

HEART
+
LOVE



FORM 56-1 ONE REPORT 2023

PLUS

for
SUSTAINABLE GROWTH

HAPPINESS



WORK



VALUES



BUSINESS



Royal PLUS
Innovation plus Creativity

ROYAL PLUS PUBLIC COMPANY LIMITED

INNOVATION



New Product
Development in 2023

60
SKUs



Total Revenue in 2023

1,436.6
Million Baht



Net Profit in 2023

188.0
Million Baht

“ Business + Value

Create values for the company
and accomplish corporate's goals

“ Work + Happiness

A delightful working experience
and wellbeing



Employee
Engagement

85%



Community Satisfaction
Around the Factory

91%



Employee Accidents

0 time
(Zero Accident)



OPPORTUNITY

SUSTAINABILITY



Reduce Greenhouse
Gasses in 2023

18% from last year



Solar Rooftop
Reduced Carbon

666 tons/year

Reduce Emissions

30%



Reducing the Use of
Glass for Packaging

from **185** grams
to **170** grams

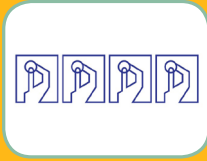


**Heart +
Love**

A Fulfil heart to thrive
with the society

Awards and Certificates

Awards of Pride of the year 2023



PLUS received 97 scores as “Very Good” on the quality assessment of the 2023 Annual General Meeting of Shareholders (AGM Checklist) by the Thai Investors Association (TIA).



PLUS received the Corporate Governance Scoring Report of Thai Listed Companies 2023, achieving a 5 stars rating or “Excellent” level from Thai Institute of Directors Association (IOD).



PLUS declared its intention to join the Thai Private Sector Collective Action against Corruption (CAC) on August 11, 2023.

The Quality System of the Government



U.S. FDA Standard



Thai FDA Standard



GMP in food production from the Department of Livestock Development

Details of the Awarded Standards



ISO 14064-1:2018
Greenhouse Gases
Verification Statement



The Good Hygiene Practices (GHPs) and the Hazard Analysis and Critical Control Point (HACCP) System



Food Safety System
Certification 22000
(FSSC22000)



The Food Safety
Management Systems
(ISO22000)



The Quality Management
Systems (ISO9001)



Environmental
Management System
ISO14001

Labor Standards



Thai Labor
Standards - TLS
8001:2010



Good Labor Practices
(GLP)

Symbols that Enhance the Image of the Organization



Nutrition label “Healthy Choices”



The Thailand Trust Mark (T Mark)



Environmental Impact
Management with the second-tier
Green Activities industry.



HALAL

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Message from the Chairman of the Board of Directors



Dr. Nilsuwan Leelarasamee
Chairman of the Board of Directors

The year 2023, another challenging year, has witnessed dramatic changes in economic, political, and environmental aspects due to both domestic and international factors such as the election and establishment of a new government, climate change, greenhouse gas emissions reduction targets as well as trade and political wars. It is important for the business sector to adjust, manage changes and solve all

problems to minimize the impact of these factors and ensure alignment with set goals.

Royal Plus Public Company Limited ("PLUS") is a Thai manufacturer and distributor of fruit juice and coconut milk products, which are exported to more than 106 countries. Due to the previously mentioned factors, the Board must carefully consider all aspects to ensure that the company has an effective plan to deal with any adverse effects with most efficiency. This year, the Company has

appointed an additional sub-committee to consider matters important to the Company operation, namely (1) Risk Management Committee (2) Nominating and Remuneration Committee, and (3) Corporate Governance and Sustainability Committee. As a result, the Company's management will be under good corporate governance.

In addition, the company will focus on sustainable development in three dimensions: economic and governance, social, and environmental aspects to sustain business growth. It will also focus on supporting stakeholders throughout the supply chain, as well as continuous development and integration. The Company will continue to grow in the future and

will be able to generate good returns for shareholders in the long term.

On behalf of the Board of Directors and the Management of Royal Plus Public Company Limited, I would like to thank our shareholders, customers, patrons, and business partner for their unwavering trust and confidence in our company. We are also thankful to the management team and all employees for their determination, diligence, and devotion, both physically

“
The company will focus on sustainable development in three dimensions: economic and governance, social, and environmental aspects to sustain business growth.
 ”

and mentally, in ensuring the continuous growth of the Company. The Company continues to strive for profitability and long-term growth through the delivery of quality products that meet international standards and sustainable community, society and environment.

Message from the Managing Director



“

The Company are committed and steadfast to management under good corporate governance, awareness of all stakeholders, and a desire to develop sustainability together to enhance the quality of life of everyone, in line with the Company's continuously implemented vision.

”

Mr. Phonsaeng Saebe
Managing Director

On behalf of 25th Anniversary of the business operation of Royal Plus PLC, it is my pride and delight that the Company has received the Corporate Governance Scoring Report of Thai Listed Companies 2023 with the score of 5 stars rating or “Excellent” level from the Thai Institute of Directors Association (IOD), and the quality assessment of the 2023 Annual General Meeting of Shareholders (AGM Checklist) with the score of 97 scores categorized as “Very Good” by the Thai Investors Association (TIA). In addition, the Company had declared the intention to join the Thai Private Sector Collective Action against Corruption (CAC) on August 11, 2023, and received ISO 14001:2015 (Environmental Management System) certificated in the year of 2023 which, is an international standard for measure the Company’s management system that give importance to the environment and controlling the use of various resources, commit to environmental responsibility in business operations, as well as the pollution management arising from the Company’s processes. These standards show that the Company are committed and steadfast to management under good corporate governance, awareness of all stakeholders, and a desire to develop sustainability together to enhance the quality of life of everyone, in line with the Company’s continuously implemented vision.

In the year 2023, the Company’s operating results are as follows, the total revenue of 1,436.62 million baht and the net profit of 188.05 million baht. This year is considered to be a challenging year for the Company, which has completed the investment projects to support company’s growth such as the SOLAR ROOFTOP project

with a capacity of 984.96 KWP, installed at production line of the factory was completed in May 2023, and the new production of PET Aseptic line was installed and launched the end of last year. This new production line introduces new products such as fruit juice mixed with coconut jelly “MABU COCO” and 100% coconut water “COCO ROYAL” in PET bottle packaging, which are expected to drive significant growth for the Company. Especially, the customers in Asia, Europe and the United States. In addition, sales and marketing strategies have led to participation in more than 10 regional FOOD AND BEVERAGE EXHIBITION events including THAIFEX ANUGA, GULF FOOD, SIAL, WORLD FOOD EXPO. These efforts have resulted in acquiring over 30 new customers this year. The Company has exported more than 106 countries around the world and 44 countries representing OBM products. The Company continues to build a network of partners to grow and expand its customer base. It also focuses on developing and offering new products that meet customers’ needs.

The Company’s mission is to value-added through its business operations by considering overall and relevant aspects, which include employees’ commitment to manufacturing and delivering high quality processed agricultural products from Thailand, recognizing the impact on stakeholders in all sectors, and simultaneously developing communities, society and the environment. All of which is my firm commitment to sustainable growth with good governance and added value to Thailand, while also aiming to create global consumer happiness. **In the coming year..... we look forward to having fun and growing together.**

Financial Highlights

2023

Total
Revenue

1,436.6

Million Baht

Domestic

2.3%

In 2023

Export

97.7%

In 2023

Sales
Revenue

1,407.8

Million Baht

ODM 2023

90.8%

Fruit Juice
Group

1,278.2

Million Baht

OBM 2023

9.2%

General Beverage
Group

129.7

Million Baht



Gross Profit Margin

28.3%



Other Income

28.7

Million Baht

Net Profit Margin

13.1%

Net Profit



188 Million Baht

In 2023



Selling, General and Administrative expenses

191 Million Baht

In 2023

Total Assets

1,684.6

Million Baht

Total Liabilities

330.0

Million Baht

Shareholders' Equity

1,354.6

Million Baht

Board of Directors



01



02



03



04



05



06



07



08



09



10

01

Dr. Nilsuwan Leelarasamee

Chairman of the Board of Directors /
Independent Director

02

Dr. Thasana Boonkwan

Vice Chairman of the Board of Directors /
Independent Director / Chairman of
the Audit Committee

03

Mr. Thawatchai Vorawandthanachai

Independent Director / Chairman of the Nominating
and Remuneration Committee / Chairman of
the Risk Management Committee /
Member of the Audit Committee

04

Ms. Pinmanee Mekmontana

Independent Director / Chairman of
the Corporate Governance and Sustainability
Committee / Member of the Audit Committee

05

Mr. Phonsaeng Saebe

Director / Chairman of the Executive Committee /
Member of the Nominating and Remuneration
Committee / Member of the Corporate
Governance and Sustainability Committee /
Member of the Risk Management Committee /
Managing Director

06

Ms. Amornrat Ketvisate

Director / Member of the Executive Committee /
Deputy Managing Director

07

Dr. Sunt Chirawatthanagkoon

Independent Director / Member of
the Risk Management Committee

08

Mr. Comepisith Ratchatakanjanemas

Independent Director / Member of the Nominating
and Remuneration Committee

09

Mrs. Nusara Ma

Director

10

Mr. Kitt Wachirajirakorn

Director / Member of the Executive Committee /
Member of the Corporate Governance and
Sustainability Committee / Member of the Risk
Management Committee / Vice President of
Finance & Operation / Company Secretary

Management



01

Mr. Phonsaeng Saebe

Managing Director

04

Ms. Phatraporn Kaweesuttikul

Manufacturing Director

02

Ms. Amornrat Ketvisate

Deputy Managing Director

05

Ms. Irin Phatthawatwekin

Sales & Marketing Director

03

Mr. Kitti Wachirajirakorn

Vice President of Finance & Operation

06

Mr. Songthep Hongsuwannkate

Human Resource Management Director

01

Business Operation and Summary



1. Business Operation Structure

1.1 Business Operation Policy and Overview

Royal Plus Public Company Limited (hereinafter referred to as “The Company” or “PLUS”) was founded by Mr. Phonsaeng Saebe on March 24, 1998 to sell electronic goods imported from China. However, because of the highly competitive nature of electronic market and the changing consumers’ behavior. Mr. Phonsaeng acknowledged the business opportunity in producing and selling fruit juice, coconut juice and milk, which were very popular abroad. Therefore, in 2011, PLUS entered the coconut juice production for export business to capitalize on the growing popularity and demand for the product. At present, PLUS has expanded its operation, with its coconut juice products being marketed under “COCO ROYAL,” its basil-seed fruit juice products under “Nita,” its milk tea products under “MABU,” In 2023, the Company developed new products for the PET Aseptic production line, namely coconut jelly mixed fruit juice under the brand name “MABU COCO” and 100% coconut juice under the brand name “COCO ROYAL,” packaged in PET plastic bottles, to enhance growth. In additional, PLUS is confident in the taste of its products. Its coconut, planted in Thailand is renewed both in Thailand and abroad. PLUS remains committed to its social and environmental responsibilities, both inside and outside the Company. PLUS also seeks to give back to the society, as exemplified in their “PLUS” principles, as follows;

- Business PLUS Value
- Work PLUS Happiness
- Heart PLUS Love

The Company mainly sources its products in Thailand in order to support Thai farmers and create added values with a view to be the leader in the healthy drinks production and distribution business that has environment-friendly and internationally-accepted production process. At present, PLUS is one of the leading producers of fruit juice in Thailand, with its products being categorized into 2 main groups, as follows;

Fruit Juice Group	General Beverage Group
<ol style="list-style-type: none"> 1. Coconut Juice 2. Fruit-flavored Drinks 3. Other Fruit Juice 	<ol style="list-style-type: none"> 1. Milk Tea

The Company produces and exports its beverage products to numerous countries in many continents, with the revenue of 2021, 2022 and 2023 being 98.5%, 97.7% and 97.7%, respectively. Its main revenue comes from exports, which mainly go to the Americas, Asia and Europe. PLUS is certified by many international standards including ISO 22000, FSSC 22000, GMP, HACCP, FDA Standard and ISO 9001.

In 2023, the Company received ISO 14064-1:2018 (Greenhouse Gases Verification Statement) and GMP (Good Manufacturing Practice) certification and ISO 14001:2015 Environmental Management System as standard for corporate environmental management systems. These certifications aim to improve environmental performance within the organization and ensure environmental sustainability.

The Board of Directors of the Royal Plus Public Company Limited approves the vision, mission, strategy, goal and budget of the Company, as suggested by the Executive Committee. The Board of Directors is required to hold regular meetings to follow up on the Company's operation and important decisions, as well as to ensure that proper monitoring and evaluation procedures are in place with the goal to succeed the Company's short-term, medium-term and long-term goals.

1.1.1 Vision, Mission, Business Goals and Values

Vision

To create quality beverages with continuous innovation by serving great customer experiences worldwide and sustainably enhancing the quality of life.

Mission

Business + Value



Create values for the company and accomplish corporate's goals

Work + Happiness



A delightful working experience and wellbeing

Heart + Love



A fulfilled heart to thrive with the society

Business Goals

PLUS is committed to creating quality beverage products to meet customer needs for those who love health and natural ingredients with continuous innovation. Expand market base from business partnerships both domestically and internationally under the branding of PLUS products to be known worldwide with great customer experiences and sustainably enhancing the quality of life.

Values

The Concept Royal "PLUS" consists of **4 Core Values** as follows

Positivity **L**oyalty **U**nity **S**ustainability

To cultivate culture and create unity of employees

The vision, mission, business goals and values. The Company has designate the main strategy to steer the Company towards sustainability, with the Board of Directors outlining the business operation policies and strategies for 2023, as follows;

1. Business Strategies

- Create opportunities for profit by seeking new customers while preserving old ones
- Create progress both for the products and company
- The Management meets international standards
- Increasing efficiency of the production capacity, increasing the products while being able to control cost
- Improve production technology and create innovation products' excellence
- Be an organization of learning and happiness
- The management with environment-friendly
- Be creative and open, engendering social sustainability

2. Operational Strategies

- Capacity expansion; to prepare production capacity for future growth. PLUS seeks to expand its capacity both via buying more machines and expanding PLUS factories. PLUS will consider the investment feasibility, suitability for implementation, preservation of production quality and time-saving efficiency
- Smart Production; by using technology and innovation to adjust the production process throughout the production chain, lowering cost and enhancing profit-generating capacity such as the mechanization and utilization of technology in the production process and by utilizing smart warehouse
- Arrangement long-term contracts with farmers to source coconuts and coconut juice from new areas in order to ensure continuous supply and save cost while maintaining the quality
- Research and Development; by diversifying the products, especially in potential high-growth areas such as healthy drinks, plant-based drinks and plant protein drinks

3. Human Resource Strategies

- Using the Royal "PLUS" principles, consisting of 4 core values such as;
P (Positivity)
L (Loyalty)
U (Unity)
S (Sustainability)
In order to create preferable work culture and engender unity among employees
- Increasing the capacity and efficiency of the employees by honing their knowledge and skills and by highlighting Agile Management
- Arrangement the human resource management system in conjunction with experts from leading educational institutions through the HRD Blueprint and Emo-Meter Engagement Survey, which would be the factors in systematic human resources development

4. Corporate Image Strategies

Create preferable corporate image and brand image of PLUS through marketing and advertisement, especially on online platform, while fostering good corporate governance

5. Sustainable Strategies

PLUS prioritizes sustainability management approaches with target in each dimension as follows:

Economic and Governance Dimension

- Introduce at least 20 new product SKUs per year
- Achieve sales growth of 4,000 million baht by 2026
- Achieve AGM Checklist certification with 100 Full Scores by 2024
- Achieve CGR Checklist certification with 5 stars by 2024
- Achieve CAC certification by 2025

Social Dimension

- Achieve an employee engagement rate of more than 80%
- Turn Over rate of monthly employees less than 10%
- Achieve a Community Satisfaction rating around the factory of more than 80%

Environmental Dimension

- Reduce greenhouse gas emissions by 30% - 40% by 2030
- The Carbon Neutrality within 2050
- The Zero Emission within 2065

1.1.2 Significant Developments and Changes

1998

- Establishment of **Royal Plus Company Limited**, with 500,000 baht registered capital and operation in the import and distribution of electronic supplies.

2011

- Business type changed to the production and distribution of fruit beverages.
- Constructed its first factory (Branch 1) at Phutthamonthon Sai 5, Samut Sakhon Province on the land owned by Mr. Phonsaeng Saebe (with 1 production line)
- Registered PLUS' first brand name in Thailand "**COCO ROYAL**".

2012

- Factory construction finished. Production and export of coconut juice products started with its first destination being the United States of America.
- Started developing the fruit beverage with basil seed as its second product.

2013

- Started producing and exporting the fruit beverage with basil seed product under the customer's brand name to other Asian countries.
- Developed and distributed the fruit beverage with chia seed product, and increased the sales volume of coconut juice products.

2014

- Started developing the coconut milk product for export because of its growing demand in Asia.
- Registered the brand name "**Nita**" in Thailand.

2015

- Purchased its second factory in Amphawa District, Samut Songkram Province to increase its production volume by 2 production lines (This factory currently serves as the Company's primary production facility)

2016

- Increased the machinery for the production of aluminum cans and improved its production line in the second factory to handle glass bottle products. Moved the entire production line from the Phutthamonthon Sai 5 factory to the Amphawa Factory in Samut Songkram Province to increase the production efficiency and cost-effectiveness, while the Phutthamonthon Sai 5 factory is now used solely for storage.



2014



2015



2017



2016



2018



2019

2016

- **January:** Increased the registered capital by 60 million THB, from 50 million baht to 110 million baht, and offered new ordinary stock by 600,000 shares, a par value at 100 baht and offered them to original shareholders to prepare for the production capacity expansion.
- **October:** Increased the registered capital by 40 million baht, from 110 million baht to 150 million baht, and offered new ordinary stock by 400,000 shares, a par value at 100 baht, and offered to existing shareholders to prepare for the production capacity expansion.
- **October:** Registered new trademark "COCO COFF" in Thailand.
- **December:** Registered the trademark "Nita" in Lao PDR, Cambodia and Vietnam and registered the trademark "COCO ROYAL" in Lao PDR and Vietnam.

2017

- **January:** Registered the trademark "Nita" and "COCO ROYAL" in Myanmar.
- **April:** Increased the registered capital by 50 million baht, from 150 million baht to 200 million baht, and offered new ordinary stock by 500,000 shares, a par value at 100 baht and offered them to original shareholders.
- **May:** Registered the trademark "MABU" in Thailand.
- **December:** Increased the authorized capital by 50 million baht, from 200 million baht to 250 million baht, and offered new normal stock by 500,000 shares, a par value at 100 baht to 6 investors unrelated to PLUS at the price of 125.0 baht per share, higher than the fair price as valued by financial consultant using the discounted cash flow method (121.6 baht per share) to use the money as the circulating fund for business operation, with the Company receiving a total of 62.5 million baht.

2018

- Registered the trademark "Nita" in Japan and "MABU" in Lao PDR, Cambodia and Vietnam.
- **September:** Received the Thailand Trust Mark (T-Mark), a symbol of exporters of goods and services who are recognized as having an international standard from the Department of International Trade Promotion.

2019

- Registered the trademark "BOOM" in Cambodia, Vietnam and Myanmar.
- PLUS was selected as 1 of the 5 model SMEs (Small and Medium-sized Businesses) in the SMEs Strategy Program 2019 by the Department of Industrial Promotion, Ministry of Industry to prepare its readiness for the MAI listed companies' registration.

2020

- Changed the corporate brand's logo

2021

- **March:** Developed the milk tea and vitamin-c beverages products under the brand “**MABU BOBA**” and “**C-BOOM**” for sale through Modern Trade (MT) outlets such as supermarkets, convenient store (CVS) and other Traditional Trade (TT) outlets, including those in neighboring countries.
- **July:** Transferred from a Limited Company to a Public Limited Company under the name “Royal Plus Public Company Limited” and changed the par value from par value of 100 baht for 2.5 million shares to 0.5 baht for 500 million shares.
- **December:** An additional production line was added, bringing the total to 5 production lines with a maximum capacity of 200 million bottles per year.

2022

- Increased the registered capital by 85 million baht through the issuance of 170 million shares at a par value of 0.50 baht. This increased PLUS's registered capital from 250 million baht to 335 million baht, which can now be divided into 670 million shares. The company offered its initial public offering (IPO) at a stock price of 4.50 baht per share, raising a total of 765 million baht in capital. PLUS started trading on the Stock Exchange of Thailand for the first time on May 20, 2022, using the securities abbreviation 'PLUS'
- Developed the new line of products, the coconut milk and yogurt products under the “**COCO ROYAL**” brand, serving as an alternative milk (Plant-based).
- Certified ISO9001 (Quality Management System: QMS) is the internationally recognized quality management system designed as a business improvement tool to enhance operational efficiency, quality, and excellence within the organization.
- Certified ISO14064-1:2018 (Greenhouse Gases Verification Statement)



2023



- 25th Anniversary of the Company business operation.
- Installed Solar Rooftop 1 MW to utilize clean energy from sunlight, generating electricity for use in the factories. This initiative helps reduce production costs.
- The capacity expansion includes the installation of a PET Aseptic Line, increasing the capacity by 150 million bottles per year.
- Develop new products for PET Aseptic line production, including Coconut Jelly Juice under the brand '**MABU COCO**' and 100% Coconut Juice under the brand '**COCO ROYAL**'.
- Received a score of 97 as "Very Good" on the quality assessment of the 2023 Annual General Meeting of Shareholders (AGM Checklist) by the Thai Investors Association (TIA).
- Declared the intention to join the Thai Private Sector Collective Action against Corruption (CAC) on August 11, 2023.
- Received the Corporate Governance Scoring Report of Thai Listed Companies 2023, achieving the "5 stars" level or "Excellent" rating from Thai Listed Companies by Thai Institute of Directors Association (IOD).
- Certified the ISO 14001:2015 Environmental Management System.
- Certified the ISO 14064-1:2018 Greenhouse Gasses Verification Statement for the organization.

Awards & Achievements

Awards of Pride of the year 2023



- 1) PLUS received 97 scores as “Very Good” on the quality assessment of the 2023 Annual General Meeting of Shareholders (AGM Checklist) by the Thai Investors Association (TIA).



- 2) PLUS received the Corporate Governance Scoring Report of Thai Listed Companies 2023, achieving a 5 stars rating or “Excellent” level from Thai Institute of Directors Association (IOD).



- 3) PLUS declared its intention to join the Thai Private Sector Collective Action against Corruption (CAC) on August 11, 2023.

Internationally–Renowned Quality Standards

The Company emphasizes the development and preservation of its production standard to maintain its international standard status. Presently, the Company is recognized by the following international production standards:

Standard	Awarding Institutions
ISO 22000:2018 (Food Safety Management Systems)	British Standard Institution
FSSC 22000 (Food Safety System Certification 22000)	
GHPs (Good Hygiene Practices)	
HACCP (Hazard Analysis Critical Control Point)	
ISO 9001:2015 (Quality Management System)	
ISO 14001:2015 (Environmental Management System)	
U.S. FDA (U.S. Food and Drug Administration)	U.S. Food and Drug Administration
HALAL	The Central Islamic Council of Thailand
Thai FDA (Food and Drug Administration)	Thailand Food and Drug Administration
Thailand Trust Mark (T Mark)	Department of International Trade Promotion
ISO 14064-1:2018 Greenhouse Gases Verification Statement	BUREAU VERITAS

Details of the Awarded Standards



1) ISO 14064-1:2018 Greenhouse Gases Verification Statement



2) The Good Hygiene Practices (GHPs) and the Hazard Analysis and Critical Control Point (HACCP) System



3) Food Safety System Certification 22000 (FSSC22000)



4) The Food Safety Management Systems (ISO22000)



5) The Quality Management Systems (ISO9001)



6) HALAL



7) Environmental Management System ISO14001

The Quality System of the Government



1) U.S. FDA Standard



2) Thai FDA Standard



3) GMP in food production from the Department of Livestock Development

Symbols that Enhance the Image of the Organization



1) Nutrition label "Healthy Choices"



2) The Thailand Trust Mark (T Mark)



3) Environmental Impact Management with the second-tier Green Activities industry.

Labor Standards



1) Thai Labor Standards - TLS 8001:2010



2) Good Labor Practices (GLP)

1.1.3 Report of The Utilization of Capital Increasing from Initial Public Offering (IPO)

PLUS was an initial public offering (IPO) of 170 million shares at 4.50 baht per share, resulting in net proceeds (after deduction of expenses relating to the IPO) of 735 million baht.

PLUS would like to report the utilization of capital increasing from IPO as of 31 December 2023, as follows:

(Unit : Million Baht)

Objectives	Plan Amount	Amount Used as of 31 December 2023	Remaining Amount as of 31 December 2023
1. Repayment of the loans from financial institutions	75.00	75.00	0.00
2. To use as working capital for business operations	240.00	160.00	80.00
3. Investment in factory expansion and machinery	420.00	276.16	143.84
Total	735.00	511.16	223.84

1.1.4 Obligations pledged by the Company in securities offering prospectuses

- None -

1.1.5 Name and Location Head Office

Company's Name	: Royal Plus Public Company Limited
Symbol	: PLUS
Address of Head Office	: 84/3-7 Soi Rama II, Soi 69, Samae Dam Sub-District, Bang Kunthian District, Bangkok 10150
Type of Business	: Production and Distribution of Fruit Beverages and Other Beverages
Industrial	: Agro & Food Industry
Sector	: Food & Beverage
Registered Capital	: 335,000,000 บาท
Paid-up Capital	: 335,000,000 บาท
Registration No./	: 0107564000235
Taxpayer Identification No.	
Tel.	: 0-2416-9209
Fax.	: 0-2412-0219
Website	: www.royalplus.co.th

E-mail

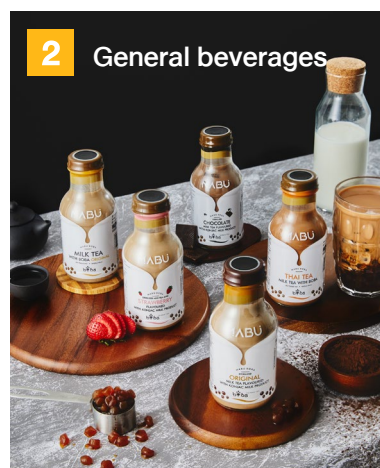
Company Secretary	: plussecretary@royalplus.co.th
Investor Relations	: ir@royalplus.co.th
	: 0-2416-9209 Ext. 108

Address of Branches

Branch	Address
1	29/88 Moo 8, Om Noi Sub-District, Kratum Ban District, Samut Sakhon, 74130
2	129 Moo 6, Phrag Nam Dang Sub-District, Amphawa District, Samut Songkram 75110
3	78 Moo 4. Phrag Nam Dang Sub-District, Amphawa District, Samut Songkram, 75110

1.2 Nature of The business

PLUS'operation only comprises beverage production and sales, with income stemming from ODM (Original Design Manufacturer) business and Company Brand business. The 2 products types are



1.2.1 Revenue Structure

The Company's revenue structure is categorized by the products type. This ended of year begins on 31 December 2021, 2022 and 2023 with details as follows;

Product Type	For the year ended 31 December					
	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Sale Revenue	1,003.2	99.4%	1,428.2	98.0%	1,407.9	98.0%
Fruit Juice Drinks	985.2	97.6%	1,407.9	96.6%	1,387.7	96.6%
- Coconut Drinks	710.6	70.4%	1,014.2	69.6%	925.1	64.4%
- Basil and Chia Seed Juice Drinks	237.7	23.5%	353.0	24.2%	430.5	30.0%
- Other Fruit Juice Drinks	36.9	3.7%	40.7	2.8%	32.1	2.2%
General beverage	18.0	1.8%	20.3	1.4%	20.2	1.4%
- Milk Tea	3.0	0.3%	6.2	0.4%	5.9	0.4%
- Other beverage	15.0	1.5%	14.1	1.0%	14.3	1.0%
Other income ¹	6.3	0.6%	29.2	2.0%	28.8	2.0%
Total Revenues	1,009.5	100.0%	1,457.4	100.0%	1,436.7	100.0%

¹ Other income includes the profit from foreign currency exchange, assets sale, interest and other incomes.

Almost all of the Company's revenue (97.7% of total revenue) comes from sales to overseas buyers, mainly from the US, China, European and Middle Eastern countries.

PLUS operates a beverage production and sales business, consisting of ODM production and Company Brand products production and sales, with examples of the said Company brands including COCO ROYAL, Nita, COCO COFF and MABU.

The revenue details of PLUS' beverage sales can be categorized by the products type, namely

- 1) The ODM production and
- 2) Company Brand products production and sales. The revenue from sales during the current fiscal year, from 31 December 2021, 2022 and 2023 as follows;



For the year ended 31 December

Type of Manufacturer	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Sale Revenue	1,003.2	99.4%	1,428.2	98.0%	1,407.9	98.0%
- ODM	921.8	91.3%	1,289.2	88.5%	1,278.2	89.0%
- Company Brand	81.4	8.1%	139.0	9.5%	129.7	9.0%
Other revenue ¹	6.3	0.6%	29.2	2.0%	28.8	2.0%
Total Revenues	1,009.5	100.0%	1,457.4	100.0%	1,436.7	100.0%

¹ Other income includes the profit from foreign currency exchange, assets sale, interest and other incomes.



1.2.2 Products and Services Information

(1) Products Type

The Company aims to create quality and unique products. Currently, there are 2 groups of products to cater to consumers' demands both in Thailand and abroad, with the 6 brands in 2 products type, as follows;

1. Fruit Juice Drinks

1.1 Coconut Drinks



Coconut Juice



The first PLUS products created in 2012, coconut juice is produced both with and without the meat. This product is a premium product packaged in glass bottles and with a special process to preserve both the taste and nutritional values, and to make sure that it remains fresh for a long time.

- Consist of 1 recipe, for the production of 60% coconut water mixed with coconut meat that is popular in overseas markets, especially the United States and Asia.
- Packaging
 - » 290 ml. and 485 ml. glass bottles

Coconut Milk Drinks



Building on its commitment to offer unique products, PLUS develops the coconut milk drinks using its innovative process that keeps the coconut milk from stratifying so that it remains concentrated. This product is high in energy, cholesterol-free, and is very good nutritionally, remaining very popular abroad. This product comes in 14 flavors.



- The 14 flavors are coconut, almond, coffee, chocolate, dragon fruit, mocha, durian, Thai milk tea, banana, pineapple, mango, papaya, melon and strawberry. The product was launched in 2014.
- The 3 recipes are normal, with coconut jelly, and with coconut meat.
 - » 290 ml. and 485 ml. glass bottles



Plant-based (Coconut Milk Drink No Added Sugar)



This is differentiated by coconut milk drink designed and developed for consumers who want alternative milk drinks that do not contain cow's milk and lactose. It is a Plant-based coconut milk drink that truly gives you the taste of nature.

- Plant-based (Coconut Milk Drink) has a total of 4 flavors: coconut, mango, chocolate and pineapple flavor. The product was launched in 2023.
- » 290 ml. glass bottles

Cocogurt Drink Cultured Coconut



COCOGURT ready-to-drink drinks are meticulously produced with beneficial microorganisms to create a delicious, mellow, easy-to-drink beverage that retains the taste and aroma of coconut in its entirety.

- Coconut milk drink has a total 7 flavors : coconut, cheese, blueberry, mango, passion fruit, pineapple and strawberry. The product was launched in 2023.
- » 290 ml. glass bottles



1.2 Fruit-flavored drinks



Basil Seed Drinks



A fruit-flavored drink products filled with basil seeds, PLUS uses its innovative production process to make sure that the basil seeds float around the bottle. The drink is known for its refreshing quality, and has been well-received both in Thailand and abroad for a long time.

- The Basil Seed Drinks are offered in 15 flavors: white grape, red grape, watermelon, apple, lychee, pomegranate, passion fruit, orange, pineapple, strawberry, mixed fruit, honey, kiwi and blueberry. The product was launched in 2013.
- The 2 recipes are normal and reduced sugar.
- Basil seeds are high in fiber and can help with digestion, colon detox, bad cholesterol reduction, and heart disease risk reduction.
- Packaging
- » 290 ml glass bottle



Chia Seed Drinks

Refreshing and with nutritional values from Chia Seed, the Chia Seed Drinks are super food that is very popular in many countries, with its balanced mixture of mixed fruit juice and chia seeds, offering good taste and texture.

- The Chia Seed Drinks have 9 flavors: pomegranate, pineapple, lychee, passion fruit, mango, cocktails, peach, strawberry and coconut. The product was launched in 2013.
- The 2 recipes are with and without fruit juice.
- Chia Seed has omega 3 fatty acids and is high in protein, fiber, calcium, potassium, vitamin A, vitamin B1, B2, B3 and B6, as well as antioxidants.
- Packaging
 - » 290 ml. glass bottle

1.3 Other fruit juice drinks Consist of 1 product

Fruit Juice with Coconut Jelly

is a 25%-concentration fruit juice filled with chewy coconut jelly, and offered in 8 flavors: strawberry, mango, orange, melon, blueberry, pineapple, lychee and grape.

- Coconut jelly is a byproduct of coconut water fermentation, and is mainly made up of cellulose which is a type of fiber that is more easily usable by the body than that obtained from plants. It is low in calories and can help with digestion and colon cancer prevention.
- Popular among kids and teenagers.
- Packaging
 - » 320 ml. PET plastic bottle



2. Other Beverages included Functional Drinks ¹

2.1 Milk Tea Consists of 1 product type



Milk tea-flavored sterilized milk products with konjac boba

A unique and health bubble tea drinks certified by the Healthier Choice symbol, the drinks cater to the newer generations who are health-conscious. The healthy milk tea-low in sugar and sodium and made without non-dairy creamer-is made from premium milk from New Zealand, but with the traditional Thai tea making process. Thus, this product is uniquely fragrant.

- Milk Tea with Konjac Boba is a milk tea product with brown sugar konjac boba, and sold both in Thailand and other Asian countries.
- The 4 flavors offered are milk tea, Thai tea, strawberry and chocolate.
- Made from 100% real milk without non-dairy creamer, preservatives, 0% trans fat and is low sugar.
- Packaging
 - » 270 ml. glass bottle

¹ Functional Drinks are drinks that are not alcoholic but with substance that has health benefits.

(2) Marketing and Competition

Policy and Strategy



1. Product Strategy

(1) Original Equipment Manufacturer (OEM) product type

The Company started manufacturing drink products in 2012 and was among the first producers and exporters of glass-bottled read-to-drink coconut juice products. The main goals of the Company are to preserve the taste and quality to increase sales and grow alongside the production of new products through the cooperation with partner companies and customers. The Company is confident that it can continue to develop new products by using the R&D team that has been with the Company since the beginning. Thus, this team has high expertise and understanding in the products they are making. The Company's production line can handle both small batch and mass production of goods, catering to small businesses and start-ups.

(2) Original Design Manufacturer (ODM) product type

The Company has developed its production process and knowledge in order to cater to customers who want the Company to develop and design products for their brands. The Company uses its knowledge, expertise and technological readiness to produce a diverse range of products that cater to consumers' demands. This strategic advantage has resulted in the Company being able to preserve its customer base while seeking new ones. With the aim to transfer the Royal Plus DNA to the wider world under diverse brand names, all products are made using the Innovation Plus Creativity principles that seek to create unique and quality products to global consumers.

(3) Company Brands

The Company plans to produce at least 2 company branded products per year as these products can be priced higher to increase the profit margins and can use similar ingredients to the products made for customers, reducing the cost by economies of scale and by the increased negotiating leverage. The Company brands started to be developed in 2014, and in 2021, the Company launched 2 new products which are the milk tea-flavored sterilized milk products with konjac boba under the MABU BOBA brand. At present, the Company is developing plant-based drinks that seek to cater to health-conscious consumers who like natural ingredients and, and other product groups to expand their customer base. Additionally, the Company seeks to make its company brands popular abroad and to expand into countries with similar customer base through qualified distributors in various countries.

2. Marketing Strategy

(1) Original Equipment Manufacturer (OEM) product type

The Company prioritizes products that are popular abroad with the marketing strategy to foster partnerships in other countries to increase sales. As for the sales promotion in other countries, the partners in those countries will take responsibilities.

For old customers, the marketing strategy is to preserve the relationship by offering new products that cater to consumers' demands or adjust the recipe of the products in order for them to remain fresh and up-to-date.

(2) Original Design Manufacturer (ODM) product type

The Company seeks to build networks with partners by participating in expositions such as the ThaiFEX in Thailand, Anuga in Germany, SIAL in France, and Gulfood in the UAE. The Company will highlight its usage of technology by demonstrating how its products recipes are carefully developed using creativity and innovation, as well as the R&D team's expertise. The Company showcases its production and product planning capabilities that meet international standard that is globally recognized. The Company also has the capability to design labels that meet the customers' demands.

(3) Company Brands

Can be divided into 2 groups: those sold domestically and those sold abroad. The Company prioritizes the products that are sold abroad by the marketing division's trade promotion measures that increase the sale of high-profit goods and expand the customer base in new markets. Products are also showcased in various food and drinks expositions both in Thailand and abroad. This is to meet with new importers and distributors who can contribute to the Company's growth.

For products sold in Thailand, the Company seeks to raise awareness of the products through the use of media by organizing marketing activities, both (1) above the line marketing that involves the hiring of presenters and influencers to advertise the products via social media like Facebook and Shopee or billboards to reach wider audience (2) below the line marketing that consists of direct and specific marketing with consumers such as handing out samples, organizing product outings and advertising activities and (3) trade promotion marketing by conducting trade promotion activities between PLUS and other partners such as the organization of special promotions.





3. Brand-building strategy

In past year, the Company's branding will focus on COCO ROYAL and Nita brands, which have a strong overseas customer base and a good level of consumer awareness. In 2021, the Company launched the MABU BOBA brand. Introducing Sterilized Milk, a blend of milk and milk, as the first step in entering new markets and launching Brand Awareness marketing. Apart from the taste developed to meet the needs of target customers, the Company will focus on quality and nutritional value at reasonable prices, focusing more on distributing its products to modern trade nationwide. The brand differentiation strategy is different from its competitors. The new product launched in 2023 is MABU COCO, transforms the image of 25% concentrated fruit juice products with coconut jelly to appeal to a wider range of consumers.

4. Quality Assurance and Consumers' Safety Strategy

The Company prioritizes consumer and production line safety. It has implemented measures to install a security system in the factory and manage the production area to minimize accident risks, with a primary focus on product quality and sanitation. The production line undergoes regular inspections, and employees' attire is checked. Cargo trucks, packaging, and ingredients are also carefully inspected.

The Quality Assurance Division has several duties, including;

- (1) Checking all ingredients and packaging to ensure they are in order.
- (2) Randomly checking product samples to verify expiry date, freshness, color, smell, and weight
- (3) Monitoring the production process from ingredient receipt to finished products.
- (4) Testing semi-finished product samples in the laboratory for contamination and overall safety.

All employees throughout the production line are trained to be proficient in carrying out their jobs according to the safety standards.

5. Cost Management and Pricing Strategy

The Company has a policy to price its products using the Cost Plus Pricing method, with the sales and accounting divisions jointly determining the price of the products, which may be changed according to foreign exchange rate, order volume and competitiveness in relation to other competitors.

Customer Types and Target Groups

The Company's customers in domestic and abroad can be categorized using the Company's product types, as follows;

Top 3 Sales Regions



1 Coconut Water



Health-conscious customers of every gender, aged from 25 - 50 years old, who like to drink coconut water.

2 Coconut Milk Drinks



Target customers are consumers of all ages and gender, including those who are lactose intolerant.

3 Plant-based



Target customers are consumers of all ages and gender, including those who are lactose intolerant.

4 Cocogurt Drink Cultured Coconut



Target customers are consumers of all ages and gender, including those who are lactose intolerant.

5 Basil Seed Fruit-flavored Juice



Working age customers aged from 25 - 50 years old who want to have refreshing drinks.

6 Chia Seed Fruit-flavored Juice



Working age customers aged from 25 - 50 years old who want to have refreshing drinks.

7 Fruit Juice with Coconut Jelly



Kids and students aged from 5 - 17 years old and teenagers aged from 18 - 22 years old and first jobbers aged from 23 - 29 years old.

8 Milk tea-flavored sterilized milk drinks with konjac jelly



First jobbers aged from 18 - 35 years old, especially female first jobbers who are health-conscious and love to try new things.

Distribution and Points of Sale

The Company currently distributes its products both domestically and overseas through Modern Trade (MT) points of sale, such as supermarkets, convenience stores, retail stores, and hypermarkets, as well as Traditional Trade (TT) points of sale, such as local stores and souvenir shops. For repeat customers, the credit term can range from 5 to 7 days after receiving the Bill of Lading. However, for new customers, 50% of the total order value must be paid once the sales contract is signed, with the remaining amount due within 7 days before the scheduled delivery date.

Points of Sale — Overseas



Importer

- Foreign customers who purchase both ODM and Company brand products in order to resell via

1. MT points of sale



2. TT points of sale



3. Online platform in the importer's targeted countries.



- Importers are mainly from the Americas and Asia.



Trader

Domestic customers who purchase both ODM and Company brand products to resell or export overseas.



Points of Sale — Domestic



Thai Companies



Customers who hire the Company to produce ODM products to sell domestically.

Modern Trade and Traditional Trade points of sale



Used in selling certain Company brand products like MABU Boba. The Company has just started retailing this way in 2021.

Points of Sale Main MT

- Convenient store; at present, about 2 – 3 convenient store chains in Thailand carry Company's products, and the Company is talks with more Thai convenient stores.
- Hypermarket

Points of Sale Main TT

- Distributors in the Northern region
- Distributors in the Central region
- Local stores in various provinces
- Souvenir stores

Online



Online platforms are a Business-to-Consumer (B2C) selling method. Examples include various e-Marketplace. The Company began retailing through platforms like Shopee in 2021. In 2023, an additional sales channel was added through the Lazada platform.

