Shareholders can then vote on agenda items that are under consideration and have not yet been voted on. Their attendance counts towards establishing a quorum from that point onward. This may result in an unequal number of voters for each agenda item.
8. At the 2023 Annual General Meeting of Shareholders, the meeting considered various matters according to the agenda specified in the meeting notice sent to shareholders in advance, without changing the order of the agenda and no requests for the meeting to consider matters other than those specified in the shareholder meeting notice.

After the meeting had completely considered various matters according to the agenda, the Company proceeded as follows:

1. The Company disclosed the resolutions of the 2023 Annual General Meeting of Shareholders to the public, including the voting results for each agenda. This information was disseminated through the SET Link system of the Stock Exchange of Thailand and published on the Company's website on the meeting day, after the meeting concluded.
2. The Company has completed recording the meeting minutes, which include important information such as a list of directors and management who attended the meeting, voting procedures and methods, meeting resolutions, voting results for each agenda, and a summary of all questions and answers submitted in advance and asked during the meeting. The minutes of the 2023 Annual General Meeting of Shareholders were completed within 14 days from the meeting date. They were then sent to the Stock Exchange of Thailand and the Ministry of Commerce within the period specified by law, along with being published on the Company's website.

6.2 Business Code of Conduct

Code of Conduct for Directors, Executives, and Employees

The Company has experienced continuous and stable growth to date due to its commitment to conducting business ethically. The Board of Directors, management, and employees at all levels have consistently practiced and emphasized their dedication to fairness, excellence, belief in the value of people, and commitment to social and environmental responsibility. Therefore, the Corporate Governance & Business Code of Conduct Handbook has been created as a set of principles and guidelines for corporate governance, code of conduct, and ethics, enabling directors, executives, and employees of the Company to perform their duties with honesty and integrity, comply with laws and regulations, adhere to the rule of law, be transparent, and be committed to justice and morality. They must also value partners, be responsible to society, the community, and the environment, refrain from involvement in politics, consider all stakeholder groups, as well as respect the rights of individuals as specified by law, respect human rights, combat corruption, prevent money laundering, not offer/accept compensation beyond what is normal, refrain from soliciting, receiving, or paying bribes, avoid conflicts of interest, maintain property, refrain from using inside information for illegal gain, and refrain from infringing on the intellectual property or copyright of others. The Company has distributed the handbook to all directors, executives, and employees, and has organized training sessions to provide knowledge and understanding of correct working practices, including testing the knowledge of the trainees. These sessions include communication, awareness raising, and instilling employees with the commitment to follow these guidelines. This is aimed at encouraging and supporting executives and employees to disseminate the Company's business code of conduct. The Company believes that these actions will promote quality, morality, transparency, and accountability in its operations. In 2023, the Company created a Corporate Governance & Business Code of Conduct Handbook in electronic document format (PDF file) published on the Company's website (<https://investor.snp.co.th>), in both Thai and English versions, to communicate with personnel at all levels. The Company is in the process of preparing translations into local languages of other countries, such as Vietnam, Cambodia, etc., with the aim of facilitating effective communication for employees in overseas subsidiaries to adhere to and use the Corporate Governance & Business Code of Conduct Handbook as a guideline for appropriate practices according to the context of each country and each company. This process is expected to be completed by 2024.



Supplier Code of Conduct

The Company has operated alongside Thai society for a long time, adhering to principles of good governance, maintaining product quality standards, being responsible for the community, and continuously developing itself to serve as a guideline for conducting business with stakeholders. The Company believes that these sustainable business principles will form a strong foundation for business survival in all situations. The Company considers its “Suppliers” as an important stakeholder group in business growth, and is committed to treating them with equality, transparency, and fairness. It aims to avoid situations or actions that may cause conflicts of interest, and complies with covenants and agreements to maintain good business relationships. The Company follows guidelines for managing and developing sustainable suppliers, while also fulfilling its responsibility towards customers, consumers, communities, society, and the environment.

In order to effectively achieve these intentions and aspirations, the Company places importance on supply chain management and concretely develops it through supervision. As part of this effort, the “SNNP Sustainable Supplier Code of Conduct” has been created as a guideline to align the practices of the Company’s suppliers with those of the Company. The Company aims to secure cooperation from its suppliers in conducting business ethically, respecting human rights, providing occupational health care and safety for employees, and prioritizing environmental management to promote stability, growth, and sustainable business development. The details of the SNNP Sustainable Supplier Code of Conduct are available on the Company’s website (<https://investor.snnp.co.th>).

In 2023, the Company reviewed the New Supplier self-assessment and ESG Supplier self-assessment to improve the evaluation of suppliers, focusing on environmental, social, and governance (ESG) issues. Additionally, the Company is in the process of creating a handbook on Sustainable Supply Chain Management to serve as a guideline for operations. This handbook will cover recruiting and selecting new suppliers, managing existing suppliers, grouping suppliers into main suppliers/secondary suppliers/general suppliers (Critical Supplier Tier 1/Non-Critical Supplier Tier 1/General Supplier), identifying and assessing supplier risks, promoting sustainability development of suppliers, and receiving whistleblowing and complaints from suppliers. The purpose of creating this handbook is to achieve the 6 goals of the Company for sustainable supply chain management, as follows:

- (1) To efficiently and effectively manage business operations and costs, and increase competitive opportunities.
- (2) To increase the use of raw materials, packaging, products, or services that are more environmentally friendly.
- (3) To reduce the use of raw materials, packaging, products, or services that are more than necessary.
- (4) To achieve zero incidents of human rights violations in the Company’s procurement process.
- (5) To achieve zero incidents of corruption.
- (6) To ensure that 100% of key suppliers (Critical Suppliers) receive sustainability assessments (ESG Audit) by 2027.

The Company expects the handbook on Sustainable Supply Chain Management to be completed and officially announced within the first quarter of 2024.

Investor Relations Code of Conduct

The Company has established an Investor Relations Code of Conduct to guide investor relations in performing their duties correctly and appropriately. This code includes basic principles regarding the disclosure of important information, the keeping of internal information confidential, the equal and fair treatment of stakeholder groups, and the performance of duties with honesty, all of which are in line with the Company's corporate governance objectives to create added value and build confidence among all stakeholders. The 4 key aspects of the Investor Relations Code of Conduct are as follows:

1. Investor relations must disclose important information necessary for making investment decisions correctly, adequately, and in a timely manner.
2. Investor relations must not use inside information for personal benefit or the benefit of others.
3. Investor relations must disclose information equally and fairly, ensuring that all relevant groups have access to and can inquire about information.
4. Investor relations must perform their duties with professional honesty, based on the principles of equality and non-discrimination, avoiding bribery, which may lead to personal motives and conflicts of interest that favor personal interests over those of the Company and its stakeholders.

Reporting and Investigating Code of Conduct Violations

The Company has established a policy for receiving complaints regarding violations of regulations and the code of conduct. This policy is widely communicated to personnel within the organization through various channels, such as communication with supervisors, public relations signs, etc. Additionally, the Company discloses information about the whistleblowing and complaints policy, investigation guidelines, and punishments on its website <https://investor.snp.co.th>. The process for managing complaints of violations of regulations and/or the code of conduct is as follows:

- Employees or stakeholders express their opinions through designated channels. The related information is kept confidential and will be disclosed only as necessary. The Company has measures in place to protect whistle-blowers or complainants in writing.
- The Company's internal audit department is responsible for collecting complaints from all channels to verify the facts at a basic level. The process will be carried out carefully to ascertain the facts within 30-60 days. The progress will be periodically reported to the informant (if the informant can be identified). The investigation will be conducted without revealing the identity of the complainant or the source of information. The complainant can request that the Company implement appropriate protection measures, or the Company may implement such measures without the complainant having to request them, if it is deemed that it is likely to cause harm or insecurity.
- If an offense is found to have occurred, the Company will establish an Investigation Committee to decide on and consider the punishment. Subsequently, the corruption and complaints will be reported to the Audit Committee and the Board of Directors.

However, Stakeholders who wish to contact the Board of Directors directly, without going through management, to report violations of rights, corruption, or breaches of the law or the code of conduct that may involve executives can file complaints with the Board of Directors through the Audit Committee via email audit_committee@snp.co.th

In 2023, the Company did not receive any complaints of rights violations, corruption, or illegal acts, and no incidents of business code of conduct violation were found.

6.3 Key changes and developments in policies, practices, and corporate governance systems over the past year

Key changes and developments in the review of policies, practices, and corporate governance systems or the committee charter over the past year

In 2023, the Company took significant steps to review its policies, practices, and corporate governance systems or the board and sub-committee charters, aimed to establish a continuous corporate governance system, enhance supervision efficiency, and demonstrate that the Company's corporate governance standards have been elevated in accordance with the CG Code, as follows:

1. Review the Board of Directors and sub-committee charters.
2. Conduct self-assessments of the performance of the Board of Directors and sub-committees as a whole and individually.
3. Establish a Corporate Governance and Business Code of Conduct handbook.
4. Review the guidelines for New Supplier self-assessment and ESG Supplier self-assessment.
5. Announce the intent to join the Thai Private Sector Collective Action against Corruption (CAC) project.
6. Create an action plan for corporate governance to achieve an excellent Corporate Governance Rating (CG Score 5 stars) from an internationally recognized institution (IOD).

Applying Corporate Governance Code for Listed Companies 2017

The Company complies with the Corporate Governance Code for Listed Companies 2017 (CG Code 2017) and the Board of Directors reviews its application to suit the Company's business context at least once a year. However, for the year 2023, the Company was unable to fully comply with the CG Code 2017 in some matters, as follows:

1. The Board of Directors should comprise more than 66 percent non-executive directors of the total number and more than 50 percent independent directors of the total number.
2. The Corporate Governance and Sustainable Development Committee should have a structure comprising more than 50 percent independent directors.

However, for both matters mentioned above, the Nomination and Remuneration Committee, appointed by the Board of Directors, is nominating qualified experts with the knowledge, experience, expertise, and all required qualifications specified by law for presentation to the Board of Directors meeting and/or the shareholder meeting. This is aimed at considering and approving the election and appointment to the position of the Company's independent director, providing a composition of the Board of Directors and the Corporate Governance and Sustainable Development Committee with independent members from management, which promotes and creates a balance of authority. This good practice aligns with the CG Code 2017

Other practices according to the Corporate Governance Code

The Company and its subsidiaries review and take actions to enhance and improve policies, regulations, handbooks, and guidelines according to the Corporate Governance Code every year to ensure standards in accordance with the Corporate Governance Code at the national and international levels. These include the Corporate Governance Code for Listed Companies of the Securities and Exchange Commission, the Stock Exchange of Thailand, the Sustainability Assessment Criteria (ESG Rating) of the Stock Exchange of Thailand, and criteria outlined in the Corporate Governance Report of Thai Listed Companies (CGR) survey project conducted by the Thai Institute of Directors (IOD).

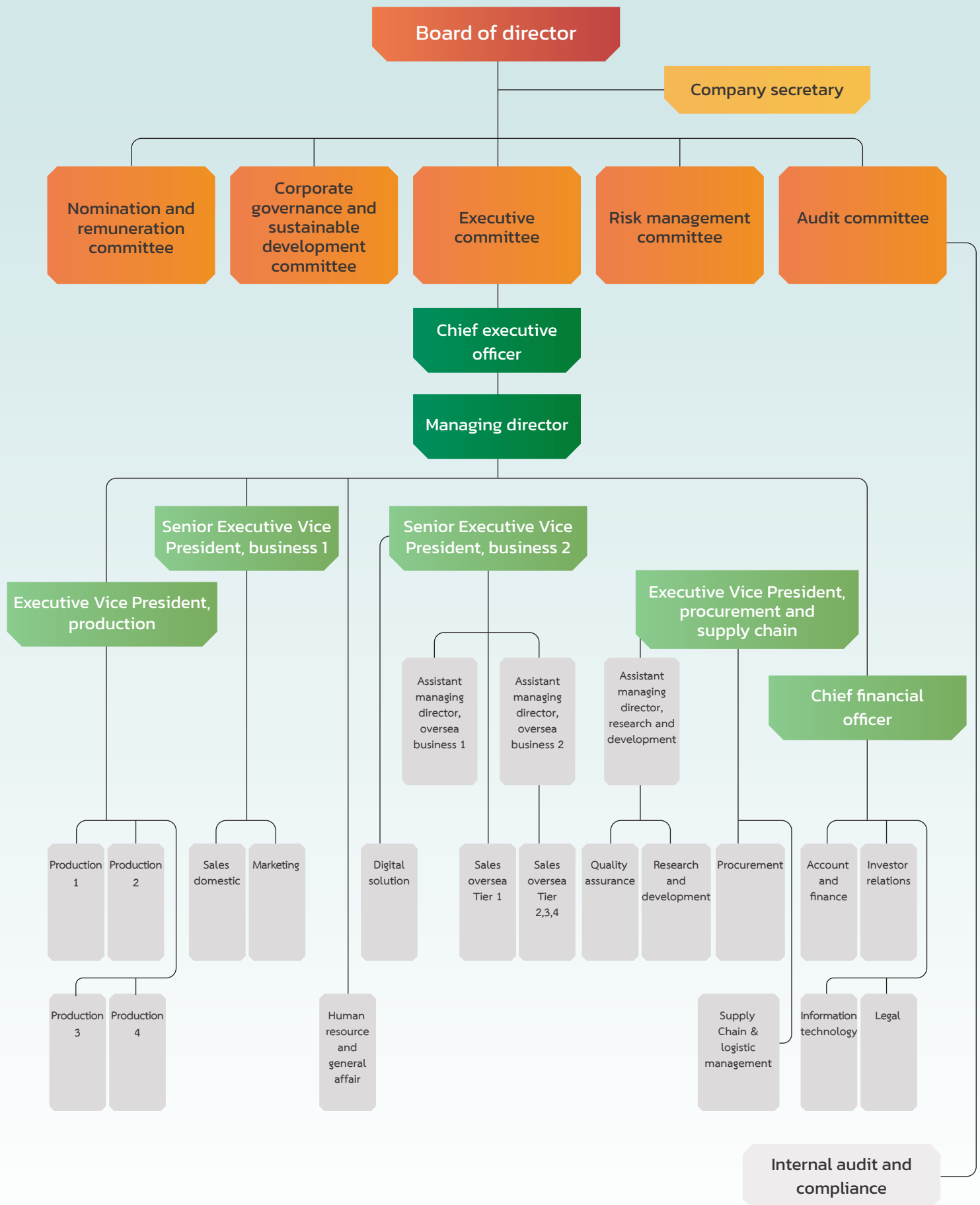
In 2023, the Company received the survey results of the Corporate Governance Report of Thai Listed Companies (CGR) 2023 by the Thai Institute of Directors (IOD) at the level of 5 stars or Excellent criteria. Additionally, the Company was classified in the group with the highest score (Top Quartile) for companies with a market capitalization not exceeding 10,000 million baht.

In addition, the Company received 95 out of 100 points from the evaluation of the quality of the 2023 Annual General Meeting of Shareholders (AGM Checklist) by the Thai Investors Association. However, the Company has already planned to improve the quality of the general meeting of shareholders for the year 2024 so that the 2024 Annual General Meeting of Shareholders will meet the highest quality standards according to the evaluation criteria, with the goal of receiving a full 100 points on the AGM Checklist.

7. Organization structure and important information of the Board of Directors and Committees



7.1 Organization structure



7.2 Information of the Board of Directors and Committees

7.2.1 Composition of the Board of Directors

As of 31 December 2023, the Board of Directors consisted of 9 members as follows:

Name	Position
1. Mr. Niwat Kanjanaphoomin	Chairman/Independent Director
2. Mr. Viwat Kraipisitkul	Director/Chairman of Executive Committee
3. Mrs. Thanyanee Kraipisitkul	Director/Member of Nomination and Remuneration Committee/Managing Director
4. Mr. Thakorn Chaisathaporn	Director/Member of Executive Committee/Member of Corporate Governance and Sustainable Development Committee/Chief Executive Officer/Senior Executive Vice President-Business 2
5. Mr. Wichian Chaisathaporn	Director/Member of Executive Committee/Member of Risk Management Committee/Executive Vice President - Production
6. Mrs. Kittiya Chaisathaporn	Director/Member Executive Committee/Member of Corporate Governance and Sustainable Development Committee/Executive Vice President of Procurement And Supply Chain
7. Mr. Yongyoot Luangrattanamart	Independent Director/Chairman of Audit Committee/Chairman of Corporate Governance and Sustainable Development Committee
8. Mr. Vira Jungjaroensuk	Independent Director/Member of Audit Committee/Chairman of Nomination and Remuneration Committee
9. Mr. Jirasuk Sugandhajati	Independent Director/Member of Audit Committee/Chairman of Risk Management Committee

Miss. Sukanya Rueakdee served as Secretary of the Board of Directors

(1) Authorized Directors to bind the Company

Authorized directors to bind the Company are Mr. Viwat Kraipisitkul, Mrs. Thanyanee Kraipisitkul and Mr. Thakorn Chaisathaporn. Two-third of the authorized directors shall sign and affix the seal of the Company.

7.2.2 Information of individual members of the Board of Directors and the Controllers of the Company

Names and positions of members of the Board of Directors and the Controllers are given in the Attachment 1

7.2.3 Report of the securities holding in Srinanaporn Marketing Public Company Limited (SNNP) of members of the Board of Directors and executives and their spouses, underage children and juristic persons holding shares in the aggregate of exceeding 30 percent

See Attachment 1

7.2.4 Responsibility of the Board of Directors

1. Supervise the business operations of the Company to be according to the law, objectives, regulations and resolutions of the meetings of the Board of Directors and shareholders with responsibility, precaution and honesty to protect the rights and interest of the Company and the shareholders.
2. Give approval to the proposal of the management concerning vision, mission, strategy, business plan, financial goal, risk, budget, structure of organization management and approval authority of the Company and its subsidiaries. Supervise the Management and their performance or the persons entrusted to manage so as to comply with the policy with efficiency and effectiveness and to add maximum value to the Company and the shareholders.
3. Appoint committees such as the Audit Committee, Executive Committee, Nomination and Remuneration Committee and/or other Committees to support the work of the Board of Directors as appropriate. Policy, role, responsibility and working process of the committees shall be clearly defined.
4. Appoint secretary to assist the Board of Directors in performing its duty in conducting the business operations in compliance with law, notifications and related rules and regulations.
5. Follow-up regularly and keep informed of the reports and evaluation of the Management and committees in order to achieve the plans and the objectives.
6. Organize the internal control system, internal audit system and risk management system which is adequate, appropriate and inclusive to the whole organization. Complaint mechanism and whistle-blowing handling process will be available.
7. Ensure the business continuity in the long run and the availability of human resources development plan and succession plan.
8. Approve the interim dividend to the shareholders.
9. Approve the acquisition and disposition of assets (for the size which does not need to be considered in the shareholders' meeting), investment in new business and any other action in compliance with law, notifications and related rules and regulations.
10. Approve and give comments to connected transactions (for the size which does not need to be considered in the shareholders' meeting) of the Company and its subsidiaries in compliance with law, notifications and related rules and regulations.
11. Approve any other matters taking into account the benefit of the shareholders and stakeholders of the Company in a fair manner.
12. Ensure that there is no conflict of interest among the stakeholders of the Company and of subsidiaries. Member of the Board of Directors who is stakeholder of the Company or has higher or lower proportion of stake shall inform the Company of the matter without delay.
13. Organize the annual general meeting of the shareholders within 4 months from the end of the fiscal year of the Company.
14. Ensure that the annual report is available. Be responsible for the financial statements and the disclosure of financial statements in the shareholders' meeting in order to reveal the financial position and performance of the Company in the previous year.
15. Request for professional opinion, if necessary, for appropriate decision.
16. Ensure that the Company and its subsidiaries have appropriate and efficient accounting system. Organize financial report and reliable auditing.
17. Specify salary frame and policy for setting salary, salary raise, bonus, compensation and reward for employees and executives. Ensure that the compensation mechanism is appropriate.
18. Specify and verify policy on corporate governance, corporate social responsibility, anti-corruption, business ethics, etc. Ensure the effective implementation of the policy and ethical principle.
19. Report to the Company concerning securities holding and derivatives of member of the Board of Directors, their spouses and underage children who are shareholders in the Company and its subsidiaries in accordance with the conditions in the Securities and Stock Exchange Act, Notification of the Securities and Exchange Commission as well as related rules and regulations of the Stock Exchange of Thailand.

20. Attend at least one training course organized by Thai Institute of Directors (IOD) either Director Accreditation Program (DAP) or Director Certification Program (DCP) or equivalent to increase competency in their work.
21. Assign one or more members of the Board of Directors or any other person to perform any duty on behalf of the Board of Directors.

However, the authorization, duty or responsibility of the Board of Directors shall not be in such a manner that the delegation or sub-delegation of power enable the authorized person to approve the transaction which he may have conflict of interest (the definition given in the notification of Securities and Exchange Commission, Thailand and/or the notification the Stock Exchange of Thailand), may be a stakeholder or may receive any kind of benefit or may have conflict of interest with the Company or its subsidiaries with exception of the approval of the transaction according to the policy or principle already approved by the Board of Directors.

7.3 Information of the Committees

7.3.1 Committees

Committees have been established by the Board of Directors to scrutinize and supervise specific matter of the Company so that the Board of Directors can perform their duty with efficiency for the maximum effectiveness and to comply with the rules and regulations of the Securities and Exchange Commission, Thailand (SEC) and the Stock Exchange of Thailand. To date, there are 5 Committees, namely, Audit Committee, Executive Committee, Risk Management Committee, Nomination and Remuneration Committee and Corporate Governance and Sustainable Development Committee. Name of members of the Board of Directors and Committees including scope of their responsibility as well as the Chief Executive Officer and Managing Director are as follows;

Audit Committee

As of 31 December 2023, the Audit Committee consisted of 3 independent members

Name	Position
1. Mr. Yongyoot Luangrattanamart	Chairman
2. Mr. Vira Jungjaroensuk	Member
3. Mr. Jirasuk Sugandhajati	Member

Mr.Yongyoot Luangrattanamart is knowledgeable and has experience in accountancy and finance. Mr. Supachoke Bumrungpun serves as Secretary of the Committee.

Executive Committee

As of 31 December 2023, the Executive Committee consisted of 8 members as follows:

Name	Position
1. Mr. Viwat Kraipisitkul	Chairman
2. Mr. Thakorn Chaisathaporn	Member
3. Mr. Wichian Chaisathaporn	Member
4. Mr. Chayut Leehacharoenkul	Member
5. Mr. Montchai Pongstabadee	Member
6. Mr. Wiroj Wachiradechkul	Member
7. Mrs. Kittiya Chaisathaporn	Member
8. Mr. Supachoke Bumrungpun	Member

Miss Sukanya Rueakdee serves as Secretary of the Committee.

Risk Management Committee

As of 31 December 2023, the Risk Management Committee consisted of 5 members as follows:

Name	Position
1. Mr. Jirasuk Sugandhajati	Chairman
2. Mr. Wiroj Wachiradechkul	Member
3. Mr. Montchai Pongstabadee	Member
4. Mr. Wichian Chaisathaporn	Member
5. Mr. Supachoke Bumrungpun	Member

Mr. Thee Laktan serves as Secretary of the Committee

Nomination and Remuneration Committee

As of 31 December 2023, the Nomination and Remuneration Committee consisted of 3 members as follows:

Name	Position
1. Mr. Vira Jungjaroensuk	Chairman
2. Mr. Jirasuk Sugandhajati	Member
3. Mrs. Thanyanee Kraipisitkul	Member

Miss Sukanya Rueakdee serves as Secretary of the Committee.

Corporate Governance and Sustainable Development Committee

As of 31 December 2023, the Corporate Governance and Sustainable Development Committee consisted of 6 members as follows:

Name	Position
1. Mr. Yongyoot Luangrattanamart	Chairman
2. Mr. Thakorn Chaisathaporn	Member
3. Mr. Wiroj Wachiradechkul	Member
4. Mr. Montchai Pongstabadee	Member
5. Mrs. Kittiya Chaisathaporn	Member
6. Mr. Supachoke Bumrungpun	Member

Mr. Rio Khundeeklai serves as Secretary of the Committee.

7.3.2 Authority and Responsibility of the Committees

Authority and Responsibility of the Audit Committee

1. Verify the completeness and reliability of the Company's financial statements with adequate information disclosure.
2. Verify the sufficiency, appropriateness and efficiency of the internal control system and internal audit system and independence of the Internal Audit Unit. Approve the appointment, transfer and dismissal of the Head of Internal Audit Unit or of any other units responsible for internal audit as well as evaluate the performance of the Head of Internal Audit Unit. Give opinion to the Management concerning performance, budget and manpower of the Internal Audit Unit.
3. Verify the compliance of the Company with the Securities and Exchange Act, regulations and notifications of the Stock Exchange of Thailand and relevant law which enforces on the Company.
4. Select and nominate independent auditor to be the Company's auditor and propose for approval remuneration for the auditor.
5. Consider the connected transactions or related items which may have conflict of interest to comply with the Securities and Exchange Act, regulations and notifications of the Stock Exchange of Thailand and the law relevant to the Company and/or its business in order to ensure that the items are reasonable and are of the optimum benefit to the Company.
6. Prepare report of the Audit Committee consisting of information and comments of the Committee in several areas for information of the Board of Directors. The report, signed by the Chairman of the Audit Committee, will be disclosed in the annual report. The report must include, at least, the following:
 - (1) Comments on the correctness, completeness and reliability of the Company's financial statements
 - (2) Comments on the sufficiency of internal control system of the Company
 - (3) Comments on the compliance with the Securities and Exchange Act
 - (4) Comments on the compliance with regulations and notifications of the Stock Exchange of Thailand and the law which has effect on the Company
 - (5) Comments on the suitability of auditors
 - (6) Comments on the transactions which may have conflict of interest
 - (7) Number of meetings of the Audit Committee and attendance of each member
 - (8) General comments or observations of the Audit Committee in performing duty according to the charter
 - (9) Any other items, within the scope of authority and responsibility delegated by the Board of Directors, which the shareholders of the Company and the investors in general should be aware of
7. Investigate relevant persons within the scope of authority of the Audit Committee. The Audit Committee can hire or bring in experts in specific field to help in the investigation or to give opinion or advice.
8. The following items which may have significant effects on the financial status and the performance of the business operations of the Company, if found or suspected to be existing, shall be reported to Board of Directors for correction within the time limit considered appropriate by the Audit Committee.
 - (1) Transactions which have conflict of interest
 - (2) Corruption, irregularities or significant defects in the internal control system
 - (3) Violation of the Securities and Exchange Act, regulations and notifications of the Stock Exchange of Thailand and the law which has effect on the Company

If the Board of Directors or the executives do not make any correction within the specified time, any member of the Audit Committee may report to the Securities and Exchange Commission, Thailand (SEC) on such transaction or action.

9. Give comments on the annual assessment of corporate governance, social responsibility and anti-corruption of the Company.
10. Review and propose amendment of the charter of the Audit Committee to be consistent with the situation.
11. Report the achievements of the Audit Committee to Board of Directors every 6 months.
12. Perform any other task assigned by the Board of Directors.

Authority and Responsibility of the Executive Committee

1. Propose for approval of the Board of Directors the Company's policy, direction, strategy, business plan, budget, structure and management authority and proceed as approved from the Board of Directors. Examine and follow-up the performance of the operations to be efficient and effective.
2. Manage and supervise the normal business operations according to the goal, guidelines, policy, business plan and budget of the Company including the objectives in business operations according to the policy formulated by the Board of Directors.
3. Approve, within the authority limits or as specified by the Board of Directors, the conclusion of a contract or transaction related to the Company's normal business operations (such as purchase and sale, investment or joint venture with other persons for normal business operations and for the advantage of the operations according to Company's objectives).
4. Approve the appointment of consultants in various areas necessary for the Company's business operations within the annual budget as approved by the Board of Directors.
5. Approve the work order, instruction, specification and operational criteria, control and management of every line within the scope of authority approved by the Board of Directors.
6. Review the scope of authority, duty and responsibility of the Executive Committee and propose to the Board of Directors for amendment to be consistent with the situation.
7. Delegate authority to the Chief Executive Officer and/or Managing Director to conduct business operations within the scope of authority, duty and

responsibility specified by the Executive Committee under the supervision of the Executive Committee.

8. Perform any other task assigned by the Board of Directors or as mentioned in the policy specified by the Board of Directors.
9. Delegate authority to one or more persons to take an action on behalf of the Executive Committee. However, the authorization of the Executive Committee must not be in such a manner that, by the delegation or sub-delegation, the Executive Committee or the authorized persons can approve the transaction which he or they may have conflict of interest (the definition contained in the notification of the Securities and Exchange Commission, Thailand or the notification of the Stock Exchange of Thailand) with the Company or its subsidiaries with exemption of the transaction which complies with the policy and criteria already approved by the Board of Directors is excluded.

Authority and Responsibility of the Risk Management Committee

1. Identify and review risk associated with the Company or may occur and have an effect on the Company and determine risk appetite.
2. Formulate external and internal risk management policy and supervise the implementation of the policy which must be consistent with the strategy and direction of the business operations and cover at least the following 5 risk:
 - (1) Financial and Liquidity Risk
 - (2) Operational Risk
 - (3) Strategic Risk
 - (4) Compliance Risk
 - (5) Marketing Risk
3. Setting strategy and guidelines for risk management to be consistent with the risk management policy in order to be able to assess, monitor and control the risk to be at the acceptable level.
4. Define structure of the Risk Management Committee. Form the Risk Management Committee as appropriate. Specify role and responsibility according to the objective and to assess and monitor the result of risk management.

5. Submit to the Board of Directors for approval preventive and corrective measures and measures to limit the risk occurrence and risk which may occur to be used as the principle for management of each type of risk.
6. Review the suitability and sufficiency of the policy, strategy, preventive measure and guidelines for risk management to ensure that they are consistent with the Company's strategy and direction and can manage risk to be at the appropriate and acceptable level.
7. Evaluate and oversee the risk management process. Verify the appropriateness of the risk management report in order to monitor significant risk to ensure that the Company has sufficient and appropriate risk management.
8. Coordinate with the Audit Committee concerning significant risk to ensure that the Company has appropriate internal control system for the risk management and the risk management is implemented appropriately and throughout the organization.
9. Report to the Board of Directors on risk and risk management.
10. Give advice, consultation and recommendation to the operating unit and personnel or working group involving risk management. Consider guidelines for the development of risk management system.
11. Perform any other task assigned by the Board of Directors or according to the policy given by the Board of Directors.
3. Consider the independence of each Independent Director to ensure that they possess full qualifications.
4. Consider the format and procedure in training and development concerning the work under their responsibility and the Company's business for members of the Board of Directors, Committees, Chief Executive Officer and Managing Director to be consistent with the Company's business and the situation.
5. Consider the format and criteria for setting salary scale, salary increase, bonus, the remuneration, the reward for members of the Board of Directors, Committees, Chief Executive Officer and Managing Director on the basis of appropriateness, fairness and in compliance with related law. The abovementioned format and criteria will be submitted for approval of the Board of Directors and/or for approval of the shareholders' meeting (whichever is the case).
6. Approve, prior to seeking approval of the Board of Directors, proposal of the Managing Director concerning remuneration policy including salary, bonus and reward for the employees of the lower position than Managing Director.
7. Consider appraisal criteria for the performance of the Chief Executive Officer and Managing Director for approval of the Board of Directors
8. Prepare succession plan of executives of high position, the Chief Executive Officer and Managing Director for approval of the Board of Directors.
9. Perform any other task assigned by the Board of Directors or according to the policy given by the Board of Directors.

Authority and Responsibility of the Nomination and Remuneration Committee

1. Specify qualifications and criteria for recruitment of members of the Board of Directors, Committees, Chief Executive Officer and Managing Director. Select and nominate the qualified persons in terms of knowledge, experience and expertise for approval and appointment by the Board of Directors and/or for approval of the shareholders' meeting (whichever is the case).
2. Define the framework and policy in the recruitment and selection of the high executives of the position lower than Managing Director.

Authority and Responsibility of the Corporate Governance and Sustainable Development Committee

1. Set guidelines and propose for consideration of the Board of Directors and the Management, policy, strategy, framework and goal for the Company to become the Company with corporate governance and sustainable development, based on business ethics and conducts and anti-corruption policy/ measures to issue operational regulations so that the Company will become an entity complying with a standard having appropriate guidelines to achieve

the objective of being a company which will create sustainable confidence in all groups of stakeholders.

2. Oversee the implementation of corporate governance and sustainable development. Provide consultation and review the work in this area leading to the implementation. Participate in the projects under the framework of corporate governance and sustainable development with internal and external organizations aiming to comply with the international standards.
3. Give consultation to the executives and employees of all levels concerning corporate governance and sustainable development. Promote and support them in terms of resources and manpower to publicize strategy and culture in implementing corporate governance and sustainable development in order to promote the implementation in the same direction throughout the whole company and the affiliates.
4. Support and provide advice to the Company in applying for assessment or ranking in corporate governance in order to develop and upgrade the standard for corporate governance of the Company continuously.
5. Summarize the performance in corporate governance and sustainable development consisting of information in management of corporate governance and sustainable development for information of the Board of Directors annually.
6. Review or amend charter of the Corporate Governance and Sustainable Development Committee, at least, once a year and submit to the Board of Directors for approval.

Authority and Responsibility of the Chief Executive Officer

1. Supervise and give opinion and recommendation concerning the normal business operations in the area of finance and accounting, marketing, human resource management and others to be in accordance with the mission, vision, goals, policy, business plan and budget determined by the Board of Directors' meeting.
2. Perform any other task as assigned by the Executive Committee and/or the Board of Directors.

Moreover, the Chief Executive Officer has the authority to take any other necessary action relevant to the abovementioned task.

3. Sub-delegate or delegate the task to one or more persons as he/she sees fit to perform the task on behalf of the Chief Executive Officer within the time limit. However, the delegation of authority or delegation of task must be within the scope of the Power of Attorney and/or in compliance with the rules, requirements or instructions of the Board of Directors. The Chief Executive Officer may cancel, revoke, alter or amend the authorized person or authorization as necessary.

However, the authorization of the Chief Executive Officer must not be in such a manner that, by the delegation or sub-delegation, the Chief Executive Officer or the authorized person can approve the item which he or they may have conflict of interest with the Company or its subsidiaries. In this connection, the Chief Executive Officer must propose the matter to the Executive Committee to seek approval from the meetings of the Board of Directors and/or shareholders in accordance with the relevant rules, notification or law excluding the items which comply with the policy and criteria which have been approved by the meetings of Board of Directors and/or shareholders.

Authority and Responsibility of the Managing Director

1. Manage and carry out the routine work of normal business operations in accordance with the mission, vision, goals, policy, business plan and budget determined by the Board of Directors' meeting and/or as assigned by the Executive Committee and/or the Board of Directors. Follow-up and evaluate the performance of the Company regularly.
2. Approve the annual budget allocation prepared by the Management and seek approval from the Executive Committee and/or the Board of Directors. Control the use of the annual budget of each unit.
3. Approve issuance of directive and/or amendment of regulation, notification or memorandum to keep the operations complying with the goal, guidelines and policy given by the Executive Committee and/or the Board of Directors.

