



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

THAI UNION FEEDMILL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : THAI UNION FEEDMILL PUBLIC COMPANY LIMITED

Symbol : TFM

Address : 89/1 Moo 2, Rama 2 Road, Kalong Subdistrict, Mueang District

Province : Samut Sakhon

Postcode : 74000

Business : The company produces and distributes economical animal feeds.
The company's main products are as shrimp feed, fish feed, and
livestock feed.

Registration Number : 01076200220

Telephone : 0-3441-7222

Fax (if applicable) : 0-3441-7255

Website : www.thaiunionfeedmill.com

Email : ir.tfm@thaiunion.com

Total Shares Sold (shares)

Common Stock : 500,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	4,773,104.00	4,888,301.00	5,081,317.00
Revenue from the Sales of Shrimp Feeds (Thousand baht)	2,395,616.00	2,618,421.00	2,804,511.00
Revenue from the Sales of Fish Feeds (Thousand baht)	1,795,516.00	1,742,850.00	1,710,468.00
Revenue from the Sales of Livestock Feeds (Thousand baht)	446,037.00	449,760.00	481,407.00
Revenue from Other Sales (Thousand baht)	135,935.00	77,270.00	84,931.00
Other Revenue (Thousand baht)	0.00	0.00	0.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from the Sales of Shrimp Feeds (%)	50.19	53.57	55.19
Revenue from the Sales of Fish Feeds (%)	37.62	35.65	33.66
Revenue from the Sales of Livestock Feeds (%)	9.34	9.20	9.47
Revenue from Other Sales (%)	2.85	1.58	1.67
Other Revenue (%)	0.00	0.00	0.00

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	4,773,104.00	4,888,301.00	5,081,317.00
Domestic (Thousand baht)	4,634,000.00	4,469,818.00	4,717,945.00
International (Thousand baht)	157,853.00	230,405.00	363,372.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	97.09	91.44	92.85
International (%)	3.31	4.71	7.15

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	60,855.00	71,153.00	61,451.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	60,855.00	71,153.00	61,451.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	65,700.00	75,500.00	56,370.00

Risk Management

Risk Management

Risk Factors (2.2)

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

Volatility of Raw Material

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Risk of Industry Competition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Risk of Customer Default

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

Cybersecurity Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Climate Change Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

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

Compliance Risk

- Change in laws and regulations

Operations and Safety

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

Uncertain growth of the overseas subsidiary companies

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

Financial Risk

- Fluctuation in return on assets or investment

Emerging Risk – Biodiversity Loss

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

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

Compliance Risk

- Change in laws and regulations

Emerging Risk – Employment Crises

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

Risk to Securities Holder (2.2.2)

Investment risk affecting shareholders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.thaiunionfeedmill.com/th/sustainability-development/sustainability-in-the-aquaculture-industry>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Diesel (Litres)	109,157.79	100,164.00	91,376.00
Gasoline (Litres)	1,306.00	231.00	2,050.00
Fuel oil (Litres)	18,966.00	45,210.00	15,458.00
LPG (Kilograms)	165.00	165.00	195.00
Coal (Metric tonnes)	9,958.42	10,592.32	14,935.32

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	26,232,720.00	20,391,200.00	18,580,800.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	153,804.00	138,985.00	142,230.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	456,080.00	461,900.00	479,210.00
Hazardous waste (Kilograms)	9,740.00	7,728.80	8,020.00
Total waste generated (Kilograms)	465,820.00	469,628.80	487,230.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	31,146.88	28,436.36	39,495.21
Scope 2 (Tons of carbon dioxide equivalents)	13,650.72	10,193.56	9,288.54
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	44,797.60	38,629.92	48,783.75

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Environment Health and Safety

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	557	570	540
Number of female employees (Persons)	245	250	240
Total number of employees (Persons)	802	820	780

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	0.00	0.00	0.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	2.00	N/A	N/A
Employee development and training expenses (baht)	667,708.30	897,116.58	N/A

• Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	8	7	N/A

• Significant labor dispute

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.thaiunionfeedmill.com/th/corporate-governance/corporate-government-policy>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Director Development, Board Performance Evaluation

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	11	100.00
Number of male directors	9	81.82
Number of female directors	2	18.18
Number of executive directors	4	36.36
Number of non-executive directors	7	63.64
Number of independent directors	4	36.36

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. RITTIRONG BOONMECHOTE Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	29 Jun 2000	Strategic Management, Agribusiness, Food & Beverage, Corporate Management

2.	<p>Mr. CHENG NIRUTTINANON</p> <p>Gender: Male</p> <p>Age: 81 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: –</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	29 Jun 2000	Strategic Management, Corporate Management, Agribusiness, Food & Beverage
3.	<p>Mr. THIRAPHONG CHANSIRI</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	29 Jun 2000	Strategic Management, Corporate Management, Agribusiness, Food & Beverage
4.	<p>Mr. BUNLUESAK SORAJJAKIT</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	1 Aug 2000	Strategic Management, Corporate Management, Agribusiness, Human Resource Management
5.	<p>Mr. CHAN SHUE CHUNG</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	4 Oct 2002	Strategic Management, Human Resource Management, Project Management, Engineering, Food & Beverage, Agribusiness