Competitiveness

In 2023, PLUS's export revenue accounted for 97.7% of total revenue. Approximately 95.3% of revenue came from coconut drinks and basil seed fruit-flavored juice. In 2022, PLUS has an export that equals 97.7% of total revenue, with the coconut and basil seed fruit-flavored juice groups accounting for 96.6%. PLUS mainly exports to the Americas, Asia and Europe. Thailand's sales revenue accounted for a small portion, approximately 2.3% of total revenue in both 2022 and 2023.

Overview of Thailand's Fruit Juice Export Sector

Based on the forecast for 2022-2024, total beverage revenue is expected to grow primarily in the domestic market. Domestic beverage sales are projected to recover in line with economic recovery and tourism. However, export markets may contract or experience only slight growth due to higher sugar tax burdens for producers, which could reduce margins.

According to the Ministry of Commerce, Thai fruit juice exports grew relatively stable in 2023, increasing by 0.27%. The total export value of fruit juice in 2023 amounted to 25,390.40 million baht, compared to 25,321.10 million baht in 2022. The juice market has experienced rapid growth since the contraction in 2020. Currently, exports to the United States account for 32.8% of the total export value, but decreased by -6.92% from the previous year. China is also expected to grow by 68.71% and has the second-largest export value in Thailand.

Thailand's Total Fruit Juice Export Values (by country)

Country	Value (million THB)				Growth (%)				Proportion (%)			
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
USA	7,610.66	8,384.83	8,948.10	8,328.53	3.29	10.17	6.72	-6.92	43.66	41.63	35.34	32.8
China	1,040.61	1,522.52	3,443.79	5,809.89	23.76	46.31	126.19	68.71	5.97	7.56	13.60	22.88
Cambodia	860.09	1,043.84	1,311.61	1,220.97	28.84	21.36	25.65	-6.91	4.93	5.18	5.18	4.81

Country	Value (million THB)				Growth (%)				Proportion (%)			
	2020	2021	2022	2023	2020	2021	2022	2023	2020	2021	2022	2023
Australia	791.49	922.72	1,113.85	1,133.57	9.84	16.58	20.71	1.77	4.54	4.58	4.40	4.46
Netherlands	561.97	1,146.22	1,904.41	1,041.59	-40.74	103.96	66.15	-45.31	3.22	5.69	7.52	4.1
Lao PDR	643.76	771.36	737.06	1,022.65	-3.94	19.82	-4.45	38.75	3.69	3.83	2.91	4.03
Myanmar	426.6	436.12	579.73	724.47	-13.5	2.23	32.93	24.97	2.45	2.17	2.29	2.85
Taiwan	449.24	477.81	574.41	592.65	22.84	6.36	20.22	3.17	2.58	2.37	2.27	2.33
South Korea	519.42	521.56	592.29	488.17	1.56	0.41	13.56	-17.58	2.98	2.59	2.34	1.92
Singapore	338.89	513.04	574.89	487.23	-8.2	51.39	12.06	-15.25	1.94	2.55	2.27	1.92
Canada	445.62	401.75	482.49	343.74	-8.25	-9.84	20.1	-28.76	2.56	1.99	1.91	1.35
Japan	405.59	371.17	376.86	343.26	12.33	-8.49	1.53	-8.92	2.33	1.84	1.49	1.35
Hong Kong	296.65	392.78	436.34	338.57	5.27	32.4	11.09	-22.41	1.7	1.95	1.72	1.33
Spain	177.35	314.82	501.34	314.57	-29.76	77.52	59.25	-37.25	1.02	1.56	1.98	1.24
Iran	229.61	188.41	364.43	306.63	2.25	-17.94	93.43	-15.86	1.32	0.94	1.44	1.21
Combined value (of the above 15 countries)	14,797.55	17,408.95	21,941.62	22,496.50	1.63	17.65	26.04	2.53	84.89	86.44	86.65	88.6
Others	2,632.27	2,730.23	3,379.48	2,893.90	-16.78	3.72	23.78	-14.37	15.11	13.56	13.35	11.4
Total	17,429.82	20,139.18	25,321.10	25,390.40	-1.66	15.54	25.73	0.27	100	100	100	100

Source: ICT Centre, Office of the Permanent Secretary, Ministry of Commerce (<https://tradereport.moc.go.th>)

Thailand's exports of fruit juice are mainly from the United States, Asia and Europe, accounting of 88.6% of total fruit juice exports in 2023.

In 2020-2023, PLUS had international sales of 1,094.4 million baht, 994.5 million baht, 1,428.2 million baht and 1,403.9 million baht respectively. This represents a market share of 6.3%, 4.9%, 5.6% and 7.4% of Thailand's total fruit juice exports, respectively (2020: 17,429.8 million baht, 2021: 20,139.2 million baht, 2022: 25,321.1 million baht, 2023: 18,974.98 million baht). In 2023, the market shares of PLUS grew as the Company developed products that meet consumer demand, resulting in higher export volumes.

Overview and Industry Trends

Global Coconut Water Market

Coconut water market size is estimated at 2.56 billion USD in 2023, and is expected to reach 4.27 billion USD in 2028, growing of 10.77%, throughout 2023 - 2028. The sugar-filled coconut water groups have the highest sales share, thus controlling the coconut water market. Moreover, there is an increasing consumer preference for ready-to-drink (RTD) beverages containing coconut water in developed countries like the United States. Beverages with properties that strengthen immunity and offer other physical benefits are gaining popularity. Coconut water, known for its immunity-boosting properties, is among these beverages. Leading manufacturers are exploring market opportunities by promoting coconut water as a new standard for health drinks.

Health and fitness are crucial factors for consumers today. The preference for non-alcoholic and sugar-free natural beverages is rising among health-conscious customers. Coconut juice, low in fat, sugar, and energy, is experiencing rapid growth in demand due to these nutritional benefits.

Asian-Pacific Coconut Water Market

The Asia-Pacific region is expected to be a leader in ready-to-drink coconut water consumption, especially in China, India and Indonesia and Australia. Coconut water is one of the best health drinks. The slightly sweet, clear coconut water is isotonic and high potassium, making it a good choice to refresh your body's balance after exercise. As Asia-Pacific is one of the world's largest producers of coconut water, the quality of products exported from each country has been developed and regulated by major beverage companies in the world. For example, South East Asia's food and beverage manufacturer Tipco offers coconut water which undergoes UHT processing followed by filling in aseptic carton packs to ensure the nutrient coconut water is treated and packed gently. In present, an international company are increasing their number of production facilities in the region. Market growth for these products is expected to increase during the year.

Global Coconut Milk Drink Market

The global coconut milk market was worth USD 2.2 billion in 2022 and is projected to reach USD 3.1 billion in 2023. It is anticipated to reach USD 7.2 billion by 2031, growing at a rate of 17.3%. The growth is attributed to the increasing popularity of vegetarian and plant-based diets, driven by concerns about the consumption of animal and dairy products. The emergence of coconut-based foods and beverages reflects a gradual shift in customer demand.

Producers and Distributors of Coconut Water Drinks in the Market

Brands	Ingredient Sources	Owners
VITA COCO	Indonesia, Brazil	All Market Inc
Amy & Brian All Naturals	Thailand	Amy & Brian Naturals
C2O Pure Coconut Water	Thailand	C2O Pure Coconut Water, LLC
Naked, O.N.E	Philippines	PepsiCo inc
Zico	Thailand	The Coca-Cola Company

Source: Mordor Intelligence Limited

Producers and Distributors of Coconut Milk Drinks in the Market

Brands	Ingredient Sources	Owners
VITA COCO	Indonesia , Brazil	All Market Inc
Silk	Thailand	Whitewave Foods
So Delicious	Philippines	So Delicious Inc
Pacific Food	N/A	Pacific Foods of Oregon, LLC

Source: Statista Research

New Product Design and Development

The Company focuses on the importance of product research and development by prioritizing the creation of a diverse range of products that cater the demands of target groups. The research and development processes are meticulously managed, starting from detailed information gathering to define the real needs of customers, to conducting consumer behavioral surveys that span the global market. Additionally, the company conducts marketing research to differentiate its products from others by offering new values, experiences, and innovations to global consumers.

For the past successes, the Company has developed the “coconut milk beverage” into a well-known product worldwide, from “coconut milk”—a popular ingredient for both food and dessert. This illustrates the Company’s innovativeness in introducing new products and experiences to consumers, which has resulted in the product’s popularity to this day, not to mention the continuous research and development that seek to introduce even more products to the world.



Apart from research and development, the Company also takes care of its production process by encouraging its employees to develop their skills by participating in training and educational programs in leading educational institutions in Thailand. This knowledge will ensure appropriate transfer of expertise that leads to added values for the products. In the “Lean Manufacturing Project,” educational tools and theories are utilized in gathering and analyzing information as well as in developing production process that is without unnecessary components, succeeding in both cost and time reduction and creation of new working standards. Humans and machineries balance their workloads to reduce the consumption of resources, waste and products with higher quality, with a view to achieve lean automation in the future.

Product Research and Development of the Company take the following factors into account;

- 1) **Personnel** : Personnel’s expertise in product research and development is crucial to the development success rate. Hence, the Company emphasizes and supports the honing of the research team’s skills via their participation in training programs, academic programs with leading institutions and the fostering of networks with other leading research teams from the private and public sector as well as educational institutions. This network also includes other researchers with expertise in a wide range of areas.

- 2) **Research and Development Method** : A well-maintained research and development method will help the research team continue their works with efficiency. To this end, the team is committed to developing products with added values that will gratify consumers. The research team studies marketing and consumer behavior data, designs a research method that seeks to gain customer insight and develops each product with innovativeness. As a result, the whole research process, from design to trial and survey, takes wholly into account what consumers really want.
- 3) **Products** : The Company realizes that its products have to satisfy and introduce new experiences to the consumers, in addition to being quality and safe products. This can only be done by the utilization of innovation and the diversification of its products, while making sure that they remain environment-friendly, being able to meet the customers' demands in a sustainable manner.

The Product Concept

1) **Juice with Nata de Coco in 320 ml. bottle of PET under the brand "MABU COCO"**









This product allows consumers to enjoy a delicious, refreshing, and beneficial beverage made with quality ingredients, including coconut jelly. It encourages Thai coconut farmers to process raw materials into coconut jelly, which is then combined with Royal Plus's unique juice recipe. The product provides a source of energy, minerals, and vitamins from fruit juice, suitable for all ages. It is available in a wide variety of flavors, including apple, lychee, melon, orange, grape, strawberry, and yogurt.

2) **Coconut Water 100% under the brand "COCO ROYAL"**

This product meets consumers' needs by offering delicious 100% pure coconut juice sourced directly from Thailand's famous coconut gardens. It also provides refreshment and contains magnesium and potassium, essential minerals for neurological and brain health. The beverage is produced using Royal Plus's state-of-the-art technology, ensuring that it maintains its nutritional value. It can be stored at normal temperature conditions and has a shelf life of 12 months.

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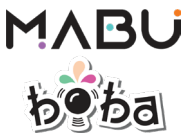


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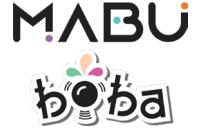



	Trademark	Category of Business	Owner	Usage Duration	Extension Due	Disclaimers
1		Fruit Juice	PLUS	10 Years (3 July 2018 - 2 July 2028)	Every 10 Years	-
2		Coconut Milk Beverage with Coconut Jelly	PLUS	10 Years (11 Oct 2016 - 10 Oct 2026)	Every 10 Years	-
3		Fruit Beverage	PLUS	10 Years (11 May 2017 - 10 May 2027)	Every 10 Years	-
4		Soy Milk	PLUS	10 Years (24 July 2017 - 23 July 2027)	Every 10 Years	-
5		Soy Milk	PLUS	10 Years (27 July 2017 - 26 July 2027)	Every 10 Years	-
6		Energy Drink	PLUS	10 Years (1 Feb 2019 - 31 Jan 2029)	Every 10 Years	-
7		Soy Milk Coffee Fruit Juice Energy Drink	PLUS	10 Years (5 Feb 2020 - 4 Feb 2030)	Every 10 Years	-
8		Coffee Fruit Juice Energy Drink	PLUS	10 Years (27 Sep 2019 - 26 Sep 2029)	Every 10 Years	-

	Trademark	Category of Business	Owner	Usage Duration	Extension Due	Disclaimers
9		Fruit Juice	PLUS	10 Years (22 July 2021 - 21 July 2031)	Every 10 Years	-
10		Non-Medical Vitamin C-infused Fruit Juice	PLUS	10 Years (18 Feb 2021 - 17 Feb 2031)	Every 10 Years	-
11		Sterilized Milk	PLUS	10 Years (23 Feb 2021 - 22 Feb 2031)	Every 10 Years	-
12		Fruit Juice	PLUS	-	-	Currently Under Registrar's Consideration
13		Sterilized Milk	PLUS	-	-	Currently Under Registrar's Consideration
14		Fruit Juice	PLUS	-	-	Currently Under Registrar's Consideration
15		Fruit Juice	PLUS	-	-	Currently Under Registrar's Consideration
16		Fruit Juice	PLUS	-	-	Currently Under Registrar's Consideration

Trademarks registered Abroad

	Country	Trademark	Category of Business	Owner	Usage Duration	Disclaimers
1	China		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years 14 Sep 2023 - 13 Sep 2033	-
2	China	CBOOM	32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years 12 Mar 2021 - 20 Mar 2031	-
3	China		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (7 Jan 2022 - 6 Jan 2032)	-
4	China	MABUCOCO	32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (28 Feb 2021 - 27 Feb 2031)	-
5	Lao PDR		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	17 Oct 2017 - 17 Oct 2027	-
6	Lao PDR		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	17 Oct 2017 - 17 Oct 2027	-
7	Lao PDR		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (31 July 2018 - 31 July 2028)	-
8	Lao PDR		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (7 June 2021 - 7 June 2031)	-
9	Lao PDR	MABU	32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (19 May 2022 - 19 May 2032)	-
10	Cambodia		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (12 Dec 2016 - 12 Dec 2026)	-

	Country	Trademark	Category of Business	Owner	Usage Duration	Disclaimers
11	Cambodia		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
12	Cambodia		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (25 Jan 2019 - 25 Jan 2029)	-
13	Cambodia		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
14	Cambodia		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (1 Aug 2018 - 1 Aug 2028)	-
15	Vietnam		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (13 Dec 2016 - 13 Dec 2026)	-
16	Vietnam		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (13 Dec 2016 - 13 Dec 2026)	-
17	Vietnam		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (1 Aug 2019 - 1 Aug 2029)	-
18	Vietnam		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
19	Vietnam		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
20	Vietnam		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (1 Aug 2018 - 1 Aug 2028)	-
21	Vietnam		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (23 June 2021 - 23 June 2031)	-

	Country	Trademark	Category of Business	Owner	Usage Duration	Disclaimers
22	Japan		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (23 Feb 2018 - 23 Feb 2028)	-
23	Japan		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (26 Oct 2022 - 26 Oct 2032)	-
24	Japan		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
25	Republic of Korea		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
26	Republic of Korea		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
27	Republic of Korea		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (15 June 2017 - 21 May 2028)	Currently Under Registrar's Consideration
28	Myanmar		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Registrar Process Ongoing
29	Myanmar		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Registrar Process Ongoing
30	India		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Registrar Process Ongoing
31	India		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration

	Country	Trademark	Category of Business	Owner	Usage Duration	Disclaimers
32	Canada		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
33	New Zealand		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Registrar Process Ongoing
34	USA		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
35	Brunei		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (16 May 2022 - 16 May 2032)	-
36	Brunei		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
37	Hong Kong		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
38	Hong Kong		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
39	Australia		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (30 Sep 2021 - 30 Sep 2031)	-
40	Australia		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (30 Sep 2021 - 30 Sep 2031)	-
41	Qatar		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration

	Country	Trademark	Category of Business	Owner	Usage Duration	Disclaimers
42	Jordan		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
43	Egypt		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
44	Timor-Leste		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
45	Timor-Leste		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Currently Under Registrar's Consideration
46	Pakistan		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Registrar Process Ongoing
47	Mauritius		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (3 Nov 2021 - 3 Nov 2031)	-
48	Singapore		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	10 Years (10 Aug 2021 - 10 Aug 2031)	-
49	France		32 (Fruit Beverage, Milk and Non-Alcoholic Beverage)	PLUS	-	Registrar Process Ongoing

Disclaimers: PLUS is on the process of registering other trademarks and plan to register more in some countries, which may take 1 - 2 years depending on each country's registrar.

(5) Undelivered Tasks

None

Product and Service Acquisition

Acquisition of Materials

The Company's policy in seeking materials for production takes into account the quality and origins of the materials. The Company entrusts its quality control team to make sure that every material meets its standards, with the current main materials being coconut water, meat, milk and jelly (making up 15.19% of total acquisition), as well as sugar, syrup and food colorings / flavorings (approximately 26.22% of total acquisition), and being packaging, bottle caps, cardboard boxes and labels. The Company acquires the materials mainly from domestic sources (about 95% of its total acquisition), while some materials may necessitate importation from overseas suppliers such as certain types of packaging. The acquisition is done through advanced purchase orders that may be put forward 15 - 45 days in advance depending on the suppliers.

In the purchasing process, the company compares prices of the same type of products from at least 3 suppliers on the Approved Vendor List (AVL). This approach helps avoid over-dependence on a single supplier, ensuring price transparency, cost-effectiveness, and material quality. All suppliers are evaluated annually, and efforts are made to maintain good relationships with each partner.

Materials used in fruit and general beverage production

The main materials used are as follows;

1. Fresh ingredients e.g., coconut water, meat, jelly, milk, basil seed and chia seed

Fresh ingredients are the main production materials, with the Company purchasing them through purchase contracts with suppliers in the AVL under a predetermined list of how much to order. This order will cover about 50% of total coconut water and meat used in production, with the rest being acquired from 30 – 40 other suppliers in the AVL via bidding. The Company will select these suppliers based on price, and the number of materials offered on a first-come, first-served basis. The price will follow market prices at the time of purchase and the purchase volume will be clearly elaborated. All incoming orders are subject to quality control. The Company has never faced materials shortage.

For coconut jelly, basil and chia seeds, the acquisition process is similar to that of coconut, with at least 2 suppliers bidding at the same time, and the purchase is made mainly from domestic suppliers.

2. Ingredients for flavoring and other chemicals

After the new product development phase, the research and development team will determine the material requirements for production and communicate these to the acquisition team. The acquisition team will then request ingredient samples from suppliers to ensure that they meet the predetermined quality and price criteria for the new product. The production planning team will use the information received from the sales and marketing team to determine the ingredients needed before placing purchase orders. The ingredients are primarily sourced from domestic suppliers.

3. Sugar, syrup and other sweeteners

The acquisition team will sample the ingredients offered by suppliers to make sure that they pass the standards set by the research and development, as well as quality control teams. After passing the test, purchase order will be drafted and the prices compared before adding the names of suppliers to the AVL. Each the purchase order will be made on a monthly basis based on demands and mainly from domestic suppliers.

4. Packaging e.g., glass and plastic bottles, caps, cardboard boxes and labels

The acquisition team will sample the materials offered by suppliers before sending the materials for further check by the quality control team to make sure that every material passes the Company's standards. Then, the acquisition team will compare prices before adding said suppliers to the AVL. The production planning team will determine the needs for packaging on a monthly basis before notifying the acquisition team to make purchase orders. Currently, packaging materials are sourced from various domestic suppliers to reduce the risk of delayed delivery.

All packaging materials are sourced with the production planning and supply chain in mind. The purchase will follow the sales and production plan, while the material sourcing will take into account the predetermined safety stock. This will ensure that the Company has enough material reserves for 2 – 4 weeks of production. Normally, the price of packaging materials will not fluctuate drastically and will not affect the acquisition process.

Production Policy

- OEM Products** are products that the Company has been hired to produce based on the recipe, packaging design and brand of the customers. The sales team will discuss with the customers to clarify the actual demands for each product type, with the production planning and material usage being determined and approximated monthly. Then, the planning team will coordinate with the production team to ensure that the number of manufactured goods meet the customers' demands and are delivered on time. OEM production will depend on the remaining production volume from the main production line.
- ODM Products** are products made using the Company's own recipe and packaging design, but labelled for sale under customers' brands. The sales and marketing team will discuss with the customers regarding the approximation of purchase orders with the marketing plan being handled by the customers. Then, the production planning team will plan the production to meet the purchase volume ordered by the customers.
- OBM Products** are products made using the Company's own recipe, packaging design and marketed under the Company's own brands. The sales and marketing team will plan the production volume based on the approximation of purchase orders and marketing volume. The planning and production teams will then plan the actual production according to the figures decided by the sales team. The figures will take into account the Company's growth strategy and product competitiveness for each market; these strategies are formulated by the Company's executives.

Manufacturing Process



The Company's manufacturing process can be summarized as follows;

- 1) **Material Screening:** all production materials such as fresh, dried and process agricultural products as well as packaging and other materials are screened according to the Company's standards.
- 2) **Material Storage:** after the materials are screened, they will be sent to storage where their quality and the storage environments are maintained according to the Company's standards, which include the normal, cold and frozen storages.
- 3) **Mixing Process:** after the production planning is complete, the actual production will begin by mixing each material that has passed the quality control according to the Bill of Material (BOM). After the mixing and quality checking, the materials will be sent to packaging.
- 4) **Packaging:** each product is packaged into a pre-arranged packaging and is then sealed. The Company uses advanced machinery that can handle both liquid (such as coconut water, milk coconut and fruit juice) and non-liquid (coconut jelly, meat, basil and chia seeds) ingredients. During the packaging process, the product's quality is checked again for imperfection.
- 5) **Heat Sterilization:** every sealed product will be put on crates and then put through the sterilization process using retort sterilization machines. The process is controlled (temperature, time, pressure among others) according to the criteria set by Process Authority.
- 6) **Freezing:** after the sterilization process, the products are put into freezing tunnel to reduce their temperature to prepare for the next step.
- 7) **Product Arrangement:** the products are put through the semi-auto palletizing machine before being sent into storage.
- 8) **Semi-finished product storage:** the products are kept in a semi-product storage to await quality and food safety control within a specified timeframe.
- 9) **Labelling and Boxing:** after the products pass the quality control process, these semi-products will be labelled and boxed, where they will become finished goods.
- 10) **Finished product storage:** the finished products are kept in storage to await delivery.
- 11) **Delivery:** products are delivered to both domestic and overseas buyers.

Production Management



The production center is located in the Amphawa Factory in Samut Songkhram. The Company' production process uses modern machinery with advanced technology, consisting of 5 main production lines that can handle a wide range of packaging such as glass bottle (screw cap, pleated cap and twist cap in various sizes), plastic bottles (PET and PP plastics) and aluminum cans.

The Company emphasizes the enhancement of production efficiency and product quality by using the lean manufacturing system that seeks to reduce production and operational wastes. This will ensure production efficiency alongside cost-effectiveness and maximum resource utilities. The Company also encourages all employees to develop their skills by introducing the Lean Manufacturing Project that acclimatizes operation-level employees with the lean manufacturing techniques and its adoption in real-world use. The surplus personnel as a result of the heightened production efficiency can then be reorganized to work in different functions that prepare the Company for further expansions.

The Company encourages all sectors to work together to achieve common goals, encouraging each team to gather and analyze their data alongside other teams to make each decision made by the teams more precise. Each problem is analyzed using critical tools and collaborative discussion. Moreover, each team is encouraged to use visual control in controlling their operations to familiarize every employee with the technical knowhow and to provide an opportunity for employees to experience work first-hand, while automation is utilized to reduce labor requirements in certain areas.

Production resources are managed to ensure maximum utility. The machinery and technology used will help reduce the energy and water consumption, as well as the heat exchanged in the pipe system and help enhance the machinery capabilities to reduce production wastes. This, in turn, reduces environmental impacts by the utilization of energy from biomass in fueling the steam boilers, in addition to the installation of solar cell roof with an output of 985.36 kWp.

All products are checked to ensure quality with each production process being controlled from the materials selection, screening and evaluation to the production process evaluation to the finished product quality control. All quality control processes are standardized under the Quality Plan, including GHPs, HACCP, ISO9001:2015, ISO22000:2018, FSSC22000, ISO14001:2015, HALAL and the inspection by U.S. FDA. and ISO 14064-1:2018.

Currently, the Company operates 4 operation bases:

Branch	Usage	Production Capacity	Real Production Capacity Used in 2023
Headquarters (Rama 2)	Headquarters	-	-
Warehouse Branch 1 (Phutthamonthon Sai 5)	Goods and Packaging Storage	-	-
Factory Branch 2 (Amphawa)	Main Production Center and Goods Storage	197.8 million bottles / year	110.3 million bottles (55.8% of total capacity)
Warehouse Branch 3 (Amphawa)	Goods Storage	-	-

Disclaimers Warehouse Branch 1, there is no production line but used for goods and packaging storage.

Warehouse Branch 3, has been transferred to the Company on 21 December 2022 and is currently under renovation and fitting.

As of 31 December 2023, the Company has 5 production lines located at Factory Branch 2 (Amphawa), as follows;

- 1) Line A: for glass bottles
- 2) Line B: for glass and plastic bottles (can handle both types of packaging)
- 3) Line C: reserve line, used for canned products
- 4) Line D: for glass bottles
- 5) Line E: for glass bottles

Total Production Capacity (million bottles)	Fiscal Year ending on 31 December		
	2021	2022	2023
Max Run Capacity ¹	197.8	197.8	197.8
Actual Capacity	82.6	106.7	110.3
Utilization Rate ² (%)	52.2%	56.7%	55.8%

¹ Max Run Capacity = [total technical production capacity (bottle per minute) x 60 minutes per hour x 20 hours per day x 290 days per year] x OEE (Overall Equipment Effectiveness), with the OEE being the overall effectiveness of the machinery in production line depending on the production hours determined in production plan, usage readiness, production pace and quality of products. PLUS determines its production hours for the whole year based on those during High Season, resulting in high max run capacity. However, as PLUS does not operate at High Season pace for the whole year, the actual capacity may be around 50 - 60% of max run capacity.

² Production Capacity Usage Ratio (%) = Actual Capacity / Max Run Capacity. The utilization rate in 2021 is calculated from 4 production lines as the 5th line is ready for production at the end of 2021.

³ Higher production capacity is a result of the improve in Line A by replacing the bottler, it can be manufactured faster.

Environmental Impact Management



The Company places a strong emphasis on ensuring that its operational efficiency aligns with environmental preservation. It controls the impact caused by its business operations and emphasizes environmental management. All operations are controlled to ensure that pollution emissions remain within predetermined standards. As a result, PLUS has never had any disputes or problems concerning the environment and has been recognized by the Ministry of Industry as a Level 2 green industry under the Green Activity initiative.

(4) Business Assets

See Attachment 4 Company's Business Assets

1.3 Shareholding Structure

1.3.1 Shareholding Structure of the Company

1. The Company does not have any subsidiaries or joint ventures.
2. In 2023, the Board of Directors and the Management, including their spouses and minor children, held a combined 56.16% of the total offered and paid-up shares. The Company also has a free-float share proportion of 33.44%, which exceeds the 15% proportion of offered and paid-up shares.
3. The Company does not have a cross-shareholding structure.
4. The Company emphasizes the equal treatment of all shareholders.
5. The Company disseminates its information and updates through the Stock Exchange of Thailand system and its website. It also provides opportunities for analysts, investors, and other interested parties to meet with its executives to exchange information and receive key updates about the Company.
6. The Company does not have any shareholders' agreements that may significantly affect itself or other shareholders.

1.3.2 Persons with potential conflict of interest who hold more than 10% voting shares in the Company's subsidiaries or joint ventures

- None - (The Company does not have any subsidiaries and joint ventures)

1.3.3 Key shareholders' connection to other business groupings

- None -

1.3.4 Shareholders

Names of Shareholders as of 31 December 2023

Names of Shareholders	No. of shares	Shareholding Percentage
1. Mr. Phonseang Saebe	230,680,600	34.43
2. Ms. Amornrat Ketvisate	100,656,200	15.02
3. Mr. Sompong Chonecadeedumrongkul	52,511,700	7.84
4. Mr. Xueduan Ma	37,275,400	5.56
5. Mr. Wa Yan Mok	24,000,200	3.58
6. Thai NVDR Company Limited	23,844,827	3.56
7. Ms. Pornluck Harnphanich	20,500,200	3.06
8. Mr. Sumet Srichantamitr	17,616,900	2.63
9. Mr. Surachai Saebe	16,350,000	2.44
10. Ms. Natharin Sithalanusont	13,910,900	2.08
Total	537,346,927	80.20

Investors can access the list of the top 10 shareholders as of the date of the latest shareholders meeting on the Company's website before each Annual General Shareholders Meeting.

Disclaimers

1. Ms. Amornrat Ketvisate is the spouse of Mr. Phonsaeng Saebe.
3. Mr. Surachai Saebe is the father of Mr. Phonsaeng Saebe.

2. Mr. Xueduan Ma is the cousin of Mr. Phonsaeng Saebe.

Type of Shareholder	No. of shareholder	No. of share	%
Legal entity			
Thai	7	27,047,927	4.03
Foreigners	0	0	0
Total Legal entity	7	270,479,27	4.03
Ordinary person			
Thai	3,469	561,911,673	83.87
Foreigners	4	81,040,400	12.10
Total Ordinary	3,473	642,952,073	95.97
Total	3,480	670,000,000	100.00

Shares distribution is counted by the number of persons holding stock and categorized by the range of stock held and the total number of shareholders, as follows;

Range of Number of Shares Held	Year 2023	
	No. of Share Ownership	%
1 - 50	150	4.31
51 - 100	250	7.18
101 - 500	376	10.80
501 - 1,000	342	9.83
1,001 - 3,000	626	17.99
3,001 - 5,000	349	10.03
More than 5,000	1,387	39.86
Total	3,480	100.00

1.3.5 Agreements between major shareholders that affect the issuance and offering of securities or the Company's management and significant operation

- None -

1.3.6 Policy for Investment in Subsidiaries and Joint Ventures

The Company has a policy to invest in other companies whose objectives, vision, and growth strategy coincide with those of the Company, and which may generate more revenue or profit if operated together. Investments are also earmarked for other companies whose synergy can help the Company increase its competitiveness and achieve its goal of becoming a leader in the PLUS industry. Subsidiaries, joint ventures, or partner companies may consider investing in more companies when there is a growth opportunity. This consideration process will take into account the plausibility, potential, and risk factors of the investment, with proper investment analysis, and with approval or consent from the Executive Committee, Board of Directors, or the Shareholders Meeting, depending on the case.



1.4 Registered Capital and Paid-up Capital

1.4.1 Ordinary Share

The Company has registered capital and paid-up capital, as of 31 December 2023;

Registered Capital : Baht 335,000,000 comprising of 670 million ordinary shares with a par value of Baht 0.50 Issued and Paid-up capital

Paid-up Capital : Baht 335,000,000 comprising of 670 million ordinary shares with a par value of Baht 0.50

1.4.2 Other securities with different rights or conditions from ordinary shares such as Preferred Stock

- None -

1.4.3 Other securities which are not categorized as common shares such as debenture, bill of exchange, convertible securities and debt instruments

- None -

1.5 Issuance of Other Securities

- None -

1.6 Dividend Payment Policy

The Company has a policy to dividends payment to shareholders in an amount no less than 40% of the Company's net profit after tax and contributions as stipulated in the law and Company's regulations. The Dividend payment will take into account the Company's operation, financial status and economic outlook to ensure the best interest of shareholders. However, this payment may change based on changes in business operation, finance, liquidity, investment necessity and expansion, business expansion and Company's cash flow as well as other conditions and limitations in certain debt agreements. The Directors and Company's shareholders will consider the annual dividend payment after it has been approved by the Board of Directors, except in case of interim payment which the Board of Directors has the authority to approve and report to the next shareholders meeting for their information.



Dividend Payment and Contributions to legally-mandated Reserves in 2023

Dividend Payment Details	2021	2022	2023
Net Profits (Million Baht)	85.63	207.63	188.05
Number of Share (Million Shares)	500	670	670
Dividended Ratio to Share (Baht)	0.12	0.13	0.12
Total Amount of Dividended (Baht)	60.00	87.10	80.40
Dividended Ratio to Net Profit (%)	70.07	41.95	42.75

Disclaimers The Company has an approximated registered normal stock of 500 million shares (before the public offerings of 170 million shares).

The Company has contributed 10,382,000 baht to the legally-mandated reserves as approved by the 2023 Annual General Shareholders Meeting on April 26, 2023.

2. Risk Management

2.1 Risk Management Policy and Plan

The Company has enacted policy and operational framework for risk management that concerns every dimension, from the Company's vision, business goals, strategies financial in accordance with corporate ethics and compliance policies and regulations. As well as considering the risk and severity of the impact to establish clear measures to prevent, correct and assign responsible persons, as well as conduct reporting and evaluation for improvement. Therefore, PLUS has determined a risk management policy in Board of Directors Meeting No. 6/2023 on December 14, 2023, reviewed, improved, and approved the company's risk management policy for monitoring and reviewing risk management for the year 2023 as follows:

1. All executives and employees have a responsibility to manage risks within their workplaces by adhering to the corporate risk management policy and enhancing the policy to improve their chances for success and minimize potential impacts.
2. The Company's management will organize its risk management by analyzing the linkages between every factor that affects the company, while ensuring that proper steps are taken to ensure success according to the company's goals.
3. The Company will evaluate its risks by considering every factor, both inside and outside the Company. These risks are divided into 5 categories, namely
 - 1) Strategic Risk
 - 2) Financial Risk
 - 3) Operational Risk
 - 4) Fraud and Corruption Risk
 - 5) Business Continuity Risk
4. To determine the acceptable risk profile of the organization's significant risks, and to promote effective risk management tools, manuals, and processes that are appropriate for changes in business operations, as well as continuous reporting of risk management performance to the Board of Directors.
5. Designating the corporate risk management mechanism that meets international standards, while formulating the acceptable strategic risk level to be used as criteria for the selection of appropriate business strategies that align with the company's objectives and risk management operations and directions.
6. Supporting and fostering the appropriate mindset that highlights the importance of risk management and encourages its proper implementation.

Risk Management Plan

Category of Risk divided into 5 groups, namely

1. **Strategic Risk:** This risk arises from the formulation and implementation of strategies and operational plans, both influenced by internal and external factors, which can impact the achievement or failure to achieve the Company's vision, mission, and brand image.
2. **Financial Risk:** This risk affects the Company's performance and financial status, including fluctuations in foreign currency exchange rates, raw material prices, and the inability to achieve suitable outbound shipment of goods within the specified timeframe (no more than 60 days after the goods leave the factories).

3. **Operation Risk:** This risk stems from the lack of proper control measures, including technological risks, information cybersecurity, information protection, and the failure to select technology that aligns with current information technology standards, thereby hindering the Company's growth.
4. **Fraud and Corruption Risk:** This risk arises from actions that exploit legal loopholes for personal gain or for the benefit of others, including actions such as embezzlement, creative accounting, and corruption.
5. **Business Continuity Risk:** This risk encompasses risks that may affect businesses beyond those mentioned above, potentially impacting all stakeholders, such as shareholders, partners, customers, employees, and the Company itself.

Risk management structure is divided into 3 stages, as follows

1. **Audit Committee:** determine policy, strategy, guidelines, and risk management structure revision that contributes to the Company's efficient operation that coincides with the international standard. The Committee will also provide suggestions to improve the Company's operation and direction, while carrying out the annual risk evaluation and reporting the result to the Board of Directors.
2. **Executive Committee:** regulate the implementation of risk management plan inside the Company, gauge and follow up on the implementation, while supporting the improvement of the plan Company-wide, with the result being reported to the Audit Committee. Moreover, the Executive Committee ensures a timely report to the Audit Committee in urgent matters.
3. **All employees:** have the duty to follow the approved risk management plan and process. This must be strictly followed at the division, operation and corporate levels.

2.2 Business Operation Risk Factors

2.2.1 Strategic Risk

(1) Over-dependence on major customers

In 2021, 2022 and 2023, the Company sold 36.6%, 42.8% and 43.0% of its goods to major customers in the Americas, respectively. These customers are distributors of fruit and vegetable juice, raw ingredients and snacks for the major chains of supermarkets and stores in the US, with the main consumers being those from Latin America.

Because of the growing popularity of coconut milk and juice among those from Latin America and other Americans in spite of the growing shipping cost in 2021, However, orders from this customer continue to grow as they do not want their products to go out of the market. This will affect the image of a major US hypermarket chain, while some overseas customers have delayed orders or shipments. As a result, PLUS's total sales revenue, almost all of which are export revenues, declined in 2021, compared with the year 2020, revenue from this customer accounted for 36.6% of total sales revenue in 2022. In 2023, despite a delay in orders in the 1st quarter due to longer than stock drain and cold weather, orders could resume in the second half of the year, accounting for 43.0% of total sales revenue.

The Company's risk management strategies are as follows;

1) Preserve the old customer base

- Plan sales in advance to enable proper production volume and ensure enough goods are available.
- Ensure timely shipment of quality products even when the shipping schedule is tight to demonstrate our commitment to customers.
- Improve product quality to meet customer demand, including introducing new flavors and substituting sugars with artificial sweeteners.
- Maintain the quality and taste of products, which is a key selling point, especially for our coconut juice.



2) Expand the customer base

- Participate in food and drink expos, both domestic and overseas, such as the Thailand-based ThaiFEX, Germany-based Anuga, France-based SIAL, Japan-based FoodEx Japan, US-based Fancy Food Show and the UAE-based Gulf Food in order to expand the partnerships with ODM customers and prospective partners.
- Organize marketing campaigns for the Company's products (coconut juice, milk and other fruit juice) outside the other ODM customers' markets.
- Diversify revenue sources by entering other beverage markets, such as boba tea and vitamin C drinks, under the MABU and C-Boom brands.
- Expand the customer base in Thailand and in neighboring countries (CLMV) while expanding the Modern Trade outlets. Currently, the Company has partnerships with Tang Hua Seng and is in talks with other Modern Trade outlets such as Foodland and convenient stores.
- In 2023, aim to acquire more than 30 new customers, the highest number the company has ever pursued, which is expected to serve as a growth base for the company in the future.

3) Exploring JV and M&A opportunities to expand revenue sources through strategic partnerships or acquisitions.

(2) Risk of reaching the customer segment to communicate marketing messages.

The beverage business is highly competitive with both large and small entrepreneurs, so there are many options for consumers, especially in Thailand that the company is in the midst of market expansion. Its success depends on its market competitiveness and cost control. However, the Company will focus on the taste and quality of products and services, customer needs, as well as brand building. There are also important strengths such as:

- 1) The Company has been understanding the answers and good relationships with key partners for long period time.
- 2) The management team has capable and experience over 12 years in the beverage industry.
- 3) There is an organizational culture in which middle management can access and share ideas with senior management to help plan and solve problems or initiate new plans together.
- 4) The Company has started to develop good relationships with several major customer partners. If successful, it will be a channel for distribution throughout the region.
- 5) The current size of the business has resulted in economies of scale and efficiency in such areas as procurement, transportation, and advertising.

In this regard, the Company believes that it will be able to reach its customers and maintain its customer base continuously because

- The concept of maintaining and developing good relationships with all customers such as an offering new products to customers continuously according to PLUS's requirements, and planning joint trading every year.
- The production formula for taste, color, and smell is a recipe invented by PLUS and owned by the company. It is unique and well-liked. Each manufacturer's recipe is unique in its taste. Coconut juice, juice, color, aroma and coconut jelly are the ingredients of the beverage. The Sales & Marketing and R&D department worked closely with customers to develop products that satisfy consumers' satisfaction. at an acceptable price.
- Changing the manufacturer of beverages for customers who use high switching cost. Apart from changing taste, production standards and potential to meet orders at different times of new manufacturers must also be checked.
- The Company has the flexibility to adjust its production formula for cost management without changing taste due to its expertise and long-term business relationship, which allows it to maintain profitability during higher raw material prices. PLUS is able to negotiate prices with raw material vendors, as well as being close to the main source of raw materials, coconut water, which has good taste and quality and, the main source of raw material, coconut water, which has good taste and quality.

The Company also plan to expand its customer base in new and emerging markets, including with PET Aseptic products such as fruit drinks with coconut jelly "MABU COCO" and 100% coconut milk "COCO ROYAL", which will be sold to Asian, Europe and the United States group. Moreover, the Company aims to increase domestic sales by marketing and selling more of its own brands, Nita and MABU BOBA, in Thailand. This will involve expanding into modern trade channels such as supermarkets and convenience stores to make these products more accessible to consumers.