4. Approve, within the authority limits, the procurement and the expenditure related to the Company's normal business operations including acquisition of land, construction materials and related service, expense in the operations, sales and investment.
5. Approve, within the authority limits, the use of the Company's rights and assets to create obligations with individual, juristic person or financial institution prior to seeking approval of the Executive Committee and/or the Board of Directors.
6. Propose the Company's profit and loss appropriation, interim dividend and annual dividend for approval of the meetings of Executive Committee, the Board of Directors and the shareholders.
7. Approve, within the authority limits, the conclusion of a contract or transaction related to the Company's normal business operations (such as purchase and sale, investment or joint venture with other persons for normal business operations and for the advantage in the operations according to Company's objectives).
8. Approve, within the authority limits, the loan and loan application from financial institution including lending, pledge, the mortgage and to become a guarantor of the Company and/or its subsidiaries.
9. Approve the hiring, appointing, transferring and dismissing of employees of the lower position than Managing Director. Consider type of compensation and criteria for determining salary and other compensation, financial and nonfinancial, within the frame and in accordance with the Company's policy.
10. Approve, within the authority limits, the appointment of advisors in different fields which are necessary for the business operations.
11. Perform any other task as assigned by Chief Executive Officer and/or Executive Committee and/or the Board of Directors and has an authority to take any other necessary action relevant to the abovementioned task.
12. Sub-delegate or assign the task to one or more persons as he/she sees fit to perform the task on behalf of the Managing Director within the time limit. However, the granting of authority or assignment must be within the scope of the Power of Attorney and/or in compliance with the rules, requirements or instructions of the Board of Directors. The Managing Director may cancel, revoke, alter or amend the authorized person or authorization as necessary.
However, the authorization of the Managing Director must not be in such a manner that the Managing Director or the authorized person, by the delegation or sub-delegation, can approve the item which he or they may have conflict of interest with the Company or its subsidiaries. In this connection, the Managing Director must propose the matter to the Executive Committee to seek approval from the meetings of the Board of Directors and/or shareholders in accordance with the relevant rules, notification or law excluding the items which comply with the policy and criteria which have been approved by the meetings of Board of Directors and/or shareholders.

7.4 Information of the Executives

7.4.1 Name and position of the Executives as of 31 December 2023

1) Name and position of the Executives

As of 31 December 2023, the executives of the Company consisted of 7 members as follows:

Name	Position
1. Mr. Viwat Kraipisitkul	Chairman of the Executive Committee
2. Mrs. Thanyanee Kraipisitkul	Managing Director
3. Mr. Thakorn Chaisathaporn	Senior Executive Vice President-Business Division 2
4. Mr. Wichian Chaisathaporn	Executive Vice President-Production
5. Mr. Wiroj Wachiradechkul	Senior Executive Vice President-Business Division 1
6. Mrs. Kittiya Chaisathaporn	Executive Vice President of Procurement and Supply Chain
7. Mr. Supachoke Bumrungpun	Chief Financial Officer

2) Name and position of the Executives assigned to take position in other companies

Name	Position	Company
1. Mr. Viwat Kraipisitkul	Director	Kim Heng Daily Foods Co., Ltd.
	Director	Triple P Renewable Co., Ltd.
	Director	Kim Heng Food Products Co., Ltd.
	Director	Sricharoen Paiboon Pattana Co., Ltd.
	Director	Siam Ratchaburi Industry Co., Ltd.
	Director	Kao Tao Paradise Beach Co., Ltd.
	Director	Sermsang Corporation Co., Ltd.
	Director	Sermsang Power Corporation Public Co., Ltd.
	Director	Sermsang Infinite Co., Ltd.
	Director	Sermsang Solar Co., Ltd.
	Director	Sermsang Palang Ngan Co., Ltd.
	Director	Essential Power Co., Ltd.
	Director	Ascend I. Holding Co., Ltd.
	Director	Absolute Products Co., Ltd.
	Director	Uni Power Tec Co., Ltd.
	Director	Viwat Agriculture Corporation Limited

Name	Position	Company
2. Mrs. Thanyanee Kraipisitkul	Chairman	Srinanaporn Distribution Co., Ltd.
	Chairman	SNNP International Co., Ltd.
	Director	Kim Heng Daily Foods Co., Ltd.
	Director	T.K.H. Wood Power Co., Ltd.
	Director	Sri Siam Food Products Co., Ltd.
	Director	Viwat Agriculture Corporation Ltd.
	Director	Sricharoen Palboon Pattana Co., Ltd.
	Director	Siam Daily Food Co., Ltd.
	Director	Siri Pro Co., Ltd.
	Director	Vertical Holdings Co., Ltd.
	Director	Sermsang Power Corporation Public Co., Ltd.
	Director	Ascend I. Holding Co., Ltd.
	Director	S.C. Food Trading Co., Ltd.
	Director	S.C. Food Products Co., Ltd.
	Director	STW Development Co., Ltd.
	Director	Concord I. Capital Ltd.
3. Mr. Thakorn Chaisathaporn	Director	AXEL Holding Co., Ltd.
	Director	Wonder Export and Export Co., Ltd.
	Director	SNNP International Co., Ltd.
	Director	Srinanaporn Distribution Co., Ltd.
	Director	Thai Faster Products Co., Ltd.
	Director	S.C. Food Trading Co., Ltd.
	Director	S.C. Food Products Co., Ltd.
4. Mr. Wichian Chaisathaporn	Chairman	S.C. Food Trading Co., Ltd.
	Chairman	S.T. Food Marketing Co., Ltd.
	Chairman	S.C. Food Products Co., Ltd.
	Director	V.S. Food Marketing Co., Ltd.
	Director	Srinanaporn Distribution Co., Ltd.
	Director	AXEL Holding Co., Ltd.
	Director	Thai Faster Products Co., Ltd.

Name	Position	Company
	Director	STW Development Co., Ltd.
	Director	Harirama Venture Incorporated
	Director	SNNP International Co., Ltd.
5. Mr. Wiroj Wachiradechkul	Director	Aero Media Group Co., Ltd.
6. Mrs. Kittiya Chaisathaporn	Director	Thai Consumer Trading Co., Ltd
7. Mr. Supachoke Bumrungpun	-	-

7.4.2 Remuneration policy for Directors and Executives

The Company determines the remuneration for Directors and Executives in a comparable manner to the persons of the same level in other industry and in accordance with their experience, duty and accountability and responsibility. Nomination and Remuneration Committee is set up to consider the remuneration type and criteria for determining salary, salary increase, bonus, compensation and rewards for members of Board of Directors, Committees, Chief Executive Officer and Managing Director to be appropriate, fair and in accordance with the relevant law. The abovementioned matter is proposed for approval of the meetings of Board of Directors and/or shareholders (whichever is the case).

7.4.3 Total remuneration of Board of Directors, Committees and Executives

Financial remuneration

In 2022 there were 6 executives and in 2023 there were 7 executives of the Company. (excluding Chief Financial Officer which is not in the same level as the 4th executive) received salary, bonus and other remuneration (excluding remuneration for the members of Board of Directors mentioned above) totaling 44,187,629.74 Baht and 48,541,337.68 Baht respectively.

Type	2022		2023	
	Number of Executives	Value (Baht)	Number of Executives	Value (Baht)
Salary and bonus	6	42,390,783.00	7	46,580,110.00
Provident fund and social security contributions	6	1,796,846.74	7	1,961,227.68
Total	6	44,187,629.74	7	48,541,337.68

Other compensation

None

7.5 Employee Information

Total number of employees

As of 31 December 2022, and 31 December 2023, the Company had the total number of 4,524 employees and 4,344 employees respectively, and divided into work departments as follows:

(Unit: employee)

Departments	No. of Employees As of 31 December 2022		No. of Employees As of 31 December 2023	
	Monthly Employees	Daily Employees	Monthly Employees	Daily Employees
Production	412	3,527	431	3,298
Sales and marketing	204	4	219	4
Product Research and Development	14	1	15	1
Warehouse and Delivery	81	75	81	79
Support	201	5	214	2
Total	912	3,612	960	3,384
Grand total	4,524		4,344	

Significant changes in employee numbers in the past 3 years

In the past 3 years, the Company's number of employees has changed, shown in the table below. The number of employees as of 31 December 2023 decreased compared to 31 December 2022 by 4.0% from the improvement in production process resulting in the decrease of daily employees. In addition, the Company's subsidiary Vietnam factory increased its operations continuously throughout the year 2023.

Employees as of	Amount (employee)	Increase/ (decrease)	%
31 December 2021	3,254	(613)	(15.9)
31 December 2022	4,524	1,270	39.0
31 December 2023	4,344	(180)	(4.0)

Significant labor disputes in the past 3 years

-None-

Employees' remunerations

The total of remunerations of employees for the year 2022 and 2023 as follows:

(Unit: baht)

Type	2022	2023
Employees	4,524	4,344
Salary	679,833,183	741,131,446
Bonus	41,457,040	25,429,582
Provident fund	11,691,109	12,617,461
Other benefits	102,541,925	134,321,261
Shift work fee and Overtime	219,440,476	182,161,646
Total	1,054,963,733	1,095,661,396

7.6 Other Important Information

7.6.1 Persons assigned to be responsible for the following posts

1) Company Secretary

In the 2nd /2020 meeting of the Board of Directors on 25 February 2020, Miss Sukanya Ruekdee was appointed to be Company Secretary from 25 February 2020. Responsibilities of the Company Secretary are as in the Attachment 1.

2) Persons assigned to be responsible for overseeing bookkeeping

Mr. Supachoke Bumrungpun was assigned to be responsible for overseeing bookkeeping of the Company to conform with the specified financial reporting standards and to oversee the compliance with rules, regulations and principles of the Company. Mr. Supachoke Bumrungpun has participated in the bookkeeping and control of the bookkeeping of the Company's subsidiaries since October 2017. Information and details of the assigned person are as in the Attachment 1.

3) Head of Internal Audit of the Company

Mr. Attapong Saenthai was appointed to be Head of Internal Audit of the Company. Qualifications of Head of Internal Audit are as in the Attachment 3.

4) Head of Supervision of the Company's Performance

Mr. Attapong Saenthai was appointed to be Head of Internal Audit of the Company. Qualifications of Head of Internal Audit are as in the Attachment 3.

7.6.2 Head of Investor Relations

Mr. Rio Khundeechai was appointed to be Head of Investor Relations. The Investor Relations can be contacted at the following address: 325/6-9 Soi Lan Luang, Si Yaek Maha Nak, Dusit, Bangkok 10300. Telephone: 02-628-0408. Email: ir@snp.co.th

7.6.3 Remuneration of Auditor

For the fiscal year 2023, the Company and its subsidiaries paid remuneration to the audit office of the auditor as follows:

- 1) Audit fee
Total 3,525,00 Baht
- 2) Other service fee
-None-
- 3) Type and scope of other service fee
-None-

8. Corporate Governance Report



8.1. Summary Of the Committee Performance Over the Past Year

The Board of Directors has played a significant role in determining company policy by working with the Executive Committee and High-Ranking Executive in setting the vision, mission, organizational culture, monetary policy, risk management, strategies, operational plans, and yearly budget. The Board of Directors also examined the annual plans to make sure they aligned with the main objectives and goals and of the Company before deciding on the annual strategy and work plans. In order to achieve the objectives, strategic plans, and primary strategies that the organization valued, the environment, opportunities, and challenges that impact business operations, as well as growing competitiveness, supervision, and the effectiveness of the internal control system, were examined in the formulation of the annual strategy and work plan.

Meetings of the Board of Directors

1. The Company will hold a general meeting of the Board of Directors once a quarter, and additional meetings will be held as necessary. The Company

Directors are required to attend Board of Directors meetings on a regular basis in order to be informed about and participate in decision-making about the Company's business activities. In 2023, there were 6 meetings of the Board of Directors.

2. The Company establishes guidelines for corporate governance for the Board of Directors. It is specified that the meeting date of the Board of Directors will be announced one year in advance so that the directors can schedule the time for the meeting. However, if there is a specific agenda item that needs the director's approval or if there are urgent concerns to discuss, then additional meetings might be scheduled.
3. In 2023, the Company had held 6 meetings of the Board of Director, all of which were relevant to the board's duties and responsibilities as well as the Company's business operations, 100 percent of the entire board of directors attended the meeting. In addition, a non-executive committee meeting (the Independent Directors meeting) was also held 2 with attendance from all directors.

4. The Company will send meeting invitations and meeting documents with complete details on each agenda to the directors at least 7 days in advance so that the directors have enough time to study the information that will be useful in making decisions. In addition, when considering any matter, the directors have the right to request to access or inspect related documents. Therefore, the management department is required to provide additional information.
5. The Company has a written policy regarding the minimum quorum at the time the Board of Directors will vote at the Board of Directors' meeting there must be a minimum of two-thirds of the total number of directors present.
6. In each meeting, the meeting had questioned the management department and used careful judgment. There were discussions and opinions expressed freely and transparently, taking into account the interests of shareholders and stakeholders fairly. Additionally, during the discussion of an issue, directors with an interest are required to leave the meeting room. In addition, the Chairman of the Board has allocated sufficient time to the meeting for the directors to discuss problems and solutions and also invited relevant executives to attend the meeting on the proposed agenda, so that the presented information will have more details if any questions arise. Additionally, high-ranking executives are provided with a chance to get to know one another so that job succession plans can be discussed.
7. After the meeting of the board of directors, the Company Secretary will prepare an accurate, thorough, and understandable meeting minute including meeting results and directors' opinions. The minutes of committee-approved meetings will be kept at the secretarial unit, where directors or other associated individuals with access privileges can access or review the data. Furthermore, they collaborate with many departments within the organization to ensure strict adherence to the Board of Directors' resolutions.
8. The Company hires outside consultants or experts to provide opinions or additional information to the Board of Directors in some cases at the expense of the Company.

8.1.1. Nomination, Development and Performance Evaluation of directors

- Details and guidelines regarding nomination and development of directors and high-ranking executives, orientation for new directors, and performance evaluation of the directors as shown in Form 56-1 One Report, item 6, Good Corporate Governance Policy, Principle 3 Strengthen Board Effectiveness.
- Details and guidelines regarding high-ranking executives' nomination and succession plan as shown in Form 56-1 One Report, item 6, Good Corporate Governance Policy, Principle 4 Nominate and Develop Senior Executives, and Personnel Management.

8.1.2 Meeting attendance and payment of allowance for each member

The meeting of Board of Directors is held every quarter. The Company's Secretary will inform the Board member the venue of the meeting in advance every year so that they can prepare the timetable and available for the meeting. Letter of invitation, document and meeting agenda will be sent beforehand not less than 7 days. In every meeting, high position executives can attend the meeting to inform the details and answers questions of directors. Chairman of the Board of Directors gives an opportunity to the members to express their opinion/idea openly before voting and making a summary of the resolution of the meeting for each agenda. The directors who are directly or indirectly stakeholders have no right to vote and have to leave the meeting room during the consideration of that agenda. The minutes of the meeting in written form together letter of invitation for the meeting and related documents are kept in electronics files for convenience of the Board member and concerned persons to audit.

1) Board of Directors' Meetings

In 2022 and 2023, the number of meetings of the Board of Directors and the number of times each director attended the meeting the following

Name		Meeting Attendance	
		2022	2023
1. Mr. Niwat	Kanjanaphoomin	6/6	6/6
2. Mr. Viwat	Kraipisitkul	6/6	6/6
3. Mrs. Thanyanee	Kraipisitkul	6/6	6/6
4. Mr. Thakorn	Chaisathaporn	5/6	6/6
5. Mr. Wichian	Chaisathaporn	6/6	6/6
6. Mr. Yongyoot	Luangrattanamart	6/6	6/6
7. Mr. Vira	Jungjaroensuk	6/6	6/6
8. Mr. Jirasak	Sugandhajati	6/6	6/6
9. Mrs. Kittiya	Chaisathaporn ¹	2/2	6/6

Remark:

¹ Mrs. Kittiya Chaisathaporn was appointed a director on July 18, 2022

Independent Directors' Meetings

In 2022 and 2023, the number of independent Director's meetings and the number of meetings' attendance of Committee members are the following:

Name		Meeting Attendance	
		2022	2023
1. Mr. Niwat	Kanjanaphoomin	1/1	2/2
2. Mr. Jirasak	Sugandhajati	1/1	2/2
3. Mr. Vira	Jungjaroensuk	1/1	2/2
4. Mr. Yongyoot	Luangrattanamart	1/1	2/2

2) Remuneration

Policy on remuneration payment for Committee members and executives

The Company defines remuneration of the Committee and executives which is comparable to the same manner in industry, experience, duty, scope of accountability and responsibility. The Nomination and Remuneration Committee will consider the format, set the criteria for salary scale, salary increase, bonus, compensation, and reward for the Board members, Committee members, Chief Executive Officer, and Managing Director on the basis of appropriateness and fairness in compliance with related law. The above mentioned format and criteria will be submitted for approval of the Board of Directors and/or for approval of the shareholders' meeting (whichever is the case).

Financial Remuneration

Each Committee member are paid monthly remuneration/allowance as follows:

Position	Monthly Bath/month	Allowance Bath/times
Chairman of the Board of Directors	30,000	24,000
Member of the Board of Directors	20,000	20,000
Chairman, Audit Committee	-	24,000
Member of the Audit Committee	-	20,000
Chairman, Executive Committee	-	24,000
Member of the Executive Committee	-	20,000
Chairman, Risk Management Committee	-	24,000
Member of the Risk Management Committee	-	20,000
Chairman, Nomination and Remuneration Committee	-	24,000
Member of the Nomination and Remuneration Committee	-	20,000
Chairman, Corporate Governance and Sustainable Development Committee	-	24,000
Member of the Corporate Governance and Sustainable Development Committee	-	20,000

Nonfinancial remuneration

-None-

3) Remuneration for individual directors

In 2022 and 2023, the Board of Directors received a total remuneration of 2,396,000 baht and 2,568,000 baht, respectively, with the remuneration received by each director as follows:

Table showing individual director remuneration in 2022

(Unit: Baht)

Name	Director		Audit Committee	Executive Director	Risk Management Committee	Member of the Nomination and Remuneration Committee	Corporate Governance & Sustainable Development Committee	Total
	Monthly Remuneration	Meeting Allowance	Meeting Allowance	Meeting Allowance	Meeting Allowance	Meeting Allowance		
1. Mr. Niwat Kanchanaphoomin	360,000	144,000	-	-	-	-	-	504,000
2. Mr. Viwat Kraipisitkul ^{/1}	-	-	-	-	-	-	-	-
3. Mrs. Thanyanee Kraipisitkul ^{/1}	-	-	-	-	-	-	-	-
4. Mr. Thakorn Chaisathaporn ^{/1}	-	-	-	-	-	-	-	-
5. Mr. Wichian Chaisathaporn ^{/1}	-	-	-	-	-	-	-	-
6. Mr. Piyawat Kraipisitkul ^{/1}	-	-	-	-	-	-	-	-
7. Mr. Yongyoot Luangrattanamart	240,000	120,000	96,000	-	-	-	24,000	480,000
8. Mr. Monchai Pongstabadee	-	-	-	240,000	20,000	-	20,000	280,000
9. Mr. Vira Jungjaroensuk	240,000	120,000	80,000	-	-	48,000	-	488,000
10. Mr. Jirasuk Sugandhajati	240,000	120,000	80,000	-	24,000	-	-	464,000
11. Mr. Wiroj Wachiradechkul	-	-	-	-	-	-	-	-
12. Mrs. Kittiya Chaisathaporn ^{/1,3}	-	-	-	-	-	-	-	-
13. Mr. Chayut Leehacharoenkul	-	-	-	180,000	-	-	-	180,000
14. Mr. Suphachoke Bumrungrpan ^{/2}	-	-	-	-	-	-	-	-
Total	1,080,000	504,000	256,000	420,000	44,000	48,000	44,000	2,396,000

Remark:

^{/1} The Company executives who receive salary and will not be paid with remuneration as member of the Committee

^{/2} Appointed as member of Risk Management Committee on 9 May, 2022 replacing Mr. Chayut Leehacharoenkul who resigned and was effective on 9 May, 2022

^{/3} Appointed as the Company executive on 18 July, 2022 replacing Mr. Piyawat Kraipisitkul who resigned and was effective on 18 July, 2022

Table showing individual director remuneration in 2023

(Unit: Baht)

Name	Director		Audit Committee	Executive Director	Risk Management Committee	Member of the Nomination and Remuneration Committee	Corporate Governance & Sustainable Development Committee	Total
	Monthly Remuneration	Meeting Allowance	Meeting Allowance	Meeting Allowance	Meeting Allowance	Meeting Allowance	Meeting Allowance	
1. Mr. Niwat Kanchanaphoomin	360,000	144,000	-	-	-	-	-	504,000
2. Mr. Viwat Kraipisitkul ^{/1}	-	-	-	-	-	-	-	-
3. Mrs. Thanyanee Kraipisitkul ^{/1}	-	-	-	-	-	-	-	-
4. Mr. Thakorn Chaisathaporn ^{/1}	-	-	-	-	-	-	-	-
5. Mr. Wichian Chaisathaporn ^{/1}	-	-	-	-	-	-	-	-
6. Mr. Yongyoot Luangrattanamart	240,000	120,000	96,000	-	-	-	72,000	528,000
7. Mr. Monchai Pongstabadee	-	-	-	240,000	20,000	-	60,000	320,000
8. Mr. Vira Jungjaroensuk	240,000	120,000	80,000	-	-	72,000	-	512,000
9. Mr. Jirasuk Sugandhajati	240,000	120,000	80,000	-	24,000	-	-	464,000
10. Mr. Wiroj Wachiradechkul	-	-	-	-	-	-	-	-
11. Mrs. Kittiya Chaisathaporn ^{/1}	-	-	-	-	-	-	-	-
12. Mr. Chayut Leehacharoenkul	-	-	-	240,000	-	-	-	240,000
13. Mr. Suphachoke Bumrunghan	-	-	-	-	-	-	-	-
Total	1,080,000	504,000	256,000	480,000	44,000	72,000	132,000	2,568,000

Remark:^{/1} The Company executives who receive salary and will not be paid with remuneration as member of the Committee

8.1.3. Supervision of Operations of Subsidiaries and Associated Companies

The Board of Directors has deliberated and made decisions regarding “investment policy, operational supervision, and management in subsidiaries and associated companies” from 2019 onwards, based on the principles of good corporate governance for listed companies of the Securities and Exchange Commission (SEC) year 2017, recommended that listed companies establish a framework and mechanism for monitoring policies and operations in subsidiaries and other businesses in which they have significant investments at a level appropriate for each business.

1. Principles and Policies for the Appointment of Individuals to be Directors and Executives in Subsidiaries

The Company has a policy of investment and management in subsidiaries and associated companies. It will invest in businesses that are associated with, comparable to, or beneficial to the Company’s business operations in order to strengthen the stability and operating results of the company. The Company will consider the investment proportion, the expected profit, potential risks, and the Company financial status before deciding to invest in various projects. Approval for such an investment must be obtained from the Board of Directors’ meeting and/or the shareholders’ meeting, depending on the specific scope of approval authority.

In order to oversee the operations of subsidiaries and associated companies, The Company will appoint representatives with the appropriate qualifications and experience relevant to the business in which it invests to serve as directors. The representatives could be the chairman of the board of directors, the chief executive officer, directors, high-ranking executives, or any other employee of the Company who does not have a conflict of interest with the operations of those subsidiaries and associated companies. However, the representatives will be appointed to serve as directors in accordance with the Company’s shareholding.

2. Authority to Appoint Individuals to be Directors and Executives in Subsidiaries

The Board of Directors assigned the Nomination and Remuneration Committee to consider selecting and suggesting to the Board of Directors a list of suitable individuals for appointment and/or transfer of individuals who will represent the Company to serve as directors and executives in subsidiaries, in accordance with the guidelines for investment policy, operational supervision, and management in subsidiaries and associated companies.

3. Duties and Responsibilities of Individuals Appointed as Directors and Executives in Subsidiaries

- (1.) Oversee subsidiaries to ensure they abide by applicable laws, rules, regulations, and other relevant principles. Maintain good management, adhere to the principles of corporate governance, ethics, company’s anti-corruption policy, including other policies of the Company or any other policies that are in line with the Company.
- (2.) Provide guidelines for determining the direction of the strategy, policies and business plans of subsidiaries to be consistent with the Company’s direction. This should include encouraging innovation and utilizing modern technology to increase the business competitiveness of subsidiaries.
- (3.) Provide the Company with accurate, complete, and timely reports on the operations and operating results of the subsidiaries, especially any significant items that could have an impact on the subsidiaries’ financial position and operating results as well as any other items that are not ordinary business transactions that will have a major influence on the subsidiaries.
- (4.) Oversee the business operations of the subsidiaries to ensure efficiency and manage the returns on investment in the subsidiaries properly.

The Company has also subjected to oversight with regard to the disclosure of its statement of financial position and operating results, the transactions between its subsidiaries and/or related parties, acquisition or disposal of property, and the completion of significant transactions accurately and completely in accordance with the guidelines established and upheld by the Securities and Exchange Commission (SEC) and/or the Stock Exchange of Thailand.

Aside from the aforementioned, the Audit Committee, in its capacity as a subcommittee, assessed the effectiveness of internal control, risk management, and supervision of subsidiaries and associated companies, with company representatives engaging in management through the work of the internal audit department. The audit plan was based on the risks of each company (Risk-based audit approach planning) by examining and evaluating the internal control system, effectiveness, efficiency of operations and establishment of financial report. It required an internal control system based on the principle of check and balance of various work processes in order to check each other's work. This will strengthen the preventive work system before any errors may occur and enabling subsidiaries and associated companies to implement them as necessary by emphasizing the selection of work methods in the process that bring value to the Company. The Executives of the risk owner's unit and the internal audit department will collaborate to assess risks, internal control measures, and other warning signs so that the internal audit department will utilize the results of the evaluation to plan the risk-based audit.

In the management between the Company and other joint ventures, in order to operate the business of the subsidiaries and the associated companies effectively and efficiently, both parties must have a clear understanding of scope of duties, specified authorities, and equitable profit sharing for all parties. For this reason, the Company has arranged an agreement between other shareholders (Shareholders' Agreement) in order to uphold the joint venture's rights and treat all joint ventures fairly. This includes collaborating effectively with the joint ventures to ensure that they are operating well and achieving their goals. This is to oversee associated companies and consortiums in compliance with the Thai Financial Reporting Standard, which are considered subsidiaries under the definition of the Securities and Exchange Act B.E. 2535 ("Joint Company") to conduct business with responsibility, caution, and honesty. In terms of connected transactions or items between the joint companies to be compliant with applicable principles by considering the regulations, internal policy of the associated companies, related laws and relevant contracts, including the guidelines of the contract parties under the joint venture agreement and/or shareholders agreement. The Company has assigned and established a policy requiring directors appointed by the Company to act as directors in the associated companies to carry out their responsibilities and oversee the business with responsibility, caution, and honesty. The aforementioned directors shall also advise the associated companies to establish a system for monitoring connected or related transactions to ensure that it is appropriate and compliant with the applicable regulations that the Company must comply with, as well as use their best efforts to oversee the operation of the said mechanism to ensure that connected transactions or transactions between associate companies have fair trade conditions or agreements, reasonable as if making a transaction with a third party in order to comply with relevant principles by considering the regulations, internal policy of the associated companies, related laws and relevant contracts, including the guidelines of the contract parties under the joint venture agreement and/or shareholders agreement.

4. Voting at the meeting

Before casting a vote at a shareholder meeting or a board of directors meeting of a subsidiary or associated company, the following issues must be approved by the Company:

- (1.) A project involving a business that does not operate on a regular basis with a start and end date or in a newly established company that has never been operated before.
- (2.) An establishment of a company or juristic person, joint venture, merger, trading of all or part of a subsidiary or joint company's shares, assets, or operations.
- (3.) Capital increase or capital reduction of subsidiaries or associated companies.
- (4.) Dissolution of business
- (5.) The creation of financial obligations that the Company specified will affect or be binding on the Company.

Directors, executives, employees, and individuals who has been designated to attend meetings as shareholders at shareholder meetings of subsidiaries or associated companies or as a director at a board meeting of a subsidiaries or associated companies are representatives of the Company and will be responsible for carrying out tasks on behalf the Company. However, it does not include representatives of the Company assigned to the position of Chief Executive Officer and Managing Director or high-ranking executives of subsidiaries or associated companies must be carried out in accordance with standards that do not conflict with the agreement between shareholders and/or the joint venture agreement and/or other relevant laws (if any).

In the event of a meeting of the board of directors of a subsidiary or associated company, consider and vote in urgent cases or company representatives are unable to know the agenda or meeting information in advance. Company representatives on the boards of directors of subsidiaries or associated companies may consider voting to approve/disapprove/abstain from voting by considering the highest benefits of the Company and they must then report to the board of directors as soon as possible.

8.1.4. Monitoring to Ensure Compliance with Corporate Governance Policy and Guidelines.

The Company has recognized the value of good corporate governance and established relevant policies and guidelines in its corporate governance policy and Good Corporate Governance & Business Code of Conduct Handbook. These include information sharing, knowledge training, comprehensive testing, and planning various activities to support good corporate governance practices.

In 2023, the Company had conducted a follow-up to make sure that good corporate governance was being followed. This included issues with human rights and labor practices, human resource development, stakeholder engagement, anti-corruption, social values, health and well-being, innovation management, security, occupational health and working environment, climate change management, management of water resources, ecosystems protection and biodiversity, supply chain management, conflict management and fostering community acceptance. The results of the follow-up showed that the Company had completely complied with the framework, guidelines and goals for each issue. Furthermore, the Company has ensured adherence to good corporate governance in 4 crucial areas, which are as follows:

1. Conflicts of Interest Prevention

The Board of Directors has overseen and managed conflicts of interest that may occur between the Company and the management department, board of directors or shareholders. This includes preventing the use of improper benefits in property, the Company's information and opportunities, and conducting transactions with those who were related to the company in an inappropriate manner by setting out a clear policy regarding transactions that may have conflicts of interest and requiring that they be for the benefit of the company and shareholders as a whole. The transaction had been carefully considered and must be considered and scrutinized by the Audit Committee before presenting to the Board of Directors' meeting for consideration and approval. The directors with vested interests did not participate in the decision-making. After approval of connected transactions, the resolution of the meeting was informed to the Stock Exchange of Thailand for dissemination to internal shareholders on the same day the directors made resolutions or by 9:00 a.m. the next business day. In order for shareholders to receive accurate information quickly and up to date.

Furthermore, the Board of Directors has determined that one of their primary responsibilities is to refrain from taking any action that could lead to a conflict. Directors, executives, employees, families, and close individuals are not permitted to conduct any transactions that have a conflict of interest with the Company, whether directly or indirectly. They may choose to do it alone or in conjunction with their family members or close individuals. The following measures have been taken to prevent such potential inappropriateness:

- Establish an information security system, including policies and procedures for maintaining the confidentiality of information, maintaining the reliability and availability of information, for directors, executives and employees, as well as related persons
- or agencies can strictly follow to prevent the use of information for securities trading.
- Require directors and executives of the Company and its subsidiaries to prepare a report on their interests every year and update the report every time there are changes and keep the report with the Company Secretary. In addition, report such information to the Chairman of the Board of Directors and the Chairman of the Audit Committee for acknowledgment. Including reporting the interests of directors and executives and disclosing relationships with family members or other close persons that may cause conflicts of interest but if there is a need to make such a transaction it must be done with transparency, fairness, as if it were done with a third party and in the highest benefits of the Company. In the

consideration of approving the transaction, directors or executives who have conflicts of interest will not be involved in decision-making.

- Establish policies and guidelines regarding conflicts of interest to provide directors, executives, and employees with guidelines for performing their duties with honesty, transparency, and not seeking personal gain and/or related persons and avoid conflicts of interest that may occur with the Company. It specified the roles, duties and responsibilities of directors, executives, responsible departments and employees, along with guidelines that should be followed. At the same time, examples of events that may cause conflicts of interest were given for a clearer understanding.
- Executives and employees at all levels received training on the definition of conflicts of interest and had comprehension tests. This includes requiring all employees and executives to disclose any information they may have a suspicion about to the business.
- Approval of principles regarding trade agreements with general trading conditions, required the management department to conduct transactions between the Company and its subsidiaries and directors, executives, or related persons. If the transaction has a commercial agreement in the same way that a reasonable person would have with a normal counterparty in the same situation with trade bargaining power without the influence of being a director, executive or related person. In addition, the Company has also reported a summary of such transactions on a quarterly basis and reported them to the Board of Directors' meeting, subject to review by the Audit Committee.

2. Using of inside information for personal interest

The Company has placed a strong emphasis on using inside Company information for personal gain. The Company's Good Corporate Governance & Business Code of Conduct Handbook, as well as the corporate governance policy, both state that Company's inside information should not be used or exploited before it is made public. It has been established as a policy to prevent the use of inside information of the Company

and guidelines for using inside information and maintaining confidential information for directors, executives, and employees regarding the acquisition or disposal of Company securities to be used as a measure to prevent the wrongful use of inside information (Insider Trading) by related persons. This means directors, executives, and employees in departments related to company information including spouse and children or an adopted child who has not yet reached the age of majority of such person. The guidelines are as follows:

- Directors and executives, as defined by the SEC, have a duty to report changes in their holdings of the Company's securities to the Company secretary at least 1 day in advance before making the transaction in accordance with the principles of good corporate governance and report to the SEC via the electronic system within 3 business days from the date the securities are bought, sold or transferred according to the criteria set by the SEC for the Company secretary to summarize a report to the Board of Directors at the meeting and disclose it in Form 56-1 One Report.
- Directors and executives according to the SEC's definition, as well as employees of the company and its subsidiaries must refrain from trading in the Company's securities at least 30 days before the announcement of the financial statements to the Stock Exchange of Thailand and at least 24 hours after the date the Company has disclosed the financial statements.
- Employees at all levels and related parties are prohibited from using inside information for their own benefit in buying, selling or inviting others to buy, sell, offer to purchase, or offer the Company's shares whether in person or through a broker while still in possession of the group of companies inside information that has not yet been disclosed to the public. Furthermore, providing inside information that has not yet been disclosed to the public to other people for the benefit of trading the company's shares, the Stock Exchange will consider to be trading securities for speculation or to create an advantage for any group.

In the year 2023, there were no offenses committed by directors, executives, and employees related to the use of inside information.



3. Anti-Corruption

The Board of Directors has recognized the value of good corporate governance; therefore, the Company operates its business with fairness, transparency, and responsibility to all stakeholders, which will lead to sustainable business growth. The Company has announced its intention to be certified as a member of the Collective Action Against Corruption - CAC on 15 December 2023. It is expected to receive certification as a member by 2024.

Additionally, in 2023 the Company has established guidelines for anti-corruption, gift-giving and receiving, organizing of banquets, financial support, and donations, which required directors, executives, and workers were required to strictly comply by these guidelines. However, the Company is currently working on preparing a handbook for compliance with anti-corruption measures.

It will outline best practices, provide incident examples, and offer guidelines for consideration and decision-

making to help directors, executives, and employees at all levels recognize, comprehend, and uphold the anti-corruption principles in a clear, concise, and efficient manner. (It is expected that the Handbook for compliance with anti-corruption measures will be completed within the first quarter of 2024) to promote a transparent and ethical corporate culture and demonstrate that not being directly or indirectly involved in corruption, nor being careless or neglectful of corruption related with the company; the internal audit department is responsible for regularly assessing compliance with the anti-corruption policy.