6.	<p>Mrs. MORRAGOT KULATUMYOTIN</p> <p>Gender: Female</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Computer Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	5 Sep 2018	Strategic Management, Data Management, Corporate Management, IT Management, Statistics
7.	<p>Mr. SOMCHAI THAISANGUANVORAKUL</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	5 Sep 2018	Corporate Management, Strategic Management, Governance/ Compliance, Automotive, Industrial Materials & Machinery, Electronic Components
8.	<p>Mrs. RACHADAPORN RAJCHATAEWINDRA</p> <p>Gender: Female</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	5 Sep 2018	Law, Strategic Management, Corporate Management, Audit, Accounting
9.	<p>Mr. KANIT VALLAYAPET</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	11 Feb 2021	Law, Strategic Management, Risk Management, Corporate Management

10.	Mr. BOONYARIT KALAYANAMIT Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	7 Apr 2023	Business Administration, Economics, Agribusiness, Risk Management
11.	Mr. PEERASAK BOONMECHOTE Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	7 Apr 2023	Business Administration, Food & Beverage, Agribusiness

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: Yes
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. RACHADAPORN RAJCHATAEWINDRA [1] Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	5 Sep 2018	Law, Strategic Management, Corporate Management, Audit, Accounting
2. Mrs. MORRAGOT KULATUMYOTIN Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	5 Sep 2018	Strategic Management, Data Management, Corporate Management, IT Management, Statistics
3. Mr. SOMCHAI THAISANGUANVORAKUL Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	5 Sep 2018	Corporate Management, Strategic Management, Governance/ Compliance, Automotive, Industrial Materials & Machinery, Electronic Components

4.	Mr. BOONYARIT KALAYANAMIT	Audit committee	7 Apr 2023	Business Administration, Economics, Agribusiness, Risk Management
	Gender: Male	(Non-executive, Independent director)		
	Age: 62 years old			
	Highest level of education:			
	Master's degree	Director type: Additional		
	Major: Economics	and newly-appointed		
	Thai nationality: Yes	directors		
	Residing in Thailand: Yes			

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

Executive Committee

List of executive committee members

General information		Position	Date position was assumed
1.	Mr. RITTIRONG BOONMECHOTE	Chairman of the executive committee	19 Oct 2018
	Gender: Male		
	Age: 61 years old		
	Highest level of education: Bachelor's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
2.	Mr. THIRAPHONG CHANSIRI	Member of the executive committee	19 Oct 2018
	Gender: Male		
	Age: 58 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
3.	Mr. BUNLUESAK SORAJJAKIT	Member of the executive committee	19 Oct 2018
	Gender: Male		
	Age: 62 years old		
	Highest level of education: Bachelor's degree		
	Major: Science		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

4.	Mr. PEERASAK BOONMECHOTE	Member of the executive committee	7 Apr 2023
	Gender: Male		
	Age: 53 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration	Mr. SOMCHAI THAISANGUANVORAKUL	Chairman
	Mrs. RACHADAPORN RAJCHATAEWINDRA	Member
	Mr. RITTIRONG BOONMECHOTE	Member
Risk Management Committee	Mr. BOONYARIT KALAYANAMIT	Chairman
	Mr. SOMCHAI THAISANGUANVORAKUL	Vice chairman
	Mr. CHAN SHUE CHUNG	Member
	Mr. PEERASAK BOONMECHOTE	Member
	Mr. Suchat Yuddon	Member
	Mr. Komgrit Pavasuttinon	Member
	Mr. Chertchoo Ketkaew	Member
	Ms. Hathai Nantatong	Member
	Mr. Ekkphoom Thakolpattanakul	Member

Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : Nomination and Remuneration

Sub-committees responsible for remuneration : Nomination and Remuneration

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PEERASAK BOONMECHOTE Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	1 Jan 2023	Business Administration, Food & Beverage, Agribusiness

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : No

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	15,177,609.00	20,237,317.41	24,816,375.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 540
Number of female employees (persons)	: 240
Total number of employees (persons)	: 780

Employee Remuneration

Total employee remuneration	: 0.00
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Provident fund

Total number of employees (persons)	: 780
Number of employees contributing to the PVD (persons)	: 487
Percentage of employees who are members (%)	: 62.44

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Kanthima Reanarom	Kanthima.Reanarom@thaiunion.com	085-3459460

- Company secretary

General information	Email	Telephone
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1.	Mr. Terapol Soonponrai	terapol.soonponrai@thaiunion.com	034417222
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• Head of internal audit

General information	Email	Telephone
1. Mr. Thanyathep Thiwakornsakul	Thanyathep.Thiwakornsakul@thaiunion.com	098-2742234

• Head of compliance unit

General information	Email	Telephone
1. Mr. Terapol Soonponrai	terapol.soonponrai@thaiunion.com	034417222

• Head of investor relations

General information	Email	Telephone
1. Mr. Terapol Soonponrai	terapol.soonponrai@thaiunion.com	034417222