2.2.2 Financial Risk

(1) Risk from the fluctuation in foreign currency exchange rate

From 2018 - 2023, the Company's revenue came almost entirely from overseas sales and transaction. Thus, the Company became susceptible to foreign currency fluctuation, especially the USD, which, in 2023, accounted for 70.3% of total revenue, while the RMB accounted for 0.4% (the rest was in THB). Therefore, PLUS determine the policy to minimize foreign exchange rate risk exposure by hedging without speculation by altering our risk management strategy to fit current business environment. This policy consists of

- 1) Making forward contracts to buy foreign currency
- 2) Increasing use of local currency by agreeing with customers to pay in THB
- 3) The opening of FCD to make transactions in foreign currency
- 4) Using financial options
- 5) Buying foreign currency via the use of futures

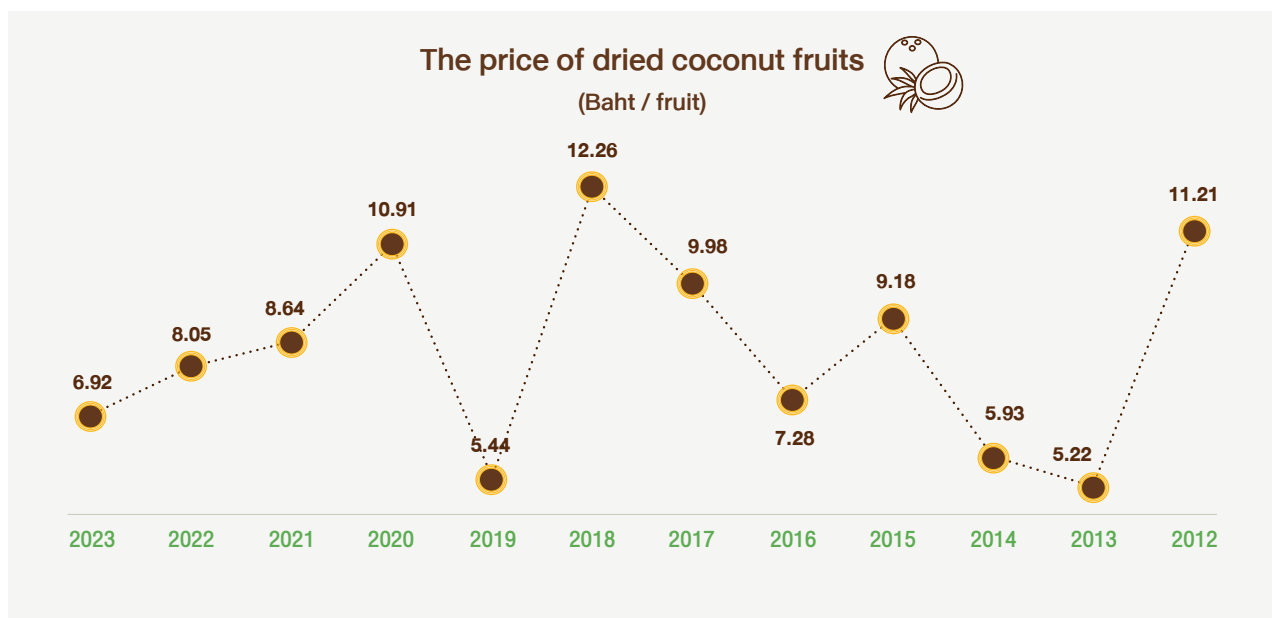
We mainly use the (1) (2) and (3) measures to minimize export risks by forward dealings with hedge ratio of 50 - 80% of the total foreign currency revenue (calculated from the remaining reservations and open position from the confirmed orders from customers every month). In addition, the management considered whether to close the risk at that time. Based on the foreign currency trend report, the forward report of daily foreign currency balance, and the use of foreign currency for all contracts to assess risks and risk closure guidelines on a weekly basis.

In the past, PLUS has not been negatively affected by any significant negative impact on earnings and gains from exchange rate volatility.

2.2.3 Operation Risk

(1) Risk from the price fluctuation of key ingredients

The key ingredients are coconut products (coconut water, coconut milk, coconut meat and jelly), and their price may fluctuate based on supply and demand, and factors beyond control such as climate change, drought, natural disasters and pandemics. In unusual circumstances, the Company's operation may be negatively impacted because of the inability to increase our retail price to compensate for the increase in raw ingredients' price.



Source: The Bank of Thailand (November 2023)

However, in the past, the Company has never been onto trouble with ingredients shortage because of the following measures;

- 1) Monitoring of the price of coconut fruit and juice closely.
- 2) The Company plan the ingredients acquisition plan in advance every month in accordance with the production plan. This is annually done in conjunction with major customers, with the purchase plan ranging from 3 - 6 months in advance. We then calculate the amount of ingredients required in accordance with the remaining stock of ingredients as well as following up on the projection of available ingredients in the market. This information is collected by asking our partner suppliers. The agreements to acquire necessary ingredients are concluded no less than 1 year in advance, and the amount required will be written down in the contract. The products shipment is sent to our customers no less than 1 week in advance to ensure the continuous production of goods.

- 3) The Company will manage ingredient acquisition in advance, with the stock being kept in places where it will not deteriorate. Our retail price is also adjusted to be in accordance with the cost in order to preserve profitability. Our R&D team is actively seeking to find alternative recipe for our products, to be used if our key ingredients become scarce. The alternative recipe must not affect the quality and taste of the products.

(2) Risk from products quality and consumers' safety

Due to Consumers'safety is our foremost priority as we realize that small mistakes-from contamination to products expiry-will significant impact the credibility of all the Company's products. Thus, we are careful in selecting the ingredients and perfecting our production process, with the Research & Development, the Production and the Quality Control Department actively working together. This is to minimize the risk concerning products quality, and to ensure that our products remain high-quality. Our products have received numerous certificates, including the HACCP, GMP, HALAL, ISO22000, FSSC 22000, Thailand Trust Mark (T Mark) awarded by the Department of International Trade Promotion, Thai Ministry of Commerce and ISO9001.

(3) Risk from greenhouse gas emission

The Company realize the correlation between greenhouse gas emission and global warming, which will negatively impact the global climate, ecological system and extinction of species. Thus, PLUS have initiated the following measures to this end, as follows;

- Substitution of fuel oil with palm kernel oil in the electricity-generating system.
- Planning the production process and improving equipment to ensure maximum energy efficiency, ingredient efficiency, packaging efficiency, and waste minimization.
- Adjusting the glass bottle packaging to reduce weight from 185 grams per bottle to 175 grams per bottle.
- Designing products and production models that use raw materials cost-effectively to reduce manufacturing waste.
- Currently, installing Solar Rooftop to utilize solar energy in the production process completely.

2.2.4 Fraud and Corruption Risk

The Company is committed to transparent and fair business operations, focusing on good corporate governance, accountability and due diligence in compliance with relevant laws and regulations. Therefore, we have established an anti-corruption policy as a guideline for sustainable development. It has established policies and measures against corruption, internal control systems, and strict monitoring of punishment and compliance with business ethics. The regulations and procedures involved are in compliance with the law to prevent corruption. We monitor complaints in accordance with policies and regulations related to anti-corruption measures, providing open channels for reporting dishonesty or complaints, as well as procedures to respond to complaints and protect complainants. We ensure systematic and fair reporting of the results in accordance with the rules of complaint.

The Company recognizes the importance of ensuring that employees understand and adhere to the Code of Conduct and Anti-Corruption policies. To achieve this, these policies are reviewed annually, and employees at all levels undergo knowledge assessments to ensure their understanding. This practice helps everyone recognize the importance of these policies and encourages correct implementation.

2.2.5 Business Continuity Risk



(1) Risk from the fact that the family of Mr.Phonsaeng Saebe is the majority shareholder who holds over 50% of the total paid-up capital

Family of Mr.Phonsaeng Saebe-consisting of Mr.Phonsaeng Saebe, Ms.Amornt Ketvisate, Mr.Surachai Saebe, Mr.Xueduan Ma and Mrs.Nusara Ma (collectively called “the founders”) holds over 55.51% of total shares, effectively the majority shareholders who have huge impact on the policy-making of the Company. They can direct the direction of the Company’s management, and have a hold over the resolution of the General Shareholders’ Meeting. Thus, other shareholders can find it difficult to accumulate enough votes to check their sway in the General Shareholders’ Meeting. However, regarding the Company’s management structure that consists of the Board of Directors and the Audit Committee, it can be concluded that the structure has clearly outlined the scope of power, duty and responsibilities of each committee, with clear policies regarding any transactions that involve major shareholders, directors, those who hold management authority or may have conflict of interest. Those persons will not be involved in the voting of such matter. Independent directors are also appointed to participate in the Board to ensure transparency and inspire confidence among shareholders that the management structure has a tangible check and balance as well as management system.

(2) Emerging Risk

The Board of Directors and the Management team continuously monitor emerging risks that may affect business operations. These risks include factors such as trade wars, tariff measures, the Russia-Ukraine war, the Israel-Palestine conflict, changes in health-conscious consumer behavior, disruptive technology and innovation, cybercrime, and disaster risks from sudden climate change and emerging diseases. They assess the situation and review strategies, measures, prevention, and resolution of new emerging risk factors in advance. They respond to them systematically and in a timely manner to continuously implement the risk management plan.

3. Driving Business towards Sustainability

Royal Plus Public Company Limited is a leading company in the production and distribution of beverages made from raw materials sourced in Thailand, known for their international value and quality. It started as a small company and has grown into a large, steadily expanding business with a production capacity of more than 200 million bottles per year. The Company's products are recognized worldwide in more than 106 countries, making it a top exporter of fruit juice in Thailand.

The Company continuously strives to develop products while adhering to the vision of 'Creating quality beverages through continuous innovation to provide a great customer experience worldwide and enhance the quality of life sustainably.' As such, the Company recognizes the importance of efficient business operations, aiming to grow together with society in a sustainable manner and benefit all stakeholders, including employees, investors, shareholders, and other stakeholders. Society and the environment are major pillars under the themes of integrity, fairness, transparency, and accountability to all stakeholders.

3.1 Sustainability Management Policies and Goals

From the Company's Vision, recognizes its roles, duties and responsibilities in setting objectives, goals, and social responsibility policies to create a sustainable shared value for the Company. It encourages employees to be conscious of the importance and support of the creation of innovations that bring value to the business along with creating benefits to all stakeholders. It will monitor and ensure that the management operates its business with social and environmental responsibility and is reflected in the operational plan. This would ensure that all parties of the organization have acted in accordance with the Company's objectives, main goals, and strategies, as well as the role of stakeholders are considered too. In addition, the Board of Directors will monitor and ensure that management allocates and manages resources effectively and efficiently by considering the impact and development of resources throughout the Value Chain to achieve the main objectives and goals sustainably.

The Company has disseminate "Corporate Sustainability Policy" on website (www.royalplus.co.th / Investor Relation / Corporate Governance / CG Policies & Compliance / Corporate Sustainability Policy)

In 2023, the Company appointed the Corporate Governance and Sustainability Committee to oversee sustainable development. The committee reviews and communicates its policies through the company's Sustainability Team, planning strategies and directions to operate its Sustainable Development Goals (UN Sustainable Development Goals: SDGs).

In 2023, the Company set ambitious sustainable goals. More details are as follows:

Target of Economic and Governance Dimension		Target of Social Dimension		Target of Environmental Dimension
NPD at least 20 SKUs per year	Sales Growth 4,000 MB. within year 2026	Employee Engagement more than 80%	Turn Over of monthly employees Less Than 10%	Reduce Greenhouse Gases 30% – 40% within year 2030
AGM Checklist within year 2024 100 Full Scores		Community Satisfaction of around Factory		Carbon Neutrality within year 2050
CGR Checklist within year 2024 5 stars		More Than > 80%		Zero Emission within year 2065
received CAC certificate within year 2025				



Royal Plus Sustainability Strategy



Establish Excellent Environmental

- GHG Emission & Climate Strategy
- Energy Efficiency
- Water Management



Social Sustainable Success

- Community Development
- Consumer Health and safety
- Employee Engagement and Development
- Occupational Health and Safety



Growth Good Governance

- Anti-Corruption
- Corporate Governance/ Business Ethics
- Cyber Security and Data Privacy
- Innovation Management
- Supply Chain Management

Policy & Process

Sustainable Development Policy
Procedures / Integrated system
Cross-functional team

People

Executive management
Sustainability working team
Subject-matter-expert (SMEs)

2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND





16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIP FOR THE GOALS



Strategic Direction	Operational Targets	Supporting the Sustainable Development Goals
 <p>Economic and Governance Dimension</p>	<p>Conducting business correctly, transparently, and fairly, while considering the public interest of All stakeholders by improving operational efficiency and building cooperation between the company and stakeholders.</p> <ul style="list-style-type: none"> • No legal lawsuits of any kind, especially those related to corruption • Free from serious cyber theft • Effectively maintain data privacy • The rise of innovation to create operational efficiency • Drive and enhance the operations of sustainability partners 	
 <p>Social Dimension</p>	<p>Raise awareness of work safety and promote employee well-being. Respect human rights throughout the value chain as well as expand talented employees through a culture of learning to drive the organization towards a sustainable future.</p> <ul style="list-style-type: none"> • Employee Engagement more than 80% • Community Satisfaction more than 80% • Turnover rate of monthly employees less than 10% • Free from complaints from the community and enhance community satisfaction rate • No complaints from customers about the safety and quality of goods • Enhance customer satisfaction • Maintain and enhance employee knowledge and abilities • Encourage employees to have a quality of life and well-being at work • Reduce accidents and work-related deaths 	

Strategic Direction	Operational Targets	Supporting the Sustainable Development Goals
<div data-bbox="252 369 347 488"> </div> <p data-bbox="229 526 370 593">Environment Dimension</p> <p data-bbox="443 376 694 846">Reduce greenhouse gas (GHG) emissions, improve energy and water efficiency management, and enhance business efficiency in reducing environmental impact throughout the beverage production process and value chain.</p>	<ul data-bbox="746 376 1125 891" style="list-style-type: none"> • Carbon Neutrality by 2050 • Reduce greenhouse gas emissions 30% - 40% by 2030 • Achieve net zero emissions by 2065 • Reduce energy consumption • Use renewable energy in business operations • Reduce water consumption • Ensure that the amount of water returned to nature meets the standards required by law 	<div data-bbox="1184 488 1396 694"> </div>



3.2 Management of Impacts on Stakeholders in the Value Chain

3.2.1 Value Chain of Business

From the Company's vision, the Board of Directors recognizes its role, duties, and responsibilities in determining its objectives, goals and corporate social responsibility policies to create sustainable value for the Company by focusing on all employees to realize the importance and support the creation of innovations that bring value to the business along with create benefits for all stakeholders involved and to be socially and environmentally responsible, and to monitor the management to conduct business responsible to social and environment, and it is reflected in the operational plan to ensure that all parties of the organization have acted in accordance with the objectives. The company's main goals and strategies and take into account its role of stakeholders. In addition, the Board of Directors will monitor and ensure that management allocates and manages resources efficiently and efficiently by considering the impact and development of resources throughout the value chain in order to achieve the main objectives and goals sustainably.

In 2023, the Company is committed to being a leader in beverage production and export, with a mission to enhance stakeholder confidence and sustainability. The Company plans to formulate its sustainability strategy and direction in alignment with the UN Sustainable Development Goals (SDGs) to strengthen its position as a leader in beverage production and export. The key points of this strategy are as follows:

- Designing production processes and procedures that promote efficiency while having no negative impacts on communities or the environmental
- Considering human right, occupational health and safety and fairness to workers
- Monitoring the behavioral trends of target customers closely to provide advice on products that are in current market demand.
- Creating marketing plan and utilizing appropriate marketing media



- Procuring quality raw materials from multiple sources to reduce the risk of over-reliance on a singular supplier of raw materials.
- Storing raw materials appropriately to maintain their quality in a long time and in a state of readiness for use.
- Managing raw material quantity in accordance with production plan
- Storing products in proper area without negatively affecting product quality.
- Arrange products in trucks by utilizing space efficiently and reducing the risk of product damage.
- Delivery products on time
- Responding to customer demand
- Provide advice and assist to solve the occurring problems.
- Provide prompt and efficient post-purchase service including receiving feedbacks and recommendations

3.2.2 Stakeholder Analysis in the Business Value Chain

The stakeholder management across the business value chain is considered as something that the Company pays great attention. This management covers those who are affected or may be affected by business operations. This is to ensure that stakeholders are treated equally according to the Company's mission, which has the commitment to create sustainable value together with society by taking care of the fair interests of all groups of the Company's stakeholders.

As the commitment in product and service development and investment in diversified innovation to response to the demands of all sectors, hence, the Company has considered activities and operational processes throughout the value chain to identify internal and external stakeholder groups. Additionally, feedbacks have been obtained through a variety of channels, both online and offline, to analyze and respond appropriately to those opinions and expectations of stakeholders. In 2023, the Company has identified seven groups of stakeholders: shareholders, investors, and analysts; customers; suppliers; employees; society and communities; government agencies and educational institutions; and competitors.



Moreover, in 2023, the Company conducted stakeholder engagement to build relationships with stakeholder representatives in accordance with the AA1000 Stakeholder Engagement Standard (AA1000SES) and Global Reporting Initiative Standards (GRI). Suggestions and comments from stakeholders during the engagement will be considered when selecting materiality topics important to the Company. Additionally, in the future, the Company will use suggestions and comments from stakeholders to develop an action plan aimed at building strong relationships with stakeholders to improve, develop, and modify business operations for greater efficiency.

Stakeholder Engagement

Stakeholder	Channel and frequency of fostering relationships with stakeholders	Demands and Expectations	Response to expectations
Shareholders/ Investors/ Analysts	<ul style="list-style-type: none"> Annual Shareholder Meeting 1 time Financial performance presentation quarterly Analyst Meetings 3 time Company Visit activity 4 times 	<ul style="list-style-type: none"> Good return on investment Effective Corporate Governance Stability and continuous business growth Accurate and comprehensive information disclosure with up-to-date and transparency Risk Management System with efficient monitoring and control 	<ul style="list-style-type: none"> Corporate governance with transparency, fairness, and verifiability Appropriate dividend payment Information disclosure transparently Establishment of strategic business plans Risk management thoughtfully
Customers	<ul style="list-style-type: none"> Meeting customers regularly, including market surveys and meeting with customers online Coordinate closely with customers in all steps Customer Satisfaction survey 2 times per year Permit customers to visit the manufacturing process up to 10 - 15 occasions Encourage to co-marketing with clients through advertising media of the Company's products 	<ul style="list-style-type: none"> Obtaining accurate information of products and services Products with reasonable prices Price competition is transparent Obtaining quality products and services Ability to solve problems promptly as feasible Confidentiality of customer information 	<ul style="list-style-type: none"> Corporate governance with transparent, fair and verifiable Providing anti-corruption policy Managing quality according to international standards Adhere in ethics of maintaining the confidentiality of customer information Customer's invitation to visit the production line process Developing quality products which able to meet the customer demands
Suppliers	<ul style="list-style-type: none"> Annual raw material quality inspection plan, which covers suppliers for more than 20% of each type of raw material Supplier Satisfaction Assessment 1 time per year 	<ul style="list-style-type: none"> Compliance with regulations and requirements of Company's procurement Conduct business together with transparency, fairness and equality Confidentiality of supplier information 	<ul style="list-style-type: none"> Increasing the efficiency of operational processes related to procurement Confidentiality of supplier information

Stakeholder	Channel and frequency of fostering relationships with stakeholders	Demands and Expectations	Response to expectations
Employees	<ul style="list-style-type: none"> Communicating relevant information through communication channels with appropriate frequency Employee of Engagement Assessment 1 time Listening to opinions and suggestions through various channels that the Company provided, such as the comment box, Morning Talk activities 	<ul style="list-style-type: none"> Good remuneration with the opportunity in career path and stability of the Company Working Environment and area are suitable for work with sufficient equipment, including welfare and safety in operations This includes well-being and safety for operation 	<ul style="list-style-type: none"> Advocating employees to continuously develop their skills and knowledge Determining regulations and guidelines for occupational health and safety in the operation and promoting good health of employees Establishing Succession Plan to plan for career growth in key positions
Society and Communities	<ul style="list-style-type: none"> Operating business with consideration of potential impacts on society and communities as well as being accountable to the surrounding community The listening to opinions and suggestions through various channels that the Company provided of 1 time Community Satisfaction of surrounding factory of 1 time per year 	<ul style="list-style-type: none"> Reducing the environmental impact on surrounding communities Adhering safety in production according to the safety standards Participating in community development, generating careers and income to build stability for people in the surrounding communities 	<ul style="list-style-type: none"> Operation in accordance with occupational health and safety practices Increasing resource efficiency and reducing the impact of greenhouse gas emissions
Government Agencies & Educational Institutions	<ul style="list-style-type: none"> Meetings, attending seminars, emails and contacts regularly 	<ul style="list-style-type: none"> Participating in new government policies and projects Sharing of operational knowledge and skills Supporting and complying to measures or activities of local and national governments 	<ul style="list-style-type: none"> Exchanging knowledge on operational methods Appropriately complying and participating in government measures and activities
Competitors	<ul style="list-style-type: none"> Behaving toward competitors in accordance with international standards 	<ul style="list-style-type: none"> Behaving toward commercial competitors under good manners and fair competition rules 	<ul style="list-style-type: none"> Not seeking confidential information of commercial competitors Not destroying commercial competitor's reputations

The Practices of Competitors According to International Standards

Materiality assessment for sustainable development

The Company has determined materiality assessment process for sustainable development in accordance with sustainability reporting standards of Global Reporting Initiative (GRI Standards) to reflect the materiality topics that are significant to the Company's economic, social, and environmental impacts and influence on the assessment and decision-making of stakeholders across the value chain of the business. The assessment is conducted to review changes in materiality topics of the organization and its stakeholders, which can impact the management effectively. The materiality assessment process consists of 3 steps as following:

1. Identification of Materiality to the Organization and Stakeholders

The Company considers and analyzes materiality topics related to business, which cover economic, social, and environmental dimensions, by considering relevant international standards, regulations, and guidelines. This is consistent with the context and actions of the organization's sustainability and stakeholder's expectations. The Company has defined the boundary of materiality topics according to the impacts of operations along the value chain, which covers both internal and external the organization.

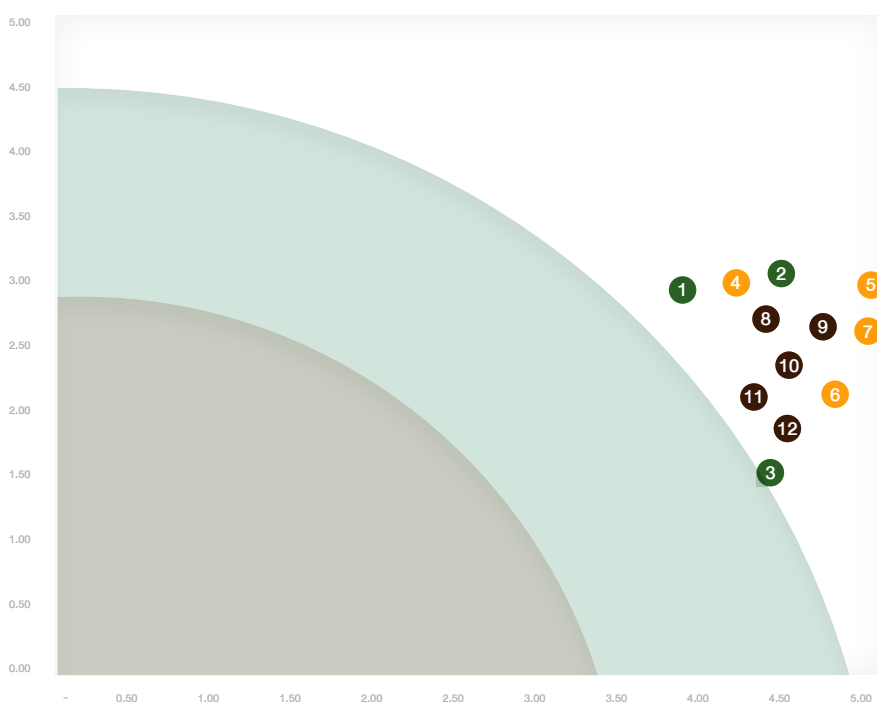
2. Prioritization

Prioritization of materiality topics is considered from the opportunity and impact on the value creation of the Company, which covers economic, social and environmental dimensions, including the level of interest, impact and importance to stakeholders.

3. Validation and Endorsement

The result of prioritization will be considered in term of accuracy and comprehensiveness by working team before presenting it to the executives to consider, review and approve materiality topics of the Company.

The Result of Materiality Assessment



● Economic & Governance Dimension

- Anti-Corruption
- Corporate Governance/ Business Ethics
- Cyber Security and Data Privacy
- Innovation Management
- Supply Chain Management

● Environmental Dimension

- GHG Emission & Climate Strategy
- Energy Efficiency
- Water Management

● Social Dimension

- Community Development and Participate
- Consumer Health and Safety
- Employee Participate and Development
- Occupational Health and Safety

3.3 Establish Excellent Environmental

Establish Excellent Environmental Position

Nowadays, the awareness of managing environmental issues has become a global concern. The world is currently facing various environmental problems, including the loss of biodiversity, climate change, global warming, and high levels of particles with diameters smaller than 2.5 micrometers (PM2.5). These challenges are compounded by population growth, resulting in increased resource consumption. Additionally, industries' worsening air pollution and the surge in improperly disposed garbage adversely impact the ecosystem, environment, economy, society, and health. Across every sector, there is an increasing awareness of the urgent need for environmental problem management. This awareness was particularly highlighted in 2023 during the 28th meeting of states parties to the United Nations Framework Convention on Climate Change (UNFCCC) or 'COP28.' The focus of this conference was on discussing measures to limit global temperature increase to 1.5 degrees Celsius above pre-industrial levels by promoting the reduction of greenhouse gas emissions and urging the world to accelerate the production of renewable energy. This involves transitioning away from the use of fossil fuels. Such efforts are crucial in addressing the impacts of climate change and global warming. Therefore, the environmental movement advocates for more robust changes in environmental legislation to effectively tackle the world's environmental problems.

3.3.1 Environmental Policy

The Company is committed to manage the material topics of the environment by adhering to the sustainable development policy, particularly the organization's environmental aspect. In the development of Environmental Policy, the Company has analyzed internal operations and external factors to review and revise for the organization's policy to comply with the law, enhance excellent environmental management, and conserve the environment sustainably. The detail of the policy as follows:

3.3.2 Environmental Management Targets


The Company established the Company's Key Performance Indicators (KPI) for green industry and governance to align with the mission of Heart + Love; the indicators are shown as below:

**Heart +
Love**

“The Company places importance on the practice of laws and regulations related to the environment and Occupational Health and Safety at the local, national, and regional levels.

Additionally, it encourages organizational personnel to use resources efficiently for maximum benefit and implements measures to minimize potential impacts on surrounding communities”



	Mission	Performance Indicators	2022 Targets	2023 Targets
Heart + Love 	Green industry and governance	Solar rooftop installation by 2022 to generate electricity and for renewable energy use purposes	1 MW	Considering Installation of Solar Rooftop for Phase 2
		Total energy consumption from solar cell (kWh)	-	1,425,000
		Total electricity consumption rate (Unit/ton)	≤103	≤103
		Total Palm Kernel shell fuel consumption	85%	85%
		Total water consumption rate (Q/ton)	5.8	5.8
	Sharing and growing together with local communities and social creation for sustainability	Environmental complaints from local communities	0	0

Environmental Management Plans



- Review the environmental policy to comply with the Company's internal and external factors
- The Company included in the "Solar Orchestra" scheme of the Import-Export Bank of Thailand (EXIM Bank) cooperation with leading organizations to encourage investment in solar rooftop installation
- Laying the plans of embracing packaging in the types of aerated glass and plastic packaging to replace the previous type of glass packaging, emitting high greenhouse gas emissions in production
- Establishing the Company's greenhouse gas emissions (GHG emissions) account refers to the ISO 14064-1:2018 standard for the calculation approach
- Certified the ISO 14001 on Environmental Management System (EMS)
- Certified the ISO 14064-1:2018, an international standard for the verification, measurement, and reporting of greenhouse gas emissions and reductions at the organization level



- Specify the organization's energy management indicators to minimize the electricity and fuel consumption per unit produced
- The Company has carried out the solar rooftop scheme with the aim of producing electricity from the renewable energy source. The project was completed and started generating energy in 2023



- Determine water management indicators to mitigate the Company's water consumption per unit produced



- There are no complaints, cases, and penalties of non-compliance with environmental laws.



Climate Change and Greenhouse Gas Emissions



The Company is dedicated to energy conservation, achieved through efficient resource utilization, promotion of alternative energy usage, and the implementing technology in the production process and business operations to increase efficiency in reducing greenhouse gas emissions



Climate Change and Greenhouse Gas Emissions

In 2023, many countries globally faced the most devastating natural disasters on record, including inclement weather events such as the El Niño phenomenon and extreme drought. The United States has experienced an unprecedented number of extreme weather disasters this year, ranging from wildfires to severe storms. In addition, temperatures in multiple European countries surged to 40 degrees Celsius. These highlighted natural disasters are all stemmed from the impact of climate change. Furthermore, Thailand was ranked among the top 10 countries most susceptible to severe natural disaster crises, facing the likelihood of experiencing extreme weather events. These events encompass heavy rainfall fluctuations, prolonged droughts, rising sea levels, and various other manifestations of natural disasters arising from the impacts of climate change. With the aftermaths of climate change earlier, it can affect the Company's operations, leading to issues in scarcity of agricultural raw ingredients, water scarcity, food security concerns, and employee illnesses caused by climate change.

The Company recognizes the significance of GHG quantity and ecological changes. Accordingly, the Company has cooperated with governmental agencies and policies that target decreasing national GHG emissions in order to establish guidance for the Company's GHG management. In 2021, the Company conducted the organization's GHG emission account, and the calculation manner referred to ISO 14064-1:2018 Standard. The GHG calculation was initiated at the company's head office and expanded to the factory in 2022, as well as the GHG emission was regularly reported and monitored.

In 2023, the Company achieved ISO 14001:2015 certification for its Environmental Management System, reinforcing its commitment to enhancing environmental performance and promoting sustainability. Additionally, the Company obtained ISO 14064-1:2018 certification, affirming its dedication to adhering to guidelines for reducing greenhouse gas emissions. This certification underscores the company's active participation in addressing global warming and climate change challenges.



Performance Targets

Total Palm Kernel shell fuel consumption in the manufacturing

2022 Targets 85% **2023 Targets 85%**

Climate Change and Greenhouse Gas Emissions Management Plans

In 2023, the Company set the indicators for efficient resource consumption and lowered the impact on the environment in relation to the Company's operations as well as monitored and enhanced the efficiency of the performance.





Indicators	Measurement Criteria	Reporting Frequencies
Lessen the cost of fuel 	The cost of fuel (furnace oil and Palm Kernel shell), consumed per month or 1 ton of products	Monthly
Better the rate of fuel consumption 	Increase the rate of Palm Kernel shell fuel by 85% of total fuel consumption	Monthly

The installation of a solar power generation system

Aligned with our commitment to promote the use of renewable energy in accordance with circular economy principles and the organization's sustainable development guidelines, the company achieved a significant milestone in 2023. A rooftop solar capacity of 984.96 KWP was successfully installed at the main production building in Amphawa District, Samut Songkhram Province. This initiative serves as an alternative source of electrical energy for the production process, contributing to a substantial annual reduction of 666 tons of CO₂ greenhouse gas emissions. Moreover, it plays a pivotal role in decreasing overall electricity consumption, resulting in a positive impact on energy costs. The project has been officially registered as a carbon dioxide reduction initiative with the Thailand Greenhouse Gas Management Organization (Public Organization) or TAO and has successfully reached completion.

Reducing the use of glass for packaging

The Company is environmentally conscious and has a sustainability management policy that aligns with its business direction and strategy. In 2023, the Company reduced the thickness of glass for bottle packaging, decreasing the amount of glass used from 185 grams to 170 grams while maintaining product quality. The Company also focused on applying technology and innovation in modern production processes to reduce the environmental impact caused by its packaging production.

Total GHG emissions Scope 1 was equal to 2,297 tons of CO ₂ equivalent		Total GHG emissions Scope 3 was equal to 25,565 tons of CO ₂ equivalent	
Total GHG emissions Scope 2 was equal to 3,043 tons of CO ₂ equivalent		Total GHG emissions intensity was equal to 0.973 m ³ of CO ₂ equivalent per unit produced (Unit: Ton)	

The Company developed its GHG emissions report in 2023, and the GHG emissions inventory was verified and certified for its carbon footprint according to the ISO 14064-1:2018 Standard. The verification process was conducted by Bureau Veritas Certification (Thailand) Company Limited. Additionally, the company proceeded with the carbon footprint label registry for the Carbon Footprint of Organization (CFO) through the Thailand Greenhouse Gas Management Organization (TGO).



Energy Management



The Company emphasizes the reduction of electricity consumption from fossil fuel sources by increasing the utilization of electricity from renewable sources. This initiative aims to minimize pollution and mitigate the effects of climate change



Energy Management

The contemporary surge in population directly correlates with an escalating demand for resource consumption, particularly as the energy efficiency of these resources continues to diminish progressively each day. Therefore, food and beverage production is one of the significant industries in terms of providing needs on nourishment for human lives. Moreover, according to the World Population Data Sheet 2023, the global population is projected to reach 9.8 billion by 2050. This anticipated population growth underscores the imperative for the food and beverage industry to be vigilant in responding to the escalating demand for food and beverage production.

Producing food results in a large amount of energy being used for production since the food and beverage industry consumes energy across the production line, accounting for 30 percent of global energy. Consequently, the Company needs to manage energy consumption efficiently. Improving energy efficiency does not solely mitigate the adverse impacts on the environment, but it also lessens the production cost of the organization as well as abates the challenge risk of the future's energy price inflation. Therefore, the Company has continuously considered the importance of energy efficiency; the Company set indicators in the organization's green industry and governance. Additionally, the Company developed energy conservation policies as guidelines for everyone to follow.

Energy Conservation Policies

1. The Company will develop an energy management system appropriately by embracing energy conservation as a part of the Company's operations in accordance with law and other related regulations.
2. The Company will continuously improve energy efficiency, which aligns with business operations, technology adoption, and good practice guidance.
3. The Company will lay out the plan and energy conservation targets annually and communicate to all employees to enhance understanding and practice precisely.
4. The Company will hold that the energy conservation is the responsibility of the business owner, executives, and employees across the levels to cooperate in the Company's energy management measures, monitor, and report to the Energy Management Committee.
5. The Company will uphold necessary resources, including human resources, budget, operational time, training, and listening to feedback for further improvements in energy management.
6. The executives and Energy Management Committee will revise and improve on energy targets and plans annually.

Performance Targets

Decrease total energy consumption

2022	2023
≤103 unit/ton production	≤103 unit/ton production

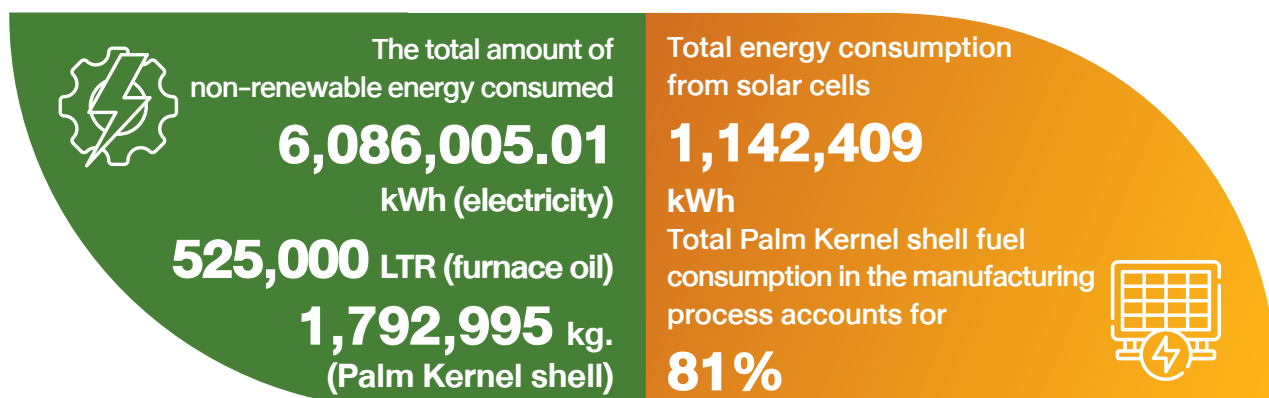
Total energy consumption from solar cell

2022	2023
— (kWh)	1,425,000 (kWh)

Energy Management Plans

1. The replacement of lighting devices with more energy-efficient ones across the organization.
2. The replacement of the previous fixed speed air compressor with a variable speed drive (VSD) air compressor helps to control production output to match demand.
3. The installation of exterior lighting by using devices primarily powered by solar energy

Key Performance





Water Management



The Company recognizes the importance of sustainable water resource management and is committed to reducing water consumption. This commitment involves the construction of water storage facilities, the implementation of efficient wastewater treatment systems as mandated by law, and the establishment of targets to maximize the benefits of water usage.



Water Management

Droughts have been declared annually in numerous countries, with climate change emerging as a primary culprit, leading to the manifestation of the El Niño phenomenon in 2023. The reduced rainfall during the rainy season, compared to the previous year, has contributed to a substantial decline in water levels in both natural water sources and reservoirs, posing a severe threat to the agricultural sector. Furthermore, the extensive impact of droughts extends to livelihoods, underscoring the critical role of water as an indispensable resource for life on Earth.

According to the pivot product of the Company “Beverage,” it is undeniable that the production process consumes a large amount of water. As a leading beverage company, the Company recognizes and places importance on efficient water management. Moreover, the Company is conscious of the water shortage situation, which can threaten the business in the future. Therefore, the Company strictly complies with regulations and related laws. Additionally, our commitment extends to proactive water management practices aimed at optimizing efficiency, reducing water consumption, and minimizing environmental and societal impact.

Performance Targets



2022

Reduce total water consumption

5.8 m³/ton production

Reduce water costs by using a water softener system instead of a high-pressure reverse osmosis (R.O.) system

30%

2023

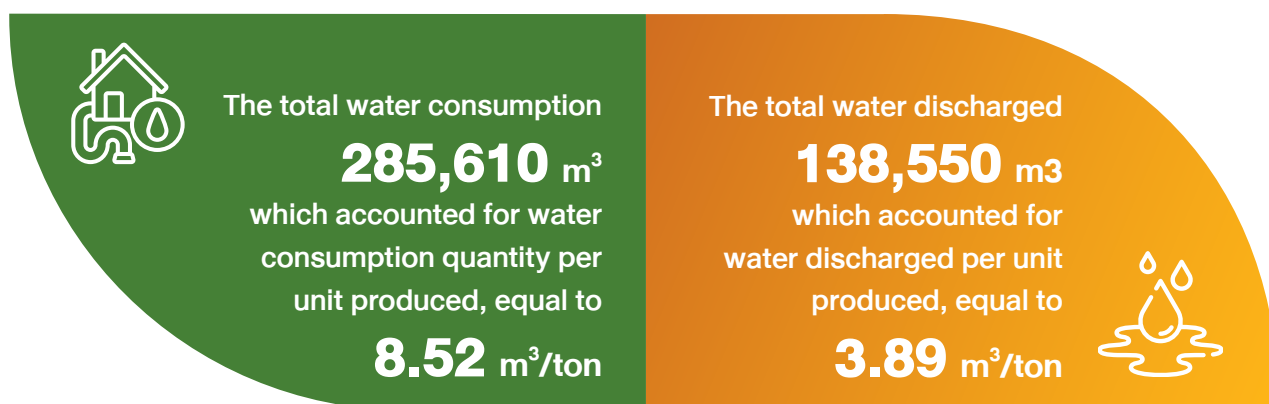
5.8 m³/ton production

30%

Water Management Plans

For water management in the production process, the Company will first check for water scarcity problems in the public canal area around the factory before drawing surface water to storage in the Company's dug wells. The water will then be used in high-pressure water production (Reverse Osmosis - R.O.). After the production process completed, the water treatment process began. The wastewater discharged from the production process will be delivered to a treatment process to meet the controlled standard before being discharged into the environment. The water quality will be checked before being released into the public canal. In an emergency, the Company has designated a responsible person to control the quality of water used in the factory and create guidelines for wastewater management practices. Additionally, the Company conducts annual inspections following organizational measures. Based on the inspection results, the water management meets the standards, and there are no complaints from the nearby community and water scarcity problems in the area.

Key Performance

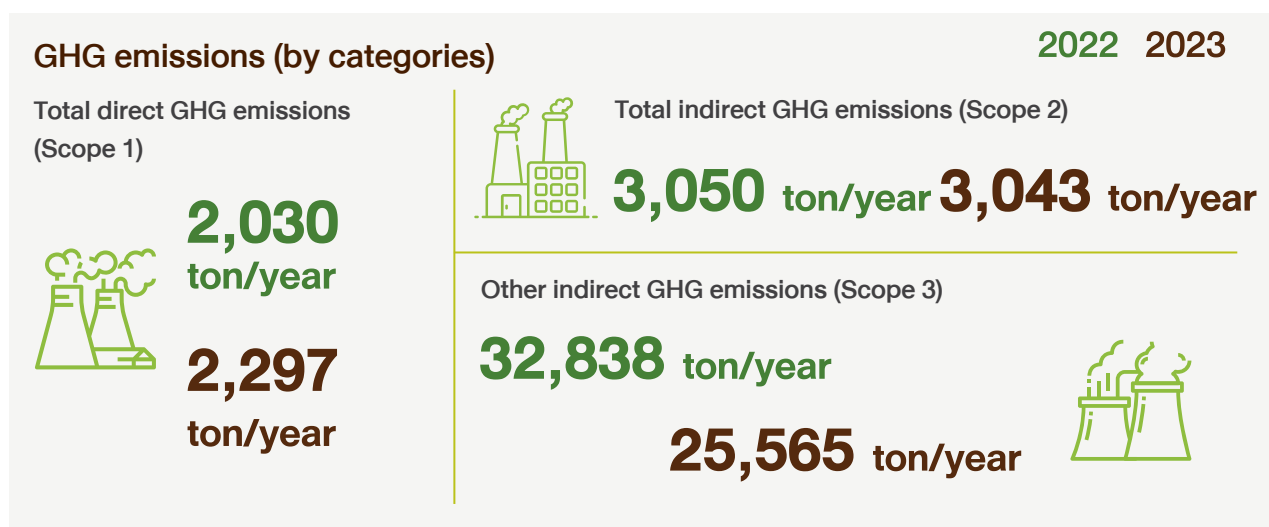


Water Management Projects

1. The Company installed a water circulation system for the water used in the production process.
2. Improve the efficiency of the R.O. water production system to maximize water-generating capability.