The Company has published its anti-corruption policy on the website and also informed new employees during orientation to ensure that they recognize such policies and practices. Additionally, the Company has taken action to promote sustainable success with the belief that sustainable success is necessarily based on responsible business operations throughout the supply chain, such as respect for human rights, principles of good governance, honesty, fairness, environmental protection and preservation, and a readiness to follow and obey the law. For this reason, the Company has developed a sustainable code of conduct for suppliers (SNNP Supplier Sustainable Code of Conduct), which all of its suppliers are required to sign, acknowledge, and abide by. The Company hopes that its suppliers will expand transparent business networks and the anti-corruption business operations of the company's business partners. In 2023, there was a campaign and invitation for partners to join the CAC SME Certification project, and in 2024, the Company will continue to encourage its partners to become partners in the anti-corruption organization network. The Company aims that at least 30 percent of the Company's main trading partners will announce their intention to join the project and have been certified as members of the Collective Action Against Corruption - CAC, respectively.

Anti-Corruption Policy

The Company has established policies and guidelines for anti-corruption for directors, executives, and employees to strictly follow by establishing an anti-corruption working group which is responsible for carrying out the following actions:

- Be a coordinator and offer guidance on operational procedures or other anti-corruption-related issues.
- Provide guidance to executives for assessing corruption risks and assign the risk management division to gather the results of the risk assessment and prepare a report on the Company's corruption risks.
- Suggest information when there is an issue related to the risk of corruption at the organizational level or a new issue of corruption risk arises.
- Follow up to ensure that each department has adequate corruption prevention and corruption risk management and to be aware of various events that are significant corruption risks in order to enable efficient and prompt management.

As mentioned above, we are committed to fighting corruption in all forms. The Company has established an anti-corruption policy and announced its intention to be certified as a member of the Sector Collective Action Against Corruption - CAC on 15 December 2023. In 2024, The Company intends to develop a training program for executives and employees, with a particular emphasis on raising awareness among all employees of potential corruption concerns and fostering knowledge and policies and measures to prevent corruption. Simultaneously, we have planned a workshop to brainstorm together to analyze indicators and assess corruption risks thoroughly. The Company considers corruption risk factors to be one of the important risks in Mandatory Risk that every department must evaluate, monitor, and review control measures to be consistent with changes at all times. There is a central coordinating agency responsible for the following matters:

- The risk management department is responsible for following up on the results of the overall risk review of the Company and coordinating with the internal audit department to review and evaluate risk management results for executives and employees to use as guidelines to prevent corruption.
- The internal audit department is responsible for assessing and monitoring the Company's good corporate governance, compliance with the business ethics and anti-corruption policy every time there is an inspection of various work systems and summarizing the results to ensure that the department receiving the inspection is informed every time.

4. Whistleblowing

The Company has specified "Whistleblowing Policy" to emphasize the value of good corporate governance and provide opportunities for employees and stakeholders to report information or provide clues when they observe violations or found irregularities in the Company's business operations, such as supervision, morality, ethics, corruption, financial transactions, compliance with the guidelines, regulations regarding the law and anti-corruption policy in conducting business through various channels specified in order for complaint information to be examined in accordance with the procedure outlined in the policy for reporting misconduct as follows

Complaint Recipient

1. Audit Committee
2. Human Resources Manager
3. Internal Audit Manager
4. Company secretary

Complaint Procedure

1. Complaints can be made directly verbally.
2. Send a letter of complaint directly to the recipient of the complaint.
3. Send an E-mail Address to the recipient of the complaint.
4. In cases where the complainant chooses to remain anonymous, details of the facts or evidence must be clearly stated and sufficient to show that there is reasonable cause to believe that there has been a reasonable suspicion that fraud or other violations of the law, rules, and company regulations or the company business code of conduct.

Channels For Whistleblowing

The Board of Directors has assigned the Independent Directors or the Audit Committee to consider clues or complaints that may raise suspicion of corruption in the Company either directly or indirectly through the channels for receiving matters specified in this policy. The whistleblower must provide the details for the topic or complaint subject as well as name, address and contact number and submit through the complaint channels as follows:

• **Report to the Independent Directors or Audit Committee at :**

Email audit_committee@snnp.co.th
 Post Independent Directors or Audit Committee
 Srinanaporn Marketing Public Co., Ltd.
 325/6-9 Lanluang Road, Si Yaek Maha Nak
 Subdistrict, Dusit District, Bangkok 10300

• **Report to the Company secretary or the Human Resources Manager or Internal Audit Manager at:**

Email cg@snnp.co.th
 Post Company secretary, Human Resources
 Manager or Internal Audit Manager
 Srinanaporn Marketing Public Co., Ltd.
 (Complaint)
 325/6-9 Lanluang Road, Si Yaek Maha Nak
 Subdistrict, Dusit District, Bangkok 10300

However, complaints will be considered the most confidential. Complainants may use multiple channels to file complaints, and they are not required to disclose their identity—the only benefit of doing so being that the Company will be able to contact them with updates on the status of their complaint or further information about the issue they have raised.

Investigation Procedures

1. The recipient of a complaint is required to verify, examine, and compile information.
2. The recipient of the complaint can invite any employee to provide information or request any relevant documents to be sent for fact-finding.
3. Should it be found that, there is sufficient information or evidence to support a reasonable suspicion that the complaint was true. The recipient of the complaint will present the matter with opinions to the Executive Committee and/or the Audit Committee for further consideration and determination of punishment as they deem appropriate. In the event that any complaint causes damage to any person, The recipient of the complaint may also propose appropriate and fair methods for mitigating damages to the injured party as he or she deems appropriate.

Protection of Complainant and Whistleblower

1. If complainants feel that disclosing may cause them harm, they are free to decide not to disclose. However, the specifics of the facts or supporting documentation must be sufficiently clear to demonstrate that there is a reasonable suspicion that fraud or other violations of the law, corporate policies, rules, and business ethics have occurred. On the other hand, if they choose to identify themselves, it will enable complaint recipients to act faster.
2. Information about complaints is confidential, it will be disclosed as necessary, considering security and the harm to the person reporting the information's source or others relevant having a connection to them. In this regard, the person responsible for every step must maintain the highest confidentiality regarding the information they receive, and ensure that the information is not disclosed to other persons It's regarded as a disciplinary offense.

3. In the event that the complaint believes they could be in danger or suffer harm. The complainant can request the Company to identify suitable protective measures, the Company may specify protection measures without the complainant having to request. If it is determined that the complaint in accordance with this policy is likely to result in the complainant experiencing distress, damage, or insecurity.
4. Employees who mistreat others, in inappropriate discrimination, or harm others are motivated by the fact that others have voiced concerns, disclosed information, or offered clues regarding corruption or non-compliance with laws, rules, regulations or the Company's business ethics. This could include the filing of a lawsuit, the testimony of witnesses, the making of a statement, or any other form of cooperation with a court system or government agency; punishment is deemed necessary as it is considered as a disciplinary offense. However, there may be punishment as specified by law if the offense is conducted in accordance with the law.
5. Individuals who have experienced harm will be granted relief and recompense via suitable and equitable procedures or methods.

8.2. Performance Report of Audit Committee

8.2.1 Number of Audit Committee meetings

In 2023, the Audit Committee held a total of 4 meetings, with the following directors attending the meetings:

Name	Position	meetings
1. Mr. Yongyoot Luangrattanamart ¹	Chairman of Audit Committee	4
2. Mr. Jirasuk Sugandhajati ¹	Independent Director	4
3. Mr. Vira Jungjaroensuk ¹	Independent Director	4

Remark: ¹ Independent Director

8.2.2 Audit Committees' Performance

(attachment 6 Audit Committee Report)

8.3 Summary of other Committees' performances

Executive Committee's Meetings

In 2022 and 2023, the number of meetings and attendance of each Committee member was as follows:

Name	Number of attendances/ Total meetings	
	2022	2023
1. Mr. Viwat Kraipisitkul	12/12	12/12
2. Mrs. Thanyanee Kraipisitkul ¹	12/12	10/10
3. Mr. Thakorn Chaisathaporn	12/12	12/12
4. Mr. Wichian Chaisathaporn	12/12	12/12
5. Mrs. Kittiya Chaisathaporn	12/12	12/12
6. Mr. Wiroj Wachiradechkul	12/12	12/12
7. Mr. Chayut Leehacharoenkul	9/12	12/12
8. Mr. Monchai Pongstabadee	12/12	12/12
9. Mr. Supachoke Bumrungpun ²	-	2/2

Remarks:

¹ Resigned on 8 November 2023

² Appointed on 8 November 2023 as a replacement of Mrs. Thanyanee Kraipisitkul resigning on 8 November 2023

Risk Management Committee's Meetings

In 2022 and 2023, the number of meetings and attendances of each Committee member was as follows:

Name	No. of attendances/ Total meetings	
	2022	2023
1. Mr. Jirasuk Sugandhajati	1/1	1/1
2. Mr. Monchai Pongstabadee	1/1	1/1
3. Mr. Wichian Chaisathaporn	1/1	1/1
4. Mr. Wiroj Wachiradechkul	0/1	1/1
5. Mr. Supachoke Bumrungpun	1/1	1/1

Nomination and Remuneration Committee's Meetings

In 2022 and 2023, the number of meetings and attendances of each Committee member was as follows:

Name	No. of attendances/ Total meetings	
	2022	2023
1. Mr. Vira Jungjaroensuk	2/2	3/3
2. Mrs. Thanyanee Kraipisitkul	2/2	3/3
3. Mr. Thakorn Chaisathaporn	2/2	3/3

Corporate Governance and Sustainable Development Committee's Meetings

In 2022 and 2023, the number of meetings and attendances of each Committee member is as follows:

Name	No. of attendances/ Total meetings	
	2022	2023
1. Mr. Yongyut Luangrattanamart	1/1	3/3
2. Mr. Monchai Pongstabadee	1/1	3/3
3. Mr. Thakorn Chaisathaporn	1/1	3/3
4. Mr. Wiroj Wachiradechkul	1/1	3/3
5. Mrs. Kittiya Chaisathaporn	1/1	3/3
6. Mr. Supachoke Bumrungpun	1/1	3/3

9. Internal Control and Connected Transactions



9.1 Internal Control

9.1.1 An adequate and appropriate internal control system

The Company has a strategic goal to foster profits and sustainable growth, producing products that benefit both customers and society by emphasizing on efficiency and agility in its processes, which includes innovation and technology development under the guidance of good corporate governance, risks management, and maintaining an efficient and effective internal control system. An accurate information technology system is in place to ensure that the operations of the Company transparent and verifiable, as well as to prevent or mitigate potential damages to increase confidence in the Company's internal control among shareholders and other stakeholders.

The Board of Directors has appointed an audit committee consisting of 3 directors, all members are qualified as independent directors and have all the qualifications in accordance with the requirements and regulations of the Capital Market Supervisory Board and the Stock Exchange of Thailand. They are responsible for reviewing financial reports to be accurate and reliable, reviewing and giving opinions on connected transactions or transactions that may cause conflicts of interest in order to provide maximum benefit to the Company's business operations. The audit committee are also responsible for supervising the adequacy of the risk management system, the Company's corporate governance system in accordance with the law on securities and exchange and related regulations, reviewing compliance with the anti-corruption policy and guidelines related to the policy. The internal audit department is responsible for evaluating the internal control system to see whether it is appropriate, adequate, and effective according to law as well as taking care of property and using resources efficiently.

The Company operates an internal control system in accordance with international standards, The Committee of Sponsoring Organization of the Treadway Commission (COSO), in order to achieve its internal control objectives in the aspects of operations, reporting, and compliance with applicable laws and regulations relevant to the Company's business operations. In the Board of Directors' meeting No. 2/2023 on February 21, 2023, the Board of Directors considered the adequacy of the Company's internal control system according to the evaluation form of the Office of the Securities and Exchange Commission. (SEC) as used by the management department in the evaluation and reviewed by the Audit Committee, has given the opinion that the Company's internal control system is adequate and appropriate, with no significant deficiencies were found that affected the achievement of the organization's main objectives. However, the Company has set up sufficient procedures and personnel to support the effective operation of the internal control system, ensuring that reports are consistently and accurately prepared, that business operations comply with applicable laws and regulations, and that assets are shielded from improper use by the board of directors, executives, and employees.

In 2023, the Company has developed various work processes and operating procedures to improve productivity, promote effective internal control, and help in early detection of problems or risks. The main points can be summarized by internal control components according to COSO international standards as follows:

1. Control Environment

The Board of Directors and executives support a company culture that emphasizes honesty and ethics in operations. They also supervise the Company's business operations in accordance with the vision and mission, maintain an environment of good internal control that is adequate and sufficient for the efficiency and effectiveness of business operations as follow.

- The Board of Directors has established a policy of good corporate governance as well as policies for overseeing operations in various matters to ensure compliance with laws, rules and regulations related to the Company's business operations including the anti-corruption policy. The Company has determined that all executives and employees have a duty to learn the content in the Good Corporate Governance and Business Code of Conduct Handbook through Company website and sign to acknowledge the covenant to adhere to as a principle of operation. The Company has communicated and publicized the said policy including clearly specifying penalties in the case of violations and non-compliance for all directors, executives, and employees as well as arranging for annual reports of conflicts of interest.
- The Company has raised awareness and comprehension of ethics and business ethics among executives and employees through internal training courses, new employee orientation, public relations through various forms of media, communication to employees by executives or line supervisors, etc. In addition, information about good corporate governance and business ethics has been published on the Company's website to urge everyone involved partners, joint venturers, and stakeholders to be aware of ethical business practices.
- The Board of Directors is responsible for overseeing overall business operations, giving opinions on the strategic direction of the Company for use as guidelines in preparing business plans and operational plans and operational plans as well as following up on the Company's performance and the performance of the sub-committees to ensure that the Company's operations can achieve the set goals. In addition, the Company is also committed to driving sustainable business in the long term by prioritizing environmental, social, and corporate governance (ESG) accordance with the framework of the Sustainable Development Goals (SDGs) of the United Nations.
- The Company has established an appropriate organizational structure that is consistent with the organization's business strategy and has reviewed it for flexibility, appropriate and consistent with the current situation. There is a separation of duties in important work areas to create a balance of power.

The Company has also established appropriate duties, responsibilities, and authority according to the organizational structure and trained all employees to be aware of their roles, powers, duties, and responsibilities. In 2023, the organizational structure has adjusted to be in line with the long-term business direction.

- The Company has set the requirements for each position as a means of recruiting and training personnel whose attitudes align with and are appropriate for the organization to join. Important jobs have a succession plan, performance evaluations are standardized, and systematic, frequent discussions are encouraged, performance is monitored quarterly in accordance with goals, and goals can be reviewed to establish fair rewards.
- The Company has established an internal control system by requiring all employees to have responsibilities for internal control along with public relations communication to executives and employees to acknowledge and understand their duties, responsibilities and maintain the internal control system. Furthermore, the Company has used the widely acknowledged Three Lines Model as a framework for governance and defining the responsibilities of relevant personnel throughout the organization. The Three Lines Model consists of process owners or risk owners (First Line) responsible for performing work in accordance with the policies and guidelines set by the Company. There risk management and regulatory departments, as well as other support departments (Second Line) provide advice and support to the First Line agencies to operate systematically according to established standards. There is an internal audit unit (Third Line) responsible for evaluating and giving independent opinions on the adequacy and effectiveness of internal controls or measures established to be used in risk management of the First Line and the Second Line and to promote strong governance and risk management.
- The Company has adopted the concepts of Governance, Risk Management, Internal Control, and Supervision of Compliance with Laws, Rules, and Regulations (Compliance), or GRIC to guarantee that the operations

in accordance with the aforementioned concepts will be more effective and efficient. The Company has established a supervisory unit, risk management unit, and internal audit unit to help push forward the organizational and departmental levels by supervising, reviewing, monitoring, evaluating, and promoting GRIC operations. In 2024, the Company will develop communication guidelines on GRIC to enhance the communication from senior management to employees (Tone at the Top) through various activities such as Message from CEO, and developing self-learning courses (GRIC e-Learning), etc., to enhance awareness and understanding of GRIC principles among executives and employees, emphasizing the application of GRIC principles in work so that the organization is prepared to cope with risks immediately and become an efficient organization that will move towards sustainable success.

2. Risk Assessment

The Board of Directors and executives placed a strong emphasis on risk management in order to boost trust in their ability to guide the Company toward both short- and long-term objectives. Therefore, there is a Risk Management Committee appointed by the Board of Directors and established an Enterprise Risk Management Working Team to increase flexibility in direct management and be able to closely monitor various situations. The aforementioned risk management structure supports the supervision of the Company's risk management to be appropriate, efficient and effective.

The Company has a risk management policy and has integrated risk management throughout the organization in a systematic and continuous manner, based on risk management according to the operating framework and guidelines that are the international standard COSO ERM 2017. The risk assessment takes into account changes in both risk factors related to current business operations as well as emerging risk factors and the potential for fraud and corruption as well as setting risk management guidelines to manage risks at an acceptable level. There is a regular review of risks and monitoring of the implementation of risk management measures so that

the organization can achieve both short-term and long-term goals. The Company has brought the Key Risk Indicator (KRI) to link with the Key Performance Indicator (KPI) to evaluate the effectiveness of the Company's short-term and long-term strategies, and monitor changes in various risk factors and determine additional measures to respond to changes in a timely manner. In 2023, the Company has classified risk factors according to the COSO ERM 2017 standard, covering all possible or expected risks (Potential Risk) of the Company, in order to identify risk factors that are thorough, complete, and compliant with the same criteria for collecting risk analysis data at several levels, and analysis of overall risk levels (Aggregate Risk) in order to make risk management more appropriate, adequate and efficient.

In addition, the Company has prepared a business continuity plan (BCP) and exercised annually by simulating situations that cause operations to stop, disrupted, and affected the continuity of the Company's business operations in order to be ready to support, mitigate, and recover from the effects of an event should it occur. The BCP results are then used to improve response plans prior to actual incidents occurring. In 2023, the Company had exercised the BCP plan by simulating the situation of the information technology system of the organization experienced flooding, which led to server damage, resulting the system unusable. The results of the BCP exercise revealed that it was in line with the set goals, with information being communicated, restored, and recovered correctly, completely, and in a timely manner.

3. Control Activity

The Company established control activities that will reduce risks to an acceptable level in order to achieve the Company's objectives as follows.

- The Company established preventive and discovery control activities by taking into account good internal control principles, such as segregation of duties, systematically delegating approval authority to executives, supervisors to ensure that there are checks and balances of power. There are also policies and guidelines related to transactions that have or

may have conflicts of interest, conducting transactions with transparency, verifiability, and fairness, approving transactions with the highest benefits of the Company in mind, etc.

- The Company has prepared written regulations, policies, work procedures, and work manuals that clearly define the scope of authority and duties of the Chief Executive Officer, Managing Director, Executives, and employees at each level as guidelines for work. The Company has conducted a thorough review of its operations to ensure they are in accordance with regulations, policies, work procedures and work manual.
- The Company has established key internal controls using the Microsoft Dynamics AX system to ensure that work authorizations in the Microsoft Dynamics AX system are consistent with good segregation of duties principles.
- This Company has made changes to its work processes and operating model to be more flexible, cost-effective, and efficient. It has also integrated technology and chosen internal control measures that align with GRIC principles. Furthermore, the Company has enhanced the competencies of its employees to align with emerging work patterns, so enriching its ability to accommodate potential future business changes.
- The Company has set standards and guidelines for maintaining information technology security (Information Security) in the area of Cyber Security, which has guidelines according to international standards ISO/IEC 27001. In addition, the Company has also arranged for an annual evaluation of the adequacy of Information Technology General Controls (ITGC) by independent internal auditors from external agencies to ensure that the Company's information technology security practices are able to prevent, detect, and respond to threats in a timely and systematic manner while maintaining business continuity. In addition, the Company has regularly trained and communicated knowledge to employees about the risks and prevention of new information technology threats in order to raise the Company's information technology security standards to be consistent with the changing situation.

- The Company has established a process for supervising subsidiaries with group management guidelines, as well as communicating and monitoring the operations of subsidiaries regularly so that operations are in accordance with the policy framework, guidelines and strategic direction. The Company has been evaluated to improve the efficiency of group management appropriately and regularly reports to senior management.

4. Information & Communication

The Company places importance on information systems by storing data and information that can be useful for business operations and storing documents into categories, especially accounting documents that are important for preparing financial reports. The Company has set both internal and external communication channels to ensure that information that is accurate, sufficient, dependable, and timely is used in decision-making by shareholders, stakeholders, directors, and the management department. The important and general information of the Company will be disclosed in annual report, on website and through the Stock Exchange of Thailand. The Company has a policy for disclosing company information and regulations regarding the use of inside information, including clearly communicating policies, regulations, orders, and important information to employees through various channels of the Company. In addition, the Company has established channels for receiving complaints by being able to report information about wrongdoing and corruption and has clearly established guidelines for managing complaints within a reasonable time through the Company's website or report to the Audit Committee at audit_committee@snp.co.th or through other channels as the Company has notified in the annual report and in the board of directors' meeting. The Company secretary will send the meeting invitation letter, agenda, and meeting documents that specify important and sufficient for decision-making in advance within the time period specified by law so that the Board of Directors will have sufficient time to consider the information before attending the meeting. The Company has appointed the Company Secretary to coordinate between the Company and the Board of Directors and organize Board meetings without the management attending. In each meeting, a meeting report was prepared, recording the questions of the Company Directors, opinions or observations of the Company Directors on the matters under consideration.

The Company has a clear policy regarding information governance and data security that covers Confidentiality, Integrity and Availability and has guidelines for managing the confidentiality of information (Information Classification Labeling and Handling) by applying international principles to manage cyber security according to ISO 27001 standards. There is an information technology department responsible for supervising the use of information systems and security to be consistent with business practices, including prevention (Protech), detection (Detect) and correction (Respond) to ensure continuous and safe use of the work system. In order to prepare employees for cyber crisis occurrences, the Company has frequently offered training so that its members have practiced response plans and decision-making procedures, allowing them to know exactly how to react at each phase and to quickly resolve crises.

5. Monitoring & Evaluation

The Company has a process for monitoring and evaluating the adequacy of the Company's internal control system with the Internal Audit Department, which is an independent agency responsible for providing confidence, advising, responding, and reviewing operations according to the internal control system, risk management system, corporate governance system, business ethics, and anti-corruption measures according to the internal audit plan along with following up on each corrective issues from the auditee organizations until they are completely corrected. The Audit Committee will present a report on its performance to the Board of Directors every quarter, and will also be present at the meeting with the auditor to assess the efficacy and sufficiency of the internal control system.

In the year 2023, the Audit Committee agreed with the auditor that no material deficiencies were found regarding the internal control system. The Company has an adequate and appropriate internal control system and has arranged for sufficient personnel to operate the established internal control system efficiently, including monitoring and supervising its operations to ensure that they can be prevented assets of the Company and subsidiaries from directors or executives using them illegally or without authority. In the past, the Company has not experienced any deficiencies with its internal control system.

9.1.2 Important concerns from the internal audit

In 2023, the internal audit department has completely complied with the 2023 internal audit plan approved by the Audit Committee. The internal audit unit was responsible for evaluating the effectiveness of the internal control system and following up on improvement of important concerns. This included monitoring and controlling whether the Company has an internal control system for monitoring the operations of the Company and its subsidiaries to be able to protect assets from being used illegally by directors or executives or by those without authority, including adequate control over transactions with persons who may have conflicts of interest and related persons. Then present it to the Audit Committee for consideration and opinion before reporting to the Board of Directors on a quarterly basis.

Based on the results of the audit in 2023, the internal auditors did not find any significant deficiencies regarding the internal control system. There are only suggestions provided by the auditors for improving the work process to be more efficient. It seems that the management department has fully corrected and improved the work processes. In addition, the auditor of PRICEWATERHOUSECOOPERS ABAS Ltd (PwC) has reported that it has found no material deficiencies affecting the Company's financial statements.

In conclusion, the Board of Directors considered that the Company's internal control system has been appropriate and sufficient, and no major deficiencies or inadequacies had been discovered that contradict the Company's assessment consistent with the opinion of PRICEWATERHOUSECOOPERS ABAS Limited (PwC), the Company's auditor for the fiscal year ending December 31, 2023, believed it to be accurate in all material respects according to financial reporting standards.

9.1.3 The divergent opinions of the Audit Committee and the Board of

As of 2023, the Board of Directors and the Audit Committee shared the same views regarding internal control.

9.1.4 Internal Control

The Audit Committee have to ensure that the work of the Internal Audit Department adheres to professional standards for internal auditing and is impartial, equitable, and ethical. The purpose of the Audit Committee was outlined in its charter. The scope of work, authority, responsibilities, and standards for overseeing the internal audit system had been spelled out in detail and was reviewed yearly to make sure they remain relevant. Furthermore, the Audit Committee had made certain that the individuals who occupied the role of head of internal audit possess the necessary expertise, experience, and educational background to carry out their responsibilities. The Audit Committee must approve all actions, including the appointment, removal, and transfer of the person in charge of internal audit.

In order to raise the level of confidence (Assurance) and advice (Advice), the internal audit department has prepared an audit plan based on risk (Risk Based Audit Planning), emphasizing the creation of a useful preventive work system to increase efficiency and maintain value for the Company. The key operations are summarized as follows:

1. The internal audit department has designed audit work to produce sustainable and ongoing added value by integrating technology into the audit process and using the Data Analytics approach to examine data derived from business operations in every step, to swiftly and effectively organize inspections by identifying anomalies, and to utilize the analysis's findings to either lower operational risks or develop a preventative work system.
2. The internal audit department emphasized on the use of information technology in the Company's operating plan. Thus, in order to boost confidence that the information technology system has data security and that users can use it correctly, the Company has set up an inspection of information technology systems, compliance with information technology policies, maintaining information technology security, and processing operational data in key work systems.
3. In order to provide added value and ensure the sustainability of the Company, the Internal Audit Department promoted for good internal control guidelines based on the Three Lines of Defense and informed supervisors and operators of their roles, responsibilities, and tasks.
4. The internal audit department is in charge of conducting inspections, assessments, and recommendations to operators (First Line) and support agencies (Second Line) in order to give the Board of Directors and the Audit Committee assurance regarding the effectiveness and efficiency of the Company's internal controls, operational supervision, and risk management.
5. The Internal Audit Department placed emphasis on training internal auditors to be proficient in business and professionals by carrying out the following tasks:
 - Meeting with representatives of various departments to discuss and impart knowledge of the work process allowing internal auditors to evaluate risks and utilize that information to organize audit work. Additionally, valuable insights or noteworthy discoveries are shared.
 - Encourage internal auditors to become knowledgeable about the digital era and adjust to it by presenting their work using contemporary auditing concepts and applying technology to auditing work. They can also use their technological expertise to create tools for tracking anomalies and data analysis, as well as to work faster and more efficiently.
 - Encourage and promote the growth of internal auditor potential by providing knowledge training on operations-related legislation and internal auditing, using a variety of learning strategies, including self-learning, learning from experts or supervisors, and attending general training facilities. Taking the test to certify internal auditors as professionals with professional knowledge and competence in internal auditing is one of the things that falls under this category.

9.2 Connected Transactions

In the year 2023, the Company and its subsidiaries had entered into related transactions with related persons or businesses. These items had commercial prices and returns in the same manner that a reasonable person would do with a general contracting party in the same situation with commercial bargaining power without influence from the status of a director, executive, or related person under reasonable conditions could be checked and did not cause a transfer of benefits. The Company could operate normally under the principles that the Board of Directors had approved and prepared a summary report for the Board of Directors to acknowledge on a quarterly basis. The Company also disclosed related party transactions in the notes to its financial statements for the year ended December 31, 2023, which were audited by the Company's auditor. The Company had also declared relevant transactions in the annual information form or Form 56-1 One Report. The Audit Committee had already considered related transactions that occurred in the year 2023. It was considered that the transaction was reasonable which had disclosed information and acted correctly in accordance with the Capital Market Supervisory Board and Stock Exchange of Thailand announcements.

Measures and procedures for approving related transactions

The Company shall abide by the Securities and Exchange Act B.E. 2535 (including amendments) ("Securities Act"), as well as regulations, announcements, orders or requirements of the Securities and Exchange Commission, Capital Market Supervisory Board, and the Stock Exchange of Thailand. The business shall also adhere to regulations relating to the disclosure of information of connected transactions and other relevant factors. It should be noted that stakeholders won't be allowed to vote on these transactions.

In the event that the said law requires that connected transactions must be approved by the Board of Directors' meeting. The Company will arrange for an audit committee to attend the meeting to consider and give opinions on the necessity of making transactions and the reasonableness of such transactions. In this regard, entering into normal business transactions or transactions supporting normal business that is a trade agreement with general trade conditions and those which are not general trade conditions shall be in accordance with the following principles:

(1) Transactions that are commercial agreements with general trading conditions

The Board of Directors has approved in principle the management department to be able to approve connected transactions that are commercial agreements with general trading conditions between the Company and its subsidiaries and directors, executives, and major shareholders or related persons, If the said transaction has a trade agreement in the same way that a reasonable person would deal with a normal contracting party in the same situation with trade bargaining power without influence from the status as a director, executive, major shareholder or related persons (depending on the case). The Company will prepare a report summarizing such transactions to report in the Audit Committee meeting and the Board meeting every quarter.

(2) Transactions that are commercial agreements, which not general commercial terms

Transactions that are commercial agreements, which not general commercial terms must be considered and given opinions by the Audit Committee before being presented to the Board of Directors and/or the shareholders' meeting (as the case may be) for further consideration and approval in accordance with the Securities Act, regulations, announcements, orders or requirements of the Securities and Exchange Commission, Capital Market Supervisory Board, and the Stock Exchange of Thailand, including compliance with regulations regarding disclosure of information regarding connected transactions and other related criteria.

The Company will arrange for a person with special expertise, such as an auditor or an independent property appraiser, to provide opinions on connected transactions in the event that the Audit Committee does not have the necessary expertise to consider them. This will allow the Audit Committee, the Board of Directors, and/or the shareholders to use the opinions as information when making decisions, ensuring that the transaction is necessary and reasonable while taking into account the interests of the Company. The Company will disclose related transactions in the annual registration statement and notes to the financial statements that have been audited by the Company's auditor.

Policy or trend of related transactions/related transactions in the future

The Board of Directors shall act in compliance with the Securities Act, regulations, orders, announcements, or requirements of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand in the event that a connected transaction occurs in the future. Additionally, the Board shall comply with the related criteria and the requirements regarding the disclosure of information regarding connected transactions of the Company or subsidiary in accordance with accounting standards set by the Association of Certified Accountants and Auditors of Thailand.

9.2 Connected transactions that may result in a conflict of interest

Connection transactions between the Company and its subsidiaries involving parties that may have a conflict of interest as of December 31, 2023.

Individual/juristic party with potential conflict	Relationship	Description of connected transaction	Transaction value (THB Million)	Transaction reasoning and rationale
Mr. Viwat Kraipisitkul	<ul style="list-style-type: none"> Company director Chairman of the Executive Committee Major company shareholder, holdings of 35.00% through Concord I. Capital Limited, which itself holds 10.22% of company shares. Major company shareholder, with holdings of 35.00% through Ascend I. Holdings Company Limited, which itself holds 14.27% of company shares. Married to Mrs. Thanyanee Kraipisitkul 	<ul style="list-style-type: none"> Building and other real estate leases Other creditors 	<p>1.20</p> <p>0.30</p>	<ul style="list-style-type: none"> The Company has a contract to lease areas in 4 commercial buildings from Mr. Viwat Kraipisitkul, with an area of 4*12m² across 5 floors, totaling around 1000m². The addresses of these buildings are 325/6-9 Lanluang Road, Sriyakmahanak Sub-District, Dusit District, Bangkok The Company pays rental fees annually at a rate of 1,200,000 THB in accordance with the contract, with said fees payable in advance, on the last day of January. The lease term was for 1 year from 1 January 2022 to 31 December 2022 and on 28 December 2022, it was extended for another year from 1 January 2023 to 31 December 2023 and on 25 December 2023, the term was extended for another year; therefore, the new lease term is from 1 January 2024 to 31 December 2024. The rental rate (100 baht/sq.m./month) and rental conditions are as agreed upon between the contracting parties, with the rental rate corresponding to that of similar commercial buildings in the vicinity.
Mr. Wattana Chaisathaporn	Older brother of Mr. Viwat Kraipisitkul, Mr. Thakorn Chaisathaporn and Mr. Wichian Chaisathaporn	<ul style="list-style-type: none"> Income from product sales 	0.03	<ul style="list-style-type: none"> The Company sells products to Mr. Wattana Chaisathaporn; the sales may occur for a certain period, acting as holiday gifts. The Company has established prices, conditions, and payment terms similar to those in transactions with third parties.

Individual/juristic party with potential conflict	Relationship	Description of connected transaction	Transaction value (THB Million)	Transaction reasoning and rationale
Ms. Nathamon Chaisathaporn	Younger sister of Mr. Viwat Kraipisitkul, Mr. Thakorn Chaisathaporn and Mr. Wichian Chaisathaporn	<ul style="list-style-type: none"> Income from product sales 	0.003	<ul style="list-style-type: none"> The Company sells products to Ms. Nathamon Chaisathaporn; the sales may occur for a certain period, acting as holiday gifts. The Company has established prices, conditions, and payment terms similar to those in transactions with third parties.
Mrs. Wanida Jeungthamdeerungkajorn	<ul style="list-style-type: none"> Company shareholder Older sister of Mr. Viwat Kraipisitkul, Mr. Thakorn Chaisathaporn and Mr. Wichian Chaisathaporn 	<ul style="list-style-type: none"> Other creditors Product purchasing 	0.10 0.82	<ul style="list-style-type: none"> The Company purchases products from Ms. Wannida when there is a specific, limited need for said product, but not on a regular basis. Therefore, if the Company orders from other sellers, we will purchase the minimum quantity as specified by the seller, even if that may exceed the company's requirements. In addition to being able to purchase the required quantities, the Company can also order the aforementioned products at any time, which the seller can then deliver as promptly as is necessary the price will be in accordance with current market rates Payment terms are in accordance with regulations and practices applicable to other vendors.
Kim Heng Food Products Company Limited (A producer and purveyor of food and snacks. This company adjusted its objectives as of May 15, 2019, and now offers real estate leasing services).	A juristic party with the following company directors as major shareholders: 1) Mr. Viwat Kraipisitkul, who holds 20.0% of KHF shares. 2) Mrs. Thanyanee Kraipisitkul who holds 18.0% of KHF shares. 3) Mr. Thakorn Chaisathaporn, who holds 25.0% of KHF shares. 4) Mr. Wichian Chaisathaporn, who holds 20.0% of KHF shares.	<ul style="list-style-type: none"> Asset usage rights Land and building lease fees 	158.26 7.03	<ul style="list-style-type: none"> The Company leases land and buildings from Kim Heng Food Products Co., Ltd. for the purpose of snack production and other related operations. The lease contract applies to an area of 35 Rai and 15.60 Tarang wa, which includes an office building with 940m2 of serviceable space and a factory covering 21,982m2. The address is 99/99, Moo 4, Petchkasem Soi 99 (Pongsirichai 1), Petchkasem Rd., Aom Noi Subdistrict, Krathumbaen District, Samuth Sakorn Province. The lease contract is for 30 years, effective from 1 July 2016 until 30 June 2046.