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	<p>1. Mr. Pongthawee Ratanakoses Email: pongthawee. ratanakoses@pwc.com Telephone: 028441000</p> <p>2. Mr. CHANCHAI CHAIPRASIT Email: chanchai. chaiprasit@pwc.com Telephone: 028441000</p> <p>3. Ms. AMORNRAT PEARMPOONVATANASUK Email: AMORNRAT. PEARMPOONVATANASUK@pwc.com Telephone: 028441000</p>	2,572,500.00	<p>Details: BOI audit fee</p> <p>Total service fee (baht): 300,000.00</p>

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHENG NIRUTTINANON Gender: Male Age: 81 years old Highest level of education: Below a bachelor's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 29 Jun 2000	Strategic Management, Corporate Management, Agribusiness, Food & Beverage
2. Mr. THIRAPHONG CHANSIRI Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 29 Jun 2000	Strategic Management, Corporate Management, Agribusiness, Food & Beverage
3. Mr. KANIT VALLAYAPET Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 11 Feb 2021	Law, Strategic Management, Risk Management, Corporate Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BOONYARIT KALAYANAMIT Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	Date position was assumed: 7 Apr 2023	Business Administration, Economics, Agribusiness, Risk Management
2. Mr. PEERASAK BOONMECHOTE Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	Date position was assumed: 7 Apr 2023	Business Administration, Food & Beverage, Agribusiness

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. RITTIRONG BOONMECHOTE	Chairman of the board	Non-participating
Mr. CHENG NIRUTTINANON	Director	Non-participating
Mr. THIRAPHONG CHANSIRI	Director	Non-participating
Mr. BUNLUESAK SORAJJAKIT	Director	Non-participating
Mr. CHAN SHUE CHUNG	Director	Non-participating
Mrs. MORRAGOT KULATUMYOTIN	Director	Non-participating
Mr. SOMCHAI THAISANGUANVORAKUL	Director	Non-participating
Mrs. RACHADAPORN RAJCHATAEWINDRA	Director	Non-participating
Mr. KANIT VALLAYAPET	Director	Non-participating

Mr. BOONYARIT KALAYANAMIT	Director	Participating
Mr. PEERASAK BOONMECHOTE	Director	Participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 5

Date of AGM meeting : 7 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. RITTIRONG BOONMECHOTE (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2. Mr. CHENG NIRUTTINANON (Director)	-	5/5	Non-participating	Did not hold the meeting
3. Mr. THIRAPHONG CHANSIRI (Director)	-	4/5	Participating	Did not hold the meeting
4. Mr. BUNLUESAK SORAJJAKIT (Director)	-	5/5	Participating	Did not hold the meeting
5. Mr. CHAN SHUE CHUNG (Director)	-	5/5	Participating	Did not hold the meeting
6. Mrs. MORRAGOT KULATUMYOTIN (Director)	-	5/5	Participating	Did not hold the meeting
7. Mr. SOMCHAI THAISANGUANVORAKUL (Director)	-	5/5	Participating	Did not hold the meeting

8.	Mrs. RACHADAPORN RAJCHATAEWINDRA (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. KANIT VALLAYAPET (Director)	-	4/5	Participating	Did not hold the meeting
10.	Mr. BOONYARIT KALAYANAMIT (Director)	-	4/4	Non-participating	Did not hold the meeting
11.	Mr. PEERASAK BOONMECHOTE (Director)	-	4/4	Participating	Did not hold the meeting

Remuneration for company directors

List of directors		Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. RITTIRONG BOONMECHOTE (Chairman of the board)	-	85,000.00	300,000.00	No
2.	Mr. CHENG NIRUTTINANON (Director)	-	50,000.00	240,000.00	No
3.	Mr. THIRAPHONG CHANSIRI (Director)	-	40,000.00	240,000.00	No
4.	Mr. BUNLUESAK SORAJJAKIT (Director)	-	50,000.00	240,000.00	No
5.	Mr. CHAN SHUE CHUNG (Director)	-	50,000.00	240,000.00	No
6.	Mrs. MORRAGOT KULATUMYOTIN (Director)	-	50,000.00	420,000.00	No
7.	Mr. SOMCHAI THAISANGUANVORAKUL (Director)	-	60,000.00	420,000.00	No
8.	Mrs. RACHADAPORN RAJCHATAEWINDRA (Director)	-	60,000.00	480,000.00	No
9.	Mr. KANIT VALLAYAPET (Director)	-	40,000.00	240,000.00	No
10.	Mr. BOONYARIT KALAYANAMIT (Director)	-	40,000.00	318,000.00	No
11.	Mr. PEERASAK BOONMECHOTE (Director)	-	40,000.00	186,000.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Mrs. RACHADAPORN RAJCHATAEWINDRA (Chairman of the audit committee)	-	5/5
2.	Mrs. MORRAGOT KULATUMYOTIN (Audit committee)	-	5/5
3.	Mr. SOMCHAI THAISANGUANVORAKUL (Audit committee)	-	5/5
4.	Mr. BOONYARIT KALAYANAMIT (Audit committee)	-	4/4