Appendix

Total GHG emissions Scope 1-3



GHG emissions intensity

2022 2023

Compare to the total revenue (million baht)


26.016 baht **21.512** baht

Compare to the total unit produced

1.221 ton**0.973** ton

Compare to the total employees

59.526 person**43.406** person

The number of non-compliance with environmental law

The number of cases
resulting from
non-compliance with
environmental laws
and regulations

**0** case**0** case

2022 2023

Water consumption quantity

Total water consumption (m³)

2022 2023

Surface water

**245,294** m³**330,341** m³
116,484 (m³) **138,550** (m³)


Surface water source



Waste and Pollution Management



The Company focuses on the management of waste encompassing hazardous and non-hazardous waste, adhering to the 3Rs principle to minimize environmental impacts associated with waste disposal, and actively strives to achieve the objective of reducing the volume of waste destined for landfills.



Waste and Pollution Management

The Company prioritizes waste management, including industrial waste, by adhering to the principle of maximizing resource utilization based on the 3Rs (Reduce, Reuse, Recycle). Emphasizing the significance of minimizing waste in the production process, the company advocates for efficient waste management, encompassing the reuse of raw materials and waste throughout the supply chain, detailed in the following measures:

1. The Company has consistently advanced and enhanced operational processes in both production and production support activities. The primary objective is to minimize waste generation, and when waste does occur, the company meticulously manages each type based on its potential for reuse or recycling. This approach aims to minimize the volume of waste requiring disposal in landfills.
2. The Company ensures environmentally responsible disposal of non-recyclable industrial waste, following strict compliance with legal requirements and Department of Industrial Works guidelines. This involves efficient waste sorting by type, and subsequent transportation and disposal in accordance with established standards.
3. The Company prioritizes strict adherence to air pollution control laws to ensure occupational health and safety while minimizing environmental impact. Recognizing potential pollution effects on nearby communities, the Company proactively collaborates with them to implement measures and establishes a mechanism for community feedback or complaints on environmental issues caused by factory activities.
4. The Company will assess the effectiveness of the factory's waste management system, analyzing the root causes of any inefficiencies or deviations from its objectives. This evaluation will encompass continuous improvement and the ongoing development of waste management activities within the factory, guided by the principles of 3Rs.

The Company has determined that employees at all levels within the organization, including staff, directors, and executives of Royal Plus Public Company Limited, are obligated to endorse, advocate, and align their actions with the prescribed environmental policy. The Company is committed to collaborating, supporting, and actively participating in initiatives led by various entities, both public and private, aimed at advancing environmental practices and ongoing energy conservation.

Performance Targets



2022

Reduce the volume of general waste

**500,000** (kg)

Reduce the volume of recyclable waste

**500,000** (kg)

Reduce the volume of hazardous waste

**4,000** (kg)

Separate waste into designated containers

**(%) —**

Number of hazardous chemicals

**80** type

The number of complaints filed regarding environmental

**0** case

2023

500,000 (kg)**500,000** (kg)**4,000** (kg)**90%****80** type**0** case

Key Performance

The general waste
was reduced to**187,380** kg.
from the target of
500,000 kg.The recyclable waste was
reduced to**351,620** kg.
from the target of
500,000 kg.



All employees understand and are able to separate waste according to specified containers, achieving a rate of **100%**



The hazardous waste was reduced to **1,931** kg. from the target of **4,000** kg.



Number of hazardous chemicals of **56** types.

There are no environmental complaints from neighboring communities.



Type of waste

Quantity (kg.)

Waste management

General waste

187,380

Delivered to the contractor for landfill disposal

Recyclable waste collection



Plastic bottles

7,387

Sold for recycling purposes



Glass bottles

106,036

Sold for recycling purposes



Plastic baskets

1,175

Sold for recycling purposes



Aluminum tanks

43

Sold for recycling purposes



Cardboard boxes

168,833

Sold for recycling purposes



Cans

145

Sold for recycling purposes



Other plastics, such as soiled bags and film scraps.

63,344

Sold for recycling purposes



Plastic strap

3,675

Sold for recycling purposes



Wooden pallet

2,200

Sold for recycling purposes

3.4 Social Sustainability Management

Social Sustainable Success

The Company believes that the foundation of our business is important and can drive the organization to grow efficiently with sustainable society in order to face many challenges, bringing risks and opportunities. Therefore, the Company emphasizes the importance of a strong social foundation, which contributes to the development and enhancement of sustainable management systems, as well as good corporate governance, social responsibility, and environmental stewardship.

The staff are the cornerstone for driving organizations to grow efficiently and collaborating with external societies (communities and stakeholders) to promote sustainable development. This collaboration leads to excellent results, innovation, social care, business ethics, and confidence. This aligns with the company's goal of growing alongside society and consumers in a sustainable manner.

3.4.1 Social Practice Policy

Human Rights



The Company recognizes the importance of human rights. In 2023, it continued its commitment to respect human rights in its operations, comply with labor standards and domestic labor regulations in the countries where it operates, and adhere to client requirements, which include:

- Civil and political rights: Encouraging diversity and promoting equality.
- Economic, social, and cultural rights: Allowing employees to practice their cultural, traditional, and religious activities without restriction.
- Child labor: Prohibiting the use and endorsement of illegal child labor.

- Forced labor: Refraining from any form of forced labor, including coercion, punishment, physical or sexual harassment, detention, debt bondage, withholding wages, restricting freedom of movement, isolation, and illegal retention of personal documents.
- Non-Discrimination: Recruiting employees based on qualifications and without discrimination based on age, gender, race, nationality, disability, or religion.
- Wages, salaries, compensation, and benefits: Paying wages, salaries, compensation, and benefits in compliance with labor laws, on time, without deductions, and equally for male and female employees performing the same work.
- Employee development: Providing equal opportunities for employee development based on qualifications and career paths.
- Freedom of association and collective bargaining: Respecting freedom of association and legal collective bargaining as fundamental rights that protect other rights and promote sustainable development.
- Personal data protection: Respecting employees' rights, freedom, and equality, and protecting their personal information by collecting and safeguarding it only as necessary or as required by law, and implementing measures to protect it from unauthorized access, use, or disclosure.
- Occupational health and safety: Encouraging employees to adhere to company standards for sanitation and safety, and comply with rules, discipline, and operational processes set by the company.
- Training: Providing opportunities for employees at all levels to learn and acquire knowledge and skills to keep up with evolving business needs.

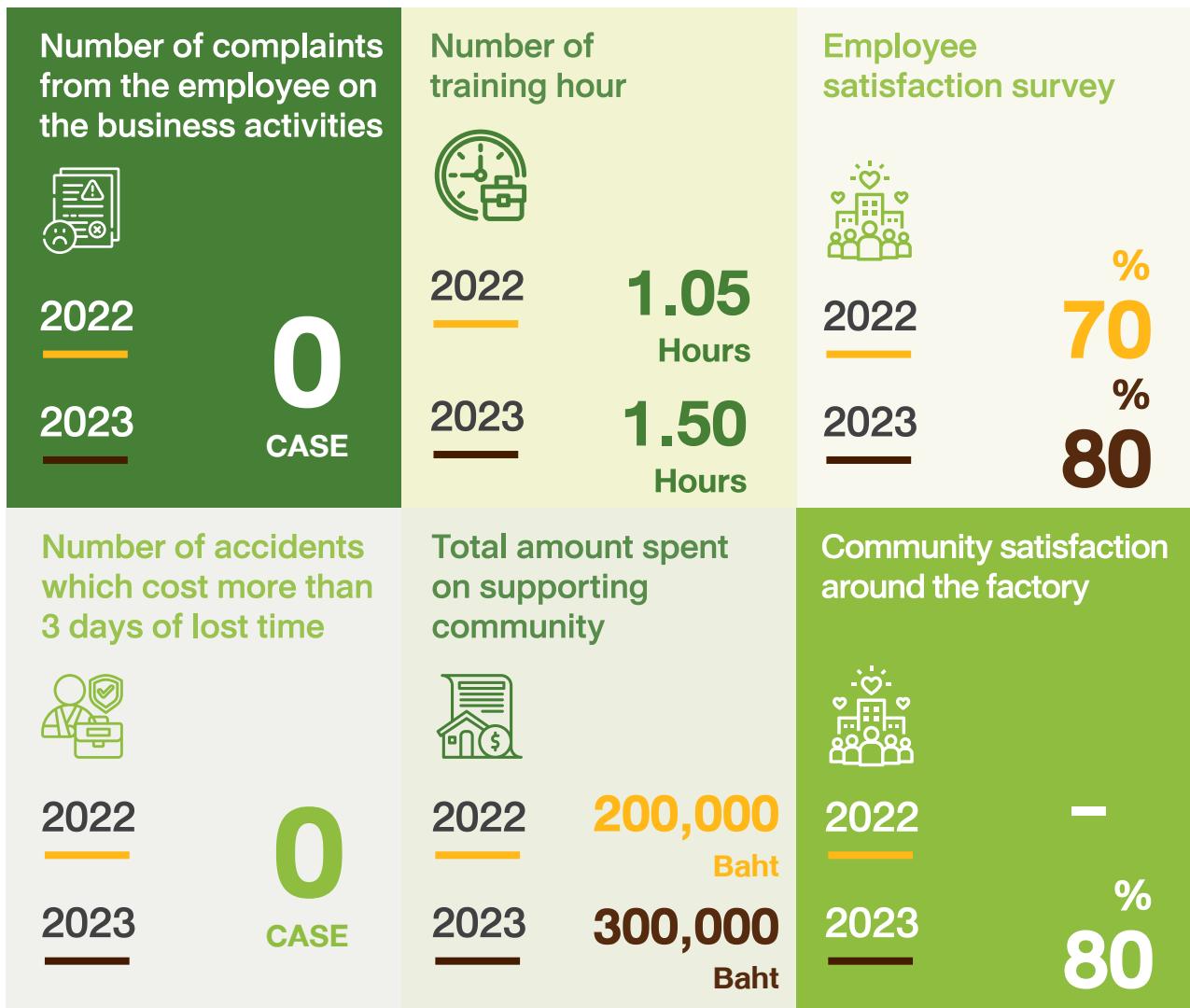
The Board of Directors and Management are responsible for monitoring and ensuring that there are no human rights violations in business operations, and they strictly comply with policies and practices. Additionally, employees have the right to appeal or report any inappropriate actions or violations of their rights to their supervisor or the Human Resources Department at any time.

As a result, the company has had no labor disputes in the past three years.

3.4.2 Overall goal on social dimension

"The Company is committed to moving toward a sustainable future by focusing on building awareness of occupational health and safety, promoting the well-being of employees, and enhancing employee performance through a culture of learning. Additionally, the company is committed to respecting human rights across its value chain and collaborating with communities and society to improve quality of life and livelihoods."

Targets



Operational Plan



Human Resource Management and Development

- Reviewing operational structure, value, and corporate culture to create effective change.
- Creating and maintaining employee satisfaction rate.
- Planning strategy, organization, and employee development constantly.
- Planning workforce appropriately.
- Retaining employee.
- Supervising and developing employees to work effectively while having work-life balance.
- Improving employee's evaluation to be fair and accepted by all.
- Reviewing employee development and training plan regularly.
- Increasing the total average number of training hour.



Occupational Health and Safety

- Train employee on safety protocol before start working.
- Encouraging safe working condition.
- Taking into account and paying attention to employee's safety.
- Increase safe working conditions by providing safety equipment to employee.
- Assessing operational risk regularly.
- Plan, analyze, and fix any flaw in the operational process to reduce accident.



Participation in Community Development

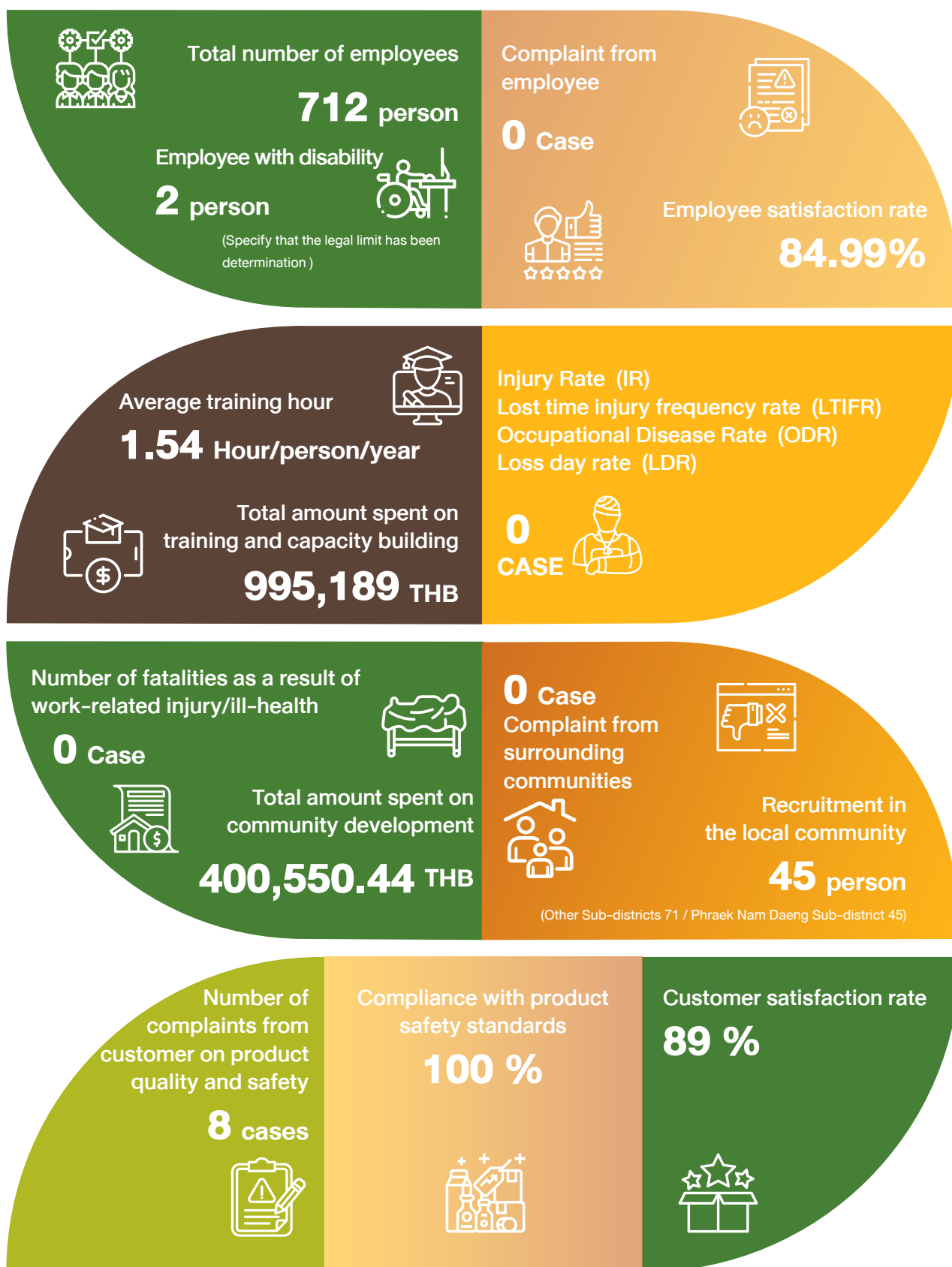
- Continue to support community engagement.
- Creating a good relationship with the community.
- Taking responsibility and support community and society appropriately with regard to local culture, custom, and tradition.
- Encouraging local employment.
- Promoting volunteering activity to improve community and society.
- Assessing the risks which the community may be impacted by business operation.
- Nurture responsibility to community and society in employee of all level, business partner, and all stakeholder.



Customer Health and Safety

- Prioritizing customer health and safety.
- Developing product to serve customer's needs and lifestyle.
- Maintaining operation to meeting international standards.

Overall Performance



The Company recognizes the importance of operating business with social responsibility which adhere to rules, transparency, considering benefits and impacts on all stakeholders. In 2023, the Company committed to operating its business with social responsibility, which includes upholding human rights, adhering to labor practices, promoting good governance, ensuring safety and good working conditions, and focusing on product development to deliver quality products to customers. This commitment aligns with the Responsible Business Conduct Guidelines of the Stock Exchange of Thailand.



Policy for Promoting Jobs Opportunity for Persons with Disabilities

The Company is committed to sustainable development and upholding human rights by implementing a policy to recruit and provide job opportunities for persons with disabilities. This policy includes strengthening their skills and training them to be ready for available job positions. The goal is to build their trust and confidence in their ability to work, participate, and be equal with other employees. The aim is to improve the livelihoods of persons with disabilities, enabling them to live proudly in society and achieve stable self-sustainability.

In 2023, the Company hired a total of 2 persons with disabilities in its establishment and donated 718,320 baht to the Department of Empowerment of Persons with Disabilities Fund to help with the livelihoods of 5 persons with disabilities.



Employee Engagement and Development



Employees are key stakeholders and the workforce for our business operations. The Company continues to encourage employee engagement in its activities and to build the capacity of our employees



Employee Engagement and Development

Employees are the key workforce for our business operations. The Company strongly believes that employee engagement and development can contribute to achieving the Company's goals. This engagement fosters a good relationship between employees and the company, leading to reduced expenses and opportunities lost due to employee turnover. It also plays a part in attracting talent to work for the Company.

Operational Goals



- Review operational structure, value, and corporate culture to facilitate effective change.
- Reduce and solve employee complaints regarding business operations.
- Develop workforce plans to appropriately respond to changes.
- Retain talented employee and increase employee satisfaction rates.
- Enhance employee performance evaluations
- Increase average training hours.
- Regularly review employee development and training plans.
- Enhance Performance Management to improve work results in both the short and long term. This improvement aims to promote the development of employees' skills, knowledge, and abilities, enabling them to efficiently reach their performance goals.
- Ensure Work-Life Balance to reduce employee Burnout.
- Clearly define the career path for each position to create a sense of stability within the organization for employees.
- Foster communication among employees to enhance workflow and performance, promoting smooth operations and increased efficiency. This includes facilitating open dialogue for sharing feelings and needs, ensuring a better understanding and more direct development of each employee's potential.

Operational Plan

Sourcing and recruiting employee

The Company recognizes and acknowledges that “employee” is the key force to drive our business operations to achieve business goals and generate growth in this current situation, as well as support sustainable development. Therefore, the Company has committed and has given importance to efficient sourcing and recruiting employee, by complying with the related law, regulations, orders, and standards, so that the human resource management would create a great value to the Company.

In this regard, the Company has a recruitment plan which starts from planning the recruitment to fill out the vacancy by clearly set a time frame for recruitment process and qualification for each position, then start the recruitment process, both internally and externally. There is an evaluation before the selection process to ensure the most suitable employee to work with the Company.

Talent Attraction and Retention

The Company has committed to analyze employee capacity by using the in-depth information from the performance evaluation to elevate employee’s well-being, attract new talent and retain the existing talent, so that the employee would support in driving business to grow and advance, and create competitive advantage with other businesses. Therefore, the Company has developed the strategy, plan of action, and guideline by taking into account all welfare, compensation, benefit, equal treatment, recreational activities for employee, and encouraging collective bargaining.

In addition, the Company has established criteria to measure employee success and a system to evaluate employee performance in terms of both ability and potential. This approach aims to enhance company success and create fairness for employees, ultimately attracting and retaining current employees.

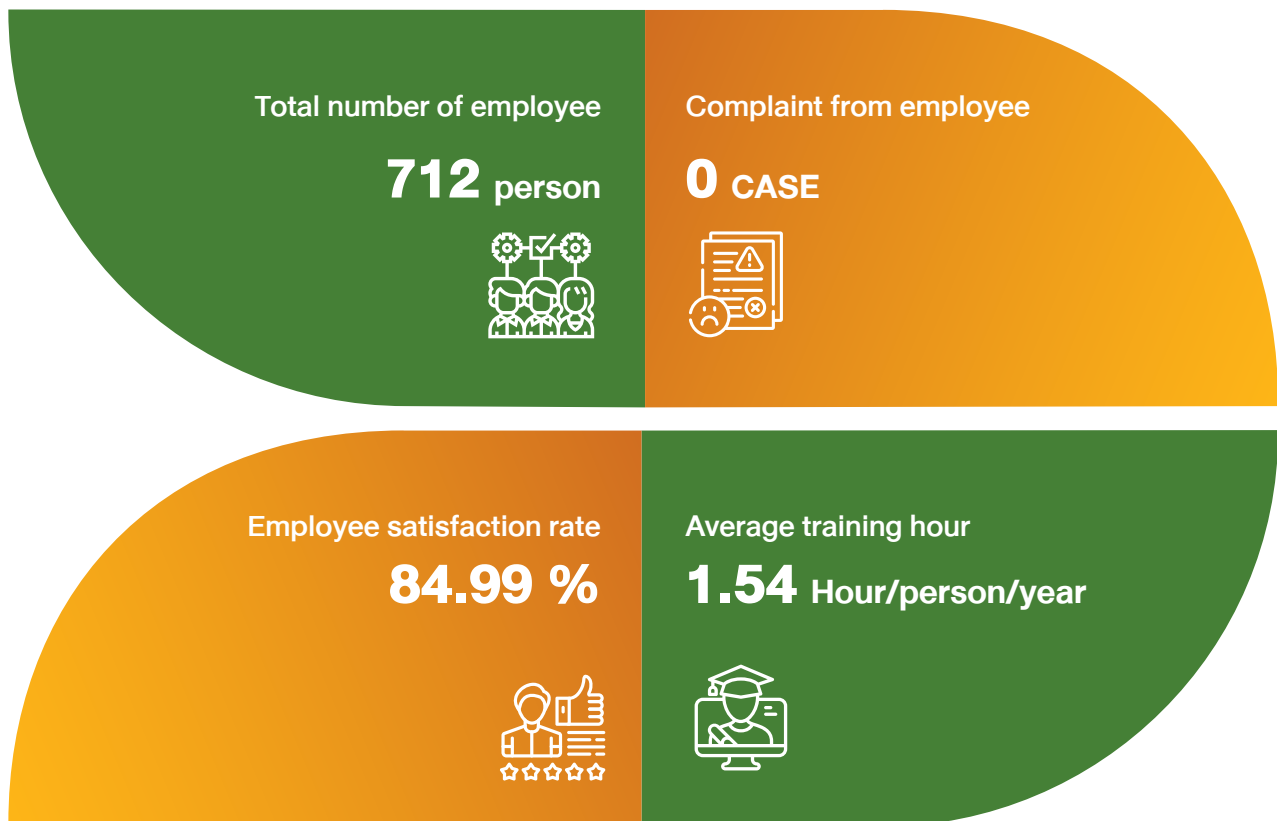
1. Create incentives and offer rewards for employees who meet or exceed performance standards.
2. Maintain fairness in salary management, compensation, and personnel management.
3. Use evaluation as a tool to teach and develop new employees, as it is a part of the process for developing employees at all levels.
4. Help employees understand their knowledge and abilities in the eyes of their supervisors, colleagues, and other relevant parties.
5. Assist in analyzing organizational issues, such as determining the goals of employee training, which may include improving employee knowledge, abilities, or skills.
6. Serve as information to prevent issues related to unfair employee assessment and management.

Training and Capacity Building

The Company has committed to employee development including capacity building through trainings, workshops, fieldtrips, and knowledge sharing activities. The Company sees the benefits of skilled employee who has a good attitude towards the Company, which would help the Company to efficiently achieve the goals and development.

In addition, the Company always reviews work plans and structures to collect, improve, and enhance workflows. The Company has developed the evaluation system which identify efficiency level of organization and each function and review the nature of the job to be aligned with business plan which led to complete and comprehensive employee development systems and take the result for next year employee development planning. This would enhance employee capacity in response to business operation in the future.

Overall Performance





Occupational Health and Safety

Occupational Health and Safety

The Company aims to eliminate all work-related injuries for anyone engaged in or having activities in the Company's facilities, as occupational health and safety is our top priority

Occupational health and safety are crucial aspects of business operations. Accidents and other related risks can significantly impact operations, leading to expenses for remediation or mitigation. The company's occupational health and safety practices encompass the health and well-being of employees and contractors engaged in activities on the premises, as well as ensuring safe and conducive working conditions.

Operational Goals



- Commit to reduce work-related accident which led to death to zero case.
- No record on work-related illness in 2023
- Provide occupational health and safety training prior to onboarding.
- Strictly adhere to the Occupational Health and Safety Policy in accordance with ministerial regulations and related laws.

Operational Plan

The Company has established the Committee on Occupational Health and Safety and Working Conditions which comply with Occupational Safety, Health and Environmental Act, and Labor Relation Act which require the composition of the Committee to include the representatives from both employer and employee, members of the Committee, the Secretariat, and the Occupational Health and Safety Officer. The regulations require the Committee to conduct the meeting monthly to discuss on the policy and plan of action regarding occupational safety, to prevent and reduce the accident to employee, contractor, as well as others who has an activity in the facility. The Committee has a responsibility to provide safety training as well.

Structure of the Occupational Health and Safety Committee

Name – Surname	Position
1. Ms. Phatraporn Kaweesuttikul	Committee / Employer representatives
2. Ms. Supattiya singhapoom	Committee / Commanding Level
3. Mrs. Bangon chuchuea	Committee / Commanding Level
4. Mr. Teerayut Khuantha	Committee / Commanding Level
5. Mr. Bandit charoensap	Committee / Commanding Level
6. Mr. Surat phantong	Committee / Commanding Level
7. Ms. Kanrapa Phuangsook	Committee / Commanding Level
8. Mr. Phaisran Sittijad	Committee / Operational Level

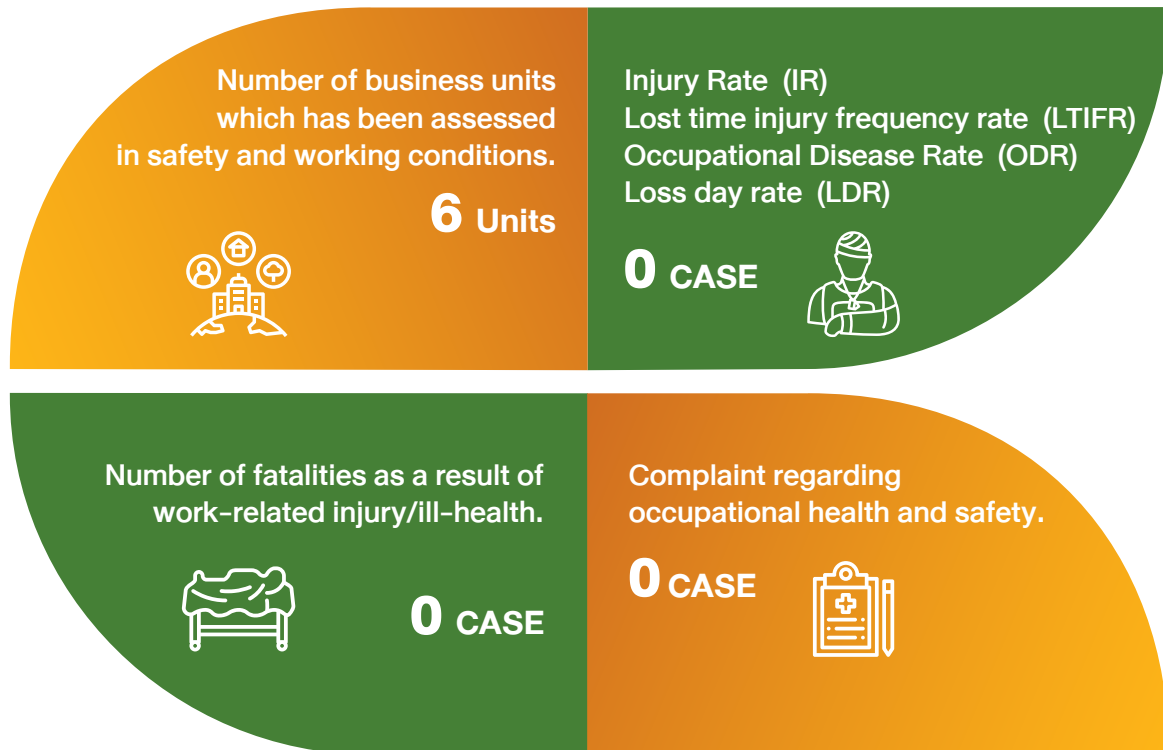
Structure of the Occupational Health and Safety Committee

Name – Surname	Position
9. Mr. Pradit Rungjaroen	Committee / Operational Level
10. Mrs. Naruemol Dussadee	Committee / Operational Level
11. Ms. Siriporn Srimongkhon	Committee / Operational Level
12. Mr. Surat Manthong	Committee / Operational Level
13. Ms. Thongsook Sayan	Committee / Operational Level
14. Ms. Yupa Chawudon	Committee / Operational Level
15. Mr. Thiraphat Bunyaem	Committee / Secretary

Moreover, the Company has developed Occupational Health and Safety and Working Conditions Policy which is a guideline for preventing accident and other incidents and protecting life and property of employee, customer, and others who have an activity in the facility. Head of each unit will be responsible for implementing the policy continuously and efficiently. Employee, customer, and others who have an activity in the facility need to comply with these occupational health and safety law and regulations which the Company has complied with as follows.

1. Create active culture on occupational health and safety through visions of Board of Directors and engagement with all employees.
2. Ensure occupational health and safety, as it is everyone's responsibility.
3. Commit to develop management system to efficiently reduce work-related injury/ill-health until there is no case, as well as identify sustainable prevention measures
4. Commit to encourage contractor who come to the facility to acknowledged the occupational health and safety rules.
5. Encourage engagement in occupational health and safety activities and continuously improve and develop measures.
6. Raise the awareness among employee in the occupational health and safety.
7. Strictly comply with the related occupational health and safety and working conditions standards, regulations, and law.
8. All employees should prioritize their own and others safety at all time during working.
9. All employees participate in safety activities and can suggest on the improvement of safety and working conditions.
10. Assess the risks of working condition, provide mitigation and prevention measure to eliminate, reduce, and control hazardous. Encourage and support employee to provide suggestion, decline high hazardous task which risk has not been assessed or does not have sufficient safety measures.

Overall Performance.



The performance on occupational health and safety can be categorized in 3 aspects as follow.

1. Safety

The Company has arranged a number of safety trainings for employees. These trainings prepare and enhance employees' skills to handle crises such as fire or workplace injuries. The following are the trainings conducted by the Company in 2023:

Fundamental Fire Drill

The Company organizes 2 fire drills per year. These fire drill to raise awareness of fire evacuation and extinguishing procedures, as well as to prepare employees to handle such situations. At least 40% of our employees are required to be able to use fire extinguishing equipment correctly and know how to extinguish fires, which helps prevent loss of life and property.



Fundamental first aid and life-saving training

This first aid and life-saving training aims to enable our employees to save their own life and others in the time of crisis. This training provides fundamental first aid and life-saving skills, such as hemostasis, defibrillation, resuscitation, and first aid for all types of wounds, as well as safety practice in transferring patient.



Safety in the Workplace Training

All employees must be trained on safety at work. New employee will be trained on safety in the workplace during the staff orientation. This training would enable the employee to understand more on safety at work and raise the awareness on the prevention of work-related injury.



2. Occupational Health

The Company complies with the related Occupational Health and Safety standards to ensure safety to our employee and prevent any accident which may impact the health of our employee and others who presence in the Company's facility. The Company has provided Personal Protective Equipment (PPE) such as, earmuff, metal gloves, face mask, etc. to employee who work in the area where requires such equipment. The employee in such area need to wear PPE at all times while working in the area.

Moreover, the Company has provided medical check up to the current employee and new employee and specific medical checkup, apart from annual medical checkup. This specific checkup will be provided for workers who are exposed to risk at work, the specific medical checkup includes liver function test, urine test for Toluene, Acetone, and Ketone, blood test for lead, hearing test, and pulmonary function test, to find any impact which may related to work. For the prevention measures for work related ill-health, the new employee in 2022 will have a medical checkup within 30 days from date of on boarding.

In addition to those activities mentioned above, the Company has recorded the work-related accidents in the past 3 years which the accident rate in 2023 is still in the same rate as previous year. Most of the accidents are minor accidents inwhich the lost time are less than 3 days. Moreover, the Company still commits to ensure no fatality rate related to work.



3. Working Conditions

The Company conducts annual working conditions inspection which includes light, noise, heat, dust, wastewater, and chemical, to ensure the safety working conditions. The result of inspection of all aspect meets the standards. The result will be included in the prevention and mitigation measures as well, to ensure safe working conditions and no risks of work-related ill-health.

Work Related Injury

Severity	Case or headcount/year	
	2022	2023
Minor injury, no lost time (Case)	9	0
Serious case cause less than 3 days lost time (Case)	0	0
Serious case cause more than 3 days lost time (Case)	0	0
Number of fatalities as a result of work-related injury/ill-health (Case)	0	0
Total number of accident (Case)	9	0

Number of incidents segregated by injured body part	Case/year	
	2022	2023
Head	1	0
Eye, eyebrow	1	0
Hand	-	0
Finger	3	0
Arm	-	0
Body, hip	1	0
Leg	1	0
Foot	2	0



Community Development



The Company firmly believes that the sustainable growth can be achieved with community engagement, as it is one of our key stakeholders



Community Development

In 2023, the Company recognized the significance of community development, considering it a key stakeholder. The Company has developed a policy to build a strong relationship and create value with the community, particularly with the surrounding communities. This aims to establish trust and increase brand awareness within the community. These efforts are expected to create significant value for the company and foster a stronger bond between the company and its employees.

Operational Goals



- Run business alongside with community engagement, from the surrounding communities then expand further to the outer communities.
- Establish relationships with the community and promote livelihood improvement activities between the community and the company.
- Be responsible and support community and society appropriately with regard to local culture, custom, and tradition.
- Encourage local employment to decrease unemployment and address labor shortages.
- Plan to assess the impact of business operation to the community.
- Foster a sense of responsibility to the community and society among employees at all levels, business partners, and stakeholders.
- Donating 300,000 THB to support the communities.
- Recruit 86 employees from local communities, including 53 employees from other sub-districts and 33 employees from Phraek Nam Daeng Sub-district.
- Continue to conduct CSR activities to support, promote, and develop the quality of life in the community.
- Conduct community satisfaction survey, which includes mitigating risks and remediating complaints from the community.

Operational Plan

The Company has planned to engage with the communities by responding to their needs and creating a relationship with the communities through supporting in various activities/projects in the community as well as creating a relationship with the local authorities. Community development is also a great way for the Company to engage employee in every activity.

Moreover, the Company is aware of creating job opportunity to the local community which would create incomes and create bond with the surrounding communities. This local recruitment starts in the Company located at Phraek Nam Daeng Sub-district, which is the community located near the Company's factory site.

Overall Performance



Community Development Activities

In 2023, Royal Plus Company Limited has taken into account its responsibility for actions that create positive effects for society in various aspects. This includes all stakeholders such as the company itself, its employees, customers, business partners, competitors, citizens, society, environment, agencies, and organizations. All parties need to consider the impact of their actions on every aspect of social, economic, and environmental sustainability to coexist effectively in society.

The Company has established relationships with multiple community agencies to enhance credibility. In 2023, the Company partnered with the following agencies:



The Company organized a sport competition event (Futsal) on 8-12 April 2023 for Baan Prak Nham Dang School, located in Amphawa District, Samut Songkhram Province. The event had a total cost of 5,000 baht. The purpose of the event was to encourage youth to maintain their health through exercise, promote productive use of time, participate in social activities, avoid addictive substances and unlawful assemblies, and nurture harmony in the community.



The Company presented 10 scholarships, each worth 1,000 baht, totaling 10,000 baht, to students of Ampawa Community College, located in Amphawa District, Samut Songkhram Province. These scholarships aim to support students who demonstrate good conduct, diligence, enthusiasm, persistence, and good grades but lack funding.

The Company contributed a vehicle equipped with a parade sound system, valued at 8,500 baht, to support the tradition of Buddhist Lent Day on 31 July 2023 at Charoen Rattanaram Temple, located in Amphawa District, Samut Songkhram Province. The event aims to support religion and local culture, as well as preserve local art, tradition, and knowledge. Additionally, the company made offerings of ropes and other necessities to the monks.



The Company offered budget support for the trophy, totaling 24,200 baht, for The Developing School Network Group's student sport competition, the 29th Khlong Sombun Games. Baan Khlong Sombun School, located in Amphawa District, Samut Songkhram Province, was selected to host the event on 3-9 October 2023 at its sport field. The purpose of the multi-school competition is to improve students' physical fitness and nurture sportsmanship.



The Company provided budget support in the amount of 25,000 baht for the collection and disposal of water hyacinth and weeds in Khlong Thap Thiam, Village No. 4, Phraek Nam Daeng Subdistrict. The work will be carried out from the overflow weir area to Wat Pradu Canal, covering a total distance of approximately 800 meters. The area is heavily infested with water hyacinths and weeds, which can cause flooding problems and distress to the people living in the area.

The company provided budget support of 10,000 baht to purchase sports shirts and sports equipment for Ban Phraek Nam Dang School, located in Amphawa District, Samut Songkhram Province. The school lacks equipment and budget to develop youth sports, physical, emotional, mental, and social skills. This support also aims to keep youth away from drugs and develop their abilities to become professional athletes in the future.



The Company supported the budget for purchasing 10 lawn mowers, priced at 1,800 THB each, totaling 18,000 THB. These lawn mowers will be used in the central area of the Phraek Nam Dang Subdistrict's Administrative Department for cutting grass along the roads in the community.



Additionally, the Company organized activities to encourage participation from nearby communities at the provincial level by supporting the organization of the following activities:



Supported the organization of “The 7th Amphawa Floating Market Mini Marathon (Amphawa Det Chet Sarathi)” held on Sunday, 7th May 2023, with 3,000 participants. The Company provided MABU BOBA milk tea product drinks, totaling 4,000 bottles, distributed to runners and participants at Phraya Yat (Pak Ngam), Amphawa District, Samut Songkhram Province.

Supported the event “Pla Tu Mini-Half Marathon No. 7” on Sunday, 24th December 2023. There were a total of 5,000 participants, with the company providing MABU BOBA milk tea products, totaling 4,000 bottles, distributed to runners and all participants at the Samut Songkhram City Hall area, Samut Songkhram Province.



In 2023, the Company recognized the value of youth, who will become important members of the country in the future. Therefore, the Company supported the budget for purchasing computers and teaching media for Mueang Samut Songkhram School, located in Mueang Samut Songkhram District, Samut Songkhram Province. The computers currently in use are old and damaged in large numbers, making them insufficient for use by teachers and students in organizing teaching and learning. To facilitate effective teaching and learning, students should have access to modern teaching media to enhance learning management. To improve the quality of education, the school sought to allocate a budget to support the purchase of computers and teaching media for students. The company decided to support the budget by purchasing 3 computers, priced at 12,000 baht each, totaling 36,000 baht.

In 2023, Royal Plus Public Company Limited promoted the “Volunteer Project” with the objective of supporting CSR volunteer activities under the company’s policy, which recognizes the importance of taking responsibility and participating in community and social development. By supporting activities that improve the quality of life in the community, the Company aims to promote volunteer operations related to community and social development continuously. This effort instills a sense of responsibility towards the community, society, and environment among employees at all levels, while promoting the corporate image and public communications of the company. The Company encourages various volunteer groups established by its employees to carry out activities in line with the company’s goals and objectives.

Such activities had received attention from the volunteer group of the company's employees, who thus applied to join the project, total of 4 groups. Details are as follows:

Group 1 “PLUS volunteer Aun Ai Jai Roi Jai”

provided the Company's beverage, school supplies, and lunch to students of Ban Phu Khem School, Kaeng Krachan Subdistrict, Kaeng Krachan District, Phetchaburi Province.



Group 2 “อาสา PLUS ทั่วทุก – Plus for a Better World”

provided the Company's beverage, school supplies, and lunch to students of Wat Mai Si Muen School, Si Muen Subdistrict, Damnoen Saduak District, Ratchaburi Province.



Group 3 “Bang Pan Roy Yim Phuer Nong”

provided the Company's beverage, school supplies, and lunch to students of Don Thong Rat Witthaya School, Polad Kao Subdistrict, Tha Wung District, Lopburi Province.



Group 4 “Khon Baan Kum”

provided the Company's beverage, equipment, clothing, and lunch for children and villagers in the Karen community in the highlands Bang Wang Kho Village, Suan Phueng District Ratchaburi Province.



The Company is committed to carrying out various project activities and encouraging employees to participate more in community and social activities in 2024. By prioritizing organizational development and fostering good relationships with the community and society, the Company ensures that its operations do not cause any distress to the surrounding community and society. The Company also cooperates with communities and society to promote development, while providing the community with opportunities to voice complaints or request assistance, and exchanging opinions. All of these efforts aim to help and develop the community and society for the better in a sustainable way



Customer Health and Safety



The company places great importance on customer health and safety. Strict compliance with health standards and product hygiene are top priorities in our production process because we strongly believe that it is our duty and responsibility to deliver safe products to our customers



Customer Health and Safety

The Company is a leading beverage producer, and our products are mainly for consumption. Therefore, it is undeniable that our production needs to prioritize customer health and safety. The Company firmly believes that it is the Company's duty and responsibility to deliver safe product to the customer. This mindset leads to the improvement in production processes and facilities to meet international standards, as well as our product development primarily considers customer health and safety and international standards.

Operational Goals



The Company has operational goals, both short-term goals (3 - 5 years) and long-term goals (more than 5 years), regarding customer health and safety standards, which are.

- Short-Term Goals: The Company commits to develop and enhance its capacity to offer variety of products and respond to the customer needs and trends. In this regard, the Company commits to develop product with healthy and nutritious benefits as well as sustainable product and stay in the market for a long time and popular among customer of all ages.
- Long-Term Goals: The Company aims to be a beverages producer and distributor with a quality and health benefit. The Company commits to Innovation Plus Creativity Principles in creating and development of the product to meet international standards. The Company aims to differentiate our product by focusing on quality and health benefits which expand throughout domestic and international market.