Individual/juristic party with potential conflict	Relationship	Description of connected transaction	Transaction value (THB Million)	Transaction reasoning and rationale
				<ul style="list-style-type: none"> The Company paid the lease fee according to the contract in advance for 30 years at a total lease fee of 300 million baht on the day the lease has begun according to the minutes of the Board of Directors' meeting No. 1/2016 on March 10, 2016, the Board of Directors' meeting approved the restructuring of the Company's business operations; therefore, the financial structure of each company in the group is suitable for the business structure after restructuring. <p>Before the restructuring, Siam Daily Foods Co., Ltd. ("SDF"), Sri Siam Food Products Co., Ltd. ("SSF"), and Kim Heng Food Products Co., Ltd. ("KH"), had loans from financial institutions for use in operations; for restructuring the Company therefore paid the lease fee full amount in advance; as a result, SDF, SSF and KH, which would cease operating their production business after the restructuring, could repay the said loan. After the restructuring, the Company shall be the sole producer and distributor of products. Therefore, the Company entered into a land and factory lease contract for the continuation of the Company's business, and to reduce the impact from restructuring that may affect business operations if the production base has to be relocated.</p> <p>According to the property appraisal report, the locations of SDF, SSF and KH factories have been strategically located next to main roads and various public utilities, have been deemed appropriate to enter into a lease contract for the above land and factory for the longest lease term allowed by law, 30 years.</p> <ul style="list-style-type: none"> Lease fee and conditions have been agreed between the parties with reference to market rates. The appraised market rental price has been 348.74 million baht using the Income Approach and assessed by The Value and Consultants Company Limited

Individual/juristic party with potential conflict	Relationship	Description of connected transaction	Transaction value (THB Million)	Transaction reasoning and rationale
<p>Siam Daily Foods Co., Ltd. (A producer and purveyor of food and snacks. This company adjusted its objectives as of May 15, 2019, and now offers real estate leasing services).</p>	<p>A juristic party with the following company directors as major shareholders:</p> <ol style="list-style-type: none"> 1) Mr. Viwat Kraipisitkul, who holds 12.5% of SDF shares. 2) Mrs. Thanyanee Kraipisitkul, who holds 30.0% of SDF shares. 3) Mr. Thakorn Chaisathaporn, who holds 23.0% SDF shares. 4) Mr. Wichian Chaisathaporn, who holds 18.25% of SDF shares. <ul style="list-style-type: none"> • Mrs. Thanyanee Kraipisitkul is a company director for both companies. 	<ul style="list-style-type: none"> • Asset usage rights • Land and building lease fees 	<p>52.28</p> <p>2.32</p>	<ul style="list-style-type: none"> • The Company leases land and buildings from Siam Daily Foods Co., Ltd. for the purpose of snack production and other related operations. • The lease contract applies to an area of land 8 Rai and 3 Ngan and 7 Tarang Wa, which includes a factory with 12,631 square meters of serviceable space. The address is 234, Moo 4, Setthakit Rd. (Highway 3091), Aom Noi Subdistrict, Krathumbaen District, Samuth Sakorn Province. The lease contract is for 30 years, effective from 1 July 2016 until 30 June 2046. • The Company paid the lease fee according to the contract in advance for 30 years at a total lease fee of 180 million baht on the day the lease has begun according to the minutes of the Board of Directors' meeting No. 1/2016 on March 10, 2016, the Board of Directors' meeting approved the restructuring of the Company's business operations; therefore, the financial structure of each company in the group is suitable for the business structure after restructuring. <p>Before the restructuring, Siam Daily Foods Co., Ltd. ("SDF"), Sri Siam Food Products Co., Ltd. ("SSF"), and Kim Heng Food Products Co., Ltd. ("KH"), had loans from financial institutions for use in operations; for restructuring the Company therefore paid the lease fee full amount in advance; as a result, SDF, SSF and KH, which would cease operating their production business after the restructuring, could repay the said loan. After the restructuring, the Company shall be the sole producer and distributor of products. Therefore, the Company entered into a land and factory lease contract for the continuation of the Company's business, and to reduce the impact from restructuring that may affect business operations if the production base has to be relocated.</p>

Individual/juristic party with potential conflict	Relationship	Description of connected transaction	Transaction value (THB Million)	Transaction reasoning and rationale
				<p>According to the property appraisal report, the locations of SDF, SSF and KH factories have been strategically located next to main roads and various public utilities, have been deemed appropriate to enter into a lease contract for the above land and factory for the longest lease term allowed by law, 30 years.</p> <ul style="list-style-type: none"> Lease fee and conditions have been agreed between the parties with reference to market rates. The appraised market rental price has been 189.87 million baht using the Income Approach and assessed by The Value and Consultants Company Limited
<p>Sri Siam Food Product Company Limited (A producer and purveyor of food and snacks. This company adjusted its objectives as of May 1, 2019, and now offers real estate leasing services).</p>	<p>A juristic party with the following company directors as major shareholders:</p> <ol style="list-style-type: none"> 1) Mr. Viwat Kraipisitkul, who holds 15.0% of SSF shares. 2) Mrs. Thanyanee Kraipisitkul, who holds 25.0% of SSF shares. 3) Mr. Thakorn Chaisathaporn, who holds 25.0% SSF shares. 4) Mr. Wichian Chaisathaporn, who holds 20.0% SSF shares. <ul style="list-style-type: none"> Mrs. Thanyanee Kraipisitkul is a company director for both companies. 	<ul style="list-style-type: none"> Asset usage rights Land and building lease fees 	<p>57.73</p> <p>2.57</p>	<ul style="list-style-type: none"> The Company leases land and buildings from Sri Siam Food Products Co., Ltd. for the purpose of snack production and other related operations. The lease contract applies to an area of land measuring 9 Rai 2 Ngan 85 Tarang wa, which includes an office building with 1,650 square meters of serviceable space and a factory with 21,982 square meters. The address is 99/99, Moo 7, Suphaphibal Soi 2, Puthamonthon 4 Rd., Aom Noi Subdistrict, Krathumbaen District, Samuth Sakorn Province. The lease contract is for 30 years, effective from 1 July 2016 until 30 June 2046. The Company paid the lease fee according to the contract in advance for 30 years at a total lease fee of 184 million baht on the day the lease has begun according to the minutes of the Board of Directors' meeting No. 1/2016 on March 10, 2016, the Board of Directors' meeting approved the restructuring of the Company's business operations; therefore, the financial structure of each company in the group is suitable for the business structure after restructuring.

Individual/juristic party with potential conflict	Relationship	Description of connected transaction	Transaction value (THB Million)	Transaction reasoning and rationale
				<ul style="list-style-type: none"> Before the restructuring, Siam Daily Foods Co., Ltd. (“SDF”), Sri Siam Food Products Co., Ltd. (“SSF”), and Kim Heng Food Products Co., Ltd. (“KH”), had loans from financial institutions for use in operations; for restructuring the Company therefore paid the lease fee full amount in advance; as a result, SDF, SSF and KH, which would cease operating their production business after the restructuring, could repay the said loan. After the restructuring, the Company shall be the sole producer and distributor of products. Therefore, the Company entered into a land and factory lease contract for the continuation of the Company’s business, and to reduce the impact from restructuring that may affect business operations if the production base has to be relocated. <p>According to the property appraisal report, the locations of SDF, SSF and KH factories have been strategically located next to main roads and various public utilities, have been deemed appropriate to enter into a lease contract for the above land and factory for the longest lease term allowed by law, 30 years.</p> <ul style="list-style-type: none"> Lease fee and conditions have been agreed between the parties with reference to market rates. The appraised market rental price has been 220.39 million baht using the Income Approach and assessed by The Value and Consultants Company Limited
Sermang Infinite Company Limited (A factory producing and distributing electricity sourced from solar panels and biofuels)	Mr. Vivat Kraipisitkul is a company director for both companies, holding 16.49% shares through Sermang Corporation Public Company Limited.	<ul style="list-style-type: none"> Other creditors Outstanding electricity bills Electricity bills Income from land leasing 	1.54 1.07 12.48 0.33	<ul style="list-style-type: none"> The Company has a contract to purchase solar-produced electricity from Sermang Infinite Co. Ltd., in addition to a partial lease contract for land upon which the solar electricity plant is built. The Company purchases solar energy for use in the production of 4 factory branches in Thailand. The details and rates at which the Company leases the land for solar panel use is as follows:

Individual/juristic party with potential conflict	Relationship	Description of connected transaction	Transaction value (THB Million)	Transaction reasoning and rationale
				<ol style="list-style-type: none"> 1) A 25-year contract to sell and purchase solar energy, effective from the first date of purchasing and lasting for the full 3-year land lease agreement. 2) The price of sale and purchase for solar energy is in accordance with the pre-determined conditions of the contract between the two parties, which includes a minimum value condition. 3) The partial lease fees and terms are in accordance with the predetermined conditions of the contract between the two parties, with reference to comparable market rates. <ul style="list-style-type: none"> • The Company purchases solar energy on a monthly basis in accordance with the units used each month or at the minimum value specified in the contract.
Absolute Products Co., Ltd.	<ul style="list-style-type: none"> • Mr. Viwat Kraipisitkul is a company director for both companies, holding 45% shares. • Mrs. Thanyanee Kraipisitkul is a company director for both companies, holding 25% shares. 	<ul style="list-style-type: none"> • Other debtors • Profit (Loss) from Sales/Amortization-land, buildings, equipment 	0.005 0.027	<ul style="list-style-type: none"> • The Company agrees to sell deteriorated assets having a long service life and remaining book value of 1 baht, with the price set according to the market price and has trading conditions similar to transactions with general third parties.
Wonder Export & Import Company Limited	<ul style="list-style-type: none"> • Mr. Thakorn Chaisathaporn is a company director for both companies. 	<ul style="list-style-type: none"> • Other debtors • Export expenses 	0.54 0.30	<ul style="list-style-type: none"> • The Company has been provided with the services of Wonder Export & Import Co., Ltd. to handle the customs clearance of imported goods (raw materials and packaging materials from abroad) for the Company. This increases the efficiency of the customs clearance process (for raw materials and packaging materials from abroad) to meet the needs of the production department, and to manage the cost of importing goods from abroad more effectively.

Individual/juristic party with potential conflict	Relationship	Description of connected transaction	Transaction value (THB Million)	Transaction reasoning and rationale
Siam Clean Solutions Company Limited (SCS)	<ul style="list-style-type: none"> Mr. Viwat Kraipitkul is a company director for both companies, holding 16.49% shares through Semsang Corporation Public Company Limited (SSP). 	<ul style="list-style-type: none"> Income from land lease agreements Deferred income 	<p>0.51</p> <p>0.44</p>	<ul style="list-style-type: none"> The Company is leasing 471 Rai 3 Ngan 87 Tarang wa of land located in Jombeung district, Ratchaburi province, to Siam Clean Solutions Co. Ltd. (SCS), with a rental period of 30 years effective from the date of the lease agreement. The total rental value for the entire lease term is 16.4T million baht. Previously, the Company had plans to utilize the Company's unused land in Ratchaburi province for the purpose of building a factory to expand its production base in Thailand, as well as to expand production to factories in other countries to meet the increasing demand for products from customers in Thailand and the CLMV group of countries. However, an operational factory in Vietnam (STFM) has sufficient production capacity to meet the market demand in Vietnam and other CLMV countries. Therefore, the Company considers there to be no need for investment in the expansion of the factory in Ratchaburi province. Instead, the company is leasing this land to Siam Clean Solutions Co., Ltd. for a solar farm project.

Standards and Approval Procedures for Related Party Transactions

When conducting transactions connected to the Company and its subsidiaries, we shall comply with the Securities and Exchange Act 1992 (including any amendments), as well as with the regulations, announcements, orders, or requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. This includes requirements regarding the disclosure of connected transaction information and other relevant criteria, while any party with vested interests shall not be permitted to participate in the approval of such transactions.

In cases where the law requires connected transaction approval by the Board of Directors, the Company will establish a committee to review and provide feedback regarding the necessity and rationality of such transactions. For regular business transactions or transactions that support regular business practices, including those which are subject to regular commercial terms and conditions, and those transactions not subject to regular terms and conditions, the following principles shall apply:

(1) Transactions subject to regular commercial terms and conditions

The Board of Directors has provided its approval in principle that the management team can approve connected transactions subject to general commercial terms and conditions between the Company and its subsidiaries, and its Board of Directors, executives, major shareholders, or related parties, provided that such agreements comply with industry standards. Additionally, the terms of these agreements must be consistent with what would reasonably be accepted in similar industry situations and free from the influence of a party's status as a director, executive, major shareholder, or related party (as the case may be). The Company will prepare a report summarizing such transactions for reporting to the Audit Committee and the Board of Directors on a quarterly basis.

(2) Transactions not subject to regular commercial terms and conditions

Transactions not subject to regular commercial terms and conditions must be reviewed by the Audit Committee, which will present its opinions to the Company's Board of Directors and/or at a stakeholders' meeting (case dependent) for approval. There must be compliance with the Securities and Exchange Act, as well as with the regulations, announcements, orders, or requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. This includes requirements regarding the disclosure of connected transaction information and other relevant criteria.

In cases where the Audit Committee lacks the required level of expertise to pass fair judgement on the suitability of connected transactions, the Company shall arrange for individuals with special expertise, such as auditors or independent property appraisers, to provide opinions on said transactions. Their feedback will then be used by the Audit Committee and/or Board of Directors and/or stakeholders (depending on the case), who will then be able to make confident decisions regarding the necessity and rationality of such transactions, with consideration also given to the potential benefits to the Company. The Company shall disclose details of connected transactions in its annual report and in accompanying financial statements that have been audited by the company's financial auditors.

Policy or Trends Regarding Current/Future Related Party Transactions

In cases of future Related Party Transactions, the Company's Board of Directors must act in compliance with the Securities and Exchange Act, as well as with the regulations, announcements, orders, or requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. This includes requirements regarding the disclosure of connected transaction information in accordance with the Association of Accountants and Auditors of Thailand standards, and other relevant criteria.

In addition, should there be connected transactions or adjustments to the terms and conditions of transactions related to the Board of Directors, executives, major stakeholders, or persons associated with the Company, the party with a vested interest in such transactions will not be permitted to participate in the board meeting set up to consider the approval of such transactions.

03

Part 3 Financial Statements



SRINANAPORN MARKETING PUBLIC COMPANY LIMITED

CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

31 DECEMBER 2023



Independent Auditor's Report

To the shareholders of Srinanaporn Marketing Public Company Limited

My opinion

In my opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of Srinanaporn Marketing Public Company Limited (the Company) and its subsidiaries (the Group) and separate financial position of the Company as at 31 December 2023, and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRS).

What I have audited

The consolidated financial statements and separate financial statements comprise:

- the consolidated and separate statements of financial position as at 31 December 2023;
- the consolidated and separate statements of comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include significant accounting policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated and separate financial statements section of my report. I am independent of the Group and the Company in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (TFAC Code) that are relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the TFAC Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the consolidated and separate financial statements of the current period. I determine one key audit matter: Valuation of inventories. The matter was addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on the matter.



Key audit matter	How my audit addressed the key audit matter
<p>Valuation of inventories</p> <p>Refer to note 11 Inventories, net</p> <p>As at 31 December 2023, the balance of inventories of the Group before the allowance for slow-moving, obsolete and damage was Baht 637.2 million, the allowance for slow-moving, obsolete and damage of the Group was Baht 35.6 million. The net inventories represent 11.51% of total assets of the Group.</p> <p>Management based their assessment and specified criteria on their experience, judgement and historical data. The management recognises the allowances for slow - moving, obsolete and damage in following the specified criteria. Also, the allowance is assessed by considering the shelf life aging, expiring date and the aging of inventories that affect slow-moving, obsolete and damage.</p> <p>I focussed on the valuation of inventories because inventories have a material impact on the total assets of the Group. The allowances for slow-moving, obsolete and damage are subject to management's judgement and experience.</p>	<p>I performed the following procedures to obtain evidence of how the management measured the valuation of inventories:</p> <ul style="list-style-type: none"> • Obtained an understanding of and evaluated the management's method to develop the allowances for slow-moving, obsolete and damage and assessed the compliance with the accounting policies of the Group. • Challenged management's judgement and assumptions of shelf life aging, expiring date and inventories aging to whether they were appropriate for determining the allowances for slow-moving inventories, obsolete and damage. Also, I tested the reliability of the inventory aging report by tracing the last movement date of inventories to the supporting documents. • Assessed the reasonableness of management's assumptions used when developing the allowances for slow-moving, obsolete and damage by considering historical data and key inventory ratio analysis. • Tested the mathematical accuracy of the allowances for slow-moving, obsolete and damage derived from management's assumptions. • Assessed whether any slow-moving, obsolete and damage were omitted from the detailed analysis with inventory aging analysis and information obtained while observing inventory counts. <p>Based on the procedures above, I found that the valuation method of inventories was appropriated, and that the assumptions used to develop the allowance for slow-moving, obsolete and damage were reasonable based on available evidence and relevance accounting for this matter.</p>



Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to the audit committee.

Responsibilities of the directors for the consolidated and separate financial statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRS, and for such internal control as the directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the Group's and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and Company or to cease operations, or has no realistic alternative but to do so.

The audit committee assists the directors in discharging their responsibilities for overseeing the Group's and Company's financial reporting process.

Auditor's responsibilities for the audit of the consolidated and separate financial statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the audit committee with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with the audit committee, I determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

PricewaterhouseCoopers ABAS Ltd.

Amornrat Pearmpoonvatanasuk
 Certified Public Accountant (Thailand) No. 4599
 Bangkok
 20 February 2024

Srinanaporn Marketing Public Company Limited
Statement of Financial Position
As at 31 December 2023

		Consolidated		Separate	
		financial statements		financial statements	
		2023	2022	2023	2022
Notes		Baht	Baht	Baht	Baht
Assets					
Current assets					
Cash and cash equivalents	9	71,895,900	132,764,232	34,100,164	47,211,412
Trade and other receivables, net	10	1,893,733,192	1,586,980,421	1,769,035,547	1,599,505,171
Inventories, net	11	601,576,109	680,558,618	545,102,361	628,136,697
Loans to related parties	30.5	-	-	166,539,200	100,000,000
Other current assets		7,659,189	1,418,303	6,283,501	11,407,812
Total current assets		2,574,864,390	2,401,721,574	2,521,060,773	2,386,261,092
Non-current assets					
Investments in subsidiaries	12	-	-	544,925,409	544,925,409
Investments in a joint venture	13	76,513,406	109,564,514	-	-
Property, plant and equipment, net	14	1,999,343,579	1,941,168,751	947,027,846	990,118,056
Investment property	15	165,180,000	165,180,000	165,180,000	165,180,000
Right-of-use assets, net	16	339,976,166	334,746,646	307,173,413	299,402,406
Intangible assets, net	17	15,209,766	17,589,358	14,509,065	16,913,750
Goodwill		3,201,936	3,201,936	-	-
Deferred tax assets	18	27,905,404	27,282,629	26,281,590	24,424,852
Other non-current assets		23,025,124	68,432,323	12,535,378	37,196,563
Total non-current assets		2,650,355,381	2,667,166,157	2,017,632,701	2,078,161,036
Total assets		5,225,219,771	5,068,887,731	4,538,693,474	4,464,422,128

Chief financial officer _____ Director _____

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanaporn Marketing Public Company Limited
Statement of Financial Position
As at 31 December 2023

		Consolidated		Separate	
		financial statements		financial statements	
		2023	2022	2023	2022
Notes		Baht	Baht	Baht	Baht
Liabilities and equity					
Current liabilities					
Short-term borrowings					
from financial institutions	19	141,812,985	40,000,000	99,000,000	40,000,000
Trade and other payables	21	1,069,826,596	1,256,382,739	1,066,265,171	1,215,418,924
Current portion of lease liabilities, net	20	10,020,051	5,621,634	9,321,524	5,138,565
Current portion of long-term borrowings					
from financial institutions, net	19	79,903,580	16,668,000	22,224,000	16,668,000
Income tax payables		68,780,112	76,227,028	68,383,164	75,876,807
Total current liabilities		1,370,343,324	1,394,899,401	1,265,193,859	1,353,102,296
Non-current liabilities					
Lease liabilities, net	20	30,691,418	14,887,205	29,918,716	13,626,503
Long-term borrowings					
from financial institutions, net	19	233,691,383	227,396,270	41,108,000	63,332,000
Employee benefit obligations	22	57,436,733	54,775,886	57,002,577	54,394,503
Deferred tax liabilities	18	70,349,279	70,949,919	-	-
Total non-current liabilities		392,168,813	368,009,280	128,029,293	131,353,006
Total liabilities		1,762,512,137	1,762,908,681	1,393,223,152	1,484,455,302

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanaporn Marketing Public Company Limited
Statement of Financial Position
As at 31 December 2023

		Consolidated		Separate	
		financial statements		financial statements	
		2023	2022	2023	2022
Notes		Baht	Baht	Baht	Baht
Liabilities and equity (continued)					
Equity					
Share capital	23				
- Authorised share capital					
960,000,000 ordinary shares					
at par value of Baht 0.5 each		480,000,000	480,000,000	480,000,000	480,000,000
- Issued and paid-up share capital					
960,000,000 ordinary shares					
paid-up at Baht 0.5 each		480,000,000	480,000,000	480,000,000	480,000,000
Premium on share capital		2,018,140,406	2,018,140,406	2,018,140,406	2,018,140,406
Net effect from business combination					
under common control		(412,488,709)	(412,488,709)	(412,488,709)	(412,488,709)
Deficit from dilution of investments in					
subsidiaries		(829,580)	(829,580)	-	-
Retained earnings					
Appropriated - Legal reserve	24	48,000,000	48,000,000	48,000,000	48,000,000
Unappropriated		852,431,264	660,164,114	906,980,184	741,476,688
Other components of equity		233,100,244	256,461,945	104,838,441	104,838,441
Equity attributable to owners					
of the Company		3,218,353,625	3,049,448,176	3,145,470,322	2,979,966,826
Non-controlling interests		244,354,009	256,530,874	-	-
Total equity					
		3,462,707,634	3,305,979,050	3,145,470,322	2,979,966,826
Total liabilities and equity					
		5,225,219,771	5,068,887,731	4,538,693,474	4,464,422,128

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanaporn Marketing Public Company Limited
Statement of Comprehensive Income
For the year ended 31 December 2023

		Consolidated		Separate	
		financial statements		financial statements	
		2023	2022	2023	2022
Notes		Baht	Baht	Baht	Baht
Revenues					
Revenue from sales	8	6,015,852,027	5,566,144,511	5,693,103,421	5,425,327,655
Other income	25	33,574,876	47,630,578	65,906,320	76,035,645
Total revenues		6,049,426,903	5,603,975,089	5,759,009,741	5,501,363,300
Expenses					
Cost of sales		4,298,104,098	4,041,677,240	4,098,823,226	3,962,840,287
Selling expenses		694,855,247	668,888,359	667,386,035	641,343,989
Administrative expenses		230,141,819	217,368,510	229,038,002	217,262,965
Total expenses		5,223,101,164	4,927,934,109	4,995,247,263	4,821,447,241
Profit before finance costs and income taxes					
		826,325,739	676,040,960	763,762,476	679,916,069
Finance costs		(7,620,960)	(1,672,209)	(6,025,070)	(1,566,727)
Share of loss of investment in a joint venture		(34,835,255)	(25,419,743)	-	-
Profit before income taxes		783,869,524	648,949,028	757,737,408	678,349,332
Income taxes	27	(151,594,861)	(137,171,896)	(148,716,482)	(135,705,439)
Profit for the year		632,274,663	511,777,132	609,020,926	542,643,893

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanaporn Marketing Public Company Limited
Statement of Comprehensive Income
For the year ended 31 December 2023

	Note	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Other comprehensive income (expense)					
Items that will be reclassified subsequently to profit or loss					
- Translation differences		(32,028,649)	10,720,235	-	-
Total items that will be reclassified subsequently to profit or loss		(32,028,649)	10,720,235	-	-
Other comprehensive income (expense) for the year, net of taxes		(32,028,649)	10,720,235	-	-
Total comprehensive income for the year		<u>600,246,014</u>	<u>522,497,367</u>	<u>609,020,926</u>	<u>542,643,893</u>
Profit (loss) attributable to:					
- Owners of the Company		635,784,580	515,715,235	609,020,926	542,643,893
- Non-controlling interests		(3,508,917)	(3,938,103)	-	-
Net profit for the year		<u>632,274,663</u>	<u>511,777,132</u>	<u>609,020,926</u>	<u>542,643,893</u>
Total comprehensive income (expense) attributable to:					
- Owners of the Company		612,422,879	518,991,211	609,020,926	542,643,893
- Non-controlling interests		(12,176,865)	3,506,156	-	-
Total comprehensive income for the year		<u>600,246,014</u>	<u>522,497,367</u>	<u>609,020,926</u>	<u>542,643,893</u>
Earnings per share					
Basic earnings per share	28	0.66	0.54	0.63	0.57

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanaporn Marketing Public Company Limited
Statement of Changes in Equity
For the year ended 31 December 2023

	Consolidated financial statements										
	Attributable to owners of the Company										
	Retained earnings			Other comprehensive income			Other components of equity				
	Issued and paid-up share capital	Premium on share capital	Legal reserve	Unappropriated reserve	Net effect from business combination under common control	Deficit from dilution of investments in subsidiaries	Revaluation surplus on land	Translation differences	Total other components of equity	Total owners of the Company	Non-controlling interests
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Opening balance as at 1 January 2022	480,000,000	2,018,140,408	48,000,000	451,648,809	(412,488,706)	(829,580)	238,255,843	16,930,125	263,186,969	2,837,656,895	253,024,718
Dividend paid	-	-	-	(307,199,930)	-	-	-	-	-	(307,199,930)	-
Total comprehensive income for the year	-	-	-	915,715,235	-	-	-	3,275,976	3,275,976	510,891,211	3,500,156
Closing balance as at 31 December 2022	480,000,000	2,018,140,408	48,000,000	680,164,114	(412,488,706)	(829,580)	238,255,843	20,206,102	266,461,945	3,340,448,176	256,530,874

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanagorn Marketing Public Company Limited
Statement of Changes in Equity
For the year ended 31 December 2023

Consolidated financial statements														
Attributable to owners of the Company														
Note	Issued and paid-up share capital	Premium on share capital	Retained earnings			Net effect from business combination under common control	Deficit from dilution of investments in subsidiaries	Other components of equity					Total equity	
			Legal reserve	Unappropriated	Baht			Baht	Revaluation surplus on land	Translation differences	Total other components of equity	Total owners of the Company		Non-controlling interests
29	480,000,000	2,018,140,406	48,000,000	690,164,114	(412,488,706)	(328,580)	236,255,843	20,206,102	256,461,945	3,049,448,178	256,530,874	3,305,979,050		
	-	-	-	(443,517,430)	-	-	-	-	-	(443,517,430)	-	(443,517,430)		
	-	-	-	635,784,560	-	-	-	-	(23,361,701)	(23,361,701)	612,422,879	(12,176,865)	600,246,014	
Opening balance as at 1 January 2023														
Dividend paid														
Total comprehensive income (expense) for the year														
Closing balance as at 31 December 2023														
	480,000,000	2,018,140,406	48,000,000	852,431,264	(412,488,706)	(328,580)	236,255,843	(3,155,698)	233,100,244	3,218,363,625	244,354,009	3,462,707,634		

Operating balance as at 1 January 2023

Dividend paid

Total comprehensive income (expense) for the year

Closing balance as at 31 December 2023

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanaporn Marketing Public Company Limited
Statement of Changes in Equity
For the year ended 31 December 2023

	Separate financial statements									
	Issued and paid-up share capital	Premium on share capital	Retained earnings		Net effect from business combination under common control	Other comprehensive income		Total other components of equity		Total equity
			Legal reserve	Unappropriated		Revaluation surplus on land				
									Baht	
Opening balance as at 1 January 2022	480,000,000	2,018,140,406	48,000,000	506,032,725	(412,488,709)	104,838,441	104,838,441	104,838,441	2,744,522,863	
Dividend paid	-	-	-	(307,199,930)	-	-	-	-	(307,199,930)	
Total comprehensive income for the year	-	-	-	542,843,893	-	-	-	-	542,843,893	
Closing balance as at 31 December 2022	480,000,000	2,018,140,406	48,000,000	741,476,688	(412,488,709)	104,838,441	104,838,441	104,838,441	2,979,966,826	

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinasporn Marketing Public Company Limited
Statement of Changes in Equity
For the year ended 31 December 2023

		Separate financial statements									
		Retained earnings				Net effect from business combination under common control		Other comprehensive income		Total components of equity	
		Issued and paid-up share capital		Premium on share capital		Legal reserve		Unappropriated		Revaluation surplus on land	
		Baht		Baht		Baht		Baht		Baht	
Note											
	Opening balance as at 1 January 2023	480,000,000	2,018,140,406	48,000,000		741,476,688	(412,488,709)	104,838,441	104,838,441	2,979,966,826	
	Dividend paid	-	-	-		(443,517,430)	-	-	-	(443,517,430)	
	Total comprehensive income for the year	-	-	-		609,020,926	-	-	-	609,020,926	
	Closing balance as at 31 December 2023	480,000,000	2,018,140,406	48,000,000		906,980,184	(412,488,709)	104,838,441	104,838,441	3,145,470,322	

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanaporn Marketing Public Company Limited
Statement of Cash Flows
For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Cash flows from operating activities					
Profit before income taxes		783,869,524	648,949,028	757,737,408	678,349,332
Adjustments for:					
Depreciation	28	172,530,792	155,575,394	152,266,943	145,464,901
Amortisation	26	2,967,835	3,175,805	2,954,354	3,166,874
Loss on write-off of inventories		11,907,691	7,859,421	11,904,698	7,859,421
Gain on write-offs and disposals of property, plant and equipment		(150,860)	(734,448)	(150,860)	(734,448)
(Reversal of) allowance for expected credit loss on trade and other receivables and bad debt		141,015	(66,000)	138,069	(703,803)
(Reversal of) allowance for decrease in value of inventories	11	(3,454,504)	1,118,898	(3,454,504)	1,442,266
Employee benefit obligations	22	3,596,384	3,669,226	3,543,611	3,594,803
Unrealised (gain) loss on exchange rate		6,292,552	(8,487,074)	4,315,769	2,558,830
Gain from measurement of fair value of financial instruments		(5,893,852)	-	(3,036,082)	-
Share of loss of investment in a joint venture	13	34,835,255	25,419,743	-	-
Adjustment of transaction with a joint venture for margin on ending inventories	13	(1,784,147)	2,107,145	-	-
Gain on termination of right-of-use assets		-	(39,180)	-	(1,330)
Interest income	25	(1,931,762)	(244,604)	(7,653,531)	(1,568,323)
Finance costs		7,620,960	1,672,209	6,025,070	1,566,727
Cash flows before changes in operating assets and liabilities		1,010,546,883	839,965,563	924,590,965	840,995,250
Change in operating assets and liabilities					
Trade and other receivables		(309,096,574)	(459,733,556)	(172,081,319)	(487,769,540)
Inventories		70,529,323	(277,463,301)	74,584,143	(250,864,647)
Other current assets		(347,034)	650,966	8,160,392	(9,480,752)
Other non-current assets		12,283,151	(7,238,789)	10,340,530	(2,093,585)
Trade and other payables		(173,825,336)	407,395,253	(158,574,155)	405,609,021
Employee benefit paid		(935,537)	(2,562,724)	(935,537)	(2,562,724)
Other current liabilities		-	(365,880)	-	(365,880)
Cash generated from operations		609,154,876	500,647,532	686,085,019	493,447,143
Income tax paid		(159,061,957)	(97,160,754)	(158,066,864)	(95,932,247)
Net cash generated from operating activities		450,092,919	403,486,778	528,018,155	397,514,896

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanaporn Marketing Public Company Limited
Statement of Cash Flows
For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Cash flows from investing activities					
Interest received		1,931,762	244,604	8,478,872	660,967
Payments for paid-up share capital of a subsidiary	12	-	-	-	(5,000,000)
Payments for purchases of intangible assets		(594,447)	(860,251)	(549,670)	(860,251)
Payments for purchases of property, plant and equipment		(200,574,382)	(385,063,699)	(72,924,741)	(92,187,236)
Proceeds from disposals of property, plant and equipment		5,464,367	815,062	5,464,367	815,062
Payments for acquisition of right-of-use assets under lease agreements		(39,712)	-	-	-
Loans to related parties	30.5	-	-	(86,539,200)	(100,000,000)
Net cash used in investing activities		(193,812,412)	(384,864,284)	(126,070,372)	(196,571,458)
Cash flows from financing activities					
Net proceeds from short-term borrowings from financial institutions		103,488,938	29,959,340	69,000,000	29,959,340
Proceeds from long-term borrowings from financial institutions	19	96,083,107	269,508,698	-	100,000,000
Payments for long-term borrowings from financial institutions	19	(16,668,000)	(20,000,000)	(16,668,000)	(20,000,000)
Payments for lease liabilities	20	(8,543,474)	(6,375,162)	(7,887,164)	(5,777,070)
Interest and front-end fee paid		(29,581,758)	(9,309,182)	(6,004,797)	(1,537,233)
Dividend payment	29	(443,499,070)	(307,153,438)	(443,499,070)	(307,153,438)
Net cash used in financing activities		(298,720,257)	(43,369,744)	(415,059,031)	(204,508,401)

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanaporn Marketing Public Company Limited
Statement of Cash Flows
For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023 Baht	2022 Baht	2023 Baht	2022 Baht
Net decrease in cash and cash equivalents		(42,439,750)	(24,747,250)	(13,111,248)	(3,564,963)
Cash and cash equivalents at the beginning of the year		132,764,232	162,075,815	47,211,412	50,776,375
Loss on exchange differences on cash and cash equivalents		(18,428,582)	(4,564,333)	-	-
Cash and cash equivalents at the end of the year	9	<u>71,895,900</u>	<u>132,764,232</u>	<u>34,100,164</u>	<u>47,211,412</u>
Significant non-cash transactions:					
Purchases of property, plant and equipment by payables		31,315,215	48,917,523	29,610,497	23,411,632
Acquisition of right-of-use assets under lease agreements	16	28,788,889	10,098,183	28,362,336	9,122,559
Termination of right-of-use assets under lease agreements, net	16	-	1,877,918	-	26,962
Termination of lease liabilities, net	20	-	1,917,098	-	28,292
Dividend payables		92,136	73,776	92,136	73,776
Reclassification from property, plant and equipment to investment property	14, 15	-	165,180,000	-	165,180,000

The notes to the consolidated and separate financial statements are an integral part of these financial statements.

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2023

1 General information

Srinanaporn Marketing Public Company Limited (the Company) is a public company limited incorporated and resident in Thailand. The address of the Company's registered office is as follows:

No. 325/6-9 Lanluang Rd., Mahanak Square, Dusit, Bangkok 10300.

The Company is listed on the Stock Exchange of Thailand on 20 July 2021.

For reporting purposes, the Company and its subsidiaries are referred to as the Group.

The principal business operations of the Group are manufacturing and distributing snacks and beverages.

The consolidated and separate financial statements were authorised for issue by the Company's Board of Directors on 20 February 2024.

2 Basis of preparation

The consolidated and separate financial statements have been prepared in accordance with Thai Financial Reporting Standards (TFRS) and the financial reporting requirements issued under the Securities and Exchange Act.

The consolidated and separate financial statements have been prepared under the historical cost convention except as discussed in the below accounting policies.

The preparation of financial statements in conformity with Thai generally accepted accounting principles requires management to use certain critical accounting estimates and to exercise its judgement in applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas that are more likely to be materially adjusted due to changes in estimates and assumptions are disclosed in Note 7.

An English version of the consolidated and separate financial statements has been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

3 New and amended financial reporting standards

3.1 Amended financial reporting standards that are effective for accounting period beginning on or after 1 January 2023 and relevant to the Group.