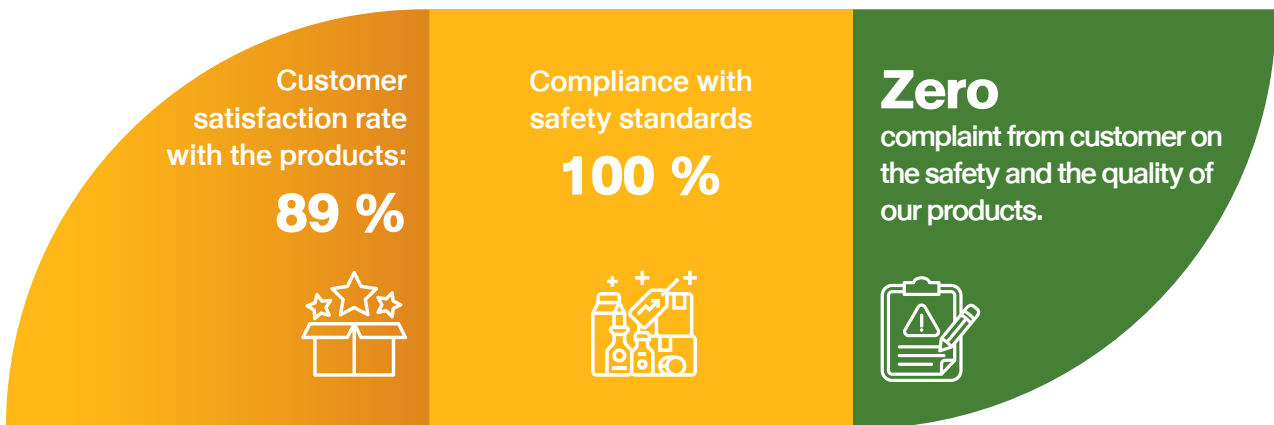
Operational Plan

Since plant-based food and beverage are trending all over the world, the Company sees the potential to grow and the importance to adapt to this future consuming trend, this leads to the development on plant-based products which aims to increase our sales in 2023.

The Company plans to produce healthy beverages by considering health benefit when developing our products with a taste and meet the safety and other international standards. The Company has been assessed by many regulators to improve and develop our products and facilities to meet such standards and obtain new standards in the future.

Moreover, the Company identifies mitigation and remediation measures from the feedbacks of our business partners and customers by verifying that information and mitigating such impact. The Company usually receives complaints and feedbacks from our customer relations and sales office.

Overall Performance



3.4.3 Good Corporate Governance

The conducting a good governance in business is a key mechanism for driving the country's economy in terms of income generation, employment, as well as contributing to social and environmental responsibility. To narrow a focus to the private sector, employees or workers play a crucial role in promoting good corporate governance practice to boost sustainable value for its company and society. This requires an establishment of efficient structures and systems for corporate governance practice, and monitoring and evaluation process to ensure that all parties follow the same principles/procedures of good business governance.

In addition, it is important to create benefit for each stakeholder to maintain balance in a relationship between company and its stakeholders. The Company, therefore, should not only understand the needs and expectations of each stakeholder but should also identify a clear role and responsibility of each group altogether with the Company's corporate governance principle, and should also be defined with integrity and in accordance with laws and good governance practices, while developing and driving organizational performance in sustainable ways.

The targets of the Corporate Governance Dimension

The company has set target of the Corporate Governance Dimension as follows;

- **Target to achieve a perfect score of 100 on the AGM Checklist by 2024**
The Company received 97 scores as "Very Good" on the quality assessment of the 2023 Annual General Meeting of Shareholders (AGM Checklist) by the Thai Investors Association (TIA).
- **Target to achieve a 5-star rating on the CGR (Corporate Governance Report) Checklist by 2024**
The Company received the Corporate Governance Scoring Report for Thai Listed Companies 2023, achieving a 5-star rating or 'Excellent' level from the Thai Institute of Directors Association (IOD).
- **Target to achieve CAC (Certify) certification by 2025**
The Company was declaration of intention to join the Thai Private Sector Collective Action against Corruption (CAC) on August 11, 2023.

Target	2022	2023
Disputes arising between the Company and stakeholders (number of cases)	0	0
Complaint received from stakeholders (number of cases)	0	0
Corruption cases (number of cases)	0	0
Data breach or cyber-attack (frequency)	0	0

Action Plan



- Planning to receive the results of the survey project and monitor the development of corporate governance of listed companies in Thailand. The Corporate Governance Report (CGR) is score level "Excellent" the second consecutive.
- Planning to receive the results of the AGM Checklist with a 100 full score



- Planning to be certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) project.
- Review anti-corruption policy and guideline to be more practical, and in consistence with business operations



- Adjust the procurement plan alongside with partners to cover all aspects of business operations
- Conduct training to the business partners to improve the operational efficiently
- The company has Green Procurement Policy



- Improve operating system to be more stable and efficient
- Skill-up technology for internal employees
- Implement the system to prevent data leaks
- Review and improve the personal data protection act policy



- Creatively apply product innovation and services
- Apply technology for production processes to reduce costs and increase productivity

Overall Governance Performance



- Zero disputes and complaints from stakeholders.
- The Company received 97 scores as “Very Good” on the quality assessment of the 2023 Annual General Meeting of Shareholders (AGM Checklist) by the Thai Investors Association (TIA).
- The Company received the Corporate Governance Scoring Report for Thai Listed Companies 2023, achieving a 5-star rating or ‘Excellent’ level from the Thai Institute of Directors Association (IOD).



- Zero case of occurred within the organization.
- The Company was declaration of intention to join the Thai Private Sector Collective Action against Corruption (CAC) on August 11, 2023.



- Communicated the anti-corruption policy to internal employees.
- Increased number of business partners - new 142 business partners.
- Conducted the annual supplier assessment according to the Quality Control Department's Plan.



- Zero cases of cyber theft and data leak.

Good Corporate Governance / Business Ethics

The Board of Directors has established a policy for corporate governance under the principles of good corporate governance, rules and regulations of the Stock Exchange of Thailand, and the Office of the Securities and Exchange Commission, to be used as a guideline for business operations.

The Company firmly believes that a good corporate governance will significantly enhance the business operations in the long run, and it is a crucial factor that leads to the ultimate success and achievement of the Company's highest goals. Besides, the Company's practices in corporate governance will help ensure that all business operations are transparent, ethical, and comply with the laws strictly.

Operational Targets

- No disputes arising in operational process
- No disputes from the stakeholders'
- Received the results of the survey project and monitor the development of corporate governance of Corporate Governance Report of Thai Listed Companies (CGR) is score level "Excellent" within the year 2024
- Received the results of the Annual General Meeting Checklist (AGM Checklist) is 100 full score within the year 2024
- Received the certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) project within 2025

Action Plan

The Company has developed a corporate governance policy by utilizing the Principles of a Good Corporate Governance for Thai Listed Companies of year 2017, which covers the structure of good corporate governance, roles and responsibilities of the Board of Directors, as well as principles of transparency and management practices that can be audited. This serves as a guideline for effective management procedure to ensure that all operations of the Company are conducted with fairness, trustworthiness, and for the benefit of a sustainable growth. Further information in Royal PLUS Policy / Guidelines for a good corporate governance can be found in Section 2 of the 56-1 One Report 2023, under the topic of "Corporate Governance".

Good Corporate Governance / Business Ethics Performance



- Zero complaints arising from a failure to comply with the principles of good corporate governance



- Zero legal disputes

Anti-corruption

The Company has a process for auditing, monitoring, and assessing the risk of corruption. A prevention plan for such risk has been developed, and the Head of Internal Audit is responsible for auditing and presenting to the Audit Committee to verify the internal control system and monitor the results of internal audits.

The Company is committed to conduct business with integrity and transparency. It adheres to the principles of a good governance, altogether with the socially responsible, and building trust with stakeholders to enable business operational efficiently. The Company has demonstrated its attitude and determination towards anti-corruption in all forms by establishing policies to combat corrupt practices and providing guidelines for the Board of Directors, Executives, and employees to follow strictly.

Operational Targets

- No corruption at any of our operations
- Establishing an anti-corruption policy that align with the business operations
- Raising anti-corruption awareness among employees at all levels and all operational divisions
- Received the certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) project within 2025

Action Plan

The Company has established an anti-corruption policy and procedures as a guideline for preventing and fighting all forms of corruption. The policy aims to create a 'culture of compliance' where everyone is aware of the drawbacks of corruption, promotes the right values, and builds confidence in all stakeholders. Failure to comply with this policy will result in disciplinary action, and legal action may also be taken. In addition, appropriate roles, responsibilities, and accountability have been defined to ensure adequate protection to prevent corporate corruption that may occur within the Company's operations.

The Company focuses on the importance of implementing anti-corruption policy as follows:

1. To promote a sense of ethics and morality among employees to perform their duties with integrity, as well as to conduct themselves in accordance with moral and ethical standards
2. To ensure transparency and accountability in employee operations that can be monitored and audited
3. To create motivation for behavioral change by prioritizing the benefits of the Company and the collective
4. To foster a culture of collaboration in preventing corrupt and unethical behavior among employees
5. To establish mechanisms for preventing and combating corruption

The details of the Company's anti-corruption policy can be found at the www.royalplus.co.th under the heading "Corporate Governance - Corporate Governance Policy".

Besides, the Company has a process for investigating, monitoring, and assessing the corruption risks by implementing corruption safeguarding plan, performed by the Manager of Internal Audit Control Department. The corruption prevention plan includes auditing, verifying, and tracking of internal control results. In case of any instances of corruption are discovered, the Internal Control Department will report directly to the Internal Audit Committee, who will in turn report to the Company's Board of Directors.

In 2023, the Company disseminated knowledge about anti-corruption via the Company's intranet channel to ensure that employees are aware of the risks of corruption.

The Company also published information about corruption to employees during executive meetings and town hall meetings every quarter in 2023, as well as through the Company's intranet channel. These efforts aimed to ensure that employees are aware of the potential risks of corruption and methods for preventing it, including the whistleblowing channels for reporting.



Whistleblowing Channels

The Company has developed a comprehensive and systematic anti-corruption and misconduct prevention plan, starting from the review of external data, reporting of non-corrupt complaints, and defining the scope of complaints or reports of misconduct, parties involved, procedures for handling complaints, and protective measures for whistleblowers. Details are as follows:

The Company provides channels for stakeholders to report clues and complaints in case of inspecting misconduct in the Company's operations, internal control deficiencies, violations of law and company regulations, corruption or involve in bribery or any dishonest actions, violations of the human rights, unfair treatment, or witnessing any wrongful activities via channels as follows:

1. In person or in writing, addressed to the person receiving the complaint:
 - **Company Secretary**
Tel. 0-2416-9209 ext. 108
 - **Legal Manager**
Tel. 0-2416-9209 ext. 810
2. E-mail: chairman.ac@royalplus.co.th
3. Website: <https://www.royalplus.co.th>
4. Suggestion Box
5. Post: Royal Plus Co., Ltd. (Head Office)
No. 84/3-7 Rama II Soi 69, Samae Dam Sub-district, Bang Khun Thian District, Bangkok 10150
6. In case the complainant chooses not to disclose their name, they must provide sufficient details of the facts or clear evidence to show that there is a reasonable cause to believe that there has been involvement in giving or receiving bribes or corruption.



The Company will keep the reported information confidential and prioritize the safety of the complainant or witnesses, except in cases where disclosure is required by law.

Anti-Corruption Investigation Procedure

1. Upon receiving a complaint, the recipient of will investigate and gather all related information / facts or will appoint a trusted person or investigation committee to determine and investigate the facts.
2. The appointed person or investigation committee may invite the alleged person to provide information or request the submission of the relevant documents for fact-checking.
3. If the alleged person has been proven committing the wrongful activities against the Company's Anti-Corruption Policy and code of business, the Company will process as follows:
 - 3.1 In cases where the complaint involves violations of laws, regulations, policies, or ethical standards of the Company, the recipient of the complaint will propose the matter along with their opinions and suggested actions to be taken to the authorized persons, the Audit Committee, or the Board of Directors for consideration.
 - 3.2 In case of significant issues, such as those that affect the reputation, image, or financial status of the Company, or are in conflict against the policies or related to the senior executive's position, the recipient of the complaint will propose the matter to the Internal Audit Committee or the Board of Directors for consideration.
 - 3.3 In case where the complaint has caused damages to any parties, the recipient of the complaint will provide their opinions and suggested guideline for mitigation appropriately and fairness to the alleged parties, the recipient of the complaint will propose the matter to the authorized persons, the Audit Committee, or the Board of Directors for consideration.
4. If the investigation reveals that the information or evidence found is reliable and trustworthy that the accused party has committed wrongful activities, the Company will provide the alleged party with the right to know the charges, and to prove themselves by finding additional information or evidence that shows that they are not involved in the fraudulent activity that they are accused of.

5. If the alleged person has committed the fraudulent act, such fraudulent act is deemed violation against the Company's Anti-Corruption Policy and code of business conduct, the disciplinary actions shall be determined according to the Company's delegations. If such fraudulent activity is illegal, the wrongdoer shall be given legal punishment.
6. The Company will only inform the complainant who has disclosed their name, address, telephone number, and email through the contact channels provided, of the progress and results of the investigation regarding the complaint, misconduct, or fraudulent activity. Alternatively, the complainant can follow the investigation status through the channels provided by the Company. However, if it is necessary to protect personal information and maintain confidentiality, the Company may not be able to provide details about the investigation or disciplinary action taken.

Measures of Whistleblower Protection

1. The Company will fully protect the complainant and the informant as possible, without disclosing any information that could identify the informant, and will keep the information confidential by limiting access to the information to only those responsible for investigating the complaint. Only these individuals will have access to the relevant information.
2. The Company will disclose information to the extent necessary, considering the rights of individuals, the safety of the informant, the source of the information, and the individuals involved.
3. The complainant, information provider, data source, and related individuals have the right to receive compensation and relief for damages through appropriate and fair protection processes.
4. The recipient of the complaint information and those involved in the process of investigating will have a duty to keep confidential all details of the complaint, including all relevant evidence. It is strictly prohibited to disclose information to any unauthorized persons unless required by law.

Anti-corruption Performance



- Performed risk assessment regarding corporate corruption internal the organization



- No incidents of corporate corruption were found within the organization



- Employees completed the anti-corruption knowledge test with a 100% pass rate
- Over 90% of business partners were informed about the company's policy against corporate corruption
- Employees completed the Code of Conduct test with 100% pass rate



- New employees received training on anti-corruption during orientation, and current employees were informed about the policy against corruption

Supply Chain Management



The Company treats its business partners with equality, fairness, and respect, while considering mutual benefits in all business dealings. It has set guidelines for selecting partners in the supply chain in accordance with legal standards for occupational health and safety, as well as environmental-friendly standards. The Company values the development of its partners' potential for sustainable growth, using the ISO 9001:2015 - Quality Management Systems Standard as a guide for selecting partners and the procurement of goods. It also adheres to Green Procurement (ISO14001:2015) standards for standard operating procedures, procurement procedures, contract award procedures, legal personality, and performance evaluation. This approach ensures an efficient procurement process from partners, while considering environmental impact and maximizing efficiency and value.

Operational Targets

- 100% of new vendors or service providers qualified the supply-chain selection criteria
- Increasing number of suppliers for the main raw materials such as coconut water and coconut meat to reduce a shortage of main raw materials during off-season
- Providing annual training on quality and safety to vendors

Action Plan

The Company has established a code of conduct for its partners with the objective of ensuring fairness and honesty, maintaining mutual benefits with integrity and ethics. Moreover, the Company and business partners will not engage in any unethical practices, such as receiving or providing any benefits that are illegitimate. The Company will also strictly adhere to the terms and conditions of the agreements and work together to find solutions to any issues that may arise. In case of any breach of the agreement, the Company will report the business partner in advance and work towards finding a resolution.

Supply-chain Selection Criteria

The criteria for supply-chain selection include the following: 1) Production Group, including Main Raw Material and Main Packaging, and 2) Service & Maintenance Group. The Company will evaluate the new prospect suppliers (only for those in the Production Group) via the Evaluation Assessment Form submitted by the suppliers or service providers. The assessment will be performed only for agricultural raw materials. For suppliers who do not meet the criteria, they will need to make corrections as specified by the Company. Once they have passed the evaluation and verification process, they can then register as a supplier with the Company.

Supply-chain Management Performance



Supplier evaluation and assessment

The Company conducts an annual audit for suppliers according to the Audit Supplier Plan of the Quality Control Department and the Supply Chain Management Department. The objective is to inspect and improve the standard operating procedures of suppliers to comply with the Company's standards. In 2023, there were 1,086 main suppliers, representing 57.43% of the main suppliers evaluated. Over 90% of these suppliers were able to improve and adjust their operations to comply with the standards set by the company.

Additionally, the Company provides communication channels to suppliers through telephone, email, and online platforms such as Line and WeChat. It also performs onsite visits to inspect the suppliers' operations.

Cyber Security and Personal Data Privacy

The Company recognizes and values cyber threats and data privacy. Results are closely monitored and measured and there are plans to optimize it in order to reduce the risk level of such threats and their ongoing impacts.

The importance of maintaining cybersecurity cannot be overstated for companies, as their business operations rely heavily on collecting, storing, and processing large amounts of data on computers and other devices. This data may include sensitive information such as intellectual property, financial data, and personal information that can be accessed or disclosed without authorization by others, potentially having negative impacts on the Company. Therefore, companies place great importance on protecting and preserving their data, especially in an era where technology and cyberattacks are becoming increasingly complex.



The Company has established a process for controlling the security of its information technology systems for framework emphasizes on maintaining confidentiality, integrity, and availability of data. The Information Technology Security Policy is a guideline for developing information security management systems. In addition, the Company complies with the Personal Data Protection Act (PDPA) of 2019 by implementing a Personal Data Protection Policy that is applicable to personal data. It is essential for the Company to have the PDPA in place for both its present and future operations. The company participated in the Cyber Security Measurement Project jointly with AC INFOTEC Co., Ltd. The purpose of the event is to inform the company of cyber security level and plan its activities. The result of the participation was that most of the company's cybersecurity regulations were implemented. It is planned to establish clear policies and procedures, have a complete Infrastructure, and have sufficient staff and administrative resources to manage risk, while also establishing control measures in line with established policies and procedures.

Operational Targets

- Improving the operational system to increase stability and implementing multi-factor authentication (MFA) for general users to enhance identity verification
- Preventing data leakage of the beneficiaries

Action Plan

Cyber Security

The Company prioritizes the standardization and efficiency of managing, controlling, and securing information technology operations. Therefore, the Company has developed guidelines for controlling operations and maintaining information technology security, and analyzing risks related to information technology, to ensure that the Company can effectively prevent and manage information technology risks effectively. Moreover, the Company follows the operational control and information technology security standards as a procedure for conducting business, in term of building a sustainable organization. The policy covers the following topics:

1. Information System Security Policy
2. Information Technology Security Policy
3. Information Technology Risk Management Policy
4. Data Classification & Information System Policy
5. Firewall Security Policy
6. Intrusion Prevention System Policy
7. Access Control Policy
8. Backup Data Policy
9. Standard Software Usage and Software Copyright Policy
10. Corporate Usage E-mail Policy
11. Internet Usage and Security Policy
12. Internal Wireless Network Usage Policy
13. Unusual Incident Reporting Policy

Personal Data Privacy

The Company has established a Personal Data Protection Policy in compliance with the Personal Data Protection Act 2019 and other related laws. This policy specifies the details of collecting, using, and disclosing personal data to ensure that relevant departments and employees of the Company operate in strict compliance. The policy aims to minimize the risk of personal data breaches, enhance the security of personal data, and build trust to the public.

In addition, the Company has appointed responsible persons to oversee and provide guidance on the data collection, data usage, and personal data disclosure. The person in charge will ensure that relevant units and employees of the Company comply with the Personal Data Protection Policy, with the aim of reducing the risk of personal data breaches, enhancing the security of personal data, and building trust in the Company. The Company also coordinates and cooperates with the Office of the Personal Data Protection Commission and implements appropriate technical and managerial measures to secure personal data throughout encryption for data transmitted over the Internet network, both in document and electronic formats. Further details of the Personal Data Protection Policy can be found on the Company's website at www.royalplus.co.th.

Cyber Security Awareness & Personal Data Privacy

The Company has developed communication channels, including internal intranet system and Line@ Application for sending instant message, news, or information to raise awareness and understanding regarding cybersecurity and data privacy. Additionally, the Company conducts training sessions to provide knowledge on data security to new employees.



Personal Data Protection Performance



Network Security System

The Company has adjusted the network to increase independence and improve security when connecting to VPN Systems and logs. Additionally, the Company has implemented multi-factor authentication (MFA) for identity verification in the admin section to enhance security.

Preparation for Recovery of Critical Organizational Systems

The Information Technology Department has performed a recovery test for critical systems of the organization to ensure business operations continuity in the event of an emergency. The Company has also conducted simulations of computer security threats and has been able to recover the system in about 5 hours, restoring it to its normal state.

About the Sustainability Report

Report Guidance

Royal Plus Public Company Limited has created this report to communicate corporate sustainability, focusing on economic, social, and environmental performance for the period from January 1 to December 31, 2023. The report is prepared in accordance with the Global Reporting Initiative (GRI Standard) to disclose key issues concerning sustainability for stakeholders. The scope of the report covers the company's policies, processes, and activities for sustainable development.

The selection of material issues for sustainability and key issues significant to the Company and stakeholders is based on the expected impacts on economic, social, and environmental aspects. These issues are identified through engagement with all stakeholders.

For any further information or suggestions, please contact

Investor Relations

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Contact Investor Relations

4. Management Discussion and Analysis (MD&A)

4.1 Performance and Finance Analysis

The Company operates as a manufacture and distributor of beverage products. The products are divided into 2 main groups: juice beverage group and general beverages group. Most of them are products from the Original Design Manufacturer (ODM). In addition, PLUS has developed and marketed products as the Original Brand Manufacturer (OBM). PLUS has a business strategy to export quality and internationally well-known juice beverages. As a result, a high proportion of sales revenue is in foreign currency. However, PLUS has a clear policy for risk management from exchange rates to decrease the risk to an acceptable level and not aim to make a profit from exchange rates. This is achieved through: (1) creating advance foreign currency purchase contracts, (2) making sales agreements with customers in local currency, (3) opening accounts for foreign currency deposits, (4) obtaining currency insurance, etc.

For the overall business operations of PLUS, the Company had a total revenue of 1,436.6 million baht in 2023, which decreased by 20.8 million baht or 1.4% compared to the previous year. The sales revenue was 1,407.9 million baht, with other income totaling 28.7 million baht. The gross profit margin for 2023 was 28.3% of sales revenue. The net profit from business operations in 2023 was 188.0 million baht, accounting for 13.1% of total revenue.

The Company continues to focus on the “Focus Customer” strategy, targeting large customer groups with the potential to drive sales. This includes building a network of business partners and expanding into new customer groups. Additionally, the Company is continuously developing new products to meet customer demands. This strategy also includes presenting the PLUS brand and building added value in business operations for sustainable growth.

In addition, the Company continues to prioritize cost management at the factory, especially focusing on using renewable energy to reduce greenhouse gas emissions that cause global warming. The Company emphasizes the use of biomass, such as palm shells, as well as alternative fuels instead of petrol. Additionally, installing solar rooftops to use as alternative energy sources helps reduce electricity usage in production. As well as managing packaging costs by making agreements on prices and quantities in advance with major manufacturers, and choosing thinner glass bottle packaging to reduce greenhouse gas emissions in production. Additionally, PLUS continues to focus on planning for mass production to create economies of scale for monthly production efficiency. According to the set goals, the Company uses a strategy to focus on selling products with high gross margins, such as coconut juice and coconut milk. PLUS also aims to increase production efficiency to control employee costs and other production costs, reduce consumable usage in production, reduce production of product groups that affect the gross profit ratio, and is committed to developing Lean Manufacturing to utilize in production. This focus is on creating product quality with efficient production resource usage, reducing waste in production, and increasing the potential and capacity to reduce production costs.

Performance and Profitability

(Unit: Million Baht)

Performance	2023	2022	Change	%YoY
Sales revenue	1,407.9	1,428.2	(20.3)	(1.4%)
Sales Cost	1,009.9	1,002.3	7.6	0.8%
Gross Profit	398.0	425.9	(27.9)	(6.6%)
% of Gross Profit	28.3%	29.8%		(1.5%)
Other income	28.7	29.2	(0.5)	(1.7%)
Total Revenues	1,436.6	1,457.4	(20.8)	(1.4%)
Distribution expense	86.5	98.0	(11.5)	(11.7%)
Administrative expense	104.9	97.0	7.9	8.1%
Profit from Operations	235.3	260.1	(24.8)	(9.5%)
Financial cost	0.8	1.5	(0.7)	(46.7%)
Income tax	46.5	51.0	(4.5)	(8.8%)
Net Profit	188.0	207.6	(19.6)	(9.4%)
% of Net Profit	13.1%	14.2%		(1.1%)
EBITDA	296.7	307.5	(10.8)	(3.5%)
EBITDA Rate (%)	20.7%	21.1%		(0.4%)

Total Revenue

Royal Plus Public Company Limited or “PLUS ” (“the Company”) has total revenue for 2023 of 1,436. 6 million baht, a decrease of 20. 8 million baht or 1. 4% compared to the same period of the previous year. The sales revenue was 1,407.9 million baht, a decrease of 20.3 million baht or a decrease of 1.4% compared to the same period of the previous year. This is because in the beginning of the year, sales in the Americas did not meet the sales targets due to delays of in distribution expansion and a longer extended winter season, causing sales to decrease.

To address this issue, the Company sought to diversify its sales channels to other continents to mitigate risks and closely monitored the situation with customers in the Americas. Consequently, from the end of the third quarter onwards, the situation began to improve, and sales to customers in the Americas saw a significant rebound. Furthermore, sales of the Company’s products in other continents, such as Europe and the Middle East, experienced growth. The Company was able to increase sales by diversifying distribution channels according to the strategic plan for expanding the customer base set by the Company.

Revenue from sales of the Company comes from 2 main product groups: fruit juice and general beverages. The Company uses a strategy to focus on producing and selling high-margin products, namely coconut water. The Company still plans to develop the Company’s products and launch new products in 2024 to support the needs of consumers to meet target groups in each region along with focusing on building the PLUS brand to be accepted both in sales channels of beverages for both domestic and international markets

Revenue from sales of fruit juice products, particularly the coconut water beverage group, remained popular with customers and consumers in 2023, accounting for 64.4% of total sales. The fruit juice beverage group mixed with basil seeds accounted for 30.0% of sales, while the other mixed fruit juice beverage group accounted for 2.2%. Sales of general beverage products, on the other hand, accounted for a total of 1.4% of total sales.

Revenue by Product	31 December					
	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Juice beverage Groups	985.2	97.6%	1,407.9	96.6%	1,387.7	96.6%
- Coconut Water Group	710.6	70.4%	1,014.2	69.6%	925.1	64.4%
- Fruit juice mixed with basil seeds	237.7	23.5%	353.0	24.2%	430.5	30.0%
- Other juice blends	36.9	3.7%	40.7	2.8%	32.1	2.2%
General beverage Groups	18.0	1.8%	20.3	1.4%	20.2	1.4%
- Milk tea	3.0	0.3%	6.2	0.4%	5.9	0.4%
- Other drinks	15.0	1.5%	14.1	1.0%	14.3	1.0%
Total Sales Revenue	1,003.2	99.4%	1,428.2	98.0%	1,407.9	98.0%
Other income	6.3	0.6%	29.2	2.0%	28.7	2.0%
Total Revenue	1,009.5	100.0%	1,457.4	100%	1,436.6	100%

Other income

. Other income in 2023 is equal to 28.7 million baht, decreased from 2022 by 0.5 million baht. The other income consists of Gains from foreign exchange rates of 9.8 million baht, gains from changes in fair value of forward contracts of 9.7 million baht, interest income of 1.1 million baht, profits from asset sales of 0.5 million baht and other income of 7.6 million baht, including income from selling scraps and waste from production, income from selling packaging such as plastic bottles, glass bottles, pallets to ODM customers, and income from requesting a refund of duties on raw materials imported for export, according to Section 29 of the Customs Act 2017 Profit (Loss) from changes in the fair value of forward contracts.

Cost of Sales and Gross Profit Margin

PLUS's sales cost structure mainly consists of raw material and packaging costs, direct and indirect labor costs, depreciation and other production expenses, including fuel costs, public consumption expenses, vehicle and factory equipment rental fees, repair costs, etc.

% Cost of Sales	31 December					
	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Cost of raw materials and packaging	548.7	54.7%	749.2	52.5%	752.3	53.4%
Labor cost	86.6	8.6%	112.2	7.9%	112.8	8.0%
Depreciation	31.4	3.1%	41.1	2.9%	53.2	3.8%
Other production costs	62.2	6.3%	99.9	6.9%	91.6	6.5%
Total Cost of Sales	728.9	72.7%	1,002.3	70.2%	1,009.9	71.7%
% Gross Profit Margin		27.3%		29.8%		28.3%

The Company's gross profit margin from 2021 - 2023 is equal to 27.3%, 29.8%, and 28.3%, respectively, decreasing from the previous year. The cost of sales in 2023 accounted for 71.7% of sales revenue, increasing from 70.2% in the previous year as a result of (1) the price of raw material and packaging costs increased according to the economic situation (2) labor costs increased according to the Company's production capacity expansion plan to support the new production line and the adjustment of the Company's annual salary and labor rates (3) depreciation increased from additional assets from factory expansion to support the installation of new machinery lines and improvements to existing production lines in order to increase production efficiency in the future, as well as installing a Solar Rooftop to use as alternative energy to reduce electricity use in production. However, the Company is aware of this problem and still focuses on planning for mass production to create economies of scale in monthly production to achieve efficiency according to the set goals by using (4) strategies to focus on selling products with high gross profit margin, including the coconut water group, (5) increasing production efficiency to control employee costs and reducing production of products that have small impact on gross profit margins and have little market demand, and (6) controlling other production costs by reducing and using production consumables appropriately and cost-effectively, including using alternative fuels such as palm shells along with fuel oil to reduce fuel costs.

Total Expense

Expense Type	31 December					
	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Distribution costs	65.6	39.8%	98.0	50.3%	86.5	45.2%
Administrative expense	99.4	60.2%	97.0	49.7%	104.9	54.8%
Total Selling and administrative expenses	165.0	100.0%	195.0	100.0%	191.4	100.0%

The details on distribution expense and administrative expense are as follows;

Distribution costs

Distribution costs	31 December					
	2021		2022		2023	
	Million Baht	Revenue from sales %	Million Baht	Revenue from sales %	Million Baht	Revenue from sales %
Freight Charge	36.8	3.6%	63.1	4.4%	46.3	3.3%
Employee Remuneration	18.2	1.8%	24.4	1.7%	22.1	1.5%
Promotional expenses	7.6	0.8%	6.6	0.5%	11.0	0.8%
Other selling expenses	3.0	0.3%	3.9	0.3%	7.1	0.5%
Total distribution costs	65.6	6.5%	98.0	6.9%	86.5	6.1%

PLUS's distribution costs include (1) transportation costs, such as export costs of shipping freight (2) Remuneration for sales staff such as salary, bonuses, commissions, overtime pay, and provident fund contributions, and Social Security Fund, etc. (3) promotional expenses such as commission from product sales, advertising expenses, various promotional expenses, etc. and (4) other selling expenses such as expenses for visiting work and traveling abroad, quality inspection and analysis fees, certification fees, testing equipment fees and cost of sample products. The nature of distribution costs will mostly vary according to sales revenue.

For 2023, distribution costs are equal to 86.5 million baht, or the proportion of distribution costs to total sales revenue is 6.1%, decreasing from the previous year by 11.5 million baht, or 11.7% mainly due to (1) transportation expenses decreasing by 16.8 million baht because after the COVID-19 situation resolved, international shipping prices began to decrease, (2) reduction in employee compensation of 2.3 million baht while the Company still focuses on sales promotion activities, whether it is increasing booths at trade shows, both domestically and abroad, to market about PLUS products to customers and find additional new customer groups according to the established strategy, resulting in (3) an increase in promotional expenses of 4.4 million baht and (4) an increase in selling expenses of 3.2 million baht.

Administrative expense

Administrative expense	31 December					
	2021		2022		2023	
	Million Baht	Revenue from sales %	Million Baht	Revenue from sales %	Million Baht	Revenue from sales %
Personal expenses	42.2	4.2%	48.2	3.4%	59.2	4.2%
Utilities and repairs	1.7	0.2%	2.1	0.1%	2.1	0.1%
Depreciation and Amortization	5.8	0.6%	6.3	0.4%	8.2	0.6%
Office expenses and service	10.5	1.0%	10.3	0.7%	15.3	1.1%
Consulting and professional services	11.5	1.1%	13.0	0.9%	8.8	0.6%
Taxes and fees	3.0	0.3%	2.0	0.1%	2.6	0.2%
(Reversal of) loss on inventory valuation	19.9	2.0%	14.0	1.0%	7.8	0.6%
Bad debts and doubtful accounts	(0.6)	(0.1%)	0.0	0.0%	0.0	0.0%
Other administrative expenses	5.4	0.5%	1.1	0.1%	0.9	0.1%
Total Administrative expenses	99.4	9.9%	97.0	6.8%	104.9	7.5%

Administrative expenses of PLUS mainly consist of Employee expenses, Utilities costs, Equipment costs and repair costs, Depreciation and Amortization, Value of deteriorated products, Allowance for doubtful debts, and other administrative expenses.

For 2023, administrative expenses totaled 104.9 million baht, an increase of 7.9 million baht from the previous year. The increase was mainly attributed to employee expenses, which rose by 11.0 million baht due to salary increases and the provision of employee welfare benefits. Other significant changes include: (1) an increase in expenses and office service fees by 5.0 million baht from product destruction costs and risk insurance premiums, (2) an increase in depreciation and amortization expenses by 1.9 million baht. The Company has control over other administrative expenses effectively, resulting in decreased expenses, such as (3) consulting and professional service fees, which decreased by 4.2 million baht, and (4) loss items from adjusting the value of inventories and writing down inventories, which decreased by 6.2 million baht due to improved production planning management. Exporting and managing the use of raw materials to prevent them from being stuck for a long time has resulted in significant reductions in such costs.

Finance cost

Financial cost	31 December		
	2021	2022	2023
Finance cost (million baht)	8.7	1.5	0.8
%finance cost to sales	0.9%	0.1%	0.1%

The financial costs of PLUS for the years 2021, 2022, and 2023 were 8.7 million baht, 1.5 million baht, and 0.8 million baht, respectively, showing a continuous decrease each year. In 2023, the Company had obligations to pay interest from lease agreements and interest payments on long-term loans, which increased due to investments in assets.

Income tax

Income tax	31 December					
	2021		2022		2023	
	Million Baht	%tax rate	Million Baht	%tax rate	Million Baht	%tax rate
Profit before income tax expense	106.8		258.7		234.5	
Income tax using the corporation tax rate	21.4	20%	51.7	20%	46.9	20%
Expenses that are deductible at a greater amount	(1.9)		(4.0)		(4.4)	
Expenses not deductible for tax purposes	1.7		3.3		4.0	
Total income tax expense	21.1	19.8%	51.0	19.7%	46.5	19.8%

For 2023, the ratio of income tax expense to profit before income tax is 19.8%. This is due to the impact of deferred taxes arising from temporary differences, primarily from setting aside allowances for obsolete products during the fiscal year and exercising the right to reverse the actual product destruction costs within 2023. Additionally, increasing expenses that can be used to deduct corporate income tax contributed to this ratio.

Net Profit

Net Profit and Net Profit Margin	31 December		
	2021	2022	2023
Net Profit (million baht)	85.6	207.6	188.0
Net Profit Margin (%)	8.5%	14.2%	13.1%

In 2023, PLUS reported a net profit of 188.0 million baht, a decrease of 19.6 million baht from the previous year. The main reasons for this decrease were: (1) decrease in sales income, (2) increase in cost of goods sold due to adjustments in raw material prices to align with the economic situat, and (3) increase in administrative expenses but (4) sales expenses and financial costs were still controlled and reduced, mitigating some of the impact on net profit.

Assets and Liabilities Management Capability

Assets

Changes in PLUS' main assets are;

Trade Receivables and Other Receivables

Trade accounts receivable (million baht)	31 December		
	2021	2022	2023
Total Trade Accounts Receivable	53.7	63.6	89.5
Less Allowance for expected credit losses	-	-	-
Net Trade Accounts Receivable	53.7	63.6	89.5
Proportion to Total Assets (%)	7.4%	4.4%	5.3%
Average Collection Period	13.1	15.0	19.9

Trade receivables have been on an increasing trend during 2021-2023 because the company has increased its sales income, causing trade receivables to increase in proportion to sales. At the end of 2023, trade receivables increased by 25.9 million baht.

The average debt collection period increased slightly from 15.0 days to 19.9 days for 2023 because PLUS changed the payment terms (credit terms) to be tighter, especially for new customers ordering products. These customers are now required to pay at least 30%-50% or 100% before product delivery. However, this adjustment has had no effect on the total orders from customers.

Currently, PLUS sets allowances using the expected credit loss method according to Financial Reporting Standards No. 9 (TFRS 9). PLUS has assessed past debt repayment history, including other factors such as forecasts of future conditions. The Company considers that the debt could be collected from the debtor, and there is no debtor that has any indication of being unable to repay the debt. Therefore, no additional allowance has been set for expected credit losses. Accounts Receivable Aging can be shown as follows:

Accounts Receivable Aging	31 December					
	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Within credit terms	50.7	94.4%	48.1	75.6%	62.6	69.9%
Less than 3 months	3.0	5.6%	15.5	24.4%	26.9	30.1%
Total Trade Accounts Receivable	53.7	100.0%	63.6	100.0%	89.5	100.0%
Less Allowance for expected credit losses	-	-	-	-	-	-
Net Trade Accounts Receivable	53.7	100.0%	63.6	100.0%	89.5	100.0%

The policy for the payment period for trade credit (Credit Term) is as agreed with the customer, which is usually 30 days. However, it depends on the policy and payment cycle of the customer. As a result, the current actual debt collection period will be approximately 13 - 20 days.

Inventories

Inventories (Unit:Million Baht)	31 December		
	2021	2022	2023
Finished goods	47.1	11.5	18.4
Work in progress	42.2	53.9	50.3
Raw materials	13.6	37.0	29.2
Packaging	15.7	17.4	13.0
Factory supplies	4.3	6.1	5.8
Goods in transit	10.3	8.9	0.3
Less allowance for decline in value	(14.4)	(14.4)	(5.5)
Total	118.8	120.4	111.5
Average Sale Period of Finished Goods (days)	20.6	10.7	5.4
Average Sale Inventory Period	64.8	43.6	41.9

Inventories consist mostly of finished goods, semi-finished products (Products in process), raw materials, packaging materials, and consumables.

As of 31 December 2023, inventories were 111.5 million baht, a decrease from 2022 of 8.9 million baht. This decrease was mainly due to a decrease in raw materials of 7.8 million baht, a decrease in packaging and packaging materials of 4.4 million baht, and a decrease in factory waste of 0.3 million baht. The decrease in inventories is the result of effective inventory management. There was an increase in finished goods of 6.9 million baht to support the scheduled delivery of products in 2022. Additionally, PLUS had a change in the reversal of the allowance for obsolete product value from the end of 2022 of 8.9 million baht. At the end of the year, the Company had an allowance for product value of 5.5 million baht, a decrease from the previous year. There was also destruction of deteriorated products during the third quarter, totaling the destruction value of 15.9 million baht. The allowance for product value of 7.7 million baht is stated as administrative expenses in the income statement, most of which are products and packaging that are deteriorated or expired.

The average selling period of finished goods as of December 31, 2021-2023, was 20.6 days in 2021, 10.7 days in 2022, and 5.4 days in 2023. This improvement since 2022 is attributed to the easing of the COVID-19 situation and the shortage of export containers, leading to better product circulation.

Other current assets

Other current assets consist mainly of input tax waiting to be refunded and input tax not yet due as of December 31, 2023. The Company has other current assets totaling 34.1 million baht, an increase of 5.9 million baht compared to December 31, 2022. This increase is due to the rise in purchase tax not yet due from the investment in purchasing machinery, improving the building area, equipment, tools, appliances, purchasing more raw materials, packaging, and other materials and equipment within the country due to increased production capacity. Additionally, there was an increase in the export sales tax ratio, resulting in more purchase tax items that are not yet due and waiting to be refunded. However, the Company can still request a VAT refund on a regular monthly basis.

Property, building and equipment

Property, building and equipment	31 December					
	2021		2022		2023	
	Million Baht	% of total assets	Million Baht	% of total assets	Million Baht	% of total assets
- Land and land improvement *	54.4	7.5%	68.3	4.7%	69.0	4.1%
- Buildings and buildings improvement	250.9	34.6%	255.0	17.6%	333.8	19.8%
- Machinery and equipment	115.6	15.9%	134.2	9.2%	154.3	9.2%
- Office equipment	0.8	0.1%	1.2	0.1%	1.9	0.1%
- Vehicles **	0.4	0.0%	0.2	0.0%	3.7	0.2%
- Assets under Construction	41.8	5.8%	85.8	5.9%	385.4	22.9%
Total	463.9	63.9%	544.7	37.5%	948.1	56.3%

Note: Including the value of land, assets, rights of use, which have a book value of 0.4 million baht. **Included the exercise value of the vehicle is 3.6 million baht.

As of December 31, 2023, PLUS has property, plant, and equipment equal to 948.1 million baht, an increase of 403.4 million baht from 2022. This increase is mainly due to an increase in assets under construction of 299.6 million baht. Buildings and building improvements increased by 78.8 million baht, and machinery and equipment increased by 20.1 million baht to support the plan to expand production capacity for products that continue to grow.