- a) **Amendment to TAS 16 - Property, plant and equipment** clarified to prohibit entities from deducting from the cost of an item of PP&E any proceeds received from selling any items produced while the entity is preparing that asset for its intended use.
- b) **Amendment to TAS 37 - Provisions, contingent liabilities and contingent assets** clarified that, in considering whether a contract is onerous, the direct costs of fulfilling a contract include both the incremental costs of fulfilling the contract and an allocation of other costs directly related to fulfilling the contract. Before recognising a separate provision for an onerous contract, the entity must recognise any impairment losses that have occurred on the assets used in fulfilling the contract.
- c) **Amendment to TFRS 3 - Business combinations** clarified some minor amendments to update its references to the Conceptual Framework for Financial Reporting and added a consideration for the recognition of liabilities and contingent liabilities acquired from business combinations. The amendments also confirmed that contingent assets shouldn't be recognised at the acquisition date.

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2023

- d) **Amendment to TFRS 9 - Financial Instruments** clarified which fees should be included in the 10% test for the derecognition of financial liabilities. It should only include fees between the borrower and lender.

Commencing from 1 January 2023, the Group has adopted these standards in its financial statements. The impact from the adoption is immaterial for the Group.

3.2 Amended financial reporting standards that are effective for accounting period beginning on or after 1 January 2024 and relevant to the Group.

The Group has not early adopted the following amended financial reporting standards prior to the effective date.

- a) **Amendment to TAS 1 - Presentation of financial statements** revised the disclosure from 'significant accounting policies' to 'material accounting policies'. The amendment also provides guidelines on identifying when the accounting policy information is material. Consequently, immaterial accounting policy information does not need to be disclosed. If it is disclosed, it should not obscure material accounting information.
- b) **Amendment to TAS 8 - Accounting policies, changes in accounting estimates and errors** revised to the definition of 'accounting estimates' to clarify how companies should distinguish between changes in accounting policies and changes in accounting estimates. The distinction is important because changes in accounting estimates are applied prospectively to transactions, other events and conditions from the date of that change. Whereas changes in accounting policies are generally applied retrospectively to past transactions and other past events as well as the current period as if the new accounting policy had always been applied.
- c) **Amendments to TAS 12 - Income taxes**
- c.1) Companies must recognise any deferred tax related to assets and liabilities arising from a single transaction that, on initial recognition, gives rise to equal amounts of taxable and deductible temporary differences. Example transactions are leases and decommissioning obligations.

The amendment should be applied to transactions on or after the beginning of the earliest comparative period presented. In addition, entities should recognise deferred tax assets (to the extent that they can probably be utilised) and deferred tax liabilities at the beginning of the earliest comparative period for all deductible and taxable temporary differences associated with:

- right-of-use assets and lease liabilities, and
- decommissioning, restoration and similar liabilities, and the corresponding amounts recognised as part of the cost of the related assets.

The cumulative effect of recognising these adjustments is recognised at the beginning of retained earnings or any other component of equity, as appropriate.

- c.2) Companies must apply all income taxes arising from the tax law enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD), an international organisation.

In December 2021, the OECD released the Pillar Two model rules to apply the Global Anti-Base Erosion Proposal, or GloBE) to reform international corporate taxation. Large multinational enterprises within the rules' scope must calculate the GloBE effective tax rates for each territory in which they operate and pay a top-up tax for the differences between these and the 15% minimum rate.

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2023

In December 2023, the amendments to TAS 12 provide a temporary relief from the requirement to recognise and disclose deferred taxes arising from enacted or substantively enacted tax law that implements the Pillar Two model rules, including tax law that implements qualified domestic minimum top-up taxes described in those rules. The amendments also require affected companies to disclose:

- the fact that they have applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes
- their current tax expense (if any) related to the Pillar Two income taxes, and
- during the period between the legislation being enacted or substantially enacted and the legislation becoming effective, known or reasonably estimable information that would help users of financial statements to understand an entity's exposure to Pillar Two income taxes arising from that legislation. If this information is not known or reasonably estimable, entities are instead required to disclose a statement to that effect and information about their progress in assessing the exposure.

The Group's management is currently assessing the impact of these standards.

4 Accounting Policies

4.1 Principles of consolidation

a) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date on which control is transferred to the Group until the date that control ceases.

In the separate financial statements, investments in subsidiaries are accounted for using cost method less impairment (if any).

b) Associates

Associates are all entities over which the Group has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting.

In the separate financial statements, investments in associates are accounted for using cost method less impairment (if any).

c) Joint arrangements

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangements.

Joint operations

A joint operation is a joint arrangement whereby the Group has rights to the assets, and obligations for the liabilities relating to the arrangement. The Group recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the Group's financial statements line items.

Joint ventures

A joint venture is a joint arrangement whereby the Group has rights to the net assets of the arrangement. Interests in joint ventures are accounted for using the equity method in the consolidated firm.

In the separate financial statements, investments in joint ventures are accounted for using cost method less impairment (if any).

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2023

d) Equity method

The investment is initially recognised at cost which is consideration paid and directly attributable costs.

The Group's subsequently recognises shares of its associates and joint ventures' profits or losses and other comprehensive income in the profit or loss and other comprehensive income, respectively. The subsequent cumulative movements are adjusted against the carrying amount of the investment.

When the Group's share of losses in associates and joint ventures equals or exceeds its interest in the associates and joint ventures together with any long-term interests, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associates and joint ventures.

e) Change in ownership interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A difference between the amount of the adjustment to non-controlling interests to reflect their relative interest in the subsidiary and any consideration paid or received is recognised within equity.

If the ownership interest in associates and joint ventures is reduced but significant influence and joint control is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss or retained earnings where appropriate. Profit or loss from reduce of the ownership interest in associates and joint ventures is recognise in profit or loss.

When the Group losses control, joint control or significant influence over investments, any retained interest in the investment is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value becomes the initial carrying amount of the retained interest which is reclassified to investment in an associate, or a joint venture or a financial asset accordingly.

f) Intercompany transactions on consolidation

Intra-group transactions, balances and unrealised gains on transactions are eliminated. Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in the associates and joint ventures. Unrealised losses are also eliminated in the same manner unless the transaction provides evidence of an impairment of the asset transferred.

4.2 Business combination

The Group applies the acquisition method to account for business combinations with an exception on business combination under common control. The consideration transferred for the acquisition of a subsidiary comprises,

- fair value of the assets transferred,
- liabilities incurred to the former owners of the acquiree
- equity interests issued by the Group

Identifiable assets and liabilities acquired, and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group initially recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the consideration transferred, the amount of any non-controlling interest recognised and the acquisition-date fair value of any previous equity interest in the acquiree (for business combination achieved in stages) over the fair value of the identifiable net assets acquired is recorded as goodwill. In the case of a bargain purchase, the difference is recognised directly in profit or loss.

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2023

Acquisition-related cost

Acquisition-related cost are recognised as expenses in profit or loss.

Step-up acquisition

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measured are recognised in profit or loss.

Changes in fair value of contingent consideration paid/received

Subsequent changes to the fair value of the contingent consideration that is an asset or liability is recognised in profit or loss. Contingent consideration that is classified as equity is not re-measured.

Business combination under common control

The Group accounts for business combination under common control by measuring acquired assets and liabilities of the acquiree at their carrying values presented in the highest level of the consolidation. The Group retrospectively adjusted the business combination under common control transactions as if the combination had occurred on the later of the beginning of the preceding comparative period and the date the acquiree has become under common control.

Consideration of business combination under common control are the aggregated amount of fair value of assets transferred, liabilities incurred and equity instruments issued by the acquirer at the date of which the exchange in control occurs.

The difference between consideration under business combination under common control and the acquirer's interests in the carrying value of the acquiree is presented as "surplus arising from business combination under common control" in equity and is derecognised when the investment is disposed of by transferred to retained earnings.

4.3 Foreign currency translation

a) Functional and presentation currency

The financial statements are presented in Thai Baht, which is the functional currency of the Company and the presentation currency of the Group and the Company.

b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. Conversely, when a gain or loss on a non-monetary item is recognised in profit and loss, any exchange component of that gain or loss is recognised in profit and loss.

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c) Group companies

The results and financial position of all of the Group's entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position
- Income and expenses for each statement of income and statement of comprehensive income are translated at average exchange rates; and
- All resulting exchange differences are recognised in other comprehensive income.

Goodwill and fair value adjustment arising from acquisitions of foreign entities were recognised as assets and liabilities that translated at the closing rate.

4.4 Cash and cash equivalents

In the statements of cash flows, cash and cash equivalents includes cash on hand, deposits held at call, short-term highly liquid investments with maturities of three months or less from acquisition date. In the statements of financial position, bank overdrafts are shown in current liabilities.

4.5 Trade receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, they are recognised at fair value. The Group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost.

The impairment of trade receivables are disclosed in Note 4.7.6

4.6 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost of inventories is determined by the weighted average method. Cost of raw materials comprise all purchase cost and costs directly attributable to the acquisition of the inventory for example import duty and transportation cost less all attributable discounts. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs, overhead costs and directly attributable costs in bringing the inventories to their present location and condition.

4.7 Financial asset

4.7.1 Classification

The Group classifies its debt instrument financial assets in the following measurement categories depending on i) business model for managing the asset and ii) the cash flow characteristics of the asset whether they represent solely payments of principal and interest (SPPI).

- those to be measured subsequently at fair value (either through other comprehensive income or through profit or loss); and
- those to be measured at amortised cost.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

For investments in equity instruments, the Group has an irrevocable election at the time of initial recognition to account for the equity investment at fair value through profit or loss (FVPL) or at fair value through other comprehensive income (FVOCI) except those that are held for trading, they are measured at FVPL.

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4.7.2 Recognition and derecognition

Regular way purchases, acquires and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

4.7.3 Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether the cash flows are solely payment of principal and interest.

4.7.4 Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the financial assets. There are three measurement categories into which the Group classifies its debt instruments:

- **Amortised cost:** Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in other income using the effective interest rate method. Any gain or loss arising on derecognition and foreign exchange gains and losses are recognised directly in profit or loss and presented in other gain/(loss) and currency exchange gain/(loss), respectively. Impairment losses are presented as a separate line item in the profit or loss.
- **FVOCI:** Financial assets that are held for i) collection of contractual cash flows; and ii) for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through other comprehensive income (OCI), except for 1) the recognition of impairment losses, 2) interest income using the effective interest method, and 3) foreign exchange gains and losses which are recognised in profit or loss. When the financial assets are derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gain/(loss). Interest income is included in other income. Impairment expenses are presented separately in profit or loss.
- **FVPL:** Financial assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gain/(loss) from measurement of financial instruments in the period in which it arises.

4.7.5 Equity instruments

The Group measures all equity investments at fair value. Where the Group has elected to present fair value gains and losses on equity instruments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as dividend income when the right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gain/(loss) in profit or loss.

Impairment losses and reversal of impairment losses on equity investments are reported together with changes in fair value.

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4.7.6 Impairment

The Group applies the TFRS 9 simplified approach in measuring the impairment of trade account receivables and other receivables which applies lifetime expected credit loss, from initial recognition, for all trade account receivables and other receivables.

To measure the expected credit losses using simplified approach, trade account receivables and other receivables have been grouped based on shared credit risk characteristics and the days past due. The expected credit loss rates are based on payment profiles, historical credit losses as well as forward-looking information and factors that may affect the ability of the customers to settle the outstanding balances.

For other financial assets carried at amortised cost, the Group applies TFRS 9 general approach in measuring the impairment of those financial assets. Under the general approach, the 12-month or the lifetime expected credit loss is applied depending on whether there has been a significant increase in credit risk since the initial recognition.

The significant increase in credit risk (from initial recognition) assessment is performed by the Group every end of reporting period by comparing i) expected risk of default as of the reporting date and ii) estimated risk of default on the date of initial recognition.

The Group assesses expected credit loss by taking into consideration forward-looking information and past experiences. The expected credit loss is a probability-weighted estimate of credit losses (probability-weighted present value of estimated cash shortfall). The cash shortfall is the difference between all contractual cash flows that are due to the Group and all cash flows expected to receive, discounted at the original effective interest rate.

When measuring expected credit losses, the Group reflects the following:

- probability-weighted estimated uncollectible amounts
- time value of money; and
- supportable and reasonable information as of the reporting date about past experience, current conditions and forecasts of future situations.

Impairment (and reversal of impairment) losses are recognised in profit or loss and included in administrative expenses.

4.8 Investment property

Investment property, principally is land which is held for long-term rental yields or for capital appreciation and is not occupied by the Group.

Investment property is measured initially at cost, including directly attributable costs and borrowing costs.

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably.

Subsequently, it is carried at cost less accumulated depreciation and impairment (if any).

Land is not depreciated.

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4.9 Property, plant and equipment

Land is shown at fair value, based on valuations by external independent appraisers every 3 years. All other property, plant and equipment are stated at historical cost less accumulated depreciation and any accumulated allowance for impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Increases in the carrying amounts arising on revaluation of land are recognised in other comprehensive income and accumulated in 'revaluation surplus' in shareholders' equity. To the extent that the decrease reverses an increase previously recognised in equity, the decrease is first recognised in other comprehensive income and accumulated in equity. The excess will then be recognised in profit or loss.

Land is not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost to their residual values over their estimated useful lives, as follows:

	Years
Land improvements	10 to 49
Building, building improvements and leased building improvements	5 to 49
Machinery, tools and factory equipment	2 to 25
Office equipment, furniture and fixtures	3 to 10
Vehicles	5 to 10

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount (Note 4.12).

Gains or losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

When revalued assets are sold, the amounts included in gain on asset revaluation are transferred to retained earnings.

4.10 Goodwill

Goodwill on an acquisition of a subsidiary is separately reported in the consolidated statement of financial position.

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains or losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose, identified according to operating segment.

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4.11 Intangible assets

Computer software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised on a straight-line basis over their estimated useful lives not exceeding 10 years.

Cost associated with maintaining computer software programme is recognised as an expense as incurred.

4.12 Impairment of assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment or more frequently if events or changes in circumstances indicate that it might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever there is an indicator of impairment. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to disposal and value in use.

Where the reasons for previously recognised impairments no longer exist, the impairment losses on the assets concerned other than goodwill is reversed.

4.13 Leases

Leases - where the Group is the lessee

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate
- amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs.
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise of small items of office equipment.

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Leases - where the Group is the lessor

When assets are leased out under a finance lease, the present value of the lease payments is recognised as a receivable. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance income. Lease income is recognised over the term of the lease which reflects a constant periodic rate of return. Initial direct costs are included in initial measurement of the finance lease receivables and reduce the amount of income recognised over the lease term.

Rental income under operating leases (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as expense over the lease term on the same basis as lease income. The respective leased assets are included in the statement of financial position based on their nature.

4.14 Financial liabilities

4.14.1 Classification

Financial instruments issued by the Group are classified as either financial liabilities or equity securities by considering contractual obligations as follows:

- Where the Group has an unconditional contractual obligation to deliver cash or another financial asset to another entity, it is considered a financial liability unless there is a predetermined or possible settlement for a fixed amount of cash in exchange of a fixed number of the Group's own equity instruments.
- Where the Group has no contractual obligation or has an unconditional right to avoid delivering cash or another financial asset in settlement of the obligation, it is considered an equity instrument.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

4.14.2 Measurement

Financial liabilities are initially recognised at fair value and are subsequently measured at amortised cost.

4.14.3 Derecognition and modification

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled, or expired.

Where the terms of a financial liability are renegotiated/modified, the Group assesses whether the renegotiation modification results in the derecognition of that financial liability. Where the modification results in an extinguishment, the new financial liability is recognised based on fair value of its obligation. The remaining carrying amount of financial liability is derecognised. The difference as well as proceed paid is recognised in profit and loss.

Where the modification does not result in the derecognition of the financial liability, the carrying amount of the financial liability is recalculated as the present value of the renegotiated / modified contractual cash flows discounted at its original effective interest rate. The difference is recognised in profit and loss.

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4.15 Borrowing costs

General and specific borrowing costs directly attributable to the acquisition or construction of qualifying assets are added to the cost of those assets less investment income earned from those specific borrowings. The capitalisation of borrowing costs is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are completed.

Other borrowing costs are expensed in the period in which they are incurred.

4.16 Current and deferred income taxes

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current tax

The current income tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. The Group establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax

Deferred income tax is recognised on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. However, deferred income tax is not recognised for temporary differences arise from:

- initial recognition of an asset or liability in a transaction other than a business combination that affects neither accounting nor taxable profit or loss is not recognised.
- investments in subsidiaries, associates and joint arrangements where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax is determined using tax rates and laws that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

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4.17 Employee benefits

Defined contribution

The Group provides provident fund, which is contributed by the employees and the Group, and managed by an external fund manager in accordance with the Provident Fund Act, B.E. 2530. The Group has no legal or constructive obligations to pay further contributions once the contributions have been paid even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. The contributions are recognised as employee benefit expense when they are due.

Post-employment benefits

The Group provides for post-employment benefits, payable to employees under the labour laws applicable in Thailand and those countries in which the Group operates. Typically, defined benefits plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age of employees, years of service and compensation.

The liability recognised in the statement of financial position in respect of defined benefit retirement plans is the present value of the defined benefit obligation at the end of the reporting period. The defined benefit obligation is calculated by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yield of government bonds that is denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related retirement liability.

Remeasurement gains and losses are charged or credited to equity in other comprehensive income in the period in which they arise. They are included in retained earnings in the statements of changes in equity.

Past-service costs are recognised immediately in profit or loss.

4.18 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

4.19 Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

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4.20 Revenue recognition

Revenue includes all revenues from ordinary business activities.

Revenues are recorded net of value added tax, return and rebates. The Group recognised revenue when it is probable that the collectability of the consideration will be received when goods or services is transferred.

Multiple element arrangements involving delivery or provision of multiple products or services are separated into distinct performance obligations. Total transaction price of the bundled contract is allocated to each performance obligation based on their relative standalone selling prices or estimated standalone selling prices. Each performance obligation is recognised as revenue on fulfillment of the obligation to the customer, described as follows:

Sales of goods

The majority of sales transactions are for goods sold under the Group's trademarks, comprising snacks and beverages to retailers, wholesalers, and distribution centres, both domestic and overseas. The Group recognised revenue from sales of goods when control of the goods is transferred to the customer at the agreed destination.

The Group sells some proportion of its products on the agreed term as stated in the agreements in which the Group is responsible for delivering goods to the agreed destination. The Group assesses that delivery of goods to the destination agreed in the contract is not a distinct performance obligation from sales. Therefore, the Group recognises revenue from sales of goods when control of goods is transferred to customer at the agreed destination and under the agreements. The revenue from sales of goods is recognised at the transaction price, that the Group expects to be entitled to, after deducting value added tax, rebates, and discounts.

Considerations payable to customers

Variable considerations payable to customers are mainly discount and rebates, which are treated as a reduction in revenue when product revenue is recognised. The Group reviews and estimates the amount of consideration paid to customers in each period based on the terms in the agreement and historical experience.

Return of goods

The Group does not have specific return policies. Customers may return defective products and receive a cash refund or an exchange of product. The Group estimates the right of return and related refund liabilities based on historical return experience and the related contract, as a reduction in revenue and presentation in other current liabilities.

Interest income

The Group recognises interest income using the effective interest method.

Dividend income

The Group recognises dividend income when rights to receive dividends are established.

4.21 Dividend distribution

Dividend distribution to the Group's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the shareholders and interim dividends are approved by the Board of Directors.

4.22 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Chief Executive Officer.

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5 Financial risk management

5.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk, (including foreign exchange risk, interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

Financial risk management is carried out by the Group's treasury management division. The Group's policy includes areas such as foreign exchange risk, interest rate risk, price risk, credit risk and liquidity risk. The framework parameters are approved by the Board of Directors and uses as the key communication and control tools for Treasury management team.

5.1.1 Market risk

a) Foreign exchange risk

The Group is exposed to foreign exchange risk from future commercial transactions, and net monetary assets and liabilities that are denominated in a currency that is not the entity's functional currency.

Expose

The Group's exposures to foreign exchange risk at the end of the reporting period, expressed in Baht are as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
US Dollar				
Cash and cash equivalents	3,923	20,645	1,026	6,131
Trade and other receivables	348,518	285,524	355,687	288,346
Trade and other payables	(192,870)	(210,193)	(192,814)	(202,316)
	159,571	95,976	163,899	92,161
Chinese Yuan				
Cash and cash equivalents	-	358	-	358
Other payables	(13,857)	(14,068)	(13,857)	(14,068)
	(13,857)	(13,710)	(13,857)	(13,710)
Other currencies				
Cash and cash equivalents	858	4,511	-	-
Trade and other payables	(3,161)	(8,313)	(133)	(25)
	(2,303)	(1,802)	(133)	(25)

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Sensitivity

As shown in the table above, the Group is primarily exposed to changes in Thai Baht and US Dollar and Thai Baht and Chinese Yuan exchange rates. The sensitivity of profit or loss to changes in the exchange rates arises mainly from financial assets and financial liabilities denominated in US Dollar and Chinese Yuan.

	Consolidated financial statements		Separate financial statements	
	Net profit 2023 Thousand Baht	Net profit 2022 Thousand Baht	Net profit 2023 Thousand Baht	Net profit 2022 Thousand Baht
US Dollar to Thai Baht exchange rate				
- Increase 10.00%*	16,245	8,675	16,962	8,958
- Decrease 10.00%*	(16,245)	(8,675)	(16,962)	(8,958)
Chinese Yuan to Thai Baht exchange rate				
- Increase 10.00%*	(1,386)	(1,371)	(1,386)	(1,371)
- Decrease 10.00%*	1,386	1,371	1,386	1,371

* Holding all other variables constant

b) Interest rate risk

The Group's main interest rate risk arises from long-term borrowings with floating interest rates exposing the Group to cash flow rate risk. Generally, the Group optimises the mix in its borrowing facilities to maximise financing flexibility whilst minimising financing cost.

The interest rate risk from long-term borrowings from financial institutions of the Group is disclosed in Note 19.

Sensitivity

Profit or loss is sensitive to higher or lower interest expenses from borrowings as a result of changes in interest rates.

	Consolidated financial statements		Separate financial statements	
	Net profit 2023 Thousand Baht	Net profit 2022 Thousand Baht	Net profit 2023 Thousand Baht	Net profit 2022 Thousand Baht
Interest rate - increase 1.00%*	(2,503)	(1,641)	-	-
Interest rate - decrease 1.00%*	2,503	1,641	-	-

* Holding all other variables constant

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c) Price risk

The Group's exposure to price risk arises from some raw material prices which fluctuates according to the demand and supply in the market. The Group monitors and analyses the change in raw materials prices over time by comparing price and condition of suppliers and planning purchase raw materials to manage production costs to reduce the risk of fluctuation of raw material prices.

5.1.2 Credit risk

a) Risk management

Credit risk is managed on the Group's basis. Credit risk primarily arises from credit exposures to wholesale and retail trade customers, including outstanding receivables and committed transactions. Credit risk in respect of outstanding balances with related parties has been assessed to be low due to the overall strength of the Group.

For trade customers, risk evaluations are performed internally which include reviews of financial positions, business success indicators, past experience and other factors. Individual risk limits are set based on the resultant internal ratings in accordance with limits set by the management. Risk categories are established for individual customers based on internal credit guidelines ranging from very low to very high risk. The risk categories are intended to reflect the risk of payment default by a customer and are similar to the rating scales among the industry.

b) Impairment of financial assets

The Group and the Company have financial assets that are subject to the expected credit loss model:

- Cash and cash equivalents
- Trade and other receivables

Management considers that the impairment losses on cash and cash equivalents are immaterial. The Group applies the simplified approach in measuring expected credit losses following the TFRS9, which uses a lifetime expected loss allowance for all trade receivables (Note 10).

5.1.3 Liquidity risk

The Group manages liquidity risk by maintaining adequate reserve of cash and cash equivalents and maintaining number of committed credit facilities from banks. The Group reviews requirements for future cash flows through the completion of an annual finance plan review. The annual finance plan review is completed for the forthcoming year to ensure that estimates of future requirements are analysed such that appropriate facilities can be made available.

Liquidity risk may also arise if customers are not able to settle obligations to the Group within the normal credit term. To manage this risk, the Group periodically assesses financial viability of customers.

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The tables below analyse the maturity of financial liabilities grouping based on their contractual maturities. The amounts disclosed are the contractual undiscounted cash flows.

Maturity of financial liabilities as at 31 December 2023	Consolidated financial statements				
	Within 1 year Thousand Baht	Over 1 year but less than 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount Thousand Baht
Short-term borrowings from financial institutions	141,813	-	-	141,813	141,813
Trade and other payables	1,069,827	-	-	1,069,827	1,069,827
Lease liabilities	11,548	30,021	3,450	45,019	40,711
Long-term borrowings from financial institutions	103,598	259,503	-	363,101	313,595
Total financial liabilities that are not derivatives	1,326,786	289,524	3,450	1,619,760	1,565,946
Maturity of financial liabilities as at 31 December 2022	Consolidated financial statements				
	Within 1 year Thousand Baht	Over 1 year but less than 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount Thousand Baht
Short-term borrowings from financial institutions	40,000	-	-	40,000	40,000
Trade and other payables	1,256,383	-	-	1,256,383	1,256,383
Lease liabilities	6,219	13,552	2,400	22,171	20,509
Long-term borrowings from financial institutions	36,916	267,117	-	304,033	244,064
Total financial liabilities that are not derivatives	1,339,518	280,669	2,400	1,622,587	1,560,956
Maturity of financial liabilities as at 31 December 2023	Separate financial statements				
	Within 1 year Thousand Baht	Over 1 year but less than 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount Thousand Baht
Short-term borrowings from financial institutions	99,000	-	-	99,000	99,000
Trade and other payables	1,066,265	-	-	1,066,265	1,066,265
Lease liabilities	10,803	29,226	3,450	43,479	39,240
Long-term borrowings from financial institutions	23,971	42,692	-	66,663	63,332
Total financial liabilities that are not derivatives	1,200,039	72,118	3,450	1,275,607	1,267,837

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Maturity of financial liabilities as at 31 December 2022	Separate financial statements				
	Within 1 year Thousand Baht	Over 1 year but less than 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount Thousand Baht
Short-term borrowings from financial institutions	40,000	-	-	40,000	40,000
Trade and other payables	1,215,419	-	-	1,215,419	1,215,419
Lease liabilities	5,688	12,237	2,400	20,325	18,765
Long-term borrowings from financial institutions	18,900	66,879	-	85,779	80,000
Total financial liabilities that are not derivatives	1,280,007	79,116	2,400	1,361,523	1,354,184

Loan covenants

As at 31 December 2023, under the terms of the major borrowing facilities, the Group could maintain debt to equity and debt service coverage ratio (DSCR).

5.1.4 Capital risk

Risk Management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns to shareholders and benefits to other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders or issue new shares to reduce debt.

During the year 2023, the Group's strategy, which remains unchanged, was to maintain a gearing ratio and credit rating. The gearing ratios at 31 December are as follows:

	Consolidated financial statements	
	2023 Thousand Baht	2022 Thousand Baht
Net debt	1,762,512	1,762,909
Equity (including non-controlling interests)	3,462,708	3,305,979
Net debt to equity ratio	0.5	0.5

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6 Fair value

Fair value estimation

Financial assets and liabilities are categorised by their fair value hierarchy. The different levels have been defined as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).
- Level 3: Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

The Group's management determined and viewed that the carrying amount of financial assets and liabilities of the Group, of which the carrying amount measured at amortised cost, are not materially different from the measurement at fair value.

7 Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Allowances for slow-moving, obsolete and damage inventories

The Company has estimated the allowances for slow-moving, obsolete and damage to reflect their impairment. Management based their assessment on their experience, judgement and historical data. Also, the allowance is assessed by considering the storage, expiring date and the aging of inventories that affect slow-moving, obsolete and damage.

8 Segment information

Operating segment information is reported in a manner consistent with the internal reports that is regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance by segment operating profit.

The reportable segments are comprised as follows:

- Manufacturing and distributing beverage
- Manufacturing and distributing snack

Segment results include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items are mainly finance costs, share of loss of investment in a joint venture and income taxes.

The majority of the Group's revenue came from sale of goods which are snack and beverage distributed to customers in both local and overseas market, and the Group satisfied its performance obligation at point in time.

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The detail of business segment information is as follows:

	Consolidated financial statements		
	Manufacturing and distributing beverage Thousand Baht	Manufacturing and distributing snack Thousand Baht	Total Thousand Baht
For the year ended 31 December 2023			
Revenue from external customers	2,613,408	3,402,444	6,015,852
Depreciation charge	95,613	76,917	172,530
Segment operating profit	185,333	640,993	826,326
Finance costs			(7,621)
Share of loss of investment in a joint venture			(34,835)
Income taxes			(151,595)
Profit for the year			632,275
Other comprehensive expense for the year			(32,029)
Total comprehensive income for the year			600,246

	Consolidated financial statements		
	Manufacturing and distributing beverage Thousand Baht	Manufacturing and distributing snack Thousand Baht	Total Thousand Baht
For the year ended 31 December 2022			
Revenue from external customers	2,433,573	3,122,572	5,556,145
Depreciation charge	89,270	66,306	155,576
Segment operating profit	121,424	554,617	676,041
Finance costs			(1,672)
Share of loss of investment in a joint venture			(25,420)
Income taxes			(137,172)
Profit for the year			511,777
Other comprehensive income for the year			10,720
Total comprehensive income for the year			522,497

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	Separate financial statements		
	Manufacturing and distributing beverage Thousand Baht	Manufacturing and distributing snack Thousand Baht	Total Thousand Baht
For the year ended 31 December 2023			
Revenue from sales	2,561,852	3,131,251	5,693,103

	Separate financial statements		
	Manufacturing and distributing beverage Thousand Baht	Manufacturing and distributing snack Thousand Baht	Total Thousand Baht
For the year ended 31 December 2022			
Revenue from sales	2,405,482	3,019,846	5,425,328

Revenues are presented by local and foreign customers as shown in table below.

	Consolidated financial statements	
	2023 Thousand Baht	2022 Thousand Baht
For the years ended 31 December		
Revenue from external customers		
- Domestic ^(*)	4,391,894	4,046,235
- Export ^(*)	1,623,958	1,509,910
Total revenue from sales	6,015,852	5,556,145

^(*) Revenue disclosed based on country of customer's location.

For the years ended 31 December 2023 and 2022, the Group generated revenue from sales from utilised the assets located in Thailand and overseas and the majority of revenue from sales generated from the assets located in Thailand.

Major customer

As at 31 December 2023, the Group generated 47.3% of total revenue before deducting rebates and discounts from major customers on manufacturing and distributing beverage and snack (2022: 48.4% of total revenue before deducting rebates and discounts).

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9 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Cash on hand	226	263	130	130
Bank deposits				
- Savings accounts	49,632	74,839	36,110	45,878
- Current accounts	22,038	57,662	(2,140)	1,203
Total cash and cash equivalents	71,896	132,764	34,100	47,211

As at 31 December 2023, bank deposits bore interest at rates from 0.05% to 0.60% per annum (2022: 0.05% to 0.38% per annum).

10 Trade and other receivables, net

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Trade receivables	1,463,815	1,189,489	1,305,188	1,161,454
Trade receivables from related parties (Note 30.3)	361,866	326,195	404,754	363,836
Less: Allowance for expected credit loss	(15,406)	(15,225)	(14,146)	(13,956)
Trade receivables, net	1,810,275	1,500,459	1,695,796	1,511,333
Receivables from Revenue Department	37,792	12,684	-	-
Other receivables from related parties (Note 30.3)	1,305	5,521	37,394	52,105
Prepaid expenses	29,454	21,782	25,094	20,475
Others	15,308	46,987	11,153	16,045
Total other receivables	83,859	86,974	73,641	88,625
Less: Allowance for expected credit loss	(401)	(453)	(401)	(453)
Other receivables, net	83,458	86,521	73,240	88,172
Trade and other receivables, net	1,893,733	1,586,980	1,769,036	1,599,505

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The loss allowance for the trade receivables was determined as follows:

Consolidated financial statements						
	Not yet due Thousand Baht	Up to 3 months Thousand Baht	3 - 6 months Thousand Baht	6 - 12 Months Thousand Baht	More than 12 months Thousand Baht	Total Thousand Baht
As at 31 December 2023						
Gross carrying amount - trade receivables	1,140,907	560,998	44,181	41,194	38,401	1,825,681
Allowance for expected credit loss	10	55	8	3	15,330	15,406
Consolidated financial statements						
	Not yet due Thousand Baht	Up to 3 months Thousand Baht	3 - 6 months Thousand Baht	6 - 12 Months Thousand Baht	More than 12 months Thousand Baht	Total Thousand Baht
As at 31 December 2022						
Gross carrying amount - trade receivables	1,050,551	446,000	1,618	911	16,604	1,515,684
Allowance for expected credit loss	7	61	-	173	14,984	15,225
Separate financial statements						
	Not yet due Thousand Baht	Up to 3 months Thousand Baht	3 - 6 months Thousand Baht	6 - 12 Months Thousand Baht	More than 12 months Thousand Baht	Total Thousand Baht
As at 31 December 2023						
Gross carrying amount - trade receivables	1,051,799	537,960	44,492	39,556	36,135	1,709,942
Allowance for expected credit loss	10	55	8	3	14,070	14,146
Separate financial statements						
	Not yet due Thousand Baht	Up to 3 months Thousand Baht	3 - 6 months Thousand Baht	6 - 12 Months Thousand Baht	More than 12 months Thousand Baht	Total Thousand Baht
As at 31 December 2022						
Gross carrying amount - trade receivables	1,060,430	443,690	4,805	2,293	14,070	1,525,289
Allowance for expected credit loss	7	61	-	173	13,715	13,956

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11 Inventories, net

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Finished goods	120,834	155,749	100,153	130,234
Packaging materials	308,283	310,067	281,444	291,941
Raw materials	179,081	198,637	164,489	185,718
Spare parts and supplies	9,960	9,189	9,272	8,441
Goods in transit	19,000	46,016	18,982	44,495
Total	637,158	719,658	574,340	660,829
Less: Allowance for slow-moving, obsolete and damage of				
- Finished goods	(6,181)	(6,624)	(361)	(747)
- Packaging materials	(26,938)	(26,195)	(26,938)	(26,195)
- Raw materials	(2,463)	(6,280)	(1,939)	(5,750)
Inventories, net	601,576	680,559	545,102	628,137
Cost of inventories recognised as expenses in cost of sales				
- Cost of sales	4,301,621	4,040,368	4,102,278	3,961,398
- Write-down of inventories to net realisable value	742	1,576	742	1,442
- Reversal of write-down inventories	(4,197)	(458)	(4,197)	-
- Translation differences	(62)	191	-	-
	4,298,104	4,041,677	4,098,823	3,962,840

During 2023, the Group reversed Baht 4.2 million of allowance for slow-moving, obsolete and damage previously recognised (2022: reversed loss amount of Baht 0.5 million) because the Group resumed the packaging materials for production. The reversal amount is included in cost of sales in the statement of comprehensive income.

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12 Investments in subsidiaries

12.1 Detail of investments

As at 31 December 2023 and 2022, the details of investments in subsidiaries are as follows:

Name	Nature of business	Country of incorporation/ Place of business	Ownership interest by the Group (%)		Currency	Issued and paid-up capital (Thousand)		Cost method (Thousand Baht)	
			2023	2022		2023	2022	2023	2022
Subsidiaries									
Direct subsidiaries									
SNNP International Co., Ltd.	Providing administrative and technical service to related parties	Thailand	99.9	99.9	Thai Baht	525,500	525,500	544,925	544,925
Indirect subsidiaries									
Srinanaporn Distribution Co., Ltd.	Distributing snack and beverage	Thailand	99.9	99.9	Thai Baht	1,000	1,000	999	999
S.C Food Products Co., Ltd.	Manufacturing and distributing snack and beverage	Cambodia	60.0	60.0	Cambodian Riel	38,000,000	38,000,000	172,899	172,899
STVV Development Co., Ltd. ⁽¹⁾	Real estate	Cambodia	49.0	49.0	Cambodian Riel	4,400,000	4,400,000	18,812	18,812
Hanrama Venture Incorporated	Distributing snack and beverage	Philippines	80.0	80.0	Philippines Peso	12,500	12,500	6,586	6,586
S.C Food Trading Co., Ltd.	Distributing snack and beverage	Cambodia	100.0	100.0	Cambodian Riel	400,000	400,000	3,170	3,170
S.T Food Marketing Co., Ltd.	Manufacturing and distributing snack and beverage	Vietnam	100.0	100.0	Vietnamese Dong	135,000,000	135,000,000	189,054	189,054
Jin Xinglong (Shenzhen) Import and Export Co., Ltd.	Distributing snack and beverage	China	100.0	100.0	Chinese Yuan	-	-	-	-

⁽¹⁾ The Group has categorised investments in STVV Development Co., Ltd. as an investment in a subsidiary since the Group has control over the Company.

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12.2 Movement of investments

The movements of investments in subsidiaries for the years ended 31 December are as follows:

	Separate financial statements	
	2023	2022
	Thousand Baht	Thousand Baht
Opening book value	544,925	539,925
Additional investments	-	5,000
Closing book value	544,925	544,925

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Summarised financial information of subsidiaries with material non-controlling interests

Set out below are the summarised financial information for each subsidiary that has non-controlling interests and are material to the Group. The information disclosed for each subsidiary are amounts before inter-company eliminations.

Summarised statement of financial position

	SCFP		STVV		Total	
	2023		2023		2023	
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
As at 31 December						
Current assets	71,381	90,580	12,242	10,498	83,623	101,078
Current liabilities	(58,781)	(79,814)	(508)	(504)	(59,289)	(80,318)
Total net current assets	12,600	10,766	11,734	9,994	24,334	20,760
Non-current assets	195,933	208,354	382,670	386,461	578,603	594,815
Non-current liabilities	(414)	(610)	(69,389)	(70,076)	(69,803)	(70,686)
Total net non-current assets	195,519	207,744	313,281	316,385	508,800	524,129
Net assets	208,119	218,510	325,015	326,379	533,134	544,889
Accumulated non-controlling interests	84,516	88,672	165,758	166,453	250,274	255,125

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Summarised statement of comprehensive income

	SCFP		STW		Total	
	2023	2022	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
For the years ended 31 December						
Revenue	69,194	96,953	2,523	2,547	71,717	99,500
Profit (loss) for the year	(11,637)	(12,337)	1,872	1,657	(9,765)	(10,680)
Other comprehensive income (expense)	1,247	5,003	(3,236)	10,709	(1,988)	15,712
Total comprehensive income (expense)	(10,390)	(7,334)	(1,363)	12,366	(11,753)	5,032
Profit (loss) allocated to non-controlling interests	(4,156)	(2,933)	(695)	6,307	(4,851)	3,374
Dividends paid to non-controlling interests	-	-	-	-	-	-

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Summarised statement of cash flows

	SCFP		STW		Total	
	2023	2022	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
For the years ended 31 December						
Net cash generated from (used in) operating activities	3,486	(19,093)	(851)	(1,135)	2,635	(20,228)
Net cash generated from (used in) investing activities	(12,255)	(1,922)	336	317	(11,919)	(1,605)
Net cash generated from (used in) financing activities	(5,030)	36,459	-	-	(5,030)	36,459
Net increase (decrease) in cash and cash equivalents	(13,799)	15,454	(515)	(818)	(14,314)	14,636
Cash and cash equivalents at the beginning of the year	20,561	4,951	1,068	1,837	21,629	6,788
Gain (loss) on exchange differences on cash and cash equivalents	79	156	(2)	49	77	205
Cash and cash equivalents at the end of the year	6,841	20,561	551	1,068	7,392	21,629

13 Investment in a joint venture

13.1 Detail of investment

As at 31 December 2023 and 2022, the detail of investment in a joint venture are as follows:

Name	Nature of business	Country of Incorporation/ Place of business	Ownership interest by the Group (%)	Consolidated financial statements (Thousand Baht)		Separate financial statements (Thousand Baht)	
				Equity method	2022	Cost method	2022
A joint venture							
Siri Pro Co., Ltd. ⁽¹⁾	Distributing snack and beverage, and other consumer products	Thailand	50.01	50.01	Thai Baht	76,513	109,565
						-	-

⁽¹⁾ Shareholder agreements assigned the structure of the business operation and the strategic, operating and financing decisions which required unanimous consent from all parties. As a result, the Group has categorised this investment as investment in a joint venture.

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13.2 Movement of investment

The movement of investment in a joint venture for the years ended 31 December are as follows:

	Consolidated financial statements	
	2023 Thousand Baht	2022 Thousand Baht
Opening book value	109,565	137,091
Share of loss of investment in a joint venture	(34,835)	(25,419)
Adjustment of transaction with a joint venture for margin on ending inventories	1,783	(2,107)
Closing book value	76,513	109,565

Summarised financial information of joint venture

Set out below are the summarised financial information for joint venture that are material to the Group. The information disclosed for joint venture are amounts before inter-company eliminations.

	SIRI PRO	
	2023 Thousand Baht	2022 Thousand Baht
As at 31 December		
Current assets	272,160	280,962
Current liabilities	(468,684)	(431,542)
Total net current assets (liabilities)	(196,524)	(150,580)
Non-current assets	270,517	296,684
Non-current liabilities	(52,123)	(54,577)
Total net non-current assets	218,394	242,107
Net assets	21,870	91,527

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Summarised statement of comprehensive income

	SIRI PRO	
	2023	2022
	Thousand Baht	Thousand Baht
For the years ended 31 December		
Revenue	1,312,207	1,448,534
Loss for the year	(69,657)	(50,829)
Total comprehensive expense	(69,657)	(50,829)
Dividends receive from a joint venture	-	-
	SIRI PRO	
	2023	2022
	Thousand Baht	Thousand Baht
Reconciliation to carrying amount:		
Opening net assets	91,527	142,356
Loss for the year	(69,657)	(50,829)
Closing net assets	21,870	91,527
Group's share in joint ventures (%)	50.01	50.01
Group's share in joint venture (Baht)	10,937	45,773
Adjustment of transaction with a joint venture for margin on ending inventories	(7,603)	(9,387)
Goodwill	73,179	73,179
Joint venture's carrying value	76,513	109,565

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14 Property, plant and equipment, net

	Consolidated financial statements									
	Land Thousand Baht	Land improvements Thousand Baht	Buildings, building improvements and leased building improvements Thousand Baht	Machinery, tools and equipment Thousand Baht	Office equipment, furniture and fixtures Thousand Baht	Vehicles Thousand Baht	Spare parts Thousand Baht	Assets under construction Thousand Baht	Total Thousand Baht	
As at 1 January 2022										
Cost - Historical cost	194,828	45,249	337,949	1,533,893	92,772	98,159	444	284,443	2,587,737	
- Revaluation surplus	459,632	-	-	-	-	-	-	-	459,632	
	654,460	45,249	337,949	1,533,893	92,772	98,159	444	284,443	3,047,369	
Less: Accumulated depreciation	-	(19,042)	(146,724)	(851,766)	(75,442)	(93,734)	-	-	(1,186,708)	
Less: Allowance for impairment	-	-	-	-	-	-	-	(2,174)	(2,174)	
Net book amount	654,460	26,207	191,225	682,127	17,330	4,425	444	282,269	1,858,487	
For the year ended										
31 December 2022										
Opening net book amount	654,460	26,207	191,225	682,127	17,330	4,425	444	282,269	1,858,487	
Additions	-	-	28	8,385	2,408	-	320	360,147	371,288	
Transfers	-	345	5,296	133,967	281	-	(320)	(139,569)	-	
Transfer from right-of-use assets, net	-	-	-	-	-	916	-	-	916	
Transfer to investment property (Note 15)	(165,180)	-	-	-	-	-	-	-	(165,180)	
Write-offs and disposals, net	-	-	-	(80)	-	-	-	-	(80)	
Depreciation charge	-	(1,878)	(19,193)	(109,015)	(6,165)	(1,668)	-	-	(137,919)	
Translation differences	13,226	488	2,488	1,607	34	118	-	(4,304)	13,657	
Closing net book amount	502,506	25,162	179,844	716,991	13,888	3,791	444	498,543	1,941,169	

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Consolidated financial statements																
	Land		Buildings, building improvements and leased building		Machinery, tools and equipment		Office equipment, furniture and fixtures		Vehicles		Spare parts		Assets under construction		Total	
	Thousand Baht	Improvements Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
As at 31 December 2022																
Cost - Historical cost	93,250	46,124	345,993	1,674,862	95,397	98,898	444	500,717	2,855,685							
- Revaluation surplus	409,256	-	-	-	-	-	-	-	409,256							
	502,506	46,124	345,993	1,674,862	95,397	98,898	444	500,717	3,264,941							
Less: Accumulated depreciation	-	(20,962)	(166,149)	(957,871)	(81,509)	(95,107)	-	-	(1,321,598)							
Less: Allowance for impairment	-	-	-	-	-	-	-	(2,174)	(2,174)							
Net book amount	502,506	25,162	179,844	716,991	13,888	3,791	444	498,543	1,941,169							

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Consolidated financial statements														
	Buildings, building improvements and leased building improvements		Machinery, tools and equipment factory		Office equipment, furniture and fixtures		Vehicles		Spare parts		Assets under construction		Total	
	Land improvements	Land	Improvements	Improvements	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
For the year ended 31 December 2023														
Opening net book amount	502,506	25,162	179,844	716,991	13,888	3,791	444	498,543	1,941,169					
Additions	-	-	394	12,494	3,666	1,039	-	221,338	238,931					
Transfers	-	27,998	217,247	102,543	3,874	-	-	(351,662)	-					
Transfer from right-of-use assets, net	-	-	-	-	-	546	-	-	546					
Write-offs and disposals, net	-	-	-	(5,313)	-	-	-	-	(5,313)					
Depreciation charge	-	(2,610)	(25,161)	(115,819)	(6,163)	(1,357)	-	-	(151,110)					
Translation differences	(3,925)	(1,159)	(8,346)	(2,143)	(122)	(52)	-	(9,132)	(24,879)					
Closing net book amount	498,581	49,391	363,978	708,753	15,143	3,967	444	359,087	1,999,344					
As at 31 December 2023														
Cost - Historical cost	89,325	72,915	554,959	1,778,997	101,939	101,234	444	361,261	3,061,074					
- Revaluation surplus	409,256	-	-	-	-	-	-	-	409,256					
	498,581	72,915	554,959	1,778,997	101,939	101,234	444	361,261	3,470,330					
Less: Accumulated depreciation	-	(23,524)	(190,981)	(1,070,244)	(86,796)	(97,267)	-	-	(1,468,812)					
Less: Allowance for impairment	-	-	-	-	-	-	-	(2,174)	(2,174)					
Net book amount	498,581	49,391	363,978	708,753	15,143	3,967	444	359,087	1,999,344					

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	Separate financial statements													
	Buildings, building improvements and leased building improvements		Machinery, tools and equipment		Office equipment, furniture and fixtures		Vehicles		Spare parts		Assets under construction		Total	
	Land	Land improvements	Improvements	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
For the year ended 31 December 2023														
Opening net book amount	102,420	10,611	106,968			638,254		13,386		778		444		117,259
Additions	-	-	202			11,740		3,652		45		-		78,251
Transfers	-	154	8,394			59,838		-		-		-		(68,386)
Transfer from right-of-use assets, net	-	-	-			-		-		546		-		-
Write-offs and disposals, net	-	-	-			(5,313)		-		-		-		-
Depreciation charge	-	(1,766)	(18,619)			(105,897)		(5,158)		(783)		-		(132,223)
Closing net book amount	102,420	8,989	96,943			598,622		11,890		586		444		127,124
As at 31 December 2023														
Cost - Historical cost	21,748	30,264	272,284			1,636,459		95,395		95,828		444		129,298
- Revaluation surplus	80,672	-	-			-		-		-		-		-
	102,420	30,264	272,284			1,636,459		95,395		95,828		444		129,298
Less: Accumulated depreciation	-	(21,265)	(175,341)			(1,037,837)		(83,505)		(95,242)		-		-
Less: Allowance for impairment	-	-	-			-		-		-		-		(2,174)
Net book amount	102,420	8,989	96,943			598,622		11,890		586		444		127,124
														947,028

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Borrowing costs of Baht 22.4 million (2022: Baht 7.2 million), arising from financing specifically entered into for the new machinery, were capitalised during the year and are included in additions. A capitalisation rate of 8.075% to 11.075% per annum (2022: 6.875% to 10.875% per annum) was used representing the actual borrowing cost of the loan used to finance the building and machinery.

Fair value of land

Land was carried at fair value by valuation method. The different levels have been defined as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).
- Level 3: Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

Fair value measurements at 31 December using significant other observable inputs (level 2) comprises followings:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Fair value measurements				
Land	498,581	502,506	102,420	102,420

There is no transfer between level of fair value during the year.

Level 2 fair values of land have been derived using the market approach. Sales prices of comparable land in proximity are adjusted for differences in key attributes such as amenities and property size. The most significant input into this valuation approach is price per unit.

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15 Investment property

	Consolidated and separate financial statements	
	Land Thousand Baht	Total Thousand Baht
As at 1 January 2022		
Cost	-	-
<u>Less: Accumulated depreciation</u>	-	-
Net book amount	-	-
For the year ended 31 December 2022		
Opening net book amount	-	-
Transfer from property, plant and equipment (Note 14)	165,180	165,180
Depreciation charge	-	-
Net book amount	165,180	165,180
As at 31 December 2022		
Cost	165,180	165,180
<u>Less: Accumulated depreciation</u>	-	-
Net book amount	165,180	165,180
For the year ended 31 December 2023		
Opening net book amount	165,180	165,180
Depreciation charge	-	-
Closing net book amount	165,180	165,180
As at 31 December 2023		
Cost	165,180	165,180
<u>Less: Accumulated depreciation</u>	-	-
Net book amount	165,180	165,180
Fair value as at 31 December 2022	165,180	165,180
Fair value as at 31 December 2023	165,180	165,180

The fair value of investment property is based on the market approach using sales prices of comparable land in proximity are adjusted for differences in key attributes such as amenities and property size. The most significant input into this valuation approach is price per unit. The fair values are within level 2 of the fair value hierarchy.

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As at 31 December 2023 and 2022, the investment property of the Group is land for rent to a related party purpose.

Amount related to the investment property is included in profit and loss as followings:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Rental income	507	69	507	69

15 Right-of-use assets, net

	Consolidated financial statements					
	Land Thousand Baht	Buildings and building improvements Thousand Baht	Machinery, tools and factory equipment Thousand Baht	Office equipment, furniture and fixtures Thousand Baht	Vehicles Thousand Baht	Total Thousand Baht
Net book amount as at 1 January 2022	130,077	206,195	2,725	1,012	5,905	345,914
Additions	-	-	8,499	623	976	10,098
Lease termination	-	(302)	-	(27)	(1,549)	(1,878)
Depreciation charge	(4,873)	(9,436)	(2,646)	(455)	(1,223)	(18,633)
Transfer to property, plant and equipment, net	-	-	-	-	(916)	(916)
Lease modification	-	77	-	-	-	77
Translation differences	-	23	-	-	62	85
Net book amount as at 31 December 2022	125,204	196,557	8,578	1,153	3,255	334,747
Net book amount as at 1 January 2023	125,204	196,557	8,578	1,153	3,255	334,747
Additions	-	466	1,676	501	26,185	28,828
Depreciation charge	(4,808)	(9,536)	(3,222)	(460)	(3,632)	(21,658)
Transfer to property, plant and equipment, net	-	-	-	-	(546)	(546)
Lease modification	-	(18)	-	-	-	(18)
Translation differences	(1,359)	(13)	-	-	(5)	(1,377)
Net book amount as at 31 December 2023	119,037	187,456	7,032	1,194	25,257	339,976

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	Separate financial statements					
	Land Thousand Baht	Buildings and building improvements Thousand Baht	Machinery, tools and factory equipment Thousand Baht	Office equipment, furniture and fixtures Thousand Baht	Vehicles Thousand Baht	Total Thousand Baht
Net book amount as at 1 January 2022	95,480	204,662	2,725	1,012	4,380	308,269
Additions	-	-	8,499	623	-	9,122
Lease termination	-	-	-	(27)	-	(27)
Depreciation charge	(3,897)	(9,028)	(2,646)	(455)	(1,020)	(17,046)
Transfer to property, plant and equipment, net	-	-	-	-	(916)	(916)
Net book amount as at 31 December 2022	91,583	195,634	8,578	1,153	2,454	299,402
Net book amount as at 1 January 2023	91,583	195,634	8,578	1,153	2,454	299,402
Additions	-	-	1,676	501	26,185	28,362
Depreciation charge	(3,897)	(9,028)	(3,222)	(460)	(3,438)	(20,045)
Transfer to property, plant and equipment, net	-	-	-	-	(546)	(546)
Net book amount as at 31 December 2023	87,686	186,606	7,032	1,194	24,655	307,173

The expense relating to leases that not included in the measurement of lease liabilities and right-of-use and cash outflows for leases is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Expense relating to short-term leases	2,532	1,743	693	1,545
Total cash outflow for leases	2,532	1,743	693	1,545

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17 Intangible assets, net

	Consolidated financial statements			
	Computer software Thousand Baht	Others Thousand Baht	Computer software under installation Thousand Baht	Total Thousand Baht
As at 1 January 2022				
Cost	27,811	1,210	3,559	32,580
Less: Accumulated amortisation	(12,394)	(304)	-	(12,698)
Net book amount	15,417	906	3,559	19,882
For the year ended 31 December 2022				
Opening net book amount	15,417	906	3,559	19,882
Additions	43	-	817	860
Transfer	180	-	(180)	-
Amortisation charge	(3,055)	(121)	-	(3,176)
Translation differences	1	-	22	23
Closing net book amount	12,586	785	4,218	17,589
As at 31 December 2022				
Cost	27,868	1,210	4,218	33,296
Less: Accumulated amortisation	(15,282)	(425)	-	(15,707)
Net book amount	12,586	785	4,218	17,589
For the year ended 31 December 2023				
Opening net book amount	12,586	785	4,218	17,589
Additions	45	280	270	595
Amortisation charge	(2,824)	(143)	-	(2,967)
Translation differences	-	-	(7)	(7)
Closing net book amount	9,807	922	4,481	15,210
As at 31 December 2023				
Cost	26,863	1,490	4,481	32,834
Less: Accumulated amortisation	(17,056)	(568)	-	(17,624)
Net book amount	9,807	922	4,481	15,210

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	Separate financial statements			
	Computer software Thousand Baht	Others Thousand Baht	Computer software under installation Thousand Baht	Total Thousand Baht
As at 1 January 2022				
Cost	27,604	1,210	2,905	31,719
Less: Accumulated amortisation	(12,195)	(304)	-	(12,499)
Net book amount	15,409	906	2,905	19,220
For the year ended 31 December 2022				
Opening net book amount	15,409	906	2,905	19,220
Additions	43	-	817	860
Transfers	180	-	(180)	-
Amortisation charge	(3,045)	(121)	-	(3,166)
Closing net book amount	12,587	785	3,542	16,914
As at 31 December 2022				
Cost	27,827	1,210	3,542	32,579
Less: Accumulated amortisation	(15,240)	(425)	-	(15,665)
Net book amount	12,587	785	3,542	16,914
For the year ended 31 December 2023				
Opening net book amount	12,587	785	3,542	16,914
Additions	-	280	270	550
Amortisation charge	(2,812)	(143)	-	(2,955)
Closing net book amount	9,775	922	3,812	14,509
As at 31 December 2023				
Cost	26,777	1,490	3,812	32,079
Less: Accumulated amortisation	(17,002)	(568)	-	(17,570)
Net book amount	9,775	922	3,812	14,509

18 Deferred income taxes

The analysis of deferred tax assets and deferred tax liabilities are as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Deferred tax assets	77,909	80,838	67,614	69,846
Deferred tax liabilities	120,353	124,505	41,332	45,421
Deferred income taxes, net	(42,444)	(43,667)	26,282	24,425

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The movements in deferred tax assets and liabilities are as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
As at 1 January	(43,667)	(43,653)	24,425	21,558
Tax charged to profit or loss	530	2,190	1,857	2,867
Translation differences	693	(2,204)	-	-
As at 31 December	(42,444)	(43,667)	26,282	24,425

The movements of deferred tax assets and deferred tax liabilities are as follows:

	Consolidated financial statements			
	As at 1 January 2022	Charged (credited) to profit or loss	Translation differences	As at 31 December 2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Deferred tax assets				
Allowance for expected credit loss				
- trade receivables	3,067	(265)	3	2,805
Allowance for expected credit loss				
- other receivables	104	(13)	-	91
Allowance for obsolete inventories	6,663	282	46	6,991
Impairment on building and equipment	435	-	-	435
Rental prepayment	51,222	(2,091)	-	49,131
Other provisions	73	(73)	-	-
Employee benefit obligations	10,654	282	-	10,936
Unrealised gain on sales				
of goods / assets within the Group	750	91	-	841
Loss carry forward	7,355	1,350	803	9,608
	80,323	(437)	852	80,838
Deferred tax liabilities				
Depreciation charge of building				
and equipment	30,007	(2,627)	847	28,227
Surplus from land revaluation	93,969	-	2,309	96,278
	123,976	(2,627)	3,156	124,505
Deferred income taxes, net	(43,653)	2,190	(2,204)	(43,667)

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	Consolidated financial statements			
	As at 1 January 2023 Thousand Baht	Charged (credited) to profit or loss Thousand Baht	Translation differences Thousand Baht	As at 31 December 2023 Thousand Baht
Deferred tax assets				
Allowance for expected credit loss - trade receivables	2,805	39	(1)	2,843
Allowance for expected credit loss - other receivables	91	(10)	-	81
Allowance for obsolete inventories	6,991	(691)	(4)	6,296
Impairment on building and equipment	435	-	-	435
Rental prepayment	49,131	(2,091)	-	47,040
Employee benefit obligations	10,936	532	-	11,468
Unrealised gain on sales of goods / assets within the Group	841	(146)	-	695
Loss carry forward	9,608	217	(774)	9,051
	80,838	(2,150)	(779)	77,909
Deferred tax liabilities				
Depreciation charge of building and equipment	28,227	(3,287)	(792)	24,148
Surplus from land revaluation	96,278	-	(680)	95,598
Other provisions	-	607	-	607
	124,505	(2,680)	(1,472)	120,353
Deferred income taxes, net	(43,667)	530	693	(42,444)

	Separate financial statements		
	As at 1 January 2022 Thousand Baht	Charged (credited) to profit or loss Thousand Baht	As at 31 December 2022 Thousand Baht
Deferred tax assets			
Allowance for expected credit loss - trade receivables	3,013	(222)	2,791
Allowance for expected credit loss - other receivables	104	(13)	91
Allowance for obsolete inventories	6,250	289	6,539
Impairment on building and equipment	435	-	435
Rental prepayment	51,221	(2,091)	49,130
Other provisions	73	(73)	-
Employee benefit obligations	10,654	206	10,860
	71,750	(1,904)	69,846
Deferred tax liabilities			
Depreciation charge of building and equipment	23,982	(4,771)	19,211
Surplus from land revaluation	26,210	-	26,210
	50,192	(4,771)	45,421
Deferred income taxes, net	21,558	2,867	24,425

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	Separate financial statements		
	As at 1 January 2023 Thousand Baht	Charged (credited) to profit or loss Thousand Baht	As at 31 December 2023 Thousand Baht
Deferred tax assets			
Allowance for expected credit loss - trade receivables	2,791	38	2,829
Allowance for expected credit loss - other receivables	91	(10)	81
Allowance for obsolete inventories	6,539	(691)	5,848
Impairment on building and equipment	435	-	435
Rental prepayment	49,130	(2,091)	47,039
Employee benefit obligations	10,860	522	11,382
	<u>69,846</u>	<u>(2,232)</u>	<u>67,614</u>
Deferred tax liabilities			
Depreciation charge of building and equipment	19,211	(4,696)	14,515
Surplus from land revaluation	26,210	-	26,210
Other provisions	-	607	607
	<u>45,421</u>	<u>(4,089)</u>	<u>41,332</u>
Deferred income taxes, net	<u>24,425</u>	<u>1,857</u>	<u>26,282</u>

Deferred tax assets are recognised for tax loss carry forwards only to the extent that realisation of the related tax benefit through the future taxable profits is probable. The Group did not recognise deferred tax assets of Baht 2.6 million (2022: Baht 3.2 million) in respect of losses amounting to Baht 12.9 million (2022: Baht 16.0 million) that can be carried forward against future taxable income that will be expired between 2024 and 2028.

19 Borrowings

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Current				
Short-term borrowings				
from financial institutions	141,813	40,000	99,000	40,000
Current portion of long-term borrowings				
from financial institutions	79,904	16,668	22,224	16,668
Total current borrowings	<u>221,717</u>	<u>56,668</u>	<u>121,224</u>	<u>56,668</u>
Non-current				
Long-term borrowings				
from financial institutions	233,691	227,396	41,108	63,332
Total non-current borrowings	<u>233,691</u>	<u>227,396</u>	<u>41,108</u>	<u>63,332</u>
Total borrowings	<u>455,408</u>	<u>284,064</u>	<u>162,332</u>	<u>120,000</u>

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Srinanaporn Marketing Public Company Limited (SNNP)

The Company entered into loan agreement with a commercial bank for Baht 100 million, with an annual interest rate at 3.00% per annum for the first two years and at the prime rate minus 1.25% per annum for the following years. The interest will be paid at the end of each month. The principal is due for repayment by monthly instalments from April 2023 until November 2026. In addition, the Company is required to comply with certain terms and conditions specified in the loan agreement, such as maintaining the shareholding proportion in subsidiaries, maintaining the debt-to-equity ratio and maintaining debt service coverage ratio (DSCR).

Long-term borrowing from financial institution of the Company as at 31 December 2023 bores interests at 3.00% per annum (2022: at 3.00% per annum).

Short-term borrowings from financial institutions of the Company as at 31 December 2023 bores interests at 2.90% to 3.00% per annum (2022: at 2.00% per annum).

S.T. Food Marketing Co., Ltd. (STFM)

The subsidiary entered into a loan agreement with a commercial bank for Vietnamese Dong 190,000 million, with an annual interest rate at the cost of fund plus 2.875%. The principal is due for repayment by quarterly instalments from May 2024 until May 2027. The borrowings are secured by SNNP International Co., Ltd. In addition, the subsidiary is required to comply with certain terms and conditions specified in the loan agreement, such as maintaining the debt-to-equity ratio.

As at 31 December 2023, the subsidiary drawdown the borrowing of Vietnamese Dong 178,967.0 million or equivalent to Baht 251.4 million. (2022: Vietnamese Dong 113,156.7 million or equivalent to Baht 165.7 million).

Short-term borrowings from financial institution of the subsidiary as at 31 December 2023 bores interests at 5.40% to 6.10% per annum (2022: Nil).

As at 31 December 2023, the Group had available interest bearing credit facilities of Baht 2,269.0 million, Vietnamese Dong 11,033.0 million and US Dollar 1.7 million from financial institutions, and available non-interest bearing credit facilities of Baht 1,283.8 million and US Dollar 1.0 million from financial institutions (2022: Baht 2,128.0 million, Vietnamese Dong 76,843.3 million and US Dollar 3.0 million and available non-interest bearing credit facilities of Baht 1,338.6 million from financial institutions respectively).

The interest rates exposure on the borrowings of the Group were as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Short-term borrowings from financial institutions				
- at fixed rates	141,813	40,000	99,000	40,000
Long-term borrowings from financial institutions				
- at fixed rates	63,332	80,000	63,332	80,000
- at floating rates	250,263	164,064	-	-
Total borrowings	455,408	284,064	162,332	120,000

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The effective interest rates at the statement of financial position date were as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Long-term borrowings from financial institutions	3.23% to 7.25%	3.21% to 8.75%	3.23%	3.21%

The fair value of short-term borrowings from financial institutions equals their carrying amount, as their maturity date are short. The fair value of long-term borrowings approximates the book value because the effect of the discount rates is not significant. (The fair values are within level 2 of the fair value hierarchy).

Maturity of long-term borrowings are as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Within 1 year	79,904	16,668	22,224	16,668
Over 1 year but less than 5 years	233,691	227,396	41,108	63,332
Total long-term borrowings	313,595	244,064	63,332	80,000

Movements of liabilities arisen from financing activities of the Group and the Company for the years ended 31 December are as follows:

	Consolidated financial statements	Separate financial statements
	Long-term borrowings from financial institutions	Long-term borrowings from financial institutions
	Thousand Baht	Thousand Baht
As at 1 January 2022	-	-
Cash flows		
- proceeds	269,509	100,000
- repayments	(20,000)	(20,000)
Non-cash movement		
- amortisation of front-end fees	(1,634)	-
- translation differences	(3,811)	-
As at 31 December 2022	244,064	80,000
Cash flows		
- proceeds	96,083	-
- repayments	(16,668)	(16,668)
Non-cash movement		
- amortisation of front-end fees	361	-
- translation differences	(10,245)	-
As at 31 December 2023	313,595	63,332

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20 Lease liabilities, net

The Group and the Company entered into the lease agreements for rental assets used in the operating activities and has to pay rental expenses following rate specified in the agreements. As at 31 December, lease liabilities are as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Current portion of lease liabilities	11,548	6,219	10,803	5,688
Non-current lease liabilities	33,471	15,953	32,675	14,636
Total lease liabilities	45,019	22,172	43,478	20,324
Less: undue deferred interest	(4,308)	(1,663)	(4,238)	(1,559)
Present value of lease liabilities	40,711	20,509	39,240	18,765

Present value of lease liabilities are as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Lease liabilities, net	40,711	20,509	39,240	18,765
Less: Current portion of lease liabilities, net	(10,020)	(5,622)	(9,321)	(5,139)
Non-current lease liabilities	30,691	14,887	29,919	13,626

Movement of lease liabilities of the Group and the Company as at 31 December are as follows:

	Consolidated financial statements Thousand Baht	Separate financial statements Thousand Baht
As at 1 January 2022	18,541	15,448
Cash flows		
- repayments	(6,375)	(5,777)
Non-cash movement		
- net change in lease liabilities	10,175	9,122
- lease termination	(1,917)	(28)
- translation differences	85	-
As at 31 December 2022	20,509	18,765
Cash flows		
- repayments	(8,543)	(7,887)
Non-cash movement		
- net change in lease liabilities	28,771	28,362
- translation differences	(26)	-
As at 31 December 2023	40,711	39,240

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2023

21 Trade and other payables

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Trade payables	708,452	757,414	686,441	743,135
Trade payables - related parties (Note 30.3)	23,792	30,181	26,637	30,199
Other payables	114,756	151,171	109,358	129,530
Other payables - related parties (Note 30.3)	7,952	5,088	7,976	5,128
Accrued expenses	145,905	233,292	134,891	226,323
Accrued expenses - related parties (Note 30.3)	38,946	42,205	71,429	64,821
Others	30,024	37,032	29,534	16,283
Total trade and other payables	1,069,827	1,256,383	1,068,266	1,215,419

22 Employee benefit obligations

The movements in the employee benefit obligations during the years are as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
As at 1 January	54,776	53,679	54,395	53,093
Current service costs	2,918	3,022	2,873	2,966
Interest expenses	679	638	671	630
	58,373	57,339	57,939	56,689
Benefit payment	(936)	(2,563)	(936)	(2,563)
Transfer	-	-	-	269
As at 31 December	57,437	54,776	57,003	54,395

The principal actuarial assumptions used were as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	%	%	%	%
Discount rate	0.66 - 1.94	0.66 - 1.94	0.66 - 1.91	0.66 - 1.91
Future salary incremental rate	4.00 and 5.00	4.00 and 5.00	5.00	5.00

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
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Sensitivity analysis for each significant assumption used is as follows:

	Consolidated and Separate financial statements					
	Change in assumption		Impact on defined benefit obligations			
	2023	2022	Increase in assumption		Decrease in assumption	
			2023	2022	2023	2022
Discount rate	0.50%	0.50%	Decrease by 2.60% - 2.62%	Decrease by 3.01%	Increase by 2.76% - 2.77%	Increase by 3.19%
Future salary incremental rate	1.00%	1.00%	Increase by 7.47% - 7.50%	Increase by 7.31% - 7.32%	Decrease by 6.77% - 6.80%	Decrease by 6.64% - 6.65%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligations to significant actuarial assumptions the same method has been applied as when calculating the retirement benefits recognised within the statement of financial position.

The method and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

As at 31 December 2023 the weighted average duration of the defined benefit obligation of the Group and the Company are 2 years for daily employee and 10 years for monthly employee (2022: 2 years for daily employee and 10 years for monthly employee).

23 Share capital

	Registered shares capital		Issued and paid-up shares capital		Premium on share capital (Thousand Baht)	Total (Thousand Baht)
	Number of shares (Shares)	Ordinary shares (Thousand Baht)	Number of shares (Shares)	Ordinary shares (Thousand Baht)		
As at 1 January 2023	960,000,000	480,000	960,000,000	480,000	2,018,140	2,498,140
Decrease of authorised share capital	-	-	-	-	-	-
Increase of authorised share capital	-	-	-	-	-	-
As at 31 December 2023	960,000,000	480,000	960,000,000	480,000	2,018,140	2,498,140

24 Legal reserve

	Consolidated and Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht
As at 1 January	48,000	48,000
Appropriation during the year	-	-
As at 31 December	48,000	48,000

Under the Public Limited Company Act B.E. 2535, the Company is required to set aside as a legal reserve at least 5% of its net profit after accumulated deficit brought forward (if any) until the reserve reaches not less than 10% of the registered capital. The legal reserve is non-distributable.

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2023

25 Other income

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Rental income	833	340	3,779	3,399
Interest income	1,932	245	7,664	1,668
Others	30,810	47,246	54,473	71,069
Total other income	33,575	47,831	65,906	76,036

The majority of other income are comprised of revenue from sales of packaging materials and raw materials, gain on exchange rate, revenue from rendering services, etc.

26 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Changes in inventories of finished goods and work in process	34,822	(84,201)	30,082	(71,498)
Loss from inventories write-off and allowance for decrease in value of inventories	8,453	8,978	8,460	9,302
Purchase goods and raw material and consumables used	3,193,547	3,125,593	3,079,766	3,066,261
Employee benefit expenses	1,095,661	1,054,964	1,040,122	1,009,198
Transportation expenses	210,641	207,554	207,667	203,050
Depreciation and amortisation charge	175,498	158,751	155,221	148,632
Lease payment	2,532	1,743	693	1,545
Repair and maintenance expenses	52,607	49,381	50,480	48,826
Utility expenses	119,081	108,580	113,151	105,040
Other expenses	330,279	296,591	309,615	301,091
	5,223,101	4,927,934	4,995,247	4,821,447

Srinanaporn Marketing Public Company Limited
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For the year ended 31 December 2023

27 Income taxes

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Current tax:				
Current tax on profits for the year	152,125	139,362	150,573	138,572
Total current tax	152,125	139,362	150,573	138,572
Deferred tax:				
Increase in deferred tax (Note 18)	(530)	(2,190)	(1,857)	(2,867)
Total deferred tax	(530)	(2,190)	(1,857)	(2,867)
Total income taxes	151,595	137,172	148,716	135,705

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the basic weighted average tax rate applicable to profit of the home country of the Company as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Profit before tax	783,870	648,949	757,737	678,349
Tax calculated at a tax rate of 20%	156,774	129,790	151,547	135,670
Tax effect of:				
Non-taxable revenue	(9,627)*	(759)	-	-
Expenses not deductible for tax purpose	2,680	1,513	2,307	1,366
Expenses more deductible for tax purpose	(7,490)	(1,355)	(5,138)	(1,331)
Tax losses for which no deferred income tax asset was recognised	59	2,392	-	-
Unused tax losses in previous period which deferred income tax asset was recognised	4,266	-	-	-
Share of loss of investment in a joint venture	6,610	5,505	-	-
Others	(1,677)	86	-	-
Income taxes	151,595	137,172	148,716	135,705

* As at 31 December 2023, the profit that was exempted from corporate income tax was the net profit generated from businesses that received tax incentives for a period of 2 years from the date income was first derived from the operation.