From 1 January 2020, PLUS adopted Financial Reporting Standard No. 16 on Leases for the first time. The essence of this standard is that it requires the lease of assets to be recognized as a right-of-use asset in the financial statements, whereas previously it was an off-balance sheet item. However, PLUS is not significantly affected because as of December 31, 2023, PLUS has right-of-use assets net of amortization in the amount of 4.0 million baht, leasing land from other people for use as a parking lot for PLUS in the amount of 0.4 million baht, and renting an office car in the amount of 3.6 million baht.

Intangible assets

PLUS has intangible assets as of December 31, 2023, equal to 3.7 million baht, an increase of 0.1 million baht from 2022, from computer software. The increase in intangible assets in 2023 mainly resulted from investments in computer software. Intangible assets will be amortized over the product life. The computer software license fee lasts for 5 years.

Other non-current assets

PLUS has other non-current assets as of December 31, 2023, equal to 78.3 million baht, an increase of 12.8 million baht from 2022. The Company's non-current assets consist of (1) deposits for investments in group assets of the company, property, buildings, and equipment, including software, with an increased amount of 11.9 million baht; and (2) electricity usage, security deposit, tap water, etc., with an increase of 0.8 million baht. This increase is from the payment of deposits for investments in machinery assets according to the company's product production capacity expansion plan, to support the expansion of the market that is continuously growing, as well as a security deposit for additional electricity usage

Efficiency Ratio

Efficiency Ratio	Unit	31 December		
		2021	2022	2023
Return on Assets	%	12.1%	19.1%	12.0%
Fixed Asset Turnover	%	26.2%	50.2%	33.3%
Total Assets Turnover Ratio	times	1.4	1.3	0.9

The rate of return on assets has continued to improve from 2021 to 2023. In 2023, the rate of return on assets is 12.0%, which decreased from the previous year due to PLUS increasing total assets and decreasing net profit.

The rate of return on fixed assets is likely to continue to improve from 2021 to 2023. The main reason for this improving trend is PLUS having continuous net profit and net profit margin. For 2023, the rate of return on fixed assets was 33.3%, decreasing from the previous year because PLUS had a significant increase in the net value of fixed assets from the procurement of machinery and equipment to support future production lines. However, the net profit and net profit margin decreased from the previous year.

The asset turnover rate in 2023 was equal to 0.9, decreasing from the previous year because PLUS had decreased sales revenue compared to the previous year, while the value of assets increased due to being in a period of expansion. Therefore, the installation of machinery caused the asset turnover rate to decrease from the previous year.

Liabilities

PLUS' has the following main liabilities;

Trade accounts payable

Trade accounts payable (Unit: Million Baht)	31 December		
	2021	2022	2023
Trade accounts payable	98.6	92.5	154.5
Proportion to Total Assets (%)	13.6%	6.4%	9.2%
Average Payment Period (day)	53.1	34.8	44.6

Trade accounts payable consist mainly of domestic trade creditors and prepaid checks, with foreign trade payables forming a smaller portion.

As of December 31, 2023, the debt repayment period has increased from the previous year. This is because some trade creditors are offering longer payment periods, and negotiations with raw material suppliers to extend the repayment period have occurred due to increased orders.

Currently, PLUS receives trade loan repayment periods from most raw material suppliers within the range of 30 – 60 days, except for fresh ingredients such as coconut water, coconut milk, and coconut jelly, which have a trade loan repayment period of approximately 7–14 days.

Advance received

As of 31 December 2021 - 2023, advances received amounted to 18.7 million baht, 16.7 million baht, and 25.3 million baht, respectively. Advances received include deposits for advance sales of goods and advance income. PLUS allows some groups of foreign customers to pay 30% - 50% for the product before sending the product onto the ship. As of December 31, 2023, the company has an increase in advance money received from the end of 2022 in the amount of 8.6 million baht, showing that the product of the company is still in demand by customers. Thus, they pay for the products in advance to reserve more orders for products waiting for delivery within the next year.

Other current payables

As of 31 December 2021 – 2023, other current payables amounted to 87.0 million baht, 53.9 million baht, and 75.3 million baht, respectively. Other payables consist of accrued bonuses, outstanding audit fees, outstanding shipping costs, various accrued expenses, other current payables in the country, such as payables for machinery and estimate sales discounts. Other current payables increased in 2023 due to the Company's investment in purchasing assets including equipment, machinery and factory improvements, resulting in increased debt burden.

Income tax payable

As of December 31, 2021-2023, PLUS has outstanding corporate income tax payments of 20.6 million baht, 22.5 million baht, and 28.4 million baht, respectively. These payments have been continuously increasing due to the Company's improved operating results, leading to an increased tax burden.

Loans from financial institutions

Loans from financial institutions (Unit:Million Baht)	31 December		
	2021	2022	2023
Bank overdrafts	14.5	0.1	-
Short-term loans from financial institutions	30.3	-	-
Long-term loans from financial institutions due within one year	28.1	-	4.2
Long-term loans from financial institutions	57.5	-	22.7
Total loans from financial institutions	130.4	0.1	26.9

Loans from financial institutions comprise (1) bank overdraft (O/D), (2) short-term loans from financial institutions with collateral, such as import-export loans (Letter of Credit/Trust Receipt or LC/TR), packing loans (PK), promissory notes (P/N), etc., and (3) long-term loans from financial institutions.

As of 31 December 2021, loans from financial institutions were 130.4 million baht, a decrease of 24.2 million baht from the end of 2020 due to repayment of long-term loans from financial institutions of 31.2 million baht and repayments of short-term loan with collateral in the amount of 47.5 million baht. However, this was offset by an increase in overdrafts of 14.5 million baht and the withdrawal of long-term loans of 40 million baht from financial institutions to be used for investing in new production lines and improving machinery.

As of December 31, 2022, PLUS has a loan burden from financial institutions equal to 0.1 million baht from bank overdrafts. Borrowings from financial institutions decreased from the end of 2021 by 130.3 million baht due to the Company repaying the entire amount of short-term loans from financial institutions and releasing some guarantee obligations.

As of December 31, 2023, PLUS has a loan burden from financial institutions equal to 26.9 million baht from long-term loans from financial institutions for the installation of Solar Rooftop for use as alternative energy, reducing electricity use in production. The loan is fully secured by assets used as collateral.

Short-Term Loans from Other Parties

As of December 31, 2023, PLUS has no debt obligations from short-term loans from other parties

Loans from Director or Related Parties

As of December 31, 2023, PLUS has no outstanding directors' loan balance.

Lease liabilities

Lease liabilities (Unit:Million Baht)	31 December		
	2021	2022	2023
Lease liabilities due within one year	0.4	-	1.3
Lease liabilities	0.0	-	2.8
Total lease liabilities	0.4	-	4.1

As of December 31, 2023, PLUS has increased liabilities under lease agreements from renting land and renting office cars in the amount of 4.1 million baht.

Non-current provisions for employee benefits

Provisions for non-current liabilities for employee benefits include: Employee compensation benefits after employment are accrued according to labor law and benefits, in case of working with PLUS for a long time. This is in accordance with the announcement of the Labor Protection Act on April 5, 2019. Additional compensation rates were determined for retired employees who have worked continuously for 20 years or more to have the right to receive compensation not less than the last 400 days of wages, causing PLUS to increase expenses in this area in retrospect. The estimated non-current liabilities for employee benefits for 2021-2023 are equal to 8.2 million baht, 11.9 million baht, and 14.1 million baht, respectively.

Equity

Equity	31 December					
	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Issued and paid-up capital	250.0	34.4%	335.0	23.0%	335.0	19.9%
Share premium on ordinary shares	12.5	1.7%	673.7	46.4%	673.7	40.0%
Retained earnings						
- Appropriated - legal reserve	5.3	0.7%	15.7	1.1%	25.1	1.5%
- Unallocated	93.4	12.9%	229.2	15.8%	320.8	19.0%
Total Equity	361.2	49.7%	1,253.6	86.3%	1,354.6	80.4%
Total Liabilities and Equity	726.5	100.0%	1,452.2	100.0%	1,684.6	100.0%

PLUS has shareholders' equity for the year ending 31 December 2021 - 2023 equal to 361.2 million baht and 1,253.6 million baht and 1,354.6 million baht, respectively.

As of December 31, 2023, PLUS has issued and paid capital equal to 335.0 million baht, share premium equal to 673.7 million baht, profits in the period allocated as legal reserve increased by 9.4 million baht, and there is not yet accumulated profit balance of 320.8 million baht.

Liquidity and Sufficiency of the Company's Fund

Sources and Uses of Fund

(Unit: Million Baht)

Cash Flow	For the Year Ended 31 December		
	2021	2022	2023
Net cash flows from (used in) operating activities (CFO)	138.6	172.3	303.5
Net cash flows from (used in) investing activities (CFI)	(36.1)	(180.6)	(440.2)
Net cash flows from (used in) financing activities (CFF)	(73.3)	548.6	(62.2)
Net increase in cash and cash equivalents	29.2	540.3	(198.9)
Cash and cash equivalents at 1 January	8.7	37.9	578.2
Cash and cash equivalents at 31 December	37.9	578.2	379.3

From the cash flow table above, it can be seen that the net cash flow from operating activities (CFO) of PLUS is sufficient to support investments (CFI) and various debt repayments (CFF), causing the Company to have additional cash and cash equivalents. The net increase as of December 31, 2023 is in the amount of 379.3 million baht, with changes in cash flow from important activities as follows:

Net Cash Flow (used in) Operating Activities

Cash flow from operating activities in 2021-2023 is equal to 138.6 million baht, 172.3 million baht, and 303.5 million baht, respectively. Cash flow from operating activities of PLUS is positive every year. For 2023, cash from operations was 303.5 million baht, an increase of 131.2 million baht compared to the prior year. Important items of changes in cash flow from operations can be explained as follows: The Company has profit before income tax of 234.5 million baht, depreciation and amortization expenses of 61.4 million baht, loss from amortization/residual value adjustment of 7.0 million baht, trade receivables increased by 25.9 million baht, other current assets increased by 5.9 million baht, a decreased in inventories by 1.9 million baht, an increase in trade payables by 62.0 million baht, and advances received increasing by of 8.6 million baht.

Net Cash Flow (used in) Investment Activities

Cash flow used in investment activities in 2021 - 2023 is equal to 36.1 million baht, 180.6 million baht, and 440.2 million baht, respectively. In 2023, cash flow was used in most investment activities of PLUS, with additional investments in machinery for new production lines and building improvements, water systems, electrical systems, as well as developing modern software program equipment to support the expansion of production capacity with greater efficiency in the amount of 450.0 million baht, relieve the burden of deposits at financial institutions that have usage restrictions in the amount of 8.0 million baht, and receive interest returns from the bank in the amount of 1.1 million baht.

Net Cash Flow (used in) Financing Activities

Cash flow used in financing activities in 2021 - 2023 is equal to 73.3 million baht, 548.6 million baht, and 62.2 million baht, respectively. Cash flow used in financing activities is the highest in 2022 because PLUS had the most of the cash received from the capital increase during May 2022.

For the year 2023, net cash flow used in financing activities was equal to 62.2 million baht, mainly arising from (1) cash received from long-term loans from financial institutions in the amount of 29.5 million baht (2) cash disbursements, payments, and disbursements of overdraft Debt under the lease agreement and repayment of long-term loans with interest from financial institutions in the amount of 4.7 million baht and (3) cash dividends in the amount of 87.0 million baht.

Liquidity Sufficiency

Liquidity Sufficiency	Unit	For the Year Ended 31 December		
		2021	2022	2023
Liquidity Ratio	(times)	0.8	4.4	2.2
Quick Ratio	(times)	0.3	3.4	1.6

PLUS's liquidity ratio continued to increase from 0.8 times to 4.4, decreasing to 2.2 at the end of 2023, respectively, showing the company's ability to pay off short-term debt decreased. Similarly, the quick ratio of PLUS increased from 0.3 times to 3.4 times, and decreased to the level of 1.6 times, respectively. At the end of 2023, the liquidity ratio was 2.2 times due to decreased cash and increased trade accounts receivable. There was an increase in current liabilities from trade creditors and other creditors from the procurement of raw materials and consumable materials for use in operations.

Financial Policy Ratio

Financial Policy Ratio	Unit	For the Year Ended 31 December		
		2021	2022	2023
Interest-Bearing Debt to EBITDA ¹	(times)	0.9	0.0	0.1
Debt to Equity Ratio (D/E Ratio)	(times)	1.0	0.2	0.2
Interest Coverage Ratio	(times)	17.5	207.5	375.8
Debt Service Coverage Ratio (DSCR) ²	(times)	2.1	4,599.5	54.0
Dividend Payout ³	%	70.1	42.0	42.8

¹ Calculated from total interest-bearing debt divided by profit plus depreciation, Amortization, Finance costs, and income tax expenses

² Calculation of debt serviceability ratio = Earnings before interest, taxes, depreciation and amortization / Short-term interest-bearing debt + Interest-bearing long-term debt due within 1 year.

³ Calculation of dividend payout ratio = Annual declared dividend / Annual net profit (For dividend payment from the 2022 operating results, presented for consideration and approval from the 2023 Annual General Meeting of Shareholders on April 26, 2023, and the company plans to pay dividends on May 17, 2023.)

The debt to equity ratio of PLUS tends to decrease continuously in the period 2021–2023 due to the scheduled repayment of loans. There has been a positive unallocated accumulated profit since 2023 onwards, and as of December 31, 2023, PLUS has a debt to equity ratio of 0.2 times.

The interest coverage ratio increased continuously in the period 2021 – 2023 due to an increase in earnings before interest, taxes, depreciation and amortization. and lower financial costs due to continuous repayment of loans from financial institutions and loans from other parties. As of December 31, 2023, PLUS had an interest coverage ratio of 375.8 times.

The debt serviceability ratio increased to 2.1 times, 4,599.5 times, and then decreased to 54.0 times, respectively. For 2023, PLUS increased interest-bearing debt due within one year, and PLUS's operating results decreased. As a result, PLUS's obligation payment ratio has decreased, but it still has the potential to repay debt at 54.0 times.

Debt obligations and management of off-balance sheet liabilities

As of December 31, 2023, PLUS has liabilities with unrelated businesses, as follows;

- Liabilities in capital expenses for buildings and equipment of 62.7 million baht.
- Liabilities in capital expenses for software's copyright of 0.2 million baht.
- Liabilities under the short-term rent contract and low-value assets of 5.7 million baht.

Nonetheless, PLUS' is capable of repaying the aforementioned liabilities in full.

4.2 Factors or Incidents that may significantly impact financial and operational status

There are two factors or incidents that may significantly impact the financial position or operations of PLUS as follows:

Fluctuation of Foreign Currency Exchange Rate

PLUS's sales revenue is mainly in the form of USD and RMB. BAHT appreciates in value in relation to the said two currencies, PLUS' income will decrease when converted into baht and when compared with PLUS' expenses that are mainly in baht, the expense to income ratio would increase and profitability ratio decrease. However, PLUS has a policy to manage exchange rate risk, such as negotiating to change the selling price to Thai baht, using the FCD (Foreign Currency Deposit) account, natural risk management (Natural Hedge) in making currency payments abroad with money received in the same foreign currency and making forward contracts (Forward Contract) to protect against risk from exchange rate fluctuations. This will help PLUS's income be less affected by exchange rate changes.

Food and Drug Regulations

The Food and Drug Administration in various countries, a federal agency that inspects, regulates, and oversees the safety of medicines, foods, and medical devices and various cosmetics, may increase strictness in controlling and inspecting the quality of food and drug imports. However, PLUS has a policy to improve product production quality and select quality raw materials involved in production to ensure that the products PLUS sells to each country through specified standards.

4.3 Financial Highlight

Year	Auditor	Auditor's Opinions
2021	Mr. Nattapong Tantijattanont Licensed Auditor License No. 8829 KPMG Phoomchai Audit Limited	PLUS's financial statements present the Company's financial position as of December 31, 2021, and its operating results and cash flows for the year ended during the same period. The statements are correct and contain all information as required by the financial report standards.
2022	Mr. Nattapong Tantijattanont Licensed Auditor License No. 8829 KPMG Phoomchai Audit Limited	PLUS's financial statements present the Company's financial position as of December 31, 2022, and its operating results and cash flows for the year ended during the same period. The statements are correct and contain all information as required by the financial report standards.
2023	Ms. Sawitree Ongksirimemongkol Licensed Auditor License No. 10449 KPMG Phoomchai Audit Limited	PLUS's financial statements present the Company's financial position as of December 31, 2023, and its operating results and cash flows for the year ended during the same period. The statements are correct and contain all information as required by the financial report standards.

Financial Statement Summary

Statement of financial position

Description	31 December					
	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Assets						
<u>Current assets</u>						
Cash and cash equivalents	37.9	5.2%	578.2	39.8%	379.3	22.5%
Trade accounts receivable	53.7	7.4%	63.6	4.4%	89.5	5.3%
Other current receivables	7.3	1.0%	30.9	2.1%	31.7	1.9%
Inventories	118.8	16.4%	120.4	8.3%	111.5	6.6%
Other current assets	13.6	1.9%	28.2	2.0%	34.1	2.0%
Total current assets	231.3	31.8%	821.4	56.6%	646.2	38.4%
<u>Non-current assets</u>						
Restricted bank deposit	8.0	1.1%	8.0	0.6%	-	-
Property, building and equipment	463.9	63.9%	544.7	37.5%	948.1	56.3%
Intangible assets	3.1	0.4%	3.6	0.2%	3.7	0.2%
Deferred tax assets	6.8	0.9%	9.0	0.6%	8.4	0.5%
Other non-current assets	13.4	1.8%	65.5	4.5%	78.2	4.6%
Total non-current assets	495.2	68.2%	630.8	43.4%	1,038.4	61.6%
Total assets	726.5	100.0%	1,452.2	100.0%	1,684.6	100.0%
Liabilities and Equity						
<u>Current liabilities</u>						
Bank overdrafts	14.5	2.0%	0.1	0.0%	-	-
Short-term loans from financial institutions	30.3	4.2%	-	-	-	-
Trade accounts payable	98.6	13.6%	92.5	6.4%	154.5	9.2%
Advance received	18.7	2.6%	16.7	1.1%	25.3	1.5%
Other current payables	87.0	12.0%	53.9	3.7%	75.3	4.5%
Current portion of long-term loans from financial institutions	28.1	3.9%	-	-	4.2	0.2%
The portion of lease liabilities due within one year	0.4	0.0%	-	-	1.3	0.1%
Income tax payable	20.6	2.8%	22.5	1.6%	28.4	1.7%
Other current liabilities	1.4	0.2%	1.0	0.1%	1.4	0.1%
Total current liabilities	299.6	41.3%	186.7	12.9%	290.4	17.2%

Description	31 December					
	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Non-current liabilities						
Long-term loans from financial institutions	57.5	7.9%	-	-	22.7	1.3%
Lease liabilities	-	-	-	-	2.8	0.2%
Non-current provisions for employee benefits	8.2	1.1%	11.9	0.8%	14.1	0.8%
Total non-current liabilities	65.7	9.0%	11.9	0.8%	39.6	2.4%
Total Liabilities	365.3	50.3%	198.6	13.7%	330.0	19.6%
Equity						
Issued and paid-up capital	250.0	34.4%	335.0	23.0%	335.0	19.9%
Share premium on ordinary shares	12.5	1.7%	673.7	46.4%	673.7	40.0%
Retained earnings						
Appropriated - legal reserve	5.3	0.7%	15.7	1.1%	25.1	1.5%
Unallocated	93.4	12.9%	229.2	15.8%	320.8	19.0%
Total Equity	361.2	49.7%	1,253.6	86.3%	1,354.6	80.4%
Total Liabilities and Equity	726.5	100.0%	1,452.2	100.0%	1,684.6	100.0%

Statement of Comprehensive Income

Description	For the Year Ended 31 December					
	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenue						
Sales revenue	1,003.2	99.4%	1,428.2	98.0%	1,407.9	98.0%
Other income ¹	6.3	0.6%	29.2	2.0%	28.7	2.0%
Total Revenues	1,009.5	100.0%	1,457.4	100.0%	1,436.6	100.0%
Cost of good sold ²	728.9	72.7%	1,002.3	70.2%	1,009.9	71.7%
Gross Profit²	274.3	27.3%	425.9	29.8%	398.0	28.3%
Distribution costs	65.6	6.5%	98.0	6.7%	86.5	6.0%
Administrative expenses	99.4	9.8%	97.0	6.7%	104.9	7.3%
Total Expenses	894.0	88.6%	1,197.3	82.2%	1,201.3	83.6%
Profit before finance costs and income tax expenses	115.5	11.4%	260.1	17.8%	235.3	16.4%
Financial cost	8.7	0.9%	1.5	0.1%	0.8	0.1%
Profit before income tax expense	106.8	10.6%	258.7	17.7%	234.5	16.3%
Income tax	21.2	2.1%	51.0	3.5%	46.5	3.2%
Profit for the year	85.6	8.5%	207.6	14.2%	188.0	13.1%
Items that will not be reclassified to profit or loss						
Loss on remeasurements of defined benefit plans (net of tax)	-	-	(1.5)	(0.1%)	-	-
Total comprehensive income for the year	85.6	8.5%	206.1	14.1%	188.0	13.1%
Basic earnings per share (Baht) (par100 baht)	34.3	N/A	N/A	N/A	N/A	N/A
Basic earnings per share (Baht) (par0.50 baht) ³	0.171	N/A	0.342	N/A	0.281	N/A

¹ Other income includes income from exchange rates, Interest income and other income

² When calculated in comparison with sales revenue

³ PLUS has registered a change in the value of common shares from 100 baht per share to 0.5 baht per share from 1 July 2021, therefore calculated using the new average common shares for the benefit of comparison between periods.

Statement of cash flows

Description (Unit: Million Baht)	For the Year Ended 31 December		
	2021	2022	2023
Cash flow from operating activities			
Profit for the year	85.6	207.6	188.0
Adjustments to reconcile profit to cash receipts (payments)			
- Income tax expense	21.2	51.0	46.5
- Financial costs	8.7	1.5	0.8
- Depreciation and Amortization	37.2	47.4	61.3
- Provisions for employee benefits	1.1	1.9	2.2
- (Reversal) Impairment loss recognized in profit or loss	(0.5)	-	-
- Gains on change in the fair value of derivatives measured through profit or loss	-	(6.7)	(3.0)
- Provision for warranty	6.1	3.6	(0.7)
- Loss on disposal of inventories	6.9	14.7	7.0
- (Reversal of) loss on inventories devaluation	12.9	0.0	0.0
- (Gain) Loss on disposal of plant, equipment and intangible assets	1.9	0.1	(0.5)
- Interest income	(0.0)	(1.1)	(1.1)
Cash flows before changes in operating assets and liabilities	181.1	320.0	300.5
Changes in operating assets and liabilities (increase) decrease			
- Trade accounts receivable	(34.6)	(10.0)	(25.9)
- Other current receivables	1.0	(16.8)	2.2
- Inventories	1.5	(16.3)	1.9
- Other current assets	8.7	(14.7)	(5.9)
- Other non-current assets	(0.0)	(2.3)	(0.9)
- Trade accounts payable	(14.8)	(6.2)	62.0
- Advance received	(30.3)	(2.0)	8.6
- Other current payables	37.7	(32.7)	0.6
- Other current liabilities	0.5	(0.4)	0.4
Net cash generated from operating	150.8	218.6	343.5
Taxes paid	(12.2)	(46.3)	(40.0)
Net cash from operating activities	138.6	172.3	303.5

Description (Unit: Million Baht)	For the Year Ended 31 December		
	2021	2022	2023
Cash flows from investing activities			
- (Increase) Decrease in restricted bank deposits	0.0	-	8.0
- Proceeds from short-term loans to related parties	22.0	-	-
- Short-term loans to related parties	(22.0)	-	-
- Proceeds from sales building and equipment	0.4	-	0.6
- Acquisition of plant and equipment	(36.1)	(180.5)	(449.5)
- Acquisition of intangible assets	(0.7)	(1.2)	(0.4)
- Interest received	0.3	1.1	1.1
Net cash used in investment activities	(36.1)	(180.6)	(440.2)
Cash flows from financing activities			
- Proceeds from issue of shares	-	765.0	-
- Share issuance fees	-	(23.5)	-
- Increase (decrease) in bank overdrafts and repayment of short-term loans from financial institutions	(33.0)	(44.7)	(0.1)
- Repayment of short-term loans from other parties	(40.0)	-	-
- Proceeds from long-term loans from financial institutions	40.0	-	29.5
- Repayment of long-term loans from financial institutions	(31.2)	(85.6)	(2.6)
- Payment of lease liabilities	(0.6)	(0.3)	(1.2)
- Dividend paid	-	(60.0)	(87.0)
- Interest paid	(8.4)	(2.3)	(0.8)
Net cash from (used in) financing activities	(73.3)	548.6	(62.2)
Net increase in cash and cash equivalents	29.2	540.3	(198.9)
Cash and cash equivalents at 1 January	8.7	37.9	578.2
Cash and cash equivalents at 31 December	37.9	578.2	379.3

Financial Ratios

Financial Ratios	2021	2022	2023
Liquidity Ratio			
Current Ratio (times)	0.8	4.4	2.2
Quick Ratio (times)	0.3	3.4	1.6
Operating Cash Flow to Current Liabilities Ratio (times)	0.5	0.7	1.3
Account Receivable Turnover Ratio (times)	27.8	24.4	18.4
Average Collection Period (days)	13.1	15.0	19.9
Inventory Turnover Ratio (times)	5.6	8.4	8.7
Average Sale Inventory Period (days)	64.8	43.6	41.9
Account Payable Turnover Ratio* (times)	6.9	10.5	8.2
Average Payment Period (days)	53.1	34.8	44.6
Cash Cycle (days)	24.9	23.8	17.1
Profitability Ratio			
Gross Profit Margin	27.3%	29.8%	28.3%
Operating Profit Margin	11.5%	18.2%	16.7%
Other Profit Margin	0.6%	2.0%	2.0%
Cash to Net Profit Ratio	120.0%	66.2%	129.0%
Net Profit Margin	26.9%	25.7%	14.4%
Return on Equity	8.5%	14.2%	13.1%
Efficiency Ratio			
Return on Assets	12.1%	19.1%	12.0%
Fixed Asset Turnover	26.2%	50.2%	33.3%
Total Assets Turnover Ratio (times)	1.4	1.3	0.9
Financial Policy Ratio			
Debt to Equity Ratio (times)	1.0	0.2	0.2
Interest Coverage Ratio (times)	17.5	175.5	375.8
Ratio of interest-bearing debt to earnings before interest, income tax, and depreciation. and amortization (Interest - Bearing Debt to EBITDA Ratio) (times)	0.9	0.0	0.1
Debt Service Coverage Ratio* (times)	2.1	4,599.5	54.0
Dividend Payout**	70.1%	42.0%	42.8%

* Calculation of obligation payment ratio = Earnings before interest, taxes, depreciation and amortization / Short-term interest-bearing debt + Interest-bearing long-term debt due within 1)

** Calculation of dividend payout ratio = Annual declared dividend/Annual net profit

5. General Information and Other Information

5.1 General Information

Company Name	: Royal Plus Public Company Limited
Symbol	: PLUS
Business Type	: Production and Distribution of Fruit Beverages and Other Beverages
Registration Number	: 0107564000235
Address	: No. 84/3-7 Soi Rama II, Soi 69, Samae Dam Sub-District, Bang Khunthian District, Bangkok 10150
Telephone	: 0-2416-9209
Fax	: 0-2416-0219
Registered Capital	: 335,000,000 baht ordinary shares 670,000,000 shares (at par value of 0.50 baht)
Paid-up Capital	: 335,000,000 baht ordinary shares 670,000,000 shares (at par value of 0.50 baht)
Website	: www.royalplus.co.th
Investor Relations	: ir@royalplus.co.th

Security Registrar

Company Name	: Thailand Securities Depository Company Limited
Address	: No. 93, Ratchadaphisek Road, Din Daeng Sub-District Din Daeng District, Bangkok 10400
Telephone	: 0-2009-9000
Fax	: 0-2009-9991
TSD Call Center	: 0-2009-9999

Auditor

Company Name	: KPMG Phoomchai Audit Limited
Address	: Empire Tower Building, Floor 50, No 1, South Sathon Road, Yannawa Sub-District, Sathon District, Bangkok 10120
Telephone	: 0-2677-2000
Fax	: 0-2677-2222

Internal Auditor

Company Name	: IA Signature Company Limited
Address	: No. 324/10 Verve Petchkasem, No. 81 Ma Charoen Road, Nong Khang Plu Sub-District, Nong Kham District, Bangkok 10160
Telephone	: 0-2079-5499

5.2 Other Material Information

5.2.1 Other information that may significantly influence Investor's decision making

- None -

5.2.2 The restriction of foreign shareholders in the case where the Company has a policy to seek a resolution of the shareholder's meeting for offering an issuance of share capital

- None -

5.3 Legal Disputes

5.3.1 Legal case that may negatively affect the Company's securities in proportion higher than 5% of total stock held, as of 31 December 2023

- None -

5.3.2 Legal case that may significantly affect the Company's operation (but cannot be counted)

- None -

5.3.3 Legal case that did not stem from the Company's operation

- None -

5.4 Secondary Market

- None -

5.5 Frequently Contacted Financial Institutions

Financial Institutions

Bangkok Bank Public Company Limited

Headquarters

Address : No. 333 Silom Road, Silom Sub-District, Bang Rak District, Bangkok 10500

Telephone : 0-2645-5555

TMBThanachart Bank Public Company Limited

Address : No. 3000 Phahonyothin Road, Chom Thong Sub-District, Chatuchak District, Bangkok 10900

Telephone : 0-2299-1111

Export-Import Bank of Thailand (EXIM Thailand)

Address : No. 1193 EXIM Building, Phaholyothin Road, Phayathai, Bangkok 10400

Telephone : 0-2169-9999

Siam Commercial Bank Public Company Limited

Address : No. 9 Ratchadaphisek Road, Jatujak Sub-district, Jatujak District, Bangkok 10900

Telephone : 0-2777-7777

ICBC Thai Commercial Bank Public Company Limited

Address : No. 622 Sukhumvit Road, Khlong Tan Sub-district, Khlong Toei District, Bangkok 10110

Telephone : 0-2629-5588

Valuator Company

Asian Engineering Valuation Company Limited

Address : No. 42, Rattanathibet Road, Bang Krasor Sub-District, Muang Nonthaburi District,
Nonthaburi 11000

Telephone : 0-2045-5101-1

Asia Asset Appraisal Company Limited

Address : No. 4, Thonburi Plaza Building, Floor 14, Room 4/37, Ratchadaphisek Road
(Tha Phra – Taksin), Talat Phlu Sub-District, Thonburi District, Bangkok 10600

Telephone : 0-2465-7466-7

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Corporate Governance



6. Corporate Governance Policy

6.1 Overview of Policies and Corporate Governance Practices



The Company adheres to the law, objectives, regulations, and resolutions of the Annual General Shareholders' Meeting, as well as follows the corporate governance guidelines for listed companies. The Board of Directors governs according to good governance principles and regulations set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). It follows the Good Corporate Governance Code (CG Code) and the Good Corporate Governance Principles, following the criteria of the ASEAN CG Scorecard, to support the framework for business operations. The Board of Directors reviews and updates these practices annually to suit changing circumstances, emphasizing the fair, equitable, transparent treatment of all shareholders and the presentation of accurate and sufficient information.

The Board of Directors has appointed a sub-committee to oversee the internal control system, risk management, and corporate governance, while encouraging all executives and employees to act with transparency and equality. This ensures all stakeholders that the Company follows good governance principles and will continue to grow sustainably. The Board of Directors has announced eight good corporate governance principles, as follows:

Principle 1 Role and responsibilities of the Board of Directors as a leader conducive to sustainable growth

1. The Board of Directors understands its responsibilities as a leader that needs to make sure that the Company has good governance that includes the adequate designation of objectives, goals, strategy, operation policy and adequate resource management that contributes the fulfilment of the said objectives, while ensuring that the adequate evaluation, monitoring and report system is in place.
2. The Board of Directors has announced policies that include the corporate governance policy and corporate social responsibility policy that is conducive to sustainability. These will encourage the Company's operation that is morally good, while remaining responsible towards all stakeholders and shareholders. Thus, the Company can attain its intended goals while reducing impact on the environment and remaining adaptable.

3. The Board of Directors has the duty to ensure that all directors and executives act with accountability and responsibility, the duty of care and the duty of loyalty, while keeping the Company's benefits above all. They have to follow the law, objectives, regulations and resolutions of the General Shareholders' Meeting, as well as the Company's policies. Adequate mechanism has to be set up towards this end. The policies that have to be followed include the Related Party Transaction Policy and the Anti-Corruption Policy, to name a few. Adequate mechanism also has to exist to approve important undertakings such as investment and any transactions that have significant impact on the Company like dividend payment.
4. The Board of Directors has to understand its roles, responsibilities and the limit thereof, and has to clearly define these of all sub-committees and executives. They also have to make sure that they fulfil their intended roles according to the Charter set by the Board, which is to be reviewed at least once a year to ensure compliance with the Company's direction.

Principle 2 The objectives and main goals of the Company must be sustainable

1. The Board of Directors must outline the objectives and main goals of the Company to ensure that it can grow alongside the society sustainably, creating values and benefits for itself, employees, partners, customers, shareholders, stakeholders and the society. The Board must communicate and encourage the objectives and main goals of the Company to be reflected in all undertakings at every level, essentially creating the corporate culture that follows good corporate governance.
2. The annual and long-term business objectives, goals and strategy must coincide with the Company's objectives, environment, factors and risks that may impact all stakeholders, and must ensure that adequate technology and innovation are used. Additionally, any undertakings must take into account the risk of unethical conduct and make sure that these objectives and goals are communicated throughout the Company.

Principle 3 The strengthen an effective of the Board of Directors

1. The Board of Directors has the duty and responsibility to define its own structure in terms of composition, qualifications, expertise, experience and size in order to remain suitable for the business. The proportion of independent directors must align with the objectives and main goals of the Company. The guidelines for this are as follows:
 - (1) The General of Shareholders' Meeting appoints the Board of Directors, with tenure not exceeding 3 years. Director whose office has elapsed can be re-elected by the Shareholders' Meeting.
 - (2) The Directors must have the required qualities and must not possess any qualities deemed unsuitable by the law.
 - (3) The Board of Directors must have a proportion that 1 in 3 directors is independent but the number of independent directors must not be less than 3 directors. These independent directors have to be free from any supervision by the executives, major shareholders and must not have any stakes in the finance and management of the Company. They must have all the qualifications required as announced by the SEC and have the duty as required by the law and relevant regulations.

- (4) Directors and high-level management have the duty to report the information on their positions inside other PLCs, limited companies and other limited partnerships to the Company in ways deemed appropriate by the Board of Directors.
 - (5) The Board of Directors must define its own duty inside the Board of Directors's Charter. The relevant details such as the composition, appointment and tenure of the Directors have to be described inside the Charter.
 - (6) The Board of Directors must disclose inside the annual report and the Company's website its policies on the appointment of Directors that are diverse in terms of experience and backgrounds such as age, education, experience, shares held, years in office and positions inside other listed companies.
 - (7) The Board of Directors must appoint a Company Secretary to function in the roles as required by the law, and other roles as required by the Board of Directors.
2. The Board of Directors will appoint a suitable person as Chairman to ensure that the composition and operation of the Board remain conducive to independent decision-making with clear separation of responsibilities between the Directors and Company's management in order to ensure check-and-balance, adequate performance review and that the Company's management remains efficient and transparent. Details are as follows;
 - (1) **The Board of Directors:** plays important roles in determining the direction, policies, and strategies of business operations to maximize profits for shareholders. They also evaluate and monitor the management's operations to ensure compliance with laws, regulations, objectives, and resolutions of the Shareholders' Meeting.
 - (2) **Management Team:** has the duty to carry out effective management of the Company that coincides with the direction, policies and business strategy as laid out by the Board, as well as to fulfil day-to-day management in an orderly manner.
 - (3) **Chairman of the Board:** have the role as the leader of the Company with key roles in supervising and overseeing the operation of the Board in accordance with law and other regulations as specified in (1).
 - (4) **Chairman of the Executive Committee:** has the power to oversee the Company's operation to ensure compliance with the policies as laid out by the Board within the boundary of the law, Company's regulations and the resolutions of the Board and the Shareholders' Meeting.
 - (5) **Managing Director:** functions as the leader of the Company's executives with roles as laid out by the Board of Directors to carry out day-to-day management within the budget and plan as approved by the Board of Directors, while ensuring transparency and remaining free from the conflict of interest that may affect the Company or subsidiaries.
 3. The Board of Directors must make sure that the appointment of Directors is done by transparent and clearly defined process to ensure that the Directors have all the required qualifications.
 4. The General of Shareholders' Meeting has the power to determine the Directors' remunerations. Thus, the Board of Directors will make sure that the structure and pay rate as proposed to the Shareholders' Meeting remain appropriate, while providing the incentives for the Directors to successfully fulfil the Company's short and long-term goals.

5. The Board of Directors will ensure that all Directors have enough time to successfully fulfil their duties.
6. The Board of Directors will set up the framework to oversee the policies, mutual understanding of policies and operation of all partner companies and sub-companies that fit with their own profiles.
7. The Board of Directors will monitor and evaluate their own performance, and that of the sub-committees and individual directors annually to ensure compliance with the Good Practices. This is to evaluate the performance of the Board, and to review the challenges and problems faced during the past year. These reviews will be used to further enhance the operation of the Board of Directors.
8. The Board of Directors will make sure that each Director has adequate understanding of the roles, business nature and relevant laws, as well as encourage each Director to improve upon their own understandings regularly.
9. The Board of Directors will ensure that it remains able to fulfil their operation with adequate access to information, and that the person who is appointed as Company Secretary has the necessary experience and knowledge.
10. The Board of Directors will appoint a number of directors from the Board of Directors to be members of the sub-committees to perform special duties to strengthen the effectiveness of the Board of Directors. The Board of Directors has appointed 5 sub-committees as follow The Audit Committee, The Nominating and Remuneration Committee, The Corporate Governance and Sustainability Committee, The Risk Management Committee and The Executive Committee. The qualifications, term of office and scope of responsibilities are determined in accordance with the charter of each sub-committee.
11. The Board of Directors will ensure the disclosure of the information on the roles and duties of the Board of Directors and sub-committees, the number of meetings, attendance of each Director in the past year, and will add the said information into the performance report of all sub-committees.

Principle 4 Appointment and improvement of high-level management and personnel administration

1. The Board of Directors will make sure that the Chairman of the Executive Committee and high-level management are appointed from the persons whose knowledge, skills, experience and attributes will contribute to the Company's success.
2. The Board of Directors will make sure that the structure of remunerations is defined and adequately evaluated
3. The Board of Directors must understand the structure and relationship between each shareholder that may impact the management of the Company to avoid potential complications that may affect the Board. They also have to make sure that the above-mentioned information is adequately disclosed.
4. The Board of Directors will make sure that personnel administration is carried out in a way that encourages every employee to have adequate knowledge, skills, experience and incentives.

Principle 5 Innovation promotion and responsible business operation

1. The Board of Directors has importance to and supports innovation that creates value for the business along with creating benefits for all stakeholders involved, with responsibilities towards the society and environment. These are done by taking into account the ever-changing environmental factors that may include the Company's business model, thinking framework and views on how to improve the production, operation and partnership cooperation process.
2. The Board of Directors will ensure that the management is done by taking into account the Company's social and environmental responsibilities, as reflected by the Operational Plan. The Company must also operate by taking into account the Company's strategies and roles of stakeholders. The Board of Directors must also make sure that Company's operation is morally good and conducive to sustainable attainment of main objectives and goals. To this end, the Company will add the guidelines on how to interact with stakeholders into the business ethics policies, and will disclose the relevant information to these stakeholders in a timely manner.

The Board of Directors realizes the importance of the roles of stakeholders, and will interact with them-including shareholders, employees, customers, partners and the society-in a transparent, equal and suitable manner with guidelines, as follows;

(2.1) Shareholders, investors and analysts

All shareholders and investors are treated equally. The Board of Directors, executives and employees will fulfill their roles with transparency and with the Company's benefits foremost in mind, refraining from conflict of interest, misuse of Company's information and unauthorized disclosure of confidential information. Shareholders' rights are to be respected in terms of adequate access to Company's performance and other information.

(2.2) Employees

Employees are the Company's most valuable assets. The Company closely follows labor and welfare laws and remains committed to ensuring that all employees have good mindset, realize their duties and responsibilities, are proud and believe in the Company and in being a team player. The Company encourages their employees to participate in every training that is relevant to their works. The Company attaches importance to the wellbeing of employees, carrying out annual health check-ups for every employee, supporting safe workplace environment, ensuring adequate remuneration and welfare. Thus, these remunerations are made by taking into account individual employees' performance and the Company's overall operation in comparison to others' short-term and long-term performance in the same industry.

The Company is open to complaints from the employees should they be mistreated. This can be done through complaint box or through the human resource department. The Company also has the duty to ensure safe, sanitary and suitable workplace environment.

(2.3) Customers

Long-term partnerships and cooperation are formed with the customers on the basis of transparency and mutual trust. The Company has the duties to ensure maximum satisfaction for the customers. All executives and employees must fulfil this duty to make sure that the Company continues to offer quality products and continues developing new quality products for customers.

(2.4) Creditors

Good relationships are made with creditors on the basis of honesty, mutual trust and respect, while fulfilling all the terms agreed with the creditors.

(2.5) Partners

All partners are treated equally to ensure that the Company's business operation continues to be appropriate and generates mutual benefits, while being sustainable. The Company will select its partners by considering wide-ranging factors, from price, quality, environmental impact, technical expertise, compliance with law, moral quality, to fulfilment of contracts. The Company will ensure that partners' confidential information remains confidential, and will not use the information to seek more profits, except if the partners allow it.

(2.6) Society, community and environment

The Company realizes its responsibilities towards the society, community and environment. To this end, the Company seeks to create values for the society and preserve the environment by efficiently managing its resources, reducing energy consumption, while making sure that its operation does not interfere with the public quality of life.

The Company remains committed to responsible operation, existing in cooperation with society, ensuring corporate social responsibility and sustainability.

(2.7) Competitors

The Company will operate transparently and will not create unfair competitive advantage.

(2.8) Government agencies

Make sure that the Company follows relevant laws and regulations, while supporting the activities of government agencies. Products the Company offers must be quality products, coinciding with the standards set by the Government. Additionally, all interactions with government agencies have to be politically unbiased, as described in the Code of Conduct and the anti-corruption policy.

3. The Board of Directors will make sure that the management uses the Company's resources efficiently, taking into account the impact throughout the value chain in order to be able to sustainably attain its objectives and goals.
4. The Board of Directors will dictate the mechanism to regulate the use of corporate information technology, and to make sure that the information technology is used to improve business opportunities, operation, risk management and the attainment of the Company's objectives and goals.

Principle 6 Make sure that the risk management and internal control systems are in place

1. The Board of Directors will make sure that the Company has the risk management and internal control systems are in place in order to achieve the Company's objectives and ensures the lawful operation of the Company.
2. The Board of Directors will appoint at least 3 members to the Audit Committee, all of which have to be independent Directors and must not have any qualities as prohibited by the law. They must have the attributes as specified by the SEC and SET to ensure effective and independent operation. They will fulfill the roles as required by the Board of Directors, including financial auditing, internal control system auditing, selection of auditors, disclosure of Company's information and the formulation of the Audit Committee's report. These details are further elaborated in the Audit Committee's Charter.
3. The Board of Directors will see to it that any conflict of interest between the Company and the Management, the Board of Directors and shareholders is dealt with. This includes the misuse of Company's assets, information and opportunities as well as other transactions that involve Company's stakeholders in an inappropriate manner. These details are to be elaborated in the Code of Conduct and the international information usage policy.
4. The Board of Directors must have a clear anti-corruption policy, and communicate it to all levels of the Company to ensure implementation. The Board of Directors will conduct activities that promote anti-corruption and compliance with the law and relevant regulations.
5. The Board of Directors will set up a device to receive complaints and to act on the information received with clear guidelines on how to do it. The complaint channels will be outlined in the Company's website and its annual report.

Principle 7 Financial trustworthiness preservation and information disclosure

1. The Board of Directors will make sure that financial report is made and disclosed in a correct, sufficient and timely manner in accordance with the relevant standards and regulations.
2. The Board of Directors will oversee that the Company has enough financial liquidity and capabilities to meet its debt obligations.
3. The Board of Directors will make sure that operation plans are made in the event of financial difficulties so that the problems are dealt with through mechanisms that take into account all stakeholders and operational plausibility.
4. The Board of Directors will formulate the sustainability report as needed in order to disclose its operation according to the law, charter, ethics, code of conduct and the anti-corruption policy. The Company will interact with its employees and stakeholders equitably, with respect to human rights, social and environmental responsibilities. These details may be disclosed in the annual report or in a separate report as deemed appropriate.
5. The Board of Directors will make sure that the Management has a division to deal with investors' relations to communicate necessary information to the investors, shareholders, analysts and other stakeholders in an appropriate, equal and timely manner.

6. The Board of Directors will encourage the use of information technology in disclosing information. In addition to the information released as required by SET, the Board will also disclose information, in both English and Thai, through other channels such as the Company's website in a timely manner.
7. The Board of Directors will make the transparent disclosure of information part of the Company's business ethics.

Principle 8 Support the participation and communication with shareholders'

The Board of Directors gives importance to the Company's shareholders by ensuring that shareholders are treated equally and that shareholders can exercise their fundamental rights as shareholders such as (1) the right to sell or transfer shares (2) the right to have dividends from the profits (3) the right to access adequate information through the Company's website or that of the SET or others (4) the right to attend and vote in the Shareholders' Meeting independently to appoint or relieve Directors, to determine their remunerations, appoint auditors, determine dividend payment, determine whether to increase the capitals or offer new shares, and the right to question the Board of Directors on the Board of Directors's report or on other topics on the table, the right to add to the meeting agenda, to nominate persons to be voted in as Directors, and to participate in important Company's consideration. All shareholders can vote based on the shares held, with one share equaling one vote.

The Board of Directors must be aware of the shareholders' rights, and will not do anything that will decrease these rights. The Board of Directors support the exercise of shareholders' rights through policies, as follows;

1. The Board of Directors will make sure that shareholders participate in important Company's considerations, including;
 - (1.1) Protect and respect the shareholders' basic rights, including the rights to share sales or transfer, dividend payment, adequate access to information, attend shareholders' meeting to appoint or relieve Directors, appoint auditors, adjust dividend payment, make or adjust regulations or the memorandum of association, increase or decrease capitals, as well as approve special articles.
 - (1.2) Support and encourage the use of shareholders' rights during the Annual General of Shareholders' Meeting, including the rights to add to the meeting agenda, nominate persons as Directors, send questions to the meeting, explain their opinions and ask the Board. The Board must also facilitate minor shareholders' participation in Director nomination by opening channels to receive the profiles and letters of consent from the nominee to the Chairman based on relevant regulations and process.
 - (1.3) Make sure that shareholders are invited via letter to the shareholders' meeting with date, time, venue and agenda clearly defined. Relevant documents must also be released on the Company's website beforehand according to the law and relevant regulations. The notice of Annual General of Shareholders' Meeting must be available in both English and Thai.
 - (1.4) Support the use of proxy form in a way that shareholders can participate in voting via the use of the Proxy Form A, B and C (Proxy Form for Custodians) to encourage the exercise of rights of those who could not attend the meetings in person. To this end, independent Directors are asked to attend the meetings in the absent shareholders' steads.

- (1.5) Refrain from doing anything that may infringe upon the rights of shareholders in accessing adequate information. This information must be readily accessible based on relevant regulations. No agenda or documents will be presented without advance notice to the shareholders, for instance.
 - (1.6) Facilitate the shareholders' exercise of rights such as making important information available via the Company's website.
2. The Board of Directors will ensure the orderly organization of shareholders' meeting in a transparent and convenient manner.
- (2.1) Facilitate the exercise of shareholders' rights in voting, and the Board will refrain from doing anything that may prohibit shareholders from participating. If a shareholder cannot participate, proxies must be permitted to attend.
 - (2.2) Inform via letter the shareholders in advance on how to attend the meeting. Meeting facilitators have to use the regulations as specified in the letters, with all voting process being priory informed and elaborated in terms of procedures. This elaboration must be in the minutes of annual general meeting.
 - (2.3) Hold the meetings in an appropriate manner that allows shareholders to ask questions relevant to the agenda or the Company. Chairman must ask the attendees in each agenda item whether anyone want to make inquiries, and those inquiries, as well as their responses, must be documented in the minutes of annual general meeting.
 - (2.4) The meetings must proceed according to agenda priorities, and shareholding director will not add any unnecessary agenda, especially those agenda that requires careful inspection before proper consideration.
 - (2.5) Support the use of technology in holding meetings such as barcode, voting cards and others. Technology can be used in registering shareholders and counting votes so that the voting can be done in a timely, transparent and accurate manner. All voting and its details must be elaborated in the minutes of annual general meeting.
 - (2.6) Independent persons must be appointed as witnesses of all vote counting, or may function as vote counters / checkers. These persons include company auditors or legal consultants, who, after the counting finishes, must declare the result to the meeting and add the result to the minutes of annual general meeting.
 - (2.7) The Annual General of Shareholders' Meeting is of central importance to the Company. Thus, all Directors and high-level Management team are encouraged to attend to show respect to shareholders.

3. The Board of Directors will ensure the timely and complete disclosure resolution of the annual general of shareholders' meeting and arrange the minutes of annual general meeting including;
 - (3.1) Make sure that the date, time, venue, agenda and relevant information of the shareholders' meeting are made available in advance before the meeting, with enough time for shareholders to study the information via the Company's website or letters before attending the meeting.
 - (3.2) After each shareholders' meeting, the Director will ensure that the details of the meeting-including its attendance, resolution, inquiries and opinions-are compiled into the "the minutes of annual general meeting" which are then made available on the Company's website and sent to the SET and /or other relevant agencies within 14 days after the meeting in accordance with the regulations by the SET and SEC. The general public must also be able to access the meeting resolution and voting results via the SET's system within the legally specified timeframe based on the regulations of the SEC and SET.
 - (3.3) Encourage the exercise of shareholders' rights by disclosing information via the Company's website in advance. Documents with important information will not be presented for the first time during the meetings, and the Company will not add to agenda or change important information without prior notice.
 - (3.4) Ensure that the shareholders receive adequate information that is up-to-date via the Company's website regularly.

6.2 Business Ethics

Business Code of Conduct

1. The Company will adhere to the law used to govern commerce and will conduct itself in the most honest and correct manner, even if the law does not expressly demand.
2. The Company believes that honest and morally good conduct is the right way to do business. Thus, it will continue to do good for the society, general public and environment.
3. The Company will respect the customs, culture and traditions of Thailand.
4. The Company will conduct itself honestly, with accurate accounting, transparent and efficient budget usage, evaluation of all investment projects in an honest and transparent manner, with nondiscriminatory and equitable practices in interacting with customers, and follow the law and regulations closely.
5. The Company will not disclose any customers' information unless required by law.
6. Customers can make complaints if products are found to be damaged. Adequate information on products and services is also made available, and if any agreements are found to be untenable, customers must be informed in advance to work out the solutions.
7. The Company seeks honesty from employees from all levels in following the policies, accounting procedures and other internal control measures. If employees find potential violations that may result in corruption or damages, they must inform their superiors at once.

Prohibition and Practice Guidelines

The Company prohibits the employees to carry out any acts that may damage themselves or the Company, as follows;

1. Must not embezzle the Company's time to do anything irrelevant to work.
2. Must not operate any businesses that compete with the Company, be they for their own interest or others'. This includes being a major shareholder in companies that may affect the Company, both directly and indirectly.
3. Must not conduct themselves in a way that may damage the Company's reputation.
4. Must not give false statements or conceal the Company from any facts.
5. Must work recklessly or do anything that may negatively affect their roles as good executives.
6. Must not conceal any information for their own gains, which may damage the Company.
7. Must not do anything that prohibits the rightful undertakings of the Company or issue any orders that require the employees to do wrong.
8. Must not violate property and criminal laws that may damage themselves or others whether knowingly or unknowingly.
9. Must not disclose their pay rates or pay increase to others whether knowingly or unknowingly.
10. Must not give bribes whether directly or through third parties, and must not use their influence incorrectly towards government representatives, partners or customers.
11. Must not adjust the content of any documents that may change the meaning of the documents and may affect the accurate documenting of accounts.
12. Must not make transactions or hold business activities which can be interpreted as intending to do things other than those specified by the transaction documents.
13. Must preserve the Company's intellectual property, including those obtained through employees.
14. Must not do anything that constitute abandonment of duties so that to allow others to seek gains from the Company, including access to the computer and data system without the Company's express permission.

Disciplines and punishments

1. If the violation is not serious and is the first time, the executives and employees will be warned in writing that indicates the nature of violations as well as the intents behind them. These persons can challenge these warnings and appeal to the disciplinary committee-convened by orders of managing directors-who has the final decision in all disciplinary matters.
2. If the violation is serious, or non-serious but is repeated or is a violation that is the result from reluctance to correct their own wrong (as described in 1.), the executives and employees in question may get severe disciplinary action that may include dismissal. Serious violations include bribery, disclosure of confidential information, fraud, disclosure of intellectual properties to third parties or anything that severely damage the reputation of the Company, including the concealment of information or important documents from their superiors. The disciplinary actions for this may include dismissal without compensation and without written warning in advance.

The disciplinary punishments are elaborated in the Company's work regulations.

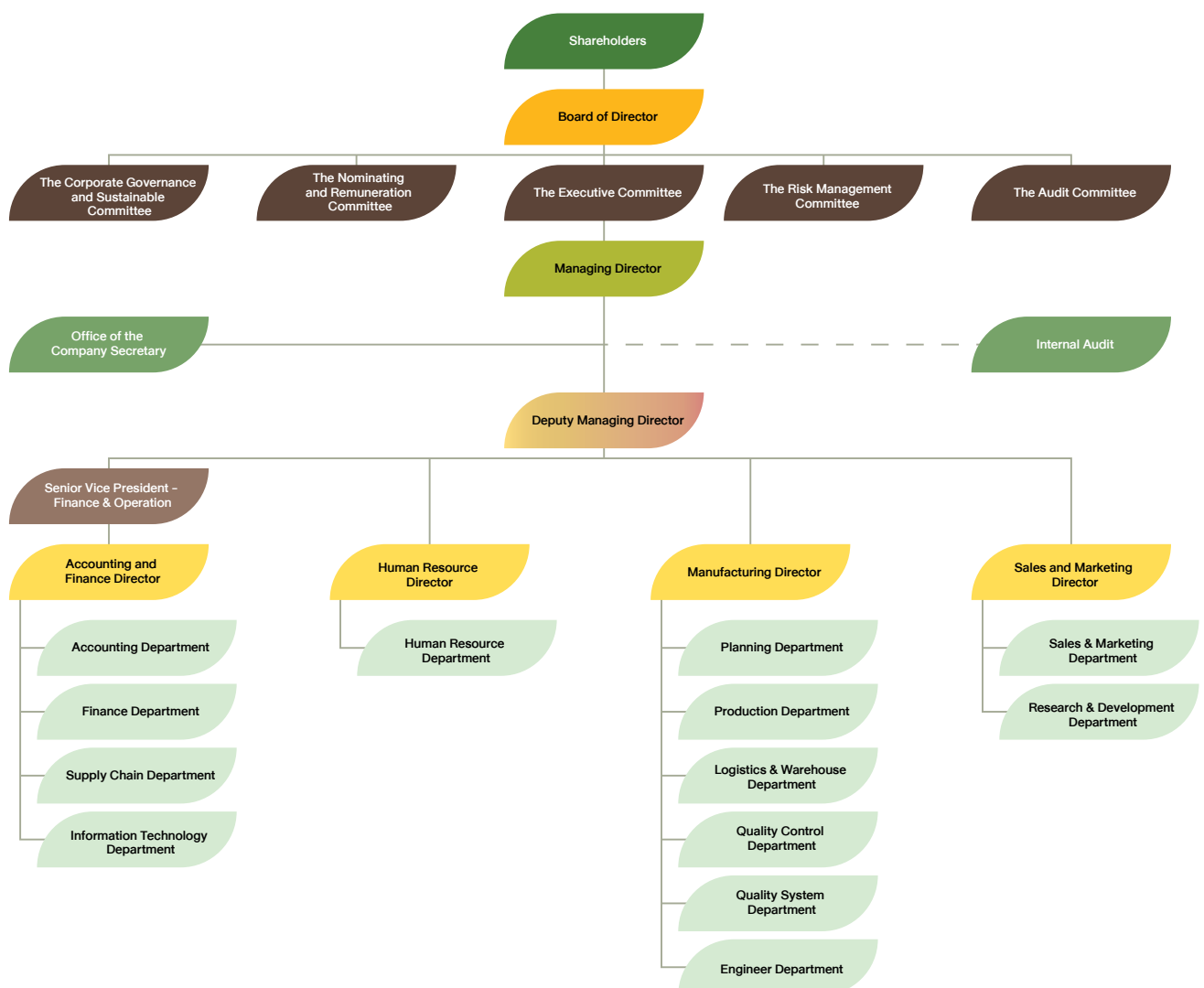
6.3 Important changes and development in policies, guidelines and corporate governance system in the past year

The Board of Directors recognizes the importance of good corporate governance. As such, corporate governance, business ethics, and anti-corruption policies have been enacted as the Company's key policies. These policies are reviewed at least once a year to ensure they remain up-to-date and in accordance with the guidelines set by the SET and SEC. In 2023, the Company implemented the following actions:

1. Reviewed the good corporate governance policy and the practice of good corporate governance to make them relevant to the current business landscape.
2. Reviewed the Charters of the Board of Directors and sub-committees to clarify the scope of responsibilities.
3. Reviewed the Company's anti-corruption and other important policies to ensure they remain up-to-date with the current business landscape.
4. The Company received a score of 97, rated as "Very Good," in the quality assessment at the 2023 Annual General Meeting of Shareholders by the Thai Investors Association (TIA).
5. The Company received an "Excellent" rating in the Corporate Governance Scoring Report of Thai Listed Companies 2023, issued by the Thai Institute of Directors Association (IOD).
6. The Company declared its intention to join the Thai Private Sector Collective Action against Corruption (CAC).

7. Corporate Governance Structure, Important Information on the Directors, Members of Sub-Committee Executives, Employees and Others

7.1 Organizational Structure as of 31 December 2023



7.2 Information of the Board of Directors

7.2.1 Composition of the Board of Directors

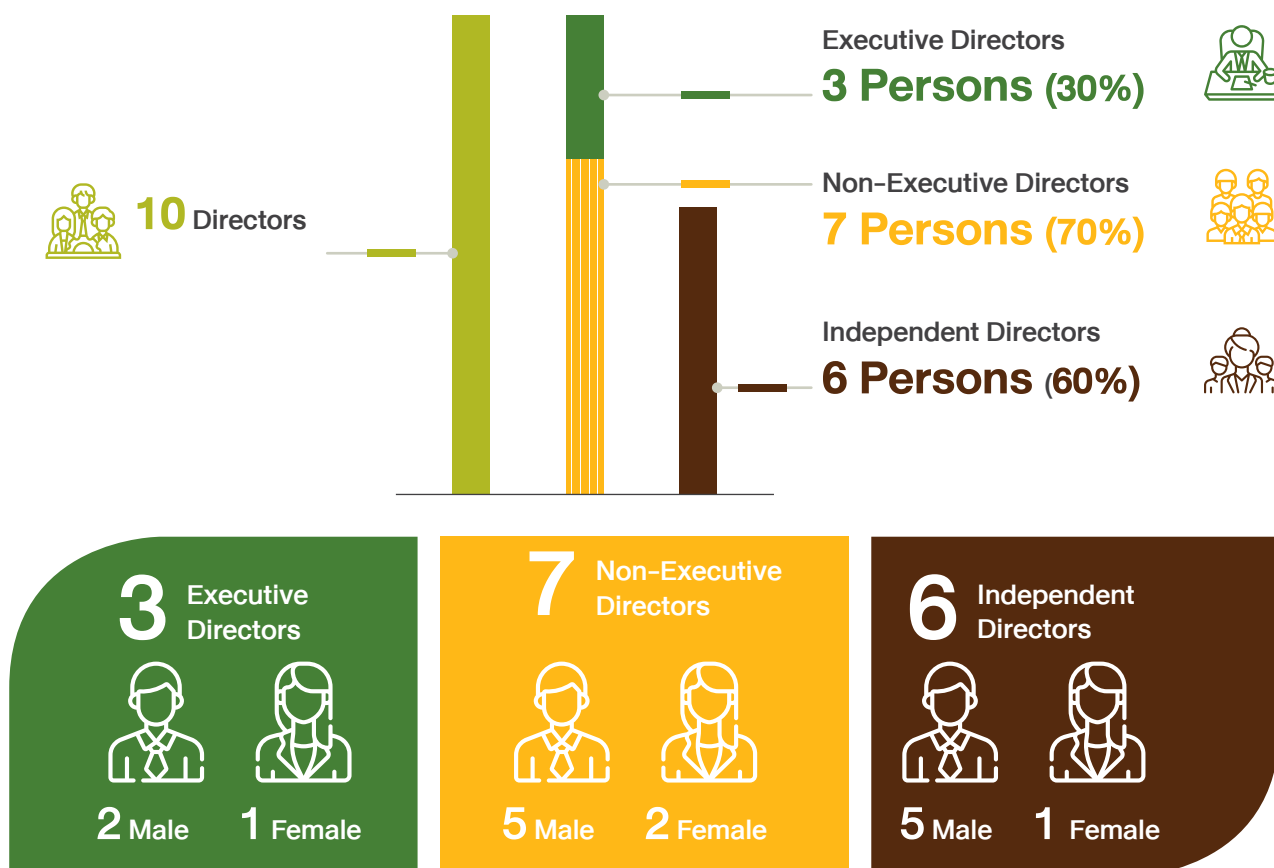
The Board of Directors functions to oversee the management to ensure that it follows good corporate governance principles to maximize the benefits of the Company and shareholders according to the law, policies, objectives, regulations, the resolutions of the board of directors and the resolutions of the annual general of shareholders' meeting. The Board of Directors has to act in a responsible, careful and rational manner. Their positions must not cloud their judgements and thinking process.

The Board of Directors consists of knowledgeable persons with diverse skills and experience and without gender discrimination (Board Diversity). The Board of Directors must understand their roles and responsibilities of their office, as well as the Company's operational characteristics, as follows;

1. **Check and Balance** the Company specifies that the Board of Directors may not be made up of less than 5 Directors, with qualifications as a normal person with the following qualities;


















- (1) Is of legal age
- (2) Is not a bankrupt person, an incompetent nor quasi-incompetent person
- (3) Has not been jailed as a result of a court's judgement regarding legal assets
- (4) Has not been dismissed or dishonorably discharged from government agencies as a result of fraudulent activities

In 2023, the Board of Directors consists of 10 Directors, who are as follows:



There are 7 non-executive directors, including 6 independent directors and 1 representative director. The chairman of the board is an independent director. All directors are committed to their roles as set by the Board of Directors and shareholders. They are free to provide opinions, consider various matters, and make decisions with the Company's interests in mind.

The Company has compiled the **Board Skill Matrix** to document the diverse skills and expertise of the Board, especially those that align with the Company's business operations and needs. The directors meet all qualifications specified by law, without discrimination based on gender, nationality, or religion.

Expertise	Total Directors with Expertise
Business and Marketing	 
Risk Management	    
Crisis Management	
International Competition	  
Economics and Banking	
Accounting and Finance	  
Research and Development	
Information Technology	 

2. Director tenure follows the Company's regulations. Once their office is completed, they may be re-elected. The Board will recruit and screen the persons fit to be a Director. He/she has to be knowledgeable, skilled, experienced in a wide range of areas as required by the Company's.

The Company has disclosed the names of the Directors and in case if they are independent Directors, **their backgrounds, experience, number of shares held and the total time spent in the capacity of Directors.** Information on whether the Directors also hold the position of directors for other companies is also elaborated. The said profile is in attachment 1: details regarding executives and directors. The present, the current Directors hold office in no more than 5 listed companies.

3. Merger and separation of positions the Chairman of the Board of Directors must not be the same person as the Managing Director, but need to be separate to ensure check and balance, and clear separation of duties with the Chairman being the lead policymaker and supervisor for the Management, as well as chairing the Board's Meeting and Shareholders' Meeting. Directors must be allowed to express themselves freely and shareholders must be permitted to make inquiries. The Chairman of the Executive Committee is the same person as the Managing Director, with the former role being the key managing and planning executive to ensure compliance with the Board's policies, while

the Managing Director ensures that all operations follow the guidelines, policies and responsibilities of the Managing Director. The Company also defines the separation of powers of each committee in the form of each committee's charter with clear specification of the Managing Director's role and responsibilities to ensure transparency.

4. The Board of Directors must not be one of the partners of the external auditor hired by the Company.

5. Independent Directors in the Board of Directors must not simultaneously hold directorial offices in 5 listed companies.

- No serious violations of regulations are found in accordance with the regulations announced by the SEC and SET.
- No instances of corruption or moral misconducts are found
- No resignations of Company's directors are filed because of incidents involving corporate governance, serious damage to Company's image or failure to adequately oversee the operation of the Company.

7.2.2 Board of Directors and Authorized Directors of the Company

The Board of Director of 10 members as listed in the Ministry of Commerce's certificate dated as of 31 December 2023 are as follows;

Name – Surname	Positions	Date of Appointment
1. Mr. Nilsuwan Leelarasamee	Chairman of the Board of Directors and Independent Directorw	4 July 2016
2. Mr. Thasana Boonkwan	Vice Chairman of the Board of Directors and Independent Director	4 July 2016
3. Mr. Comepisith Ratchatakanjanemas	Independent Director	4 July 2016
4. Mr. Sunti Chirawatthanagkoon	Independent Director	4 July 2016
5. Mr. Thawatchai Vorawandthanachai ¹	Independent Director	27 April 2023
6. Ms. Pinmanee Mekmontana ²	Independent Director	27 April 2023
7. Mr. Phonseang Saebe	Director	24 March 1998
8. Ms. Amornrat Ketvisate	Director	31 October 2005
9. Mrs. Nusara Ma	Director	4 July 2016
10. Mr. Kittu Wachirajirakorn	Director	1 July 2021

Disclaimers: 1. Mr. Thawatchai Vorawandthanachai was appointed new director from the resolution of the Board of Directors meeting no. 2/2023 that to be an Independent Director

2. Ms. Pinmanee Mekmontana was appointed replace who retired by rotation from the resolution of the Board of Directors meeting no. 2/2023 that to be an Independent Director

Mr. Kittu Wachirajirakorn also functions as Company Secretary since 14 May 2021.

Directors with authority to sign documents on behalf of the Company

Two of these four Directors must co-sign and impress the Company's seal

1. Mr. Phonseang Saebe
2. Ms. Amornrat Ketvisate
3. Mrs. Nusara Ma
4. Mr. Kitti Wachirajirakorn

7.2.3 Roles of the Board of Directors

Roles and Responsibilities of the Board of Directors

- 1) Fulfil their roles while following the law, objectives, Company's regulations and the resolutions of annual general of shareholders' meeting honestly to preserve the Company's interest.
- 2) Consider important matters pertaining to undertakings of the Company such as the vision, mission, strategy, financial goals, risk, operational plan and budget, as well as monitoring and supervision, and make sure that the Management fulfils their functions while following the policies and operational plan, with a view to maximize economic value and shareholders' wealth.
- 3) Monitor and evaluate the performance of the Management, as well as specify the remuneration and review succession plan.
- 4) Formulate the corporate governance policy that is statute, approve such policy and carry out regular review and implementation review of the policy.
- 5) Formulate the business ethical code to ensure compliance among the Directors, executives and all employees. Foster the understanding of the business ethics and follow up on the implementation of the ethics.
- 6) Carefully consider any matters that may have the conflict of interest with clear guidelines to preserve the Company's and shareholders' interest. Ensure compliance with the guidelines on how to deal with and disclose information on matters that may contain potential conflict of interest.
- 7) Establish an operational control system in terms of financial report and observance of rules, regulations and policies, and ensure that independent persons are appointed to evaluate the said control system with periodic review.
- 8) Formulate the risk management policy to be applied Company-wide, with the Management being the one responsible for the policy implementation and regular reports to the Directors. The risk management system is to be regularly reviewed every time any factors change that may affect the Company's direction or if any suspicious activities are found.
- 9) Formulate the anti-corruption policy and make sure that support system exists to help employees at every level realize the importance of the policy with regular reviews being held to evaluate the appropriateness of the policy.

- 10) Appointment sub-committee or any persons to help in monitoring, evaluating and controlling the administration of the Company. Evaluate the performance of the sub-committee or give extra power to the sub-committee to carry out specific tasks within a specified timeframe as the Board of Directors sees fit.

However, the powers given to the sub-committee or persons as described above must not involve any powers that make them capable of approving any matters that contain conflict of interest involving the Company. The annual general meeting of shareholders needs to approve any matters that involve the purchase or sale of Company's property in accordance with regulations laid out by the Securities and Exchange Commission (SEC) and/or the Stock Exchange of Thailand (SET). In the event that any matters containing potential conflict of interest come up, the Directors and persons that are involved in the said conflict of interest may not vote or approve such matter.

The Board of Directors may consider empowering any sub-committee or persons to make transactions that involve the day-to-day operation and / or investment of the Company with a clearly defined scope of power and budget. Empowerment without specified budget limit is not permitted.

- 11) Appointment the Company Secretary to carry out tasks on behalf of the Company or the Board such as the Board's registration, the Board's meeting invitation, and the shareholders' meeting invitation.
- 12) Compose an annual Director report and oversee the formulation and disclosure of financial report that exhibits the financial status and operation of the Company in the past year, and submit these reports for the shareholders' information.

In 2023, the Board of Directors held a total of 6 meetings to review the vision, mission, goals, and values of the Company. The Board determined that these are still relevant to the present business landscape. The Board also ensured that common objectives, business policies, and budget policies were defined to serve as the common goals for Directors, executives, and employees, with regular reviews to evaluate compliance with relevant laws, regulations, and charters. The attendance of individual Directors is described in the Attendance and Individual Directors' Remunerations section.

Chairman

The Board of Directors 1 qualified director will be elected as Chairman of the Board of Directors and qualified as an independent director who have no interest in the Company's management

Roles and Responsibilities of Chairman of the Board of Directors are as follows;

- 1) Take responsibility as the leader of the Board in overseeing the operation of the Board of Directors and sub-committee.
- 2) The Chairman in the Board of Director meeting. In the event of voting deadlock, the Chairman has the final say.
- 3) Called of the Board of Directors meeting, or may appoint others to function in them stead.
- 4) The Chairman in the shareholders' meeting and control the meeting in compliance with the Company's regulations on meeting and meeting agenda, except in the case that 2 in 3 of the shareholders vote to move up or move down the agenda items.
- 5) Other tasks as specified by the Board of Directors.

Managing Director

Roles and Responsibilities of the Managing Director

- 1) Function as the decision maker in important matters concerning the Company, in outlining the mission, objectives, guidelines and policies, as well as in overseeing overall operation, customer's relations and directly answer to the Board of Directors.
- 2) Approve transaction, project funding, investment and sale or purchase of the Company's properties once approved by the Executive Committee or the Board of Directors under a pre-set budget.
- 3) Consider matters pertaining to the Company's capital accumulation and submit to the Executive Committee for approval.
- 4) Hire, ask to resign, dismiss, specify pay rate, bonus, pay raise, and remunerations for all employees from the Deputy Director downward.
- 5) Act as a representative of the Company when interacting with outside parties in matters that are beneficial to the Company.
- 6) Conduct day-to-day administration of the Company.
- 7) Conduct other duties as instructed by the Board of Directors and the Sub-Committee.
- 8) Can empower other persons to act on his/her behalf but this empowerment has to fall within the scope as specified by the Power of Attorney Letter, or according to the relevant regulations, guidelines or the Board of Directors's orders.

7.3 The Sub-Committees information

7.3.1 Structure and Composition of Sub-Committees

The Board of Directors is responsible for the specification and review of its own structure, including its size, composition, suitable independent director composition, structural clarity, check and balance system, and accountability. There is a clear delegation of authority between the Board of Directors, sub-committees and management. The Board of Directors has considered and approved the establishment of a sub-committees consisting of the Audit Committee, the Nominating and Remuneration Committee, the Corporate Governance and Sustainability Committee, the Risk Management Committee and the Executive Committee.

1. Audit Committee

consists of 3 independent directors who have knowledge, ability, experience and qualifications according to the requirements of the Stock Exchange of Thailand. The members of the Audit Committee will be in office for a term of 3 years and members of the Audit Committee who retire by rotation may be nominated and re-appointed as of December 31, 2023 as follows:

Name – Surname		Position
1.	Mr. Thasana Boonkwan	Chairman of the Audit Committee
2.	Mr. Thawatchai Vorawandthanachai	Audit Committee
3.	Ms. Pinmanee Mekmontana	Audit Committee

Mr. Kitti Wachirajirakorn functions as the Secretary of the Audit Committee

Roles and Responsibilities of the Audit Committee

- 1) Reviewing the Company produces a financial report (quarterly and annual) in a correct and adequately transparent manner, with prior disclosure of information to the Board of Directors.
- 2) Reviewing the Company has an internal control and inspection system that is sufficient and efficient, while considering the independence of internal audit agencies and giving approvals to the transfers and dismissals of any heads of the internal audit agencies or other agencies with internal audit roles.
- 3) Reviewing the Company's compliance with the Securities and Exchange Act and other regulations as laid out by SET or any other relevant business laws.
- 4) Considering the appointment of suitable persons as the Company auditors, and designate their remunerations, while communicating with the auditors to outline the objectives, scope, guidelines, plans and problems that occur during the audit, as well as other points that the auditors deem important. Participate in a meeting with auditors without the presence of the Management at least once a year.

- 5) Considering subjects that are related parties' transaction or may have conflict of interest in a correct and complete manner in accordance with the law and regulations of the SET. Disclose the data on Company's transactions to make sure that they are rational and answer to the Company's benefits.
- 6) Reviewing the Audit correctness of all reference documents and self-evaluation forms pertaining to anti-corruption measures.
- 7) Preparing the Audit Committee report and disclose it inside the Company's annual report, in which the Chairman of the Audit Committee must sign, with details as follows;
 - Opinions on the correctness, completeness and believability of the Company's financial report.
 - Opinions on the sufficiency of the Company's internal control system.
 - Opinions on the Company's risk management system.
 - Opinions on the Company's adherence to law regarding the Securities and Exchange law, regulations set out by the SET or other business laws.
 - Opinions on matters of potential conflict of interest.
 - Total number of the Audit Committee meeting held as well as their attendance.
 - General suggestions and observations of the Audit Committee are to be outlined.
 - Other topics that the shareholders and general investors deem appropriate within the Audit Committee's framework and responsibilities as instructed by the Board of Directors.
- 8) Performing other roles as instructed by the Board of Directors and approved by the Audit Committee.
- 9) Reviewing the internal audit agencies closely follow the inspection plan as approved by the Audit Committee and reviewing Audit the scope of internal audit effort to ensure that all parties carry out their duties as intended
- 10) Considering and approve the Audit Committee's charter before submitting to the Board of Directors for approval with its suitability reviewed at least once a year

In 2023, the Audit Committee consisted of 3 members with expertise in accounting and finance. The Committee held a total of 4 meetings with a 100% attendance rate. The Committee also submitted audit reports to the Board of Directors' meeting every quarter, with the 'Audit Committee Report' drafted to showcase its annual performance and to be disclosed in the 56-1 One Report.

2. The Nominating and Remuneration Committee

consists of 3 independent directors and executive directors more than half of the directors must be independent directors and the Chairman must be independent directors to perform their duties and express their opinions independently. As of 31 December 2023 as follows;

Name – Surname		Position
1.	Mr. Thawatchai Vorawandthanachai	Chairman of the Nominating and Remuneration Committee
2.	Mr. Comepisith Ratchatakanjanemas	Nominating and Remuneration Committee
3.	Mr. Phonsaeng Saebe	Nominating and Remuneration Committee

Ms. Suratchanee Prachanuchit functions as the Secretary of the Nominating and Remuneration Committee

Roles and Responsibilities of the Nominating and Remuneration Committee

- 1) Considering the criteria for payment and remuneration of directors and senior management to propose their opinions to the Board of Directors, both monetary and non-monetary form by comparing them with leading companies in the same industry including past performance experience, obligations scope of roles and responsibilities for business expansion, financial status the Company's operating results are in line with the Company's long-term strategy and goals. To create motivation for management and to retain directors and senior executives of quality. The Board of Directors approves the remuneration of senior executives. The remuneration of the Board of Directors will be presented to the shareholders' meeting for approval annually
- 2) The evaluate senior management remuneration to be consistent with performance using goals and evaluation of criteria interrelated to strategic plans and both short-terms and long-terms plan.
- 3) Considering the criteria and procedures for recruiting persons qualified to take office as directors interrelate with the Company's business strategy. The Board Skill Matrix has been prepared to support the recruitment process as well as select individuals according to the specified recruitment process such as: considered from the names and profiles of the nominees as directors from the previous committee. Opportunity for shareholders to nominate directors for positions or consider the use of external consulting firms or consider persons from the Career Directors Directory etc. The qualifications are considered appropriate and diversified in terms of qualifications, Profession, skill, age, experience, gender, race, religion, origin expertise and specific competencies required of Directors. The participation in creating benefits for the Company and proposing opinions to the Board of Directors
- 4) Arranging the projects for the development of directors and senior executives and succession plan of senior executives and, review projects and plans annually.
- 5) Determining the orientation of new directors to understand their roles, duties and responsibilities, as well as propose information about the Company's policies and business characteristics, as well as the environment awareness
- 6) Arranging training and development plans for knowledge and expertise of current directors that are appropriate for changes in external circumstances and sustainable development of the Company continuously. For the business operations and the corporate governance, as well as reviewing that the current committee lacks skills. What is the relevant knowledge and expertise according to the Director Skill Matrix? that in order to select the courses necessary for the development of directors appropriately.

- 7) Suggesting how to evaluate the performance of the Board of Directors. The Board of Directors may consider using external advisory services, as well as monitor and summarize the assessment results to the Board of Directors in order to improve operational efficiency and enhance the knowledge and competencies of the Board of Directors.
- 8) Performing other duties as deemed appropriate by the Board of Directors and assigned to perform the duty in accordance with the scope of duties. Attend meetings or submit documents deem relevant to be necessary. In addition, performing duties within the scope of duties of this Charter, The Remuneration and Nomination Committee may seek advice from independent external consultants or other professional experts. If deem necessary and appropriate.

In 2023, the Nominating and Remuneration Committee consisted of 3 members, The Committee held a total of 2 meetings with a 100% attendance rate. The Nominating and Remuneration Committee fulfilled its duties according to the charter and its activities will be disclosed in the 56-1 One Report.

3. The Corporate Governance and Sustainability Committee

consists of 3 independent directors and executive directors more than half of the directors must be independent directors and the Chairman must be independent directors to perform duties fully and efficiently. As of 31 December 31 2023 as follows;

Name – Surname		Position
1.	Ms. Pinmanee Mekmontana	Chairman of the Corporate Governance and Sustainability Committee
2.	Mr. Phonsaeng Saebe	Corporate Governance and Sustainability Committee
3.	Mr. Kittti Wachirajirakorn	Corporate Governance and Sustainability Committee

Ms. Suratchanee Prachanuchit functions as the Secretary of the Corporate Governance and Sustainability Committee

Roles and Responsibilities of the Corporate Governance and Sustainability Committee

- 1) Defining and reviewing policies, the criteria following the principles of good corporate governance, including requirements relating to business ethics as well as anti-corruption measures. Determine the Company's operating procedures in accordance with the principles of good corporate governance for directors, managements and employees of the Company
- 2) To oversee the preparation of the Company's policies, goals, strategies, and framework on sustainable development and social, community and environmental responsibility activities, as well as provide opinions and suggestions related to such matters, as well as review the implementation of corporate governance and sustainable development for submission to the Board of Directors as appropriate.
- 3) To oversee the preparation of policies and guidelines related to sustainable development and good corporate governance in accordance with international standards, covering the Company and/or its subsidiaries, as appropriate, as well as oversee and monitor compliance with such policies and guidelines.

- 4) To oversee, supervise, review recommend, advise, promote, and support to lead to compliance with the principles of good corporate governance and sustainable development, as well as create understanding and participation for personnel at all levels of the Company in various operations to have practical results and be consistent in the same direction.
- 5) To review and update the Good Corporate Governance and Sustainable Development Policy on a regular basis. To comply with the guidelines of compliance department and propose and recommend to the Board of Directors.
- 6) Considering and approve strategies, scrutinize social, community and environmental activities following the Company's policy for submission to the Board of Directors, including monitor advance the process of activities.
- 7) To promote the Board of Directors and employees to participate in the implementation of the CSR Policy. community and the Company's environment.
- 8) To monitor the performance of sustainable development and good corporate governance and report to the Board of Directors
- 9) To Evaluate the annual performance of the Corporate Governance and Sustainability Committee and report the results to the Board of Directors
- 10) To perform any other duties assigned the Board of Directors regarding corporate governance and sustainable development, including social, community, and environmental activities.

In 2023, the Corporate Governance and Sustainability Committee consisted of 3 members. The Committee held a total of 2 meetings with a 100% attendance rate. The Corporate Governance and Sustainability Committee fulfilled its duties according to the charter and its activities will be disclosed in the 56-1 One Report.

4. The Risk Management Committee

consists of 5 independent directors and executive directors more than half of the directors must be independent directors and the Chairman must be independent directors to perform duties fully and efficiently. As of 31 December 2023 as follows;

Name – Surname		Position
1.	Mr. Thawatchai Vorawandthanachai	Chairman of the Risk Management Committee
2.	Mr. Sunti Chirawatthanagkoon	Risk Management Committee
3.	Mr. Phonsaeng Saebe	Risk Management Committee
4.	Mr. Kittti Wachirajirakorn	Risk Management Committee
5.	Ms. Phatraporn Kaweesuttikul	Risk Management Committee

Mr. Kittti Wachirajirakorn functions as the Secretary of the Risk Management Committee

Roles and Responsibilities of the Risk Management Committee

- 1) Consider, evaluate, and review the nature of risks that the Company is experiencing or expecting to occur and affect the Company. Identify risks and determine the Risk Appetite level of the Company.
- 2) Consider setting comprehensive risk management policies, both external and internal, to satisfy the strategy and direction of the business, covering at least 5 risks:
 - Strategic Risk
 - Financial Risk
 - Operational Risk
 - Fraud and Corruption Risk
 - Business Continuity Risk
- 3) Consider and determine risk management strategies and practices in accordance with the risk management policy to assess, monitor, and supervise the risk level to an acceptable level.
- 4) Consider determining the structure and appointing an additional risk management working group to assess and monitor risk management.
- 5) Consider and determine the budget and how to respond to risks that may arise and may occur to the Company, in order to establish rules for operating according to each type of risk situation, for submission to the Board of Directors for approval.
- 6) Review the appropriateness and adequacy of the Company's risk management policies, strategies, and practices to ensure that they align with the Company's business strategy and direction, and that the risk level can be supervised to an acceptable level.
- 7) Report to the Board of Directors about the Risk and Risk Management.
- 8) Perform any other duties as assigned by the Board of Directors or in accordance with the policy set by the Board of Directors.