The weighted average applicable tax rate for the Group and Company was 19.34% and 19.63%, respectively (2022: 21.14% and 20.01%, respectively).

Srinanaporn Marketing Public Company Limited
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28 Earnings per share

Basic earnings per share is calculated by dividing the net profit attributable to shareholders by the weighted average number of ordinary shares issued and paid-up during the year.

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Net profit attributable to ordinary shares (Thousand Baht)	635,785	515,715	609,021	542,644
Weighted average ordinary shares (Shares)	960,000,000	960,000,000	960,000,000	960,000,000
Basic earnings per share (Baht)	0.66	0.54	0.63	0.57

29 Dividends

On 21 April 2023, the annual general meeting of the shareholders No. 1/2023 passed a resolution to approve the dividend payment from the operation for the year 2022 of Baht 0.41 per share, totalling Baht 393.60 million. However, during the year 2022, the Company has already paid an interim dividend of Baht 0.18 per share. The remaining dividend payment for the year 2022 is Baht 0.23 per share, totalling Baht 220.80 million and was paid on 19 May 2023.

On 9 August 2023, the Board of Director's meeting passed a resolution to approve an interim dividend payment from the operations for the six-month period ended 30 June 2023 of Baht 0.232 per share, totalling Baht 222.72 million. The interim dividend was paid on 8 September 2023.

30 Related party transactions

Individuals and entities that directly or indirectly control or are controlled by or are under common control with the Company, including investment entities, associates, joint venture and individuals or entities having significant influence over the Company, key management personnel, including directors and officers of the Company and close members of the family of these individuals and entities associated with these individuals also constitute related parties.

In considering each possible related-party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

The major shareholders of the Company are Ascend I. Holding Co., Ltd and Concord I. Capital Limited, holding 22.5% of the Company's shares.

The information of the Company's subsidiaries and a joint venture are provided in Note 12 and Note 13.

Other related parties are the parties of which their shareholders are intimate of the Company's directors or of which the Company's director is their shareholder.

Srinanaporn Marketing Public Company Limited
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The pricing policies for transactions between parent, major shareholders, subsidiaries, a joint venture, and other related parties are as follows:

- The prices of sales of goods are based on cost plus with margin.
- The interest income is based on average cost of borrowings plus with margin.
- The rental income is based on agreed price.
- Other income represents management fees providing administration to the parent company, subsidiaries and other related parties in normal course of business. The fees are based on cost of services plus with margin.
- The purchase of goods and services are in accordance with agreed price.

The following transactions were carried out with related parties:

30.1 Revenues from sales of goods, rental income and other income

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Revenue from sales of goods to:				
Subsidiaries	-	-	190,251	197,782
A joint venture	869,275	935,821	869,275	935,821
Related persons	31	87	31	87
Other related parties	5,732	2,660	5,732	2,660
	<u>875,038</u>	<u>938,568</u>	<u>1,065,289</u>	<u>1,136,350</u>
Rental income from:				
Subsidiaries	-	-	2,946	3,059
Other related parties	833	340	833	340
	<u>833</u>	<u>340</u>	<u>3,779</u>	<u>3,399</u>
Interest income from:				
Subsidiaries	-	-	7,235	1,417
	<u>-</u>	<u>-</u>	<u>7,235</u>	<u>1,417</u>
Other income from				
Subsidiaries	-	-	27,996	40,025
A joint venture	118	137	118	137
Other related parties	1,229	12,791	1,229	12,791
	<u>1,347</u>	<u>12,928</u>	<u>29,343</u>	<u>52,953</u>

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
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30.2 Purchases of goods and services

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Purchases of goods from:				
Subsidiaries	-	-	5,214	-
Related person	818	540	818	540
Other related parties	97,042	102,258	97,042	102,258
	97,860	102,798	103,074	102,798
Electricity expenses to:				
Other related parties	12,481	8,943	12,481	8,943
Transportation expenses to:				
Other related parties	47,567	11,843	47,567	11,843

30.3 Outstanding balances arising from purchases and sales of goods and services

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Trade and other receivables (Note 10)				
Subsidiaries	-	-	78,977	84,224
A joint venture	361,677	326,195	361,677	326,195
Other related parties	1,494	5,521	1,494	5,521
	363,171	331,716	442,148	415,940
Right-of-use assets				
A related person	6,017	7,019	6,017	7,019
Other related parties	268,275	280,198	268,275	280,198
	274,292	287,217	274,292	287,217
Trade and other payables (Note 21)				
Subsidiaries	-	-	35,331	22,655
A joint venture	35,642	40,346	35,642	40,346
Related persons	702	474	702	474
Other related parties	34,346	36,654	34,366	36,873
	70,690	77,474	106,041	100,148

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2023

30.4 Outstanding balances arising from lease liabilities

	Consolidated financial statements		Separate financial statements	
	31 December 2023	31 December 2022	31 December 2023	31 December 2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Lease liabilities to a related person				
Due within 1 year	979	944	979	944
Due over 1 year	5,473	6,452	5,473	6,452
	6,452	7,396	6,452	7,396

30.5 Loans to related parties

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Subsidiaries	-	-	166,539	100,000
	-	-	166,539	100,000

The movements of loans to related parties can be analysed are as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Subsidiaries				
As at 1 January	-	-	100,000	-
Loans during the year	-	-	166,539	100,000
Repayment during the year	-	-	(100,000)	-
As at 31 December	-	-	166,539	100,000

The loans to subsidiaries were made on commercial terms and conditions. The loans are repayable in 11 months and interest at THOR plus 2.00% per annum. No allowance has been required in 2023 for the loans made to subsidiaries.

30.6 Key management compensation

The compensation paid or payable to key management for employee services are as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Salaries and other short-term employee benefits	53,017	54,982	53,017	54,982
Post-employment benefits	1,143	1,077	1,143	1,077
	54,160	56,059	54,160	56,059

Srinanaporn Marketing Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2023

31 Commitments and significant contracts

a) Capital expenditure commitments

Capital expenditures contracted as at the statement of financial position date but not recognised in the financial statements are as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Buildings and equipment	35,762	71,875	23,701	28,327
Intangible assets	1,075	1,345	1,075	1,345
	36,837	73,220	24,776	29,672

b) Other commitments

As at 31 December 2023, the Company had commitments under letters of guarantee with the financial institutions in amount of Baht 11.7 million (2022: Baht 10.9 million).

As at 31 December 2023, the Company had commitments under raw material purchase agreement in amount of Baht 157.3 million that the agreement has purchasing period until the end of 2024 (2022: Baht 119.7 million).

As at 31 December 2023, the Company was liable under letters of guarantee issued by financial institutions for certain lease liabilities to a joint venture which was equivalent to Baht 3.6 million (2022: Baht 25.7 million).

c) Significant contracts

As at 31 December 2023, a subsidiary had the land lease agreement with Vietnam-Singapore Industrial Park J.V. Co., Ltd. (VSIP) in the Socialist Republic of Vietnam. The leases area covered 12.5 Rai and 39-year lease period. A subsidiary had fully paid rental amount of Vietnamese Dong 25,340 million to VSIP.

As at 31 December 2023, the Company had the sale and purchase of electricity agreements and the rental rooftop agreement with a related party. The Company has agreed to purchase electricity generated from solar energy facilities. The agreement period are 20 to 25 years from the commencement of the purchase of electricity.

As at 31 December 2023, the Company had the sale and purchase of liquefied petroleum gas agreements on an average demand volume of 150,000 kilograms per month or 1,800,000 kilograms per year. The agreement period is 5 years, ending on 28 February 2027.

As at 31 December 2023, the Company had the land lease agreement with a related party. The leases area covered 471.8 Rai and 30-year lease period. The rental is specified in the agreement.

04

Part 4

Certification of Accuracy of Information



Certification of Accuracy of Information

The Company has carefully reviewed the information in this Annual Registration Statement. The Company certifies that such information is accurate, complete, true, and contains no false or misleading statements and no omissions of any material facts that should have been disclosed therein. In addition, the Company certifies the following:

- (1) Financial statements and financial information summarized in this Annual Registration Statement have been accurately and completely disclosed and contain all material facts concerning the financial status, business operations, and cash flows of the Company and its subsidiaries.
- (2) The Company has established a good information disclosure system to ensure that the material information disclosure of the Company and its subsidiaries is carried out both accurately and completely, including the control and supervision of implementation of said system.
- (3) The Company has established a good internal control system and provides supervision to ensure compliance with said system. The Company has also notified the auditor and audit committee of the Company regarding the internal control system assessment as of December 31, 2023. This assessment covered any deficiencies and/or major changes in the internal control system, including any misconduct that could have affected the preparation of the financial reports of the Company and its subsidiaries.

In this regard, as evidence that all documents are the same as the certified documents, the Company has assigned Mr. Supachok Bumrunghphan to sign every page of the documents. If any document does not contain Mr. Supachok Bumrunghphan's signature, the Company shall deem that said document does not contain information certified by the Company as outlined above.

Name	Position
Mr. Niwat Kanjanaphoomin	Chairman/Independent Director
Mr. Viwat Kraipisitkul	Director/Chairman of Executive Committee
Mr. Thakorn Chaisathaporn	Director/Member of Executive Committee/Member of Corporate Governance and Sustainable Development Committee/Chief Executive Officer/Senior Executive Vice President-Business 2
Mr. Supachoke Bumrunghpun	Member of Executive Committee/Member of Risk Management Committee /Member of Corporate Governance and Sustainable Development Committee, /Chief Financial Officer

Grantee

Name	Position
Mr. Supachoke Bumrunghpun	Member of Executive Committee/Member of Risk Management Committee /Member of Corporate Governance and Sustainable Development Committee, /Chief Financial Officer

Appendix



Appendix 1 Details of Board of Directors, executives, controlling persons, Chief Financial Officer, responsible person in accounting, Company secretary and representative for overseas companies

Name	Age	Education /training	Shareholding proportion As of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Organization/Company/ Type of business
1. Mr. Niwat Kanjanaphoomin - Chairman, Board of Directors - Independent Director Date of appointment 22 April 2022	62	- M.A. (Economic Law), Chulalongkorn University - MBA (Marketing), Massey University - B.Eng. (Computer Engineering), King Mongkut's Institute of Technology Ladkrabang Training - Director Accreditation Program (DAP), Class 82/2010, Institute of Directors (IOD) - Audit Committee Program (ACP), Class 30/2010, Institute of Directors (IOD) - The Role of Chairman Program (RCP) Class 45/2019, Institute of Directors (IOD) - PDPA Regulation Overview, ILCT Ltd. (22 July 2022) - The importance of the audit committee and confidence in the Thai capital market, By the SEC Office (24 Nov 2023)	None	None	2019 - sep 2020	Director	Coretech Corporation Ltd. (Information system design and installation)
					2018 - present	Independent Director/ Chairman, Board of Directors	Srinaporn Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)
					2018 - Mar 2023	Director	Asia SIT Co., Ltd. (Information system design and installation)
					2018 - 2019	Chairman, Risk Management Committee	Srinaporn Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)
					2016	Director/Chairman, Risk Management Committee	Secondary Mortgage Corporation (Financial Institution)
					2014 - 2017	Director/ Chairman, Risk Management Committee	Thai Credit Guarantee Corporation (Financial Institution)
					2011 - 2013	Director/Audit Committee	IFS Capital Thailand Public Co., Ltd. (Financial Institution)
					2010 - 2014	Managing Director	Thai Bond Market Association (Financial Institution)
					2010 - 2014	Director	Federation of Thai Capital Market Organizations (Association)

Name	Age	Education /training	Shareholding proportion As of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Organization/Company/ Type of business
2. Mr. Viwat Kraipisitkul - Authorized Director - Chief Executive Officer Date of Appointment 21 April 2023	67	- M.A. (Industrial Management), Chandrakasem Rajabhat University - B.Sc. (Industrial Technology), Chandrakasem Rajabhat University Training - Director Accreditation Program (DAP), Class 128/2016, Institute of Directors (IOD) - PDPA Regulation Overview, ILCT Ltd. (22 July 2022) - The importance of the audit committee and confidence in the Thai capital market, By the SEC Office (24 Nov 2023)	Mr. Viwat Kraipisitkul has direct share of 1.25 % and holds share in Concord I Capital Ltd. 35% and Ascend I Holding Co., Ltd. 35% which hold share in the Company 12.5 % and 14.3 % respectively. Mrs. Thanyanee Kraipisitkul, his spouse, has direct share of 1.25 % and holds share in Concord I Capital Ltd. 35% and Ascend I Holding Co., Ltd. 35% which hold share in the Company 12.5 % and 14.3 % respectively.	- Spouse of Mrs. Thanyanee Kraipisitkul - Elder brother of Mr. Thakorn Chaisathaporn - Elder brother of Mr. Wichian Chaisathaporn	2019 - present	Director	Ascend I Holding Co., Ltd. (Holding shares in other Companies)
					2016 - present	Director/Chairman, Executive Committee	Srinanaporn Marketing, Public Co., Ltd. (Snacks and beverage manufacturing and distribution)
					2016 - present	Director	Unity I Capital Ltd./ Holding shares in other companies
					2015 - present	Director/Chairman, Executive Committee/ Chairman, Risk Management Committee/Member, Nomination and Remuneration Committee	Sernsang Power Corporation Public Co., Ltd. / Holding shares in other companies
					2015 - present	Director	Essential Power Co., Ltd. (Electricity generation and distribution from renewable energy) Not yet in operation
					2015 - present	Director	Sernsang Solar Co., Ltd (Electricity generation and distribution from renewable energy) Not yet in operation
					2015 - present	Director	Sernsang Infinite Co., Ltd (Electricity generation and distribution from solar energy, biomass, and fossil)
					2014 - present	Director	Kao Tao Paradise Beach Co., Ltd. (Real estate development)
					2013 - present	Director	Sernsang Cooperation Ltd. (Electricity generation and distribution from renewable energy) Not yet in operation

Name	Age	Education /training	Shareholding proportion As of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Organization/Company/ Type of business
					2013 - present	Director	Triple P Renewable Co., Ltd. (Electricity generation and distribution from renewable energy) Not yet in operation
					2011 - present	Director	Absolute Products Co., Ltd. (Palm oil extraction and operation of bio gas power plant)
					2010 - present	Director	Sermasang Palang Ngan Co., Ltd. (Electricity generation and distribution from renewable energy)
					2003 - present	Director	Kim Heng Daily Foods Co., Ltd. (Delicatessen manufacturing and distribution. At present, the objective has been changed to renting, offer for rent or investment in real estate and/or right to rent real estate for commercial purpose)
					1996 - present	Director	Sricharoen Paiboon Pattana Co., Ltd. (Real estate development)
					1994 - present	Director	Siam Ratchaburi Industry Co., Ltd. (Food and snacks manufacturing and distribution. At present, the objective has been changed to renting, offer for rent or investment in real estate)
					1991 - present	Director	Kim Heng Food Products Co., Ltd. (Delicatessen manufacturing and distribution. At present, the objective has been changed to renting, offer for rent or investment in real estate and/or right to rent real estate for commercial purpose)
					1990 - present	Director/Chief Executive Officer	Vivat Agriculture Corporation Public Co., Ltd. (Palm tree planting, palm tree plantation, agricultural garden)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/Company/ Type of Business
3. Mrs. Thanyanee Kraipisitkul - Authorized Director - Member, Nomination and Remuneration Committee - Managing Director Date of Appointment 12 March 2021	67	- B.A. Business Administration (Management), Bangkok Thonburi University Training - Director Accreditation (DAP), class 143/2017, Institute of Directors - PDPA Regulation Overview, ILCT Ltd. (22 July 2022) - The importance of the audit committee and confidence in the Thai capital market , By the SEC Office (24 Nov 2023)	Mr. Viwat Kraipisitkul holds direct shares of 1.25% and holds share in Concord I Capital Ltd. 35.00% and Ascend I Holding Ltd. 35% which hold share in the Company 12.5% and 14.3% respectively. Mrs. Thanyanee Kraipisitkul, his spouse, holds direct shares of 1.25% and holds share in Concord I Capital Ltd. 35.00 % and Ascend I Holding Ltd. 35% which hold share in the Company. 12.5% and 14.3% respectively	- Spouse of Mr. Viwat Kraipisitkul	2020 - present	Directors	S.C. Food Trading Co. Ltd. (Snacks and beverage distribution)
					2020 - present	Directors	S.C. Food Products Co. Ltd. (Snacks Manufacturing and distribution)
					2020 - present	Director	STW Development Co., Ltd. (Holding real estate)
					2019 - present	Director	Ascend I Holding Co., Ltd. (Holding shares in other Companies)
					2019 - present	Director	Concord I Capital Ltd (Holding shares in other Companies)
					2019 - present	Director	Siri Pro Co., Ltd (Snacks and beverage distribution)
					2018 - present	Director	SNNP International Co., Ltd. (Provide administrative and technical service to related business)
					2018 - present	Director	Srichaeroen Palboon Pattana Co.,Ltd. (Real estate development)
					2017 - present	Director	Srinanaporn Distribution Co., Ltd. (Snacks and beverage distribution)
					2017 - present	Director	Access C Management Ltd. (Holding shares in investment in electricity generation and distribution)
					2017 - 2017	Director	SIEC Co., Ltd. (Trading business)
					2014 - 2016	Director	Access Energy Co., Ltd. (Invest in electricity generation and distribution)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/Company/Type of Business
					2014 - 2015	Director	Sermsang Solar Co., Ltd (Electricity generation and distribution from renewable energy) Not yet in operation
					2014 - 2015	Director	Plus Energy Co., Ltd. (Electricity generation and distribution from renewable energy) Not yet in operation
					2014 - 2015	Accountant	Herman Chan CPA& Co/Professional Services
					2013 - present	Director	Viwat Agriculture Corporation Public Co., Ltd. (Palm tree planting, palm tree plantation, and agricultural garden)
					2011 - present	Director	T.K.H. Wood Power Co., Ltd. (Electricity, gas, steam and air conditioning system. Factory generating and sale of solar energy and biomass.)
					2007 - present	Director	Siam Daily Food Co., Ltd. (Food and snacks manufacturing and distribution. At present, the objective has been changed to renting real estate.)
					2003 - present	Director	Kim Heng Daily Foods Co., Ltd. (Delicatessen manufacturing and distribution. At present, the objective has been changed to renting, offer for rent or investment in real estate and/or right to rent real estate for commercial purpose.)
					1994 - 2019	Director	Siam Ratchaburi Industry Co., Ltd. (Food and snacks manufacturing and distribution. At present, the objective has been changed to renting, offer for rent or investment in real estate.)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/Company/Type of Business
4. Mr. Thakorn Chaisathaporn - Authorized Director Member, Executive Committee - Member, Corporate Governance & Sustainable Development Committee - Deputy Managing Director, Business 2 - Chief Executive Officer Date of Appointment 21 April 2023	58	- M.A. (Business Administration), Suan Dusit University Training - Director Accreditation Program (DAP), Class 139/2017, Institute of Directors - PDPA Regulation Overview, ILCT Ltd. (22 July 2022)	Mr. Thakorn Chaisathaporn and Mrs. Kittiya Chaisathaporn are married couple which hold share in the Company of 10.42% and 2.71% respectively	- Spouse of Mrs. Kittiya Chai-sathaporn - Younger brother of Mr. Viwat Kraipisitkul - Younger brother of Mr. Wichian Chaisathaporn	2022 - present	Director	Wonder Export and Import Co., Ltd. (Electronic car rental with driver)
					2020 - present	Director	S.C. Food Trading Co., Ltd. (Snacks and beverage distribution)
					2020 - present	Director	S.C. Food Products Co., Ltd. (Snacks manufacturing and distribution)
					2019 - present	Director	AXEL Holding Co., Ltd. (Holding company)
					2019 - July 2023	Director	Siri Pro Co., Ltd. (Snacks and beverage distribution)
					2018 - present	Director	SNNP International Co., Ltd. (Provide administrative and technical support to related business)
					2017 - present	Director	Srinanaporn Distribution Co., Ltd. (Snacks and beverage distribution)
					2012 - present	Director	Thai Faster Products Co., Ltd. (Food and snacks manufacturing and distribution)
					2003 - 2016	Director	Kim Heng Daily Foods Co., Ltd. (Delicatessen manufacturing and distribution. At present, the objective has been changed to renting, offer for rent or investment in real estate and/or rights to rent real estate for commercial purpose)
					1996 - 2016	Chief Executive Officer	Sri Siam Food Products Co., Ltd. (Snacks and beverage manufacturing and distribution. At present, the objective has been changed to renting, offer for rent or investment in real estate and/or rights to rent real estate for commercial purpose)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/Company/Type of Business
					1994 - 2016	Chief Executive Officer	Siam Ratchaburi Industry Co., Ltd./ Food and snacks manufacturing and (distribution. Presently, the objective has been changed to be holding real estate for rent)
					1991 - 2016	Chief Executive Officer	Kim Heng Food Products Co., Ltd./ Food and snacks manufacturing and (distribution. Presently, the objective has been changed to be holding real estate for rent)
					1991 - 2016	Chief Executive Officer	Siam Daily Foods Co., Ltd. (Food and snacks manufacturing and distribution)
					1990 - present	Director/Member, Executive Committee/ Deputy Managing Director, Business 2/ Member, Corporate Governance & Sustainable Development Committee/Chief Executive Officer	Srinaporn Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)
					1990 - 2022	Director	Viwat Agriculture Corporation Ltd. (Palm tree planting, palm tree plantation, and agricultural garden)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/Company/ Type of Business
5. Mr. Wichian Chaisathaporn - Director - Member, Executive Committee - Member, Risk Management Committee - Deputy Managing Director of Production Date of appointment 21 April 2023	62	- M.Sc. (Industrial Technology), Chandrakasem Rajabhat University - B.Sc. (Industrial Technology), Chandrakasem Rajabhat University Training - Director Accreditation Program (DAP), Class 139/2017, Institute of Directors - PDPA Regulation Overview, ILCT Ltd. (22 July 2022)	7.50	- Younger Brother of Mr. Viwat Kraipisitkul - Elder Brother of Mr. Thakorn Chaisathaporn	2021 - present	Director	SNNP International Co., Ltd. (Supports the subsidiaries as limited partnership)
					2019 - present	Director	AXEL Holding Co., Ltd. (Holding Company)
					2019 - present	Director	S.T Food Marketing Co., Ltd. (Snacks and beverage distribution)
					2018 - present	Director/Member, Executive Committee/Member, Risk Management Committee/Deputy Managing Director of Production	Srinanaporn Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)
					2018 - present	Director	S.C. Food Trading Co., Ltd. (Snacks and beverage distribution)
					2017 - present	Director	STW Development Co., Ltd. (Real estate holding)
					2017 - present	Director	Harirama Venture Incorporated (Snacks and beverage distribution)
					2017 - present	Director	Srinanaporn Distribution Co., Ltd. (Snacks and beverage distribution)
					2012 - present	Director	Thai Faster Products Co., Ltd. (Food and snacks manufacturing and distribution)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/Company/Type of Business
6. Mrs. Kittiya Chaisathaporn - Director - Member, Executive Committee - Member, Corporate Governance & Sustainable Development Committee - Executive Vice President of Procurement and Supply Chain Date of Appointment 18 July 2022	50	- B.A. Business Administration, Rangsit University Training - Director Accreditation Program (DAP), Class 139/2017, Institute of Directors (IOD) - Navy Executive Relations Development, class 19 - PDPA Regulation Overview, ILCT Ltd. (22 July 2022)	Mr. Thakorn Chaisathaporn and Mrs. Kittiya Chaisathaporn are married couple hold shares of 10.42% and 2.71% respectively.	- Spouse of Mr. Thakorn Chaisathaporn	Nov 2023 - present	Executive Vice President of Procurement and Supply Chain	Srinaporn Marketing Public Co. Ltd. (Snacks and beverages manufacturing and distribution)
					2022 - present	Director/Member, Executive Committee Member, Corporate Governance & Sustainable Development Committee	Srinaporn Marketing Public Co. Ltd. (Snacks and beverages manufacturing and distribution)
					2016 - 2023	Deputy Managing Director for Procurement and New Business Development	Srinaporn Marketing Public Co. Ltd. (Snacks and beverages manufacturing and distribution)
					1999 - 2016	Management and Procurement Manager	Srinaporn Marketing Public Co. Ltd. (Snacks and beverages manufacturing and distribution)
					1999 - 2016	Management and Procurement Manager	Sri Siam Food Products Co., Ltd. (Manufacturing and distribution of biscuit, cracker, wafer, breadsticks)
					1999 - 2016	Management and Procurement Manager	Siam Daily Food Co., Ltd. (Manufacturing and distribution of fish snacks, seasoned dried squid)
					1999 - 2016	Management and Procurement Manager	Kim Heng Daily Foods Co., Ltd. (Manufacturing and distribution of ready to drink jelly, fruit juice)
					1999 - 2016	Management and Procurement Manager	Siam Ratchaburi Industry Co., Ltd. (Manufacturing and distribution of herbal drink)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/Company/Type of Business
7. Mr. Yongyoot Luangrattanamart - Independent Director - Chairman, Audit Committee - Chairman, Corporate Governance & Sustainable Development Date of appointment 12 March 2021	53	- M.A. (Business Administration), Assumption University - B.Eng. (Civil Engineering), Chulalongkorn University Training - Director Accreditation Program (DAP), Class 153/2017, Institute of Directors (IOD) - PDPA Regulation Overview, ILCT Ltd. (22 July 2022)	0.05	None	April 2021 - July 2023	Managing Director/Director	The Borealis Advisory Co., Ltd.
					2018 - present	Independent Director/Chairman, Audit Committee/Chairman, Corporate Governance & Sustainable Development	Srinanaporn Marketing (Public) Co., Ltd. (Snack and beverage manufacturing and distribution)
					April 2016 - April 2021	Assistant General Manager, Chief of Investment Banking	TMB Bank (Public) Co., Ltd. (Financial institution)
					2011 - 2016	First Senior Vice president - Investment Banking	The Siam Commercial Bank Public Co., Ltd. (Financial institution)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/ Company/Type of Business
8. Mr. Vira Jungjaroensuk - Independent Director - Member, Audit Committee - Chairman, Nomination and Remuneration Committee Date of Appointment 22 April 2022	68	- M.A. (Public Administration), (Finance), National Institute of Development Administration - B.A. (Law), Thammasat University - B.Sc. (Economics) Ramkhamhaeng University Training - Director Accreditation Program (DAP), Class 139/2017, Institute of Directors (IOD) - Board Nomination and Compensation Program, Class 8/2019, Institute of Directors (IOD) - PDPA Regulation Overview, ILCT Ltd. (22 July 2022) - Legal Compliance & Corporate Governance, One Law Office (26 May 2023)	0.0021	None	2020 - present	Director	United Steel Pipe Co., Ltd. (Structural steel pipe industry)
		2018 - present			Independent Director/ Member, Audit Committee/Chairman, Nomination and Remuneration Committee	Srinanaporn Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)	
		1977 - 2017			Revenue Regional	The Revenue Department	

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/ Company/Type of Business
9. Mr. Jirasuk Sugandhajati - Independent Director - Member of Audit Committee - Nomination and Remuneration Committee - Chairman of Risk Management Committee Date of Appointment 22 April 2022	70	- M.A. (Social Development), Kasetsart University - Honorary Doctorate (Public Administration), Western University - B. A. (Political Science), Thammasat University Training - Director Accreditation Program (DAP), Class 159/2017, Institute of Directors (IOD) - PDPA Regulation Overview, ILCT Ltd. (22 July 2022)	None	None	2020 - present	Independent Director/ Member of Audit Committee/Nomination and Remuneration Committee/Chairman of Risk Management Committee	Srinanaporn Marketing Public Co. Ltd. (Snacks and beverages manufacturing and distribution)
					2013 - 2014	Permanent Secretary, Ministry of Labor	Office of Permanent Secretary, Ministry of Labor (Government agency)
					2011 - 2013	Secretary General, Social Security Office	Social Security Office, Ministry of Labor
					2011	Deputy Permanent Secretary, Ministry of Labor	Office of Permanent Secretary, Ministry of Labor (Government agency)
					2009 - 2011	Director General, Department of Employment	Department of Employment, Ministry of Labor (Government agency)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/ Company/Type of Business
10. Mr. Wiroj Wachiradechkul - Senior Deputy Managing Director Business 1 - Member, Executive Committee - Member, Risk Management Committee - Member, Corporate Governance & Sustainable Development Committee Date of appointment 2 January 2019	58	- M.A. (Business Administration), Oklahoma University - B.Sc. (Economics), University of the Thai Chamber of Commerce Training - Director Accreditation (DAP), class 199/2015, Institute of Directors - PDPA Regulation Overview, ILCT Ltd. (22 July 2022)	0.06	None	2020 - June 2021	Director, Vice Chairman/ Member, Risk Management Committee/Member, Nomination and Remuneration Committee	News Network Corporation Ltd. (Public) (Software development and maintenance service, sales of computer and equipment.)
					2019 - present	Senior Deputy Managing Director Business 1/ Member, Executive Committee/Member, Risk Management Committee/Member, Corporate Governance & Sustainable Development Committee	Srinapom Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)
					Feb 2018 - Dec 2018	Chief Executive Officer	Three Sixty Five Public Co., Ltd. (Advertising company)
					2017 - 2018	Director	Action and Auction Co., Ltd. (Automotive system and auto parts maintenance and repair)
					2016 - present	Director/ Executive Committee	Aero Media Group (Advertising company)
					2016 - 2018	Chief Executive Officer	Tree Dance Holdings Co., Ltd. (Publication)
					2013 - 2015	Chief Executive Officer	Three Sixty Five Public Co., Ltd. (Advertising company)
					2006 - 2010	General Manager (Thailand)	Continental Tyres (Thailand) Co., Ltd. (Tyres)
					Jan 2002 - Dec 2005	Marketing Director/ Marketing Agent	Michelin Siam Co., Ltd. (Tyres)
					Oct 1991 - Dec 2001	Executive, Product group for Asia/Marketing Manager for Thailand and Indochina	Cadbury Adams (Thailand) Co., Ltd. (Consumer products)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/ Company/ Type of Business
11. Mr. Supachoke Bumrungpun - Member, Executive Committee - Member of Risk management Committee - Member, Corporate Governance & Sustainable Development Committee - Chief Financial Officer Date of Appointment 27 January 2023	44	<div>- M.A. (Accountancy), Chulalongkorn University</div> <div>- B.A. (Business Administration), Srinakharinwirot University</div> <div>- Diploma of Modern Accounting Program for CFO, Chulalongkorn University</div> <div>Training</div> <div>- Accounting of investment in affiliates, associates and joint venture organized by NYC Management Co., Ltd. on 23 May 2018</div> <div>- Tax system for sales promotion organized by NYC Management Co., Ltd. on 12 June 2018</div> <div>- New TFRS you need to know, by NYC Management Co.Ltd. on 13 June 2018.</div> <div>- Strategic CFO in Capital Markets Program, class 8/2019.</div> <div>- TFRS 9 (for non-financial businesses) , by NYC Management Co. Ltd. on 20 August 2020.</div> <div>- PDPA Regulation Overview, ILCT Ltd. (22 July 2022)</div> <div>- TLCA CFO CPD No. 1/2023 Topic: TLCA CFO Professional Development Program</div> <div>- TLCA CFO CPD No. 2/2023 Topic: Risk Management for CFOs</div> <div>- TLCA CFO CPD No. 3/2023 Topic: Fintech (Fintech) Financial Technology</div> <div>- TLCA CFO CPD No. 4/2023 Topic “Green Assets: Opportunities for Sustainable Development”</div> <div>- Legal Compliance & Corporate Governance, One Law Office (26 May 2023)</div> <div>- Director Accreditation Program (DAP), Class 213/2024, Institute of Directors (IOD)</div>	None	None	Jan 2023 - present	Chief Financial Officer/ Member, Executive Committee/Member, Corporate Governance & Sustainable Development Committee/Member, Risk Management Committee	Srinanaporn Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)
					Mar 2022 - Jan 2023	Acting Chief Executive Officer of Accounting and Finance/Deputy Chief Executive Officer of Accounting and Finance/Member of Risk Management Committee	Srinanaporn Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)
					2018 - 2019	Director	SBU Business Management Co., Ltd / Accounting and taxation consultant.
					2017 - 2018	Head of Business Transformation	Osotspa Public Company Limited/Production and distribution of consumer products.
					2017 - Mar 2022	Director of Accounting and Finance	Srinanaporn Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)

Name	Age	Education/training	Shareholding proportion as of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Name of organizations/ Company/ Type of Business
					2015 - 2017	Head of OSP Accounting Department Manager	Osotsa Public Company Limited. Production and distribution of consumer products.
					2010 - 2015	Accounting Department Manager	PTT Group Public Company Limited. Petrochemical
					2008 - 2010	Senior Accounting Manager	Nation Multimedia Public Company Limited. Publishing Media
					2002 - 2008	Assistant Audit Manager	KPMG PHOOMCHAI AUDIT CO., LTD. / audit and accounting consultant

1.2 รายละเอียดเกี่ยวกับเลขานุการบริษัท และความรับผิดชอบของเลขานุการบริษัท

Name	Age	Education /training	Shareholding proportion As of 31/12/23 (%)	Connected persons	Work experience in the past 5 years		
					Duration	Position	Organization/Company/ Type of business
Mr. Sukanya Rueakdee Company Secretary Date of Appointment 25 February 2020	49	- M.A. (Business Administration), Ramkhamhaeng University - B.A. (Accountancy), University of Chamber of Commerce	None	None	2020 - present	Company Secretary	Srinanaporn Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)
		Training - Company Secretary Program, Class 116/2021, Institute of Directors (IOD)			2018 - 2019	Deputy Manager of Finance	Srinanaporn Marketing (Public) Co., Ltd. (Snacks and beverage manufacturing and distribution)
		- Company Reporting Program, Class 36/2023, Institute of Directors (IOD) - PDPA Regulation Overview, ILCT Ltd. (22 July 2022) - Legal Compliance & Corporate Governance, One Law Office (26 May 2023) - AGM Notice/ Board Resolution, Thailca (14 Dec 2023)			2007 - 2017	Senior Manager of Finance	Thaicom Public Co., Ltd. (Communication satellite)

Duty and responsibility of Company Secretary

In the 2nd/2020 meeting of the Board of Directors on 25 February 2020, in complying with Section 89/15 of the Securities and Exchange Act B.E. 2535(1992), the meeting agreed to appoint Ms. Sukanya Rueakdee to be Company Secretary. The duty and responsibility of the Company Secretary are as follows:

1. Prepare and keep registration of directors, notices of the meeting of Board of Directors' meeting, minutes of the Board of Directors' meeting and annual report of the Company, notice of the meeting of shareholders, minutes of the shareholders' meeting.
2. Keep a report of interest of directors and executives of the Company and other action as required by the regulation of the Securities and Exchange Commission and send copy of report of interest according to Section 89/14 of the Securities and Exchange Act B.E. 2535 (1992) (with amendments) to the Chairman of the Board of Directors and Chairman of the Audit Committee within 7 working days from the date when the report is received.
3. Give general advice on requirements of the law, rules, and regulations of the Company which the Board of Directors should be aware of and follow up regularly the compliance. Report on the significant changes of the law and rules and regulations.
4. Organize meetings of shareholders and Board of Directors according to the law, rules and regulations of the Company and related practice.
5. Prepare minutes of the meetings of shareholders and Board of Directors and follow up on the compliance with the resolutions of the meetings.
6. Ensure the disclosure of information and report of information to related Organizations as required by the government regulations.
7. Ensure that the activities of the Board of Directors and other activities comply with law and/or rules and regulations of the Securities and Exchange Commission and/or as assigned by the Board of Directors.

Appendix 2

Boards of Directors of Subsidiaries, Affiliated Companies and Joint Ventures

List	Subsidiaries							Joint Ventures	
	SNIP International Co., Ltd.	Srinanaporn Distribution Co., Ltd.	S.C Food Products Co., Ltd.	STVV Development Co., Ltd.	Harirama Venture Incorporated	S.C Food Trading Co., Ltd.	S.T. Food Marketing Co., Ltd.	Jin Xinglong (Shenzhen) Import & Export Co., Ltd.	Siri Pro Co., Ltd.
1. Mr. Niwat Kanjanaphoomin									
2. Mr. Viwat Kraipitkul									
3. Mrs. Thanyanee Kraipitkul	/*	/*	/	/		/			/
4. Mr. Thakorn Chaisathaporn	/	/	/			/			
5. Mr. Wichian Chaisathaporn	/	/	/*	/	/	/*	/*		
6. Mr. Piyawat Kraipitkul					/*				
7. Mr. Yongyoot Luangrattanamart									
8. Mr. Vira Jungjaensuk									
9. Mr. Jirasuk Sugandhajati									
10. Mr. Chayut Leehacharoenkul									
11. Mr. Wirot Wachiradechkul									
12. Mr. Supachoke Bumrungpun									/
13. Mrs. Kittiya Chaisathaporn									
14. Mr. Adisorn Limnarong									
15. Mr. Kannaset Chintawongvanich								/	
16. Mr. Supachai Verapuchong			/	/*					
17. Mr. Varodom Verapuchong			/	/					
18. Miss Tippawan Verapuchong				/					
19. Joseph Francis S. Moral					/				
20. Ma Anna Lourdes A. Moral					/				
21. Allan D. Busmente					/				
22. Mr. Komsan Sangthong									/
23. Mr. Songpon Daeng-utai									/

Remark: * Chairman

Appendix 3

Details of Head of Internal Audit and Head of Compliance

Name	Age (Yrs)	Education/Training	Shareholding proportion As of 31/12/23 (%)	Connected Persons	Work experiences in the past 5 years		
					Duration	Position	Organization/ Company/ Type of Business
Mr. Athtapong Santhai	51	<ul style="list-style-type: none"> • M.B.A (Business Administration) Ramkhamhaeng University • Bachelor of Accountancy Bangkok University 	None	None	2019 - present	Head of Compliance and Internal Audit	Srinanaporn Marketing Public Company Limited

Appendix 4

Assets used in business operations and details of asset appraisal reports 1.

1. Main fixed assets

As of 31 December 2023, the Company and its subsidiaries were in possession of main fixed assets such as land and land improvements, buildings and building improvements, machinery and equipment, office furniture and office equipment, vehicles, assets under construction and installation, and other assets with a net book value according to the consolidated financial statements as of 31 December 2023 equaled to 1,999.3 million baht, or 38.3% of assets, and the net right-of-use assets equaled to 340.0 million baht. The main fixed assets of the Company and its subsidiaries as of 31 December 2023 were as follows:

Items	Net book value As of 31 December 2023 (million baht)	Proprietary nature	Obligations
Land and land improvements	548.0	Ownership	None
Net right-of-use assets	340.0	Rights to use land, factory buildings, machinery, tools, factory equipment, office furnishings, and vehicles	None
Buildings and building improvements	363.9	Ownership	None
Machinery and equipment	709.2	Ownership	None
Office furniture and office equipment	15.1	Ownership	None
Vehicles	4.0	Ownership	None
Assets under construction and installation	359.1	Ownership	None
Total	2,339.3		

In addition to the main fixed assets of the Company as mentioned above, as of 31 December 2023, the main fixed assets of Siri Pro Company Limited,¹ which has been a joint venture of the Company since 16 March 2021, are as follows:

Items	Net book value As of 31 December 2023 (million baht)	Proprietary nature	Obligations
Net right-of-use assets	83.4	Rights to use buildings, office equipment and vehicles	None
Machinery and equipment	1.2	Ownership	None
Office furniture and office equipment	1.2	Ownership	None
Vehicles	80.3	Partly owned and partly under lease agreement.	None for the part owned by the Company. The conditions are according to the lease contract.

Items	Net book value As of 31 December 2023 (million baht)	Proprietary nature	Obligations
Leasehold improvements	0.5	The Company does not have ownership	None
Total	166.6		

Remark : ¹ Information disclosed equivalent to that of subsidiaries according to the Notification of the Securities and Exchange Commission No. Kor Jor. 17/2551
Re: Determination of Definitions in Notifications Regarding the Issuance and Offer for Sale of Securities under Clause 1(11) in conjunction with Clause 1(13/1).

As of 31 December 2023, the Company and its subsidiaries and Siri Pro Company Limited² had main fixed assets used in business as follows:

Land and land improvements of the Company and its subsidiaries

Location	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Obligations
The Company's land is located at Rang Bua Subdistrict, Chom Bueng District, Ratchaburi Province. It is the location of the Company's factory on an area of approximately 146 rai, which is the location of other beverage production plants such as Magic Farm beverages.	Location of a beverage manufacturing plant	Ownership	102.4	none
Subsidiary's land in Cambodia address at Road no. 2, Pralay Village, Boeng Khyang Commune, Kandal Stueng District, Kandal Province, Kingdom of Cambodia	Location of snack and beverage products factory in Cambodia	Ownership	382.6	none
Land improvements of the Company and its subsidiaries' factories	Land improvement for beverage and snack factory of the Company and its subsidiaries	Ownership	63.0	none
Total			548.0	

Remarks : ² Information disclosed equivalent to that of subsidiaries according to the Notification of the Securities and Exchange Commission No. Kor Jor. 17/2551
Re: Determination of Definitions in Notifications Regarding the Issuance and Offer for Sale of Securities under Clause 1(11) in conjunction with Clause 1(13/1).

Characteristics and location of the property	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Remaining contract period as of 31 December 2023	Obligations	Remarks
Land, factories, and office buildings address at 99/99 Moo 4, Om Noi Subdistrict, Kratum Baen District, Samut Sakhon Province. The total area is approximately 35 rai and 15.6 square wah. It is the location of the ready-to-drink jelly and carrageenan jelly manufacturing plant.	Location of a beverage manufacturing plant	Leasehold rights for 30 years from the date of signing the contract.	158.3	Approximately 22.4 years	None	The lessee agreed to pay rent to the lessor in the amount of 300.0 million baht for the 30-year leasehold right.
Land, factories, and office buildings address at 99/99 Moo 7, Om Noi Subdistrict, Kratum Baen District, Samut Sakhon Province. The total area is approximately 9 rai 2 ngan and 85 square wah. It is the location of the production plant for molded snack products, wafer sticks, and baked bread, such as Lotus brand crispy bread stick snacks, and Chocky wafers.	The location of the snack products factory	Leasehold rights for 30 years from the date of signing the contract.	57.7	Approximately 22.4 years	None	The lessee agreed to pay rent to the lessor in the amount of 184.0 million baht for the 30-year leasehold right.
Land, factories, and office buildings address at 234 Moo 4 Om Noi Subdistrict, Krathum Baen District, Samut Sakhon Province. The total area is approximately 8 rai 3 ngan and 7 square wah. It is the location of a factory producing baked squid products, squid strips, and fish strips such as Bento.	The location of the snack products factory	Leasehold rights for 30 years from the date of signing the contract.	52.3	Approximately 22.4 years	None	The lessee agreed to pay rent to the lessor in the amount of 180.0 million baht for the 30-year leasehold right.

Characteristics and location of the property	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Remaining contract period as of 31 December 2023	Obligations	Remarks
Leasehold rights on land no. 153-154 in Vietnam-Singapore Industrial Park, Binh Duong Province, Vietnam, with a total area of 19,999 square metres	Location of the Company's future beverage and snack products factory	Approximately 38 years and 8 months from 22 July 2019 to 20 March 2058	31.3	Approximately 34.2 years	None	The lessee agreed to pay rent to the lessor in the amount of 35.3 million baht for the leasehold right of approximately 38 years and 8 months.
Right-of-use assets – office buildings in Cambodia	Office	Leasehold rights for 1 year from 19 June 2023-19 June 2024	0.5	Approximately 0.4 years	None	The lessee agreed to pay rent to the lessor in the amount of 600USD/month.
Right-of-use assets – office buildings in the Philippines	Office	Leasehold rights for 1 year from 20 January 2020-19 January 2024	0.1	-	None	The lessee agreed to pay rent to the lessor in the amount of Philippine pesos 10,116.01/month.
Right-of-use assets – buildings in Vietnam	Housing for employees	Leasehold rights for 1.9 year from 1 April 2023 to 31 January 2025	0.2	1.1	None	The lessee agreed to pay rent to the lessor in the amount of VND 6,500,000/month.

Characteristics and location of the property	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Remaining contract period as of 31 December 2023	Obligations	Remarks
Right-of-use assets – buildings	Building	Right of Use	6.0	-	None	The conditions are in accordance with the financial lease agreement.
Right-of-use assets – vehicles	Vehicles for employees, executives, and goods transportation	Right of Use	25.3	-	None	The conditions are in accordance with the financial lease agreement.
Right-of-use assets – machinery, equipment, and office furniture	Machinery, tools, factory equipment, and office furniture	Right of Use	8.3	-	None	The conditions are in accordance with the financial lease agreement.
Total			340.0			

Net right-of-use assets of Siri Pro Co., Ltd.³

Characteristics and location of the property	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Remaining contract period as of 31 December 2023	Obligations	Remarks
Bangkok office building with total area of approximately 160.10 square metres	Office	Leasehold rights for a period of 3 years from 1 March 2023 to 28 February 2026	2.8	Approximately 2.1 years	None	The lessee agreed to pay rent to the lessor in the amount of 44,027.50 baht per month for the first year and 48,030 baht for the second and the third year.
Warehouse in Udon Thani province with total area of approximately 1,440 square metres.	Warehouse location for product distribution	Leasehold rights for a period of 3 years from 1 March 2022 to 28 February 2025	3.4	Approximately 1.1 years	None	The lessee agreed to pay rent to the lessor in the amount of 76,000 baht per month.
Warehouse in Phitsanulok Province with a total area of approximately 2,000 square metres.	Warehouse location for product distribution	Leasehold rights for a period of 1 year from 1 May 2023 to 30 April 2024	1.3	Approximately 0.3 year	None	The lessee agreed to pay rent to the lessor in the amount of 120,000 baht per month.
Warehouse in Saraburi, total area about 2,000 square metres	Warehouse location for product distribution	Leasehold rights for a period of 3 years from 1 May 2022 to 30 April 2025	4.7	Approximately 1.3 years	None	The lessee agreed to pay rent to the lessor in the amount of 100,000 baht per month.

Remark: ³ Information disclosed equivalent to subsidiaries according to the Notification of the Securities and Exchange Commission No. KorJor. 17/2551 Re: Determination of Definitions in Notifications Regarding Issuance and Offer for Sale of Securities under Clause 1(11) in conjunction with Clause 1(13/1).

Characteristics and location of the property	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Remaining contract period as of 31 December 2023	Obligations	Remarks
Warehouse in Chiang Mai with total area of approximately 1,300 square metres.	Warehouse location for product distribution	Leasehold rights for a period of 3 years from 1 June 2023 to 31 May 2026	8.4	Approximately 2.4 years	None	The lessee agreed to pay rent to the lessor in the amount of 143,000 baht per month.
Nakhon Ratchasima Province warehouse with a total area of approximately 1,000 square metres	Warehouse location for product distribution	Leasehold rights for 3 years from 1 February 2023 to 31 January 2026	5.2	Approximately 2.1 years	None	The lessee agreed to pay rent to the lessor in the amount of 94,500 baht per month.
Warehouse in Songkhla with a total area of approximately 1,600 square metres.	Warehouse location for product distribution	Leasehold rights for a period of 3 years from 1 June 2022 to 31 May 2025	4.3	Approximately 1.4 years	None	The lessee agreed to pay rent to the lessor in the amount of 91,000 baht per month.
Warehouse in Surat Thani Province with a total area of approximately 1,260 square metres.	Warehouse location for product distribution	Leasehold rights for a period of 3 years from 1 July 2022 to 30 June 2025	6.0	Approximately 1.4 years	None	The lessee agreed to pay rent to the lessor as follows: - Year 1 in the amount of 119,700 baht per month, - Year 2-3 in the amount of 126,000 baht per month.

Characteristics and location of the property	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Remaining contract period as of 31 December 2023	Obligations	Remarks
Warehouse in Ubon Ratchathani with total area of approximately 2,160 square metres	Warehouse location for product distribution	Leasehold rights for a period of 3 years from 1 October 2022 to 30 September 2025	6.6	Approximately 1.7 years	None	The lessee agreed to pay rent to the lessor in the amount of 129,600 baht per month.
Warehouse in Bangkok, BK1	Warehouse location for product distribution	Leasehold rights for a period of 3 years from 16 October 2022 to 15 October 2025	11.3	Approximately 1.8 years	None	The lessee agreed to pay rent to the lessor in the amount of 220,000 baht per month.
Right-of-use assets – vehicles	Vehicles for employees, executives, and goods transportation	Right of use	28.2	-	None	The conditions are in accordance with the financial lease agreement.
Right-of-use assets – office equipment	office equipment	Right of use	1.2	-	None	The conditions are in accordance with the financial lease agreement.
Total			83.4			

Buildings and building improvements of the Company and its subsidiaries

Characteristics and location of the property	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Obligations
Buildings and building improvements address at 234 Moo 4, Om Noi Subdistrict, Krathum Baen District, Samut Sakhon province	The location of the snack products factory	Ownership	7.6	None
Buildings and building improvements address at 99/99 Moo 7, Om Noi Subdistrict, Kratum Baen District, Samut Sakhon province	The location of the snack products factory	Ownership	13.1	None
Buildings and building improvements address at 99/99 Moo 4, Om Noi Subdistrict, Kratum Baen District, Samut Sakhon province	The location of a beverage manufacturing plant	Ownership	37.2	None
Buildings and building improvements in Ratchaburi province	The location of a beverage manufacturing plant	Ownership	38.4	None
Head office building improvements	The location of the Head Office	Ownership	0.6	None
Factory building in Cambodia	The location of the snack products factory	Ownership	61.7	None
Cambodia Office	Office location	Ownership	9.0	None
Office and Factory buildings in Vietnam	The location of Office and snack products factory	Ownership	196.3	None
Total			363.9	

Machinery and equipment of the Company and its subsidiaries

Asset	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Obligations
Machinery and equipment of the factory address at 234 Moo 4, Om Noi Subdistrict, Kratum Baen District, Samut Sakhon province	Manufacturing products	Ownership	96.2	None
Machinery and equipment of the factory address 99/99 Moo 7, Om Noi Subdistrict, Kratum Baen District, Samut Sakhon province.	Manufacturing products	Ownership	59.1	None
Machinery and equipment of the factory address at 999 Moo 4, Om Noi Subdistrict, Kratum Baen District, Samut Sakhon province	Manufacturing products	Ownership	399.2	None
Machinery and equipment of the factory in Ratchaburi province	Manufacturing products	Ownership	44.2	None
Machinery and equipment of the factory in Cambodia	Manufacturing products	Ownership	71.3	None
Machinery and equipment of the factory in Vietnam	Manufacturing products	Ownership	38.8	None
Maintenance parts	Manufacturing products	Ownership	0.4	None
Total			709.2	

Machinery and equipment of Siri Pro Co., Ltd.⁴

Asset	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Obligations
Warehouse equipment	Product storage	Ownership	1.2	None
Total			1.2	

Remark: ⁴ Information disclosed equivalent to subsidiaries according to the Notification of the Securities and Exchange Commission No. KorJor. 17/2551 Re: Determination of Definitions in Notifications Regarding Issuance and Offer for Sale of Securities under Clause 1(11) in conjunction with Clause 1(13/1).

Vehicles of the Company and its subsidiaries

Asset	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Obligations
Vehicles used in factories	Factory vehicles	Ownership	0.7	None
Vehicles for employees and executives	Employees and executives' cars	Ownership	3.2	None
Vehicles used for transporting goods	Warehouse vehicles	Ownership	0.1	None
Total			4.0	

Vehicles of Siri Pro Co., Ltd.⁵

Asset	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Obligations
Transportation vehicles	Warehouse vehicles	Ownership	80.1	None
Vehicles for employees and executives	Employees and executives' cars	Ownership	0.2	None
Total			80.3	

Remark: ⁵ Information disclosed equivalent to subsidiaries according to the Notification of the Securities and Exchange Commission No. KorJor. 17/2551 Re: Determination of Definitions in Notifications Regarding Issuance and Offer for Sale of Securities under Clause 1(11) in conjunction with Clause 1(13/1).

Assets under construction and installation of the Company and its subsidiaries

Asset	Holding purpose	Proprietary nature	Net book value as of 31 December 2023 (million baht)	Obligations
Assets under construction and installation in the country	Increase efficiency and production capacity for the Company's snacks and beverages products	Ownership	127.1	None
Assets under construction and installation in Cambodia	Operating the business of manufacturing and distributing consumer products in Cambodia.	Ownership	22.3	None
Assets under construction and installation in Vietnam	Operating the business of manufacturing and distributing consumer products in Cambodia.	Ownership	209.7	None
Total			359.1	

Intangible Assets

As of 31 December 2023, the Company and its subsidiaries had net intangible assets of 15.2 million baht or 0.3% of total assets. The net intangible assets of the Company and its subsidiaries as of 31 December 2023, were as follows:

Net intangible assets of the Company and its subsidiaries

Asset	Holding purpose	Net book value as of 31 December 2023 (million baht)
Computer programs	The right to use a computer program in the Company's business operations, such as accounting programs and general operating programs, etc.	10.5
Other intangible assets	Company website and budget system	4.7
Total		15.2

As for Siri Pro Co., Ltd⁶, as of 31 December 2023, it has net intangible assets of 1.0 million baht, which are all computer programs for use in business operations such as accounting programs and general operating programs.

In addition to the aforementioned computer software intangible assets, the Company also has registered trademarks and patents under its name.

Remark : ⁶ Information disclosed equivalent to subsidiaries according to the Notification of the Securities and Exchange Commission No. Kor Jor. 17/2551 Re: The Issuance and Offer for Sale of Securities under Clause 1(11) in conjunction with Clause 1(13/1).

Appendix 5

Business Code of Conduct

The Company has disclosed its Business Code of Conduct on the Company's website, please scan QR Code to read the document.

SNNP Business Code of Conduct



Appendix 6

Audit Committee Report



The Audit Committee of Srinanaporn Marketing Public Company Limited (the “Company”) consists of 3 independent directors with knowledge and ability, expertise, and experience, possessing all the qualifications according to the charter of the Audit Committee: Mr. Yongyoot Luangrattanamart as the Chairman of the Audit Committee, Mr. Vira Jungjaroensuk and Mr. Jirasuk Sugandhajati as members of the Audit Committee. The three audit committee members of the Company do not participate in management, not being an executive, employee, or staff of the Company, subsidiaries, and other affiliated companies. Mr. Thee Lakthan, Internal Audit Manager serves as the secretary of the audit committee.

The Audit Committee performs its duties independently. It is in accordance with the framework of duties and responsibilities according to the Charter of the Audit Committee which the Company’s Board of Directors has approved as well as performing duties according to the

framework regulations and guidelines set by the Stock Exchange of Thailand: reviewing financial reports and the adequacy of the Company’s information disclosure, related-party transactions or transactions that may have conflicts of interest, risk management review, reviewing the adequacy and suitability of the internal control system, developing the internal control system, supervising the internal audit works, also considers, selects and proposes the Company’s certified public accountant to the Board of Directors for appointment, including considering regarding compliance with professional requirements, performance, quality of services and appropriateness of compensation to the auditor.

In the year 2023, there were 4 Audit Committee meetings, in which all 3 Audit Committee members attended every meeting. There was a meeting to consider various agendas and focused on reviewing the adequacy and efficiency of the internal control system,

effectiveness of operations and risk management, reliability of financial and management reports, the compliance with the law and regulations related to the Company and its subsidiaries and discussed with executives, internal auditors, and auditors. The duties and opinions of the Audit Committee are summarized as follows:

1. To review financial reports and the adequacy of the Company's information disclosure

The Audit Committee has reviewed important information in the quarterly and annual financial statements for 2023 of Srinaporn Marketing Public Company Limited, the consolidated financial statements of Srinaporn Marketing Public Company Limited and its subsidiaries which have been prepared according to Thai financial reporting standards in line with international financial reporting standards. The Audit Committee reviewed important issues, and special items and received clarification from the auditor, management, and the director of accounting and finance including the head of internal audit until ensuring that the preparation of financial statements and the disclosure of notes to the financial statements in accordance with legal requirements and financial reporting standards; therefore, approved the financial statements which the auditor has reviewed and audited with unqualified opinion. In addition, the Audit Committee had a meeting with the auditor without management to independently discuss the information received. The examination of material information in the preparation of financial statements and disclosing information was in accordance with financial reporting standards and beneficial to users of financial statements, The Key Audit Matters, suspicious circumstances according to Section 89/25 of the Securities and Exchange Act B.E. 2535, as amended by the Securities and Exchange Act (No. 4) B.E. 2551, which in 2023, the auditor made no observations and did not find any suspicious circumstances in summary.

The Audit Committee was of the opinion that such financial reports were accurate in all significant information in accordance with financial reporting standards and

information was disclosed in the financial statements, the notes to the financial statements were complete, adequate, and timely, which were beneficial to shareholders and users of the financial statements.

2. To review connected transactions, acquisition, and disposal of property transactions. or items that may have conflict of interest

The Audit Committee has reviewed the connected transactions or items that may a conflict of interest that were reasonable and of the greatest benefit to the Company and shareholders and the item has been approved by the authorized person who was not a stakeholder. The Company has policies and guidelines regarding conflicts of interest as well as overseeing the disclosure of information and compliance with the announcements of the Capital Market Supervisory Board and other related laws. At the same time, the Audit Committee has assigned internal auditors to focus on reviewing related transactions of the Company and its subsidiaries with related persons and reporting related-party transactions to the meeting of the Audit Committee and the Board of Directors on a quarterly basis.

The Audit Committee considered that agreeing to enter into connected transactions or transactions that may have a conflict of interest being transparent, fair, and beneficial to the business operations of the Company and its shareholders with conditions in accordance with normal business as if done to outsiders. For connected transactions of the size and type that must be carried out according to the specified regulations, the information has been disclosed completely, correctly, and adequately in accordance with the law and regulations of the Capital Market Supervisory Board.

3. To review the Risk Management

The Audit Committee reviewed the efficiency and effectiveness of the risk management process, including risk management policy, and reviewed internal controls, the compliance with the law and related regulations of the Company and its subsidiaries through the Risk Management Committee consisting of Independent

Directors, member of Executive Committee, and senior executives of the Company, responsible for considering structure, policy, and risk management framework, risk management plan, reviewing risks and following up on the Company's risk management on regular basis. The Risk Management Working Group was responsible for preparing risk reports and risk management. In 2023, the Company placed importance on emerging risks, such as conducting business under a highly competitive trade situation, cyber threats from reliance on technology, consumer behavior changed due to the circular economy trend, effective use of plastic trend, environmental conservation, pollution, and reduction of greenhouse gas emissions including climate change, etc. The Company has considered significant risks, both those having already occurred and those that would occur in the future. The Risk Management Committee and Risk Management Working Group have prepared supporting measures by setting both short-term and long-term plans, as well as necessary investment projects. In addition, the Audit Committee has reviewed the efficiency of risk management resulting in the passing of the auditing of the Company's internal audit department every quarter. The Audit Committee has provided advice, opinions and recommendations regarding internal control and risk management in work processes important to business operations to the management of the Company and its subsidiaries as well as receiving reports of complaints, corruption and/or non-compliance with the law, organizational regulations of the year 2023 and also acknowledged the report on reviewing the evaluation of internal control results for the year 2023 according to the guidelines for self-assessment of the adequacy of the Company's internal control system of the Office of the Securities and Exchange Commission (SEC), which was an evaluation form prepared in accordance with the concept of The Committee of Sponsoring Organizations of the Treadway Commission (COSO), the results of the 2023 internal control evaluation were adequate and complied with such law and regulations.

The Audit Committee expressed the opinion that the Company had appropriate and adequate risk management system for business operations with risk assessment, risk

management and risk progress monitoring, and reviewing the risk to reflect the rapidly changing situation.

4. To review the internal control system

The Audit Committee has reviewed the results of the evaluation of the internal control system, both the general operating system and the information technology system, which the Internal Audit department has reported on a quarterly basis including an evaluation according to the assessment form for the adequacy of the internal control system of the Securities and Exchange Commission (SEC). It was found that the company had an adequate internal control system, suitable for business operations and consistent with the opinion of the auditor who reported that from the review no material defects were found having an impact on the Company's financial reports, which was one of the missions specified in the charter of the Audit Committee.

The Audit Committee expressed the opinion that the Company's internal controls were efficient, appropriate, and sufficient for business operations including independence of the internal audit system. The audit plan was consistent with the organization's strategy and risks.

5. To supervise internal audit

The Audit Committee reviewed the internal audit to evaluate the effectiveness of the internal audit department by considering the mission, scope of work, duties, responsibility, and independence of the internal audit department approved the internal audit plan for 2023, and reviewed the long-term audit plan, reviewed the annual budget of the internal audit department, assessed the adequacy and suitability of resources as well as offering opinions and suggestions for using in operations and improving the operations of the internal audit department to be more efficient and promoting and supporting internal audit department to comply with international standards for the professional internal auditing.

6. To Consider the appointment of annual auditor

PricewaterhouseCoopers ABAS Company Limited ("PwC") has been selected as the audit firm for the

Company and its subsidiaries. In 2023, the selection of the audit firm has been scheduled, and proposed to the shareholders' meeting for approval, the selection of an auditing firm concerning independence, potential, work quality, skills, knowledge, and experience in auditing to comply with the guidelines for rotating key auditors (Key Audit Partners) according to the announcement of the Securities and Exchange Commission. The performance in the past year was satisfactory. The auditor was independent, with skills, knowledge and abilities, experience in auditing the Company's business as well as providing knowledge related to the Company's business other than auditing.

The Audit Committee considered the selection of auditors and expressed their opinions to the Board of Directors for consideration and submission for approval from the shareholders' meeting, and the resolution of the shareholders' meeting resolved to approve the appointment of Ms. Amornrat Permpoonwattana Certified Public Accountant No. 4599 or Mr. Bunruang Lertwisewit Certified Public Accountant No. 6552 or Mr. Karn Tanthavirat, Certified Public Accountant No. 10456 of PricewaterhouseCoopers ABAS Company Limited, auditor approved by the Securities and Exchange Commission as the Company's auditor. The total audit fee was 3,525,000 baht.

7. To Maintain the quality of the Audit Committee

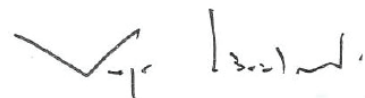
The Audit Committee has evaluated the performance of the Audit Committee, both as a group and individu-

ally for the year 2023 in accordance with the best practices of the Stock Exchange of Thailand to ensure that the work of the Audit Committee was efficient and achieved the specified results. The evaluation results were excellent performance. The Audit Committee reviewed the Charter of the Audit Committee and submitted it to the Board of Directors for approval on an annual basis, for the charter to be comprehensive and consistent with the scope of operational responsibilities and appropriate practices including compliance with the rules, announcements and good practices related to the performance of duties of the Audit Committee as well as regularly summarizing the performance results reporting to the Board of Directors.

8. Summary of the Audit Committee's opinion

The Audit Committee has performed its duties completely as specified in the charter of the Audit Committee by using knowledge and abilities with caution and sufficient independence as well as offering opinions and suggestions for the benefit of stakeholders. The Audit Committee expressed the opinion that the Company's financial reports were accurate, reliable, and consistent with generally accepted accounting standards. The Company operated in accordance with the law and obligations related to business operations. There was a good corporate governance system, a risk management system and internal control system, which were adequate and continuously implemented, including the continuation of development and improvement of operations to be of quality and suitable for the business environment.

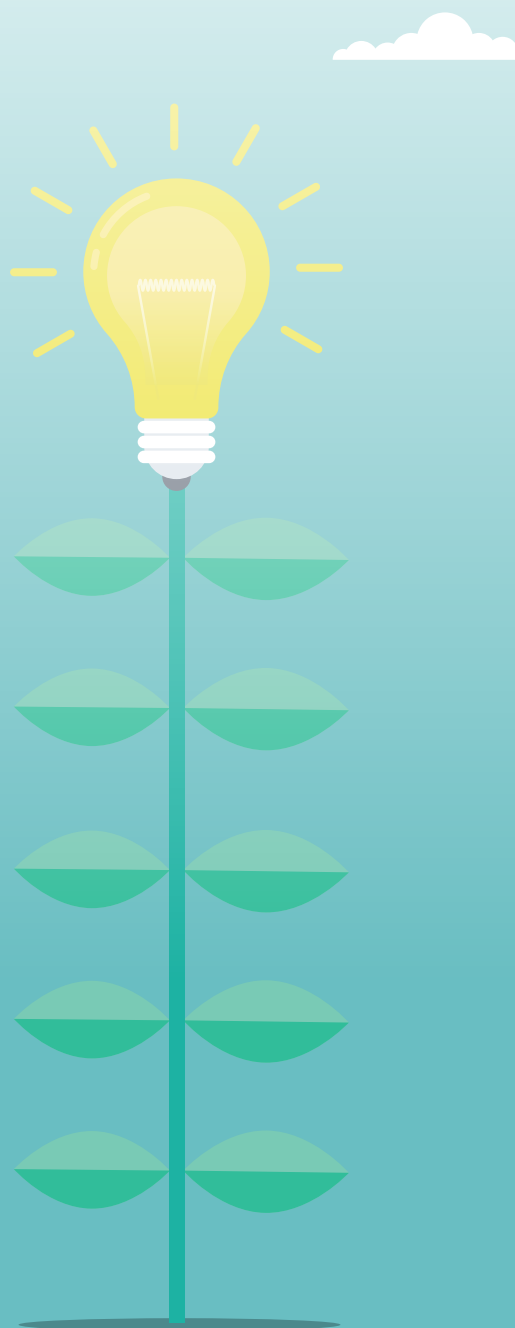
On behalf of the Audit Committee



(Mr. Yongyoot Luangrattanamart)
Chairman of Audit Committee

Appendix 7

Sustainability Report



Appendix 8

Risk Management Committee Report



Dear shareholders,

The Company recognizes the importance of effective risk management to promote the Company's business operations to achieve the set goals and sustainable growth. This will help build confidence and credibility among shareholders and all groups of stakeholders. The Board of Directors of Srinanaporn Marketing Public Company Limited has appointed the Risk Management Committee to determine the organization's risk management policy, goals, and framework covering all aspects to reduce or control the impact of various risk factors both outside and inside the organization to the Company's business operations, keeping risks at a controlled or acceptable level, including supervising the effective risk management process and developing it into an organizational culture by integrating as part of the corporate strategic plan and operational plan at the department level; therefore, the Company shall be able to operate to achieve its objectives according to the sustainable business growth plan and create values for shareholders in the long term.

The Risk Management Committee appointed by the Board of Directors and supported by Risk Management Unit, Compliance Unit, and Internal Audit Unit as important mechanisms for the work of the Risk Management Committee to perform its duties completely and efficiently according to the scope of duties and responsibilities according to the Risk Management Committee Charter.

The Board of Directors assigns duties and responsibilities to the Risk Management Committee as specified in the Risk Management Committee Charter. The scope of responsibility is consistent with good corporate governance practices according to the principles of corporate governance issued by the Securities and Exchange Commission, including the identification of risks that may affect the Company's business operations, assessing the likelihood and impact of risks, supervising the creation of a risk control or mitigation plan, including offering suggestions to ensure the plan is effective at appropriated level, reviewing the risk management plan, following up on progress in implementing the management's risk management plan, providing advice and recommendations on risk

management operations. Presently, the Risk Management Committee consists of independent directors, member of executive committee, and senior managements, all of whom are knowledgeable, capable, experienced, and possess all the qualifications as specified in the Risk Management Committee Charter. As of 31 December 2023, there were 5 members (details appear in 56-1 One Report, 7.3. Information about sub-committees)

In the year 2023, the Risk Management Committee carried out duties according to the charter, summarized as follows:

1. The Risk Management Committee held 1 meeting as a performance of duties according to the charter and presented the Risk Management Committee's report to the Board of Directors respectively.
2. Reviewing risk management and overseeing risks of the Company as a whole by considering the appropriateness and adequacy of risk management guidelines, especially risks that have a significant impact on the Company's business to establish adequate and appropriate control or mitigation measures by following up on compliance with the risk management policy and providing additional recommendations for effective management covering Financial and Liquidity risk, Operational and Safety risk, Strategic risk, and Compliance risk, Cyber risk, Public Health Risk, and Environmental, Social, and Governance Risk (ESG Risk), which are risks arising from external and internal factors. This is to ensure the continuation of the Company's risk management efficiently and effectively.
3. Following up on measures to maintain security and safety of information and information systems, as well as receiving reports on cyber threat situations related to the Company, including the Company's risk management presented by the responsible risk owner and providing opinions to increase security in preventing damage from computer crimes that may occur.
4. Considering and reviewing the management's risk management measures from the situation of fluctuations in foreign currency exchange rates because the Company has incomes and expenses in the form of foreign currency along with offering opinions and suggestions to reduce the impact of such risks by managing foreign currency incomes and expenses in various important currencies (Natural Hedge), together with considering using appropriate financial instruments.
5. Evaluating the performance of the Risk Management Committee for the year 2023 by conducting group and individual self-assessments according to the guidelines of the Stock Exchange of Thailand. The result was at "Excellent" level.

In conclusion, the Risk Management Committee is of the opinion that The Risk Management Committee places importance on performing its duties as stated in the Risk Management Committee Charter, being a sub-working group of the Board of Directors that plays an important role in building confidence among shareholders and stakeholders; therefore, the organization shall be able to achieve its goals and strategies including creating additional value for the organization, shareholders, and stakeholders. The Risk Management Committee is committed to supporting the Board of Directors and the management in creating progress and sustainable growth for the Company with the continuation of adequate and appropriate risk management supervision.

On behalf of Risk Management Committee



(Mr. Jirasuk Sugandhajati)
Chairman of the Risk Management Committee

Appendix 9

International Trademarks



Appendix 10

Domestic Trademarks





SRINANAPORN MARKETING PLC.

325/6-9 Lanluang Road, Sriyakmahanak Sub-District,

Dusit District, Bangkok 10300

Tel : 02 6280408

Email : contact@snp.co.th

www.snp.co.th