In 2023, the Risk Management Committee consisted of 5 members. The Committee held a total of 2 meetings with a 100% attendance rate. The Risk Management Committee fulfilled its duties according to the charter and its activities will be disclosed in the 56-1 One Report.

5. The Executive Committee

consists of 3 executive directors which must be skill and experienced in managing the Company's operation. To be the management department and to manage the affairs of the Company as assigned by the Board of Directors with responsibility, caution, honesty, integrity as a human being should act under the same circumstances with bargaining power without influence in status as an executive director. As of 31 December 2023 as follows;

Name – Surname		Positions
1.	Phonseang Saebe	Chairman of the Executive Committee
2.	Ms. Amornrat Ketvisate	Executive Committee
3.	Mr. Kittiwachirajirakorn	Executive Committee

Ms. Suratchanee Prachanuchit functions as the Secretary of the Executive Committee.

Roles and Responsibilities of the Executive Committee

- 1) Specify the vision, mission, policies, strategy, business plans, budget, management structure and management power and submit them for the Board of Directors's approval. Carry out their duties as approved by the Board of Directors. Inspect and follow up on the said operation to ensure efficiency
- 2) Oversee all matters that concern the day-to-day operation of the Company
- 3) Approve any contracts or transactions that concern the day-to-day operation of the Company (such as the purchase, investment and joint venture with other parties that constitute normal transactions of the Company for the benefits of the Company according to its objectives) under a specified budget limit as described in the Company's transactional power.
- 4) Approve the loans, pledging and credit applications from financial institutions or approve the surety of the Company or subsidiaries (if applicable) under a specified budget limit as described in the Company's transactional power.
- 5) Approve the appointment of consultants necessary for the Company's operation within a specified budget as approved by the Board of Directors annually
- 6) Specify the framework and policies for salary specification, pay rise, bonus payments, remunerations and other incentives for employees and executives (except the high-level executives)
- 7) Carry out other duties as instructed by the Board of Directors or according to the Board's policies
- 8) Empower other persons to carry out any activities on behalf of the Executive Committee. This empowerment may not be in a way that it would allow the Executive Committee or proxies to approve any subjects of potential conflict of interest, except if the subjects are in accordance with the policies laid out by the Board of Directors's meeting.

In 2023, the Executive Committee consisted of 3 members. The Committee held a total of 12 meetings with a 100% attendance rate. The Executive Committee carried out its functions according to the charter, approving every subject within its power. Any subjects beyond its scope of power were discussed before being submitted to the Board of Directors for approval, and these actions will be disclosed in the 56-1 One Report.

7.4 The Management Information

7.4.1 Management Team

As of 31 December 2023, the Company has 6 executives as follows;

Name – Surname		Positions
1.	Mr. Phonsaeng Saebe	Managing Director
2.	Ms. Amornrat Ketvisate	Deputy Managing Director
3.	Mr. Kittiwachirajirakorn	Vice President of Finance & Operation
4.	Ms. Phatraporn Kaweesuttikul	Manufacturing Director
5.	Ms. Irin Phatthawatwekin1	Sales and Marketing Director
6.	Mr. Songthep Hongsuwannkate2	Human Resource Director

Disclaimers : 1. Ms. Irin Phatthawatwekin assumed the position as the Sales and Marketing Director on January 1, 2023.

2. Mr. Songthep Hongsuwannkate assumed the position as the Human Resource Director on June 1, 2023.

7.4.2 Remunerations of the Executives

The Company has criteria for remunerations for the Executives based on the knowledge, skills, experience and past achievements in comparison with those of comparable companies.

The Board of Directors will determine the remunerations for the Managing Director by taking into account the evaluation based on the KPI of the Company and the 360 Degree evaluation result. The Managing Director will determine the remunerations for High-Level Executives by taking into account their evaluations based on the KPI of the Company, in accordance with the policies and criteria of the Company.

7.4.3 Total Remunerations of the Executives

In 2023, the remunerations for the 6 Executives (excluding the accounting supervisor) are as follows;

1. Monetary Remuneration

Year	Modes of Payment	Total (Person)	Total (Million Baht)
2021	Salary, Bonus and Others	5	14.624
2022	Salary, Bonus and Others	5	15.552
2023	Salary, Bonus and Others	6	25.206

Disclaimers: Other remunerations include position perquisites, vehicle allowance and social security contributions.

2. Other Remunerations

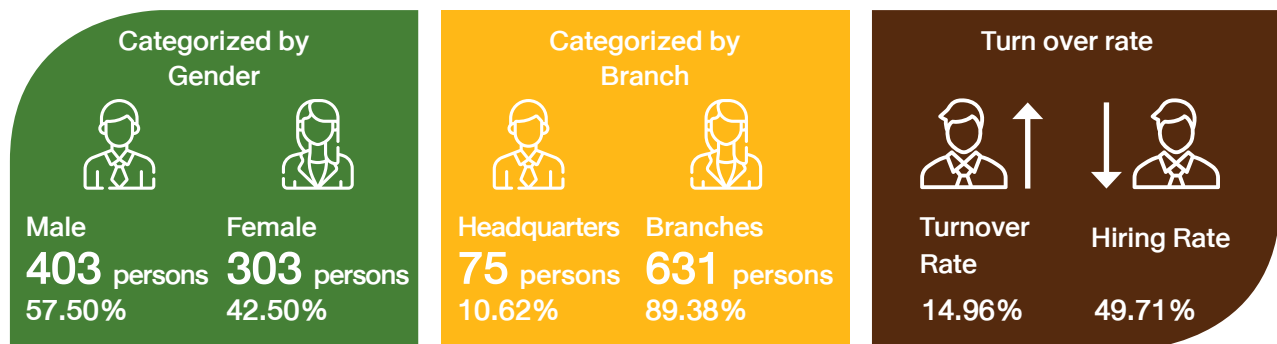
The Company has set up a provident fund, with contributions ranging from 3 – 5% of the salaries. In 2023, the 6 Executives have received a total of Baht 748,863.60 in provident fund, while in 2022 and 2021, they received a total of Baht 478,805.76 and Baht 425,604.15, respectively.

7.5 Information of the Employees

As of 31 December 2023, the Company has 706 employees (excluding High-Level Executives), with details as follows;

Branch	2021	2022	2023
	Total (Persons)		
1. Headquarters	56	62	73
2. Branches	484	575	633
Total	540	637	706

2023 Personnel Information



Employee Remunerations

(1) Monetary Remunerations

In 2023, the Company paid remunerations to employees in the forms of salary, bonus, overtime and others, totaling 129,260,287 baht.

Disclaimers: Other Remunerations include position perquisites, skill perquisites, commission, transportation allowance, phone bill allowance and incentives.

(2) Other Remunerations

The Company set up a provident fund with BBL Asset Management Co., Ltd. under the name 'Sinsathaphon Provident Fund' on 15 February 2015. In 2023, the Company designated that provident fund contributions would be 3 – 5% of the employee's salary, based on their length of employment. The total contributions for 2023 amounted to 1,547,485.07 baht for a total of 204 employees (28.65% of total employees) who had completed their probationary period and were members of the Provident Fund.

Human Resource Policy

All employees are important assets and resources of the Company, are the main factors in contributing to the Company's competitiveness as well as its efficient and productive operation. For the past 25 years, the Company has believed that the Company's sustainability can only be attained by having employees who are productive and happy. Thus, the Company has enacted the strategic plan on personnel as one of the Company's main missions in accordance with PLUS' values of "think positive, be loyal and united, towards sustainability," to serve as a key tool to steer the Company towards security and sustainability, while also serving as a tool to help steering the Company towards the achievement of its goals. The plan also contributes to even closer cooperation between the executives and employees with a view to achieve the Company's goals with a happy work spirit.

The determining the strategic plan on personnel, the Company took into account the values of all employees to make sure that the plan could sustainably contribute to a better living quality and happiness, under the 3 main missions of the Company, namely;

Business + Value

Create values for the company
and accomplish corporate's
goals



Work + Happiness

A delightful working experience
and wellbeing



Heart + Love

A Fulfil heart to thrive with the
society



Under these 3 missions: The Company has enacted the policy concerning personnel as a tool to lead every employee towards the goal of becoming a productive and happy employee with social, communal and environmental responsibilities. This would contribute to the sustainable development according to the Company's good corporate governance principles.

Knowledge Management and Personnel Development

The Company has a policy to train the skills of employees to accelerate their career growth. Skillful employees will be considered and appointed to suitable positions, while the Company remains committed to organizing training programs for employees to equip them with the necessary capabilities to adapt to changes and to succeed in their careers going forward, to reduce the turnover rate and to preserve the Company's valuable human assets.

The Company has outlined the guidelines to develop its personnel under the new way of working to coincide with contemporary situations, including the emergence and subsequent resolution of the COVID-19 Pandemic as well as the current economic situations that have raised the cost of living for employees. Additionally, the Company also seeks to expand further with more targeted markets on the radar. To this end, the Company gives great importance to training because it can increase the employees' efficiency and work speed. Knowledge management and personnel development are key to fostering employees' skills, capabilities and positive mindsets that will heighten the employees' productivity as well as brighten their career paths.

The training programs are divided into 2 main groups, which are;

1. Functional competency development program
2. Mandatory program

Employees participating in training programs (2023)

Total Participating Employees:

545 (persons)



Male
308
persons



Female
237
persons

Employee Levels



High-Level Executives
160 hours



Mid-Level Executives
438 hours



Employees
434 hours

Total Hours Spent in Training



Total Hours Spent
in Training

1,032 hours



1.89
hours per person
per year

Total Training Courses



81 Courses

Divided into the
following types;



Internal Training

36 Courses จำนวน **247** hours



External Training

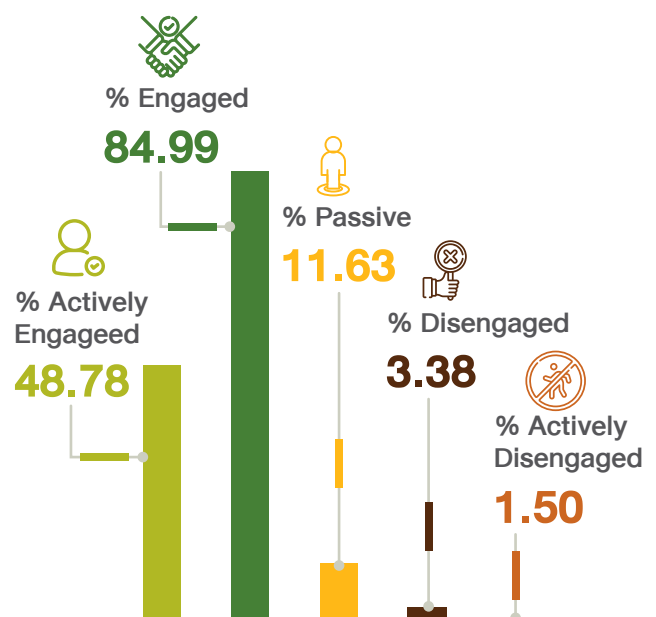
45 Courses จำนวน **773** hours

Company's Engagement

The Company has guidelines for promoting relationships between employees and the organization through work guidelines and various activities:

1. "Royal Plus Engagement Survey", which uses the Keen Voice of Employee Engagement Survey tool operated by a team of experts from Keen Profile Co., Ltd. This survey evaluates the perception or Employee Emotional. It serves as a diagnostic tool for the organization at the individual level to reflect Employee Satisfaction and Well-Being. The goal is to create a sense of belonging that encourages every employee to do their best for the Company. The results of the survey were submitted to the head of HR, head of departments, and every employee.

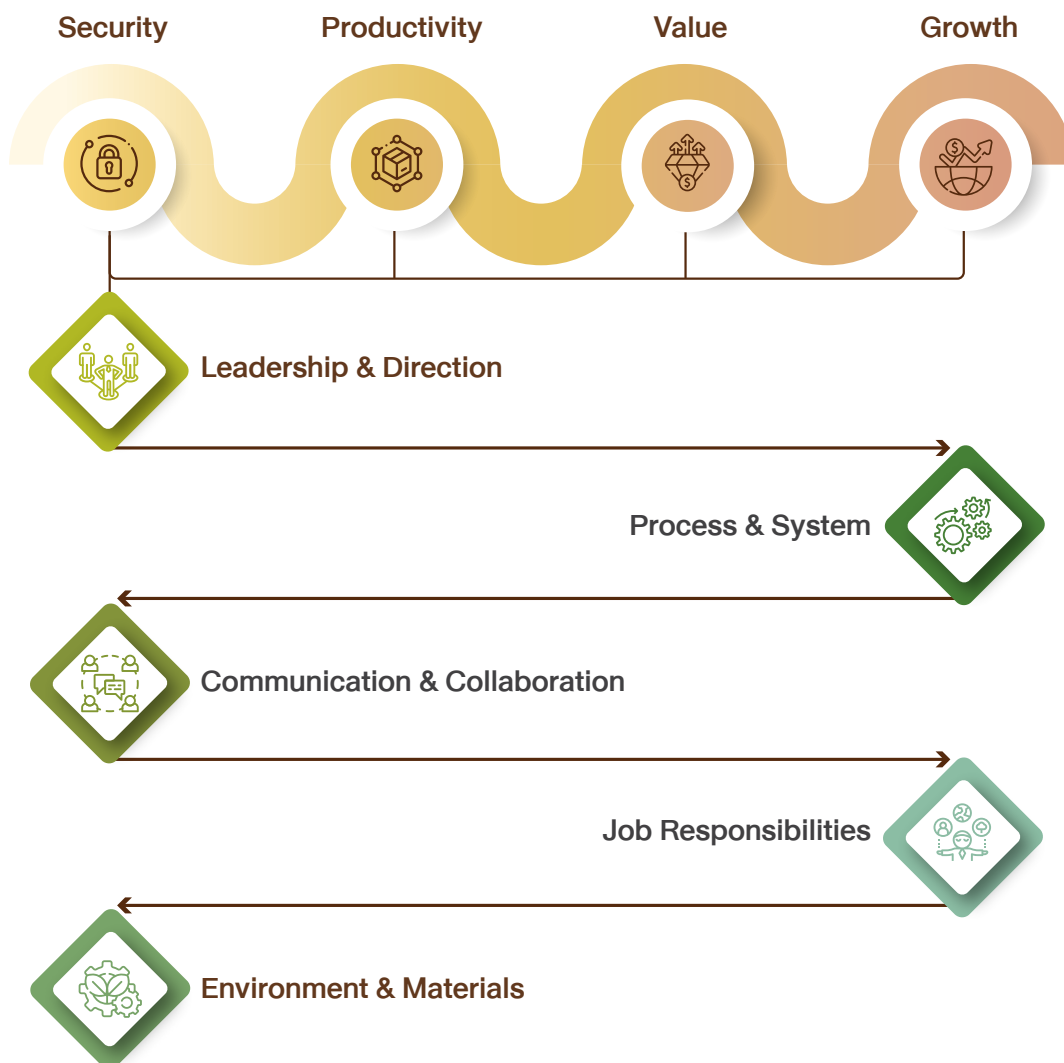
% Engage Trend



Over 533 employees from all departments participated in this survey, which is 80.76% of all employees as of the survey date.

The result of the 'Royal Plus Engagement Survey' suggested that 48.78% of all employees are 'Actively Engaged,' and 84.99% are 'Engaged.'

The Company has used the survey results to prepare a plan to develop employee engagement for the year 2024, supporting the Company's operations and ensuring employee satisfaction and dedication to the Company. This will ultimately add value to work and productivity in the long run. The plan includes training and practice sessions for employees and various activities to strengthen unity among employees, such as company founding day activities or activities on various important days throughout the year. Additionally, the Company is improving welfare regulations to be comprehensive, fair, and consistent with the current situation.



Source : Keen Profile (Thailand) Company Limited

2 “25th Anniversary Activity under the concept ‘Ready to Plus’”: On March 24, 2023, with the objective of performing good deeds on the company’s founding day and celebrating its business journey, the Company offered lunch to 9 Buddhist monks, provided lunch to all employees, and allowed all employees to participate in various activities.



3. “Executive Birthday Activity”: On July 5, 2023, with the objective of celebrating the birthday of Mr. Phonsaeng Saebe, Managing Director, and providing an opportunity for Mr. Phonsaeng to meet with all employees. On that day, a lunch event was organized for all employees.



4. “2024 New Year’s Day Party Activities”: On December 23, 2023, with the objective of creating a relaxed and fun atmosphere for employees after dedicating themselves to work throughout the year. The event aimed to strengthen unity and boost morale for all employees. It was also an opportunity for every employee to receive blessings from the management for the upcoming year.



5. “Kick Off Meeting 2023”: Held during January 13-14, 2023, with the objective of communicating the Company’s business and strategic plans and fostering good relationships and unity among employees. The meeting was held at The Zign Hotel Pattaya, Bang Lamung District, Chonburi Province, with 136 employees participating.



7.6 Other Important Information

7.6.1 Persons appointed to the following positions

1. The Supervision of Accounting

The Company appointed Ms. Arissa Chumeemode, Accounting Manager, as she was deemed as qualified for this position according to the Department of Business Development’s announcement. Thus, she was appointed to serve as the responsible person for accounting supervision with the duty to formulate budgetary report, disclose complete and correct accounting information. Details of the responsible person for accounting supervision appear in Attachment 1.

2. Company Secretary

The Board of Directors appointed Mr. Kittir Wachirajirakorn to serve as the Company Secretary on 14 May 2021, with the details appear in the Attachment 1.

In case, the Company Secretary is deemed unfit to continue his duty, the Board has to appoint new Company Secretary within 90 days after the old Company Secretary’s tenure has elapsed or has been deemed unfit. The Board also has the power to appoint one of the Directors to continue in his function during the interim period.

3. Head of Internal Audit

The Audit Committee appointed the IA Signature Co., Ltd. by Mr. Sutee Tanvanichkul to serve as Head of Internal Audit of the Company in 2023, with the details appear in the Attachment 3.

4. Head of Compliance

The Company appointed Ms. Napharat Phombot to serve as the responsible person for supervising and coordinating all departments to follow the law, policies and other regulations as set by the SET and the SEC, as well as the public law, with the details appear in the Attachment 3.

7.6.2 Head of Investor Relations

The Company appointed Ms. Suratchanee Prachanuchit to serve as Acting of Investor Relations to disclose the knowledge, news and information that the investors should know. She can be contacted via;

Royal Plus Public Company Limited

No. 84/3-7 Rama II Soi 69, Samae Dam Sub-district,
Bang Khun Thian District, Bangkok 10150



Tel : 0-2416-9209 ext. 108



Fax : 0-2416-0219



Email : ir@royalplus.co.th



Contact Investor Relations

7.6.3 Auditor's Remunerations

1. Audit fee

In 2023, the Company paid 2,400,000 baht as audit fees to the KPMG Phoomchai Audit Limited.

2. Non-audit fee

In 2023, the Company has no non-audit fee

8. Report on the Significant Activities on Corporate Governance

8.1 Summary of the Board of Directors' Performance in the Past Year

The Board of Directors has important roles in making the Company's policies. The Board of Directors also designates the visions, missions, business goals, strategy, operation plan, risk management plan, budget and oversees to make sure the annual strategy and operation plan coincide with the Company's goals. In doing so, business environment, capabilities, challenges, competitive factors and the sufficiency of internal control system are also taken into account when formulating strategic objectives and the Company's main strategy.

In 2023, the Board of Directors considered appointing the following sub-committees to scrutinize and perform duties in accordance with the principles of good corporate governance: The Audit Committee, the Nominating and Remuneration Committee, the Corporate Governance and Sustainability Committee, the Risk Management Committee, and the Executive Committee.

The Board of Director and Sub-Committees Meeting

1. The Company has the Board of Directors and Sub-Committees' meeting according to objective of each charter with every Director encouraged to attend the meeting regularly to consider important matters of the company business operation.
2. The Company encourages every director to record at least 75% attendance rate for the entire year, with the meetings' dates being formally communicated to every Director on a yearly basis to allow the Directors to manage their schedules. However, additional meetings may be called in special cases that require approvals from the Board or in urgent matters. In 2023, all members of the Board participated in 100% of the meetings.
3. The Company will send the meeting invitations and attachments containing details on every agenda item to each Director at least 7 days in advance. This ensures that Directors have ample time to study the topics of discussion. During this process, every Director has the right to request further elaboration on the details in question.
4. In the past year, every Director has participated actively and prudently during the meetings, with rigorous and independent debates to preserve the interest of all shareholders and stakeholders. If a Director is found to have a conflict of interest in any particular matters, he/she has to stay out of the meeting when that topic is being discussed. The Chairman of the Board also spared enough time for the meeting to allow thorough discussion and examination with the participation of key executives in giving details on the matters.

5. After the Board's meeting, the Company Secretary will compose arranging minutes meeting and seeks the minutes meeting approval from the Directors, with the approved copies being kept at the Company Secretariat, so that they may be examined when required.

8.1.1 Nomination, Development and Performance

Assessment of the Board's Performance

(1) Independent Directors

The Board of Directors may select and appoint persons who do not have any characteristics that are prohibited by the Company's regulations nor the Securities and Exchange Commission's announcement regarding the persons who can hold managing positions in listed companies. The selection process takes into account the knowledge, skills, experience, expertise, vision, moral qualities and independence, as well as other attributes as specified by the Company. Persons who have passed the selection process would then be considered for approval and elected by the Board of Directors and the Shareholders' Meeting.

Independent Directors mean the qualified persons who are independent from the management and majority shareholders. Their definition, as defined by the SEC, is as follows;

- 1) Hold no more than 1% of the Company's total voting shares. This also includes the shares held by majority shareholders or those with controlling power over the Company if they are related to the said Independent Directors.
- 2) Is not a Director who has been instructed by the Board of Directors to make policies or have power pertaining to the Company's management. Is not an employee or consultant that receives salaries from the Company, its major shareholders, those with controlling power over the Company or other legal persons with conflict of interest-be they during or less than 2 years before the beginning of their tenure.
- 3) Is not individuals with blood ties -by blood or by marriage or by kinship-of other Directors, Executives, major shareholders, those with controlling power over the Company or any persons who are to be nominated as Directors, Executives or those with controlling power.
- 4) Do not possess any business relationship with the Company, major shareholders or those with controlling power in a way that may interfere with unbiased decision-making. Is not or not used to be a significant shareholder or those with controlling power over the Company's partners and major shareholders, except if those qualities have elapsed for more than 2 years.

The mentioned business relationships include commercial transaction, leading or leasing, financial assistance, surety or any other similar relationships that require the Company to pay debts in a proportion of more than 3% of the total tangible assets of the Company or more than 20 million THB. The calculation method pertaining to this is the same as that used to calculate the related subjects according to the SEC's announcement regarding the simplified related subjects. This debt includes those starting to exist no more than a year before the beginning of business relationships with the mentioned persons.

- 5) Is not or not used to be the auditor of the Company, major shareholders or those with controlling powers. Is not a significant shareholder or partner of the audit company that has a contract with the Company, major shareholders or those with controlling power, except if that quality has elapsed for more than 2 years.
- 6) Is not, or has not been, a person who provides any services relating to legal or financial counsel and has received more than 2 million baht per year from the Company, major shareholders, or those with controlling power. Is not a significant shareholder or partner of the audit company that has a contract with the Company, major shareholders, or those with controlling power, except if that relationship has elapsed for more than 2 years.
- 7) Is not a Director who has been appointed as the representative of the Board, major shareholders, and the shareholders who are related to major shareholders
- 8) Does not own or is not affiliated with any companies that have similar or competitive characteristics in comparison to the Company. This includes being an employee, staff, consultant or managing directors or shareholders who hold more than 1% of the total voting shares of the Company that has similar characteristics and is competing with the Company or its subsidiaries
- 9) Does not possess any other characteristics that may inhibit independent opinions with regards to the Company's operation

As of December 31, 2023, the Company has 6 independent directors with qualifications as specified by the announcement of the Capital Market Supervisory Board out of a total of 10 directors. Their names are:

Name – Surname	Position
Mr. Nilsuwan Leelarasamee	Chairman of the Board of Directors
Mr. Thasana Boonkwan	Vice Chairman of the Board of Directors and Chairman of the Audit Committee
Mr. Comepisith Ratchatakanjanemas	Member of the Nominating and Remuneration Committee
Mr. Sunti Chirawatthanagkoon	Member of the Risk Management Committee
Mr. Thawatchai Vorawandthanachai	Chairman of the Nominating and Remuneration Committee, Chairman of the Risk Management Committee and Member of the Audit Committee
Ms. Pinmanee Mekmontana	Chairman of the Corporate Governance and Sustainability Committee and Member of the Audit Committee

In the past accounting period, the Company's Independent Directors as well as the candidates for the position were not found to have or used to have any business relationship or professional services with values exceeding the amount specified by the SEC's announcement regarding the permission to sell newly issued shares.

(2) Nomination of Directors and Senior Executives

The Nominating and Remuneration Committee considers the nomination based on individual qualifications and expertise from various professions and from the Director Pool of the Thai Institute of Directors (IOD). These candidates must not have the qualities that are prohibited by the Company's regulations as well as those announced by the SEC announcements regarding people who hold positions in listed companies. After the screening process, the list of candidates for the position of Director will be presented to the shareholders' meeting for consideration. However, if the position becomes vacant mid-term, the Nominating and Remuneration Committee will screen and appoint suitable persons to fill in his/her stead in accordance with the Company's regulations.

Appointment of Senior Management: The Board of Directors will appoint the Management based on the knowledge, skills, experience and other qualities that are deemed necessary for the Company to achieve its goals. The Board will make sure that the remuneration and evaluation structure is adequately set up, with sufficient oversight to ensure that the personnel remain knowledgeable, skilled, experienced and adequately motivated.

In this regard, The Company has assigned key positions to be Succession Plan including Director, Vice President, Financial & Operations Division, Plant Management Division, Sales and Marketing Division and Human Resources Management Division.

The Succession Plan will be based on human resources management strategies such as potential development or external recruitment plans. The current leaders will jointly formulate strategies for developing potential successors.

(3) The Development of Directors and Executives

The Company encourages the capacity-building of all executives and directors, especially their participation in training courses that are beneficial, held by Thai Institute of Directors (IOD), SEC, SET and the Thai Listed Companies Association (TLCA). The Executives and directors are also encouraged to exchange opinions among their counterparts from other Companies. The Board of Directors attended training courses by the Thai Institute of Directors Association (IOD) as follow;

In 2023, directors and executives attended the following seminar courses:

- Role of the Chairman Program (RCP): Enhancing Working Relationship for All Company Directors
- Ethical Leadership Program (ELP): Tone at the Top on Ethical Dilemma

Name – Surname	Director Accreditation Program (DAP)	Directors Certification Program (DCP)	Ethical Leadership Program (ELP)	Independent Observe Program (IOP)	Company Secretary Program (CSP)	Role of the Chairman Program (RCP)
Mr. Nilsuwan Leelarasamee	130/2016		32/2023	3/2016		54/2023
Mr. Thasana Boonkwan	130/2016		32/2023			
Mr. Comepisith Ratchatakanjanemas	132/2016					
Mr. Sunti Chirawatthanagkoon	132/2016					
Mr. Thawatchai Vorawandthanachai		80/2006				
Ms. Pinmanee Mekmontana	89/2011		5/2016			54/2023
Mr. Phonsaeng Saebe	130/2016		31/2023			
Ms. Amornrat Ketvisate	130/2016					
Mrs. Nusara Ma	132/2016					
Mr. Kitti Wachirajirakorn	181/2021		31/2023		117/2021	

Disclaimers:: 1. Ms. Pinmanee Mekmontana assumed the position director replace of the director who retired by rotation Ms. Montira Saebe on April 27, 2023
 2. Mr. Thawatchai Vorawandthanachai assumed the position director additionally newly appointed

In order that the Board of Directors has participated in courses related to the performance of duties of the Company's directors continually.

(4) Orientation for New Directors

The Board of Directors provides orientation for every new director in order to create a clear understanding of the business and performance following vision, goal and strategy of the Company. To ensure directors are well-prepared to perform their duties, in terms of corporate governance, business management, technology, and new innovations, so as to support the efficient performance of their duties, with the Company Secretary as coordinator in various matters, as follows:

The Board of Directors Meeting No. 2/2023 was on April 27, 2023 has the solutions appointment the new 2 directors as follow;

Name – Surname	Position
Ms. Pinmanee Mekmontana	Independent Director / Chairman of the Corporate Governance and Sustainability Committee / Member of the Audit Committee
Mr. Thawatchai Vorawandthanachai	Independent Director / Chairman of the Nominating and Remuneration Committee / Chairman of the Risk Management Committee / Member of the Audit Committee

(5) Self-Assessment of the Board of Directors

The Board of Directors are provided to self-assessment in 2023 by giving their opinions on efficiency of the Board of Directors in general and per each individual. The result is collected every year to compare and reviewed their performance and challenges in order to improve.

In 2023, the Company Secretary sent the self- assessment form to all members of the directors. All Directors were independent to fill in these forms and send back to the Company Secretary, who would gather the result and submit it for the Board of Directors's information during the next Board of Directors's meeting. As the result, the Company will use recommendations received from the performance evaluation of directors to improve the effective of work and the most benefits of corporate governance.

The evaluation criteria are calculated by the maximum score, as follows;

Satisfaction Level	Score
Most Satisfactory	More than 90%
Satisfactory	More than 70%
Average	More than 50%
Below Average	More than 30%
Not Satisfactory	30% or less

Annual Performance Evaluation of the Board of Directors

The Company has designated the criteria for evaluating the Board of Directors, including

Self-Assessment of the Board of Director

- 1) Board structure and qualifications
- 2) Role, Duty and Responsibilities of the Board
- 3) The Board meeting
- 4) Duties of directors
- 5) Relationships with the Management
- 6) Director's self-improvement and management training

Self-Assessment of an Individual

- 1) Structure and Qualifications
- 2) Role, Duty and Responsibilities
- 3) The Board Meeting
- 4) Independence
- 5) Relationships with the Management and Stakeholders

In 2023, the evaluation results of the Board of Directors' performance assessment was

- Self-Assessment of the Board of Director "Most Satisfactory" (95.52%)
- Self-Assessment of an Individual "Most Satisfactory" (94.55%)

Annual Performance Evaluation of the Sub-Committees

The Board of Directors provided evaluate the performance of the sub-committees by allowing each sub-committee to evaluate the performance of the sub-committees in which they hold positions on an individual basis.

Self-Assessment of Sub-Committees

- 1) Board structure and qualifications
- 2) The efficient operation of a committee meeting on matters
- 3) The duties and responsibilities of particular committee
 - 3.1 The Audit Committee
 - 3.2 The Nominating and Remuneration Committee
 - 3.3 The Corporate Governance and Sustainability Committee
 - 3.4 The Risk Management Committee
 - 3.5 The Executive Committee



In 2023, the result of the sub-committee's performance evaluation as follow;

Sub-Committees	Average Evaluated Score	Satisfaction Level
The Audit Committee	93.33	Most Satisfactory
The Nominating and Remuneration Committee	99.61	Most Satisfactory
The Corporate Governance and Sustainability Committee	94.07	Most Satisfactory
The Risk Management Committee	98.67	Most Satisfactory
The Executive Committee	91.76	Most Satisfactory

Annual Performance Evaluation of the Managing Director

The Board of Directors assigned the Chairman of the Board of Directors to evaluate the performance of the Managing Director every year, with the result being used to consider the remunerations; with criteria as follows;

- 1) Company's Performance and Planning
- 2) Vision and Business Strategy
- 3) Business Skills and Knowledge
- 4) Leadership, Teamwork and Grooming of Successor
- 5) Self-Development to Attain the Goals

In 2023 the annual performance evaluation result of the Managing Director was "Satisfactory" (83.33%)

8.1.2 The Board of Directors' Individual Attendance and Remuneration

(1) The Board of Directors' Meeting

All of the Company's Board of Directors has important and responsibility to attend the Board of Directors and Sub-Committees meetings, as well as attend Annual General of Shareholders meeting. The 2023 of meeting is specified as follow;

Attendance / Total Number of Meeting in 2023

Name of Directors	Board of Directors	Audit Committee	Nominating and Remuneration Committee	Corporate Governance and Sustainability Committee	Risk Management Committee	Executive Committee	AGM
1. Mr. Niisuan Leelarasamee	6/6	-	-	-	-	-	1/1
2. Mr. Thasana Boonkwan	6/6	4/4	-	-	-	-	1/1
3. Mr. Comepisith Ratchatakanjanemas	6/6	1/1	2/2	-	-	-	1/1
4. Mr. Sunti Chirawattthanagkoon	6/6	1/1	-	-	2/2	-	1/1
5. Ms. Pinmanee Mekmontana ¹	5/5	3/3	-	2/2	-	-	1/1
6. Mr. Thawatchai Vorawandthanachai ²	5/5	3/3	2/2	-	2/2	-	1/1
7. Mr. Phonsaeng Saebe	6/6	-	2/2	2/2	2/2	12/12	1/1
8. Ms. Amornrat Ketvisate	6/6	-	-	-	-	12/12	1/1
9. Mrs. Nusara Ma	6/6	-	-	-	-	-	1/1
10. Mr. Kittti Wachirajirakorn	6/6	-	-	2/2	2/2	12/12	1/1
11. Ms. Phatraporn Kaweesuttikul ³	-	-	-	-	2/2	-	1/1

Disclaimers: 1. Ms. Pinmanee Mekmontana assumed the position director replace of the director who retired by rotation Ms. Montira Saebe on April 27, 2023

2. Mr. Thawatchai Vorawandthanachai assumed the position director additionally newly appointed on April 27, 2023

3. Ms. Phatraporn Kaweesuttikul assumed the position member of Risk Management Committee on April 27, 2023 due to there was knowledge, ability and experience for management

(2) Remunerations for Directors and Executives

The Company has established criteria for the remuneration of the Board of Directors and the Sub-Committees. The committee considers the structure and remuneration rate appropriate to the responsibilities for operating according to both short-term and long-term goals. It also considers the remuneration in accordance with the burden, duties, and responsibilities of the Board of Directors, Sub-committees, and executives. This is done by taking into account the overall performance assessment results each year, Company performance, the amount of remuneration received from the shareholders' meeting, and the amount of remuneration paid in the previous year compared to other companies in the same business group. These proposals are then presented to the shareholders' meeting for approval.

Monetary Remunerations

1. Attendance Fee

The 2023 Annual General Meeting of Shareholders, held on April 26, 2023, approved the remuneration of the Board of Directors with a total amount not exceeding 10,000,000 baht. The Board of Directors has considered the appointment of directors and the appointment of additional sub-committees by paying meeting allowances and annual remuneration, which did not include remuneration or benefits received by the Company's directors as employees of the Company, as follows:

Meeting Allowance	(Baht/time)	
	Quarterly	Other Meetings
1. The Board of Directors		
• Chairman	20,000	10,000
• Director	10,000	5,000
2. The Audit Committee		
• Chairman	20,000	10,000
• Director	10,000	5,000
3. The Nominating and Remuneration Committee		
• Chairman	20,000	-
• Director	10,000	-
4. The Corporate Governance and Sustainability Committee		
• Chairman	15,000	-
• Director	10,000	-
5. The Risk Management Committee		
• Chairman	15,000	-
• Director	10,000	-
6. The Executive Committee		
• No meeting allowance is stipulated for executive directors, given their status.	-	-

The Total of Meeting Allowance For Year 2023

Director Name	Position	Board of Directors	Audit Committee	Nominating and Remuneration Committee	Corporate Governance and Sustainability Committee	Risk Management Committee	Executive Committee	Total (Baht)
1. Mr. Nilsuwan Leelarasamee	<ul style="list-style-type: none"> Chairman of the Board of Directors Independent Director 	110,000	-	-	-	-	-	110,000
2. Mr. Thasana Boonkwan	<ul style="list-style-type: none"> Vice Chairman of the Board of Directors Independent Director Chairman of the Audit Committee 	55,000	80,000	-	-	-	-	135,000
3. Mr. Comepisieth Ratchatakanjanemas	<ul style="list-style-type: none"> Independent Director Member of the Nominating and Remuneration Committee 	55,000	-	20,000	-	-	-	75,000
4. Mr. Sunti Chirawatthanagkoon	<ul style="list-style-type: none"> Independent Director Member of the Risk Management Committee 	55,000	-	-	-	20,000	-	75,000

Director Name	Position	Board of Directors	Audit Committee	Nominating and Remuneration Committee	Corporate Governance and Sustainability Committee	Risk Management Committee	Executive Committee	Total (Baht)
5. Mr. Thawatchai Vorawandthanachai	• Independent Director	55,000	40,000	40,000	-	30,000	-	165,000
	• Chairman of the Nominating and Remuneration Committee							
	• Chairman of the Risk Management Committee							
	• Member of the Audit Committee							
6. Ms. Pinmanee Mekmontana	• Independent Director	55,000	40,000	-	30,000	-	-	125,000
	• Chairman of the Corporate Governance and Sustainability Committee							
	• Member of the Audit Committee							
7. Mr. Phonsaeng Saebe	• Director	55,000	-	20,000	20,000	20,000	-	115,000
	• Chairman of the Executive Committee							
	• Member of the Nominating and Remuneration Committee							
	• Member of the Corporate Governance and Sustainability Committee							
	• Member of the Risk Management Committee							
	• Managing Director							

Director Name	Position	Board of Directors	Audit Committee	Nominating and Remuneration Committee	Corporate Governance and Sustainability Committee	Risk Management Committee	Executive Committee	Total (Baht)
8. Ms. Amornrat Ketvisate	• Director	55,000	-	-	-	-	-	55,000
	• Member of the Executive Committee							
	• Deputy Managing Director							
9. Mrs. Nusara Ma	• Director	55,000	-	-	-	-	-	55,000
10. Mr. Kittiwachirajirakorn	• Director	55,000	-	-	20,000	20,000	-	95,000
	• Member of the Executive Committee							
	• Member of the Corporate Governance and Sustainability Committee							
11. Ms. Phatraporn Kaweesuttikul	• Member of the Risk Management Committee							
	• Vice President of Finance & Operation							
	• Company Secretary							
11. Ms. Phatraporn Kaweesuttikul	• Risk Management Committee	-	-	-	-	20,000	-	20,000
Total (Baht)		605,000	160,000	80,000	70,000	110,000	-	1,025,000

Disclaimers: 1. Ms. Pinmanee Mekmontana assumed the position director replace of the director who retired by rotation Ms. Montira Saebe on April 27, 2023

2. Mr. Thawatchai Vorawandhanachai assumed the position director additionally newly appointed on April 27, 2023

3. Ms. Phatraporn Kaweesuttikul assumed the position member of Risk Management Committee on April 27, 2023 due to knowledge, ability and experience in management.

Comparison of Compensations paid to Directors in 2021, 2022 and 2023

Description	2021		2022		2023	
	No. of Directors	Amount (Baht)	No. of Directors	Amount (Baht)	No. of Directors	Amount (Baht)
Meeting	9	530,000	9	710,000	11	1,025,000
Allowance						

2. Remuneration (Pension) for Director

The Company paid a remuneration to directors in the form of a pension, not exceeding 5% of the dividend paid to shareholders. In the year 2023, a total remuneration of 4,020,000 baht was paid to non-executive directors only.

Remuneration (Pension)

Year	Amount (Baht)
2022	430,000
2023	4,020,000

Disclaimers: 1. Ms. Pinmanee Mekmontana assumed the position director replace of the director who retired by rotation Ms. Montira Saebe on April 27, 2023
 2. Mr. Thawatchai Vorawandthanachai assumed the position director additionally newly appointed on April 27, 2023
 3. The pension for directors will be paid in the next year after approval from the Board of Director meeting

Others Benefit

- None -

8.1.3 Corporate Governance of Subsidiaries and Associated Companies

Currently, the Company has no subsidiaries or associated companies. The Board of Directors has designed a plan to control the operations of any subsidiaries or associated companies that may be established in the future. This plan aims to protect the benefits from the Company's investments and ensure effective oversight as follows;

- 1) The Company will appoint its representative to a directorial position in its subsidiaries, partner companies and affiliates according to its share proportion. This person will oversee the governance of the subsidiaries, partner companies or affiliates to make sure that it is in line with the policies of the Company. The aforementioned appointments must be considered and approved by the Board of Directors.
- 2) If any transactions of the subsidiaries involve the sale or purchase of properties according or related to the relevant announcements that may require the approval by the Company's Board of Directors and/or Shareholders' Meeting and/or authorization by the relevant agencies, the subsidiaries are allowed to make that transaction only if the aforementioned approval / authorization has been secured.

- 3) If any transactions or any incidents occur in the subsidiaries that may compel the Company to disclose the information according to the relevant measures, the Directors of the mentioned subsidiaries are required to inform the Company's management immediately of the subsidiaries' plan to make the said transactions or if the incidents occur.
- 4) Directors and executives of the Company's subsidiaries, partner companies and affiliates have their duties and responsibilities in accordance with the relevant laws such as the disclosure of information with regards to finance and performance to the Company. These requirements are based on the announcements by SEC and SET. The Directors and executives are also required to disclose their information regarding their status as stakeholders or persons with transactions with the said subsidiaries, partner companies and affiliates, as well as the status of their related persons. This is to prevent potential conflict of interest from arising.
- 5) The Company has maintained an operation plan to ensure that its subsidiaries, partner companies and affiliates have a mechanism to disclose its financial and operational information. The Company will also oversee the monitoring of its subsidiaries, partner companies and affiliates to ensure that the said disclosure mechanism exists.

Moreover, the Company will closely monitor the revenue and operation of its subsidiaries, partner companies and associates to compile an analysis and opinions on their performance and submit the suggestions to the Board of Directors as well as to the mentioned subsidiaries, partner companies and affiliates with a view to improve further the operation of the said subsidiaries, partner companies and associates.

8.1.4 Monitoring on the Compliance of the Corporate Governance Policy and Practices

The Company has monitored the implementation of the good corporate governance principles, as follows;

1. Internal Data Usage Control

The Company follows the good corporate governance principles by making sure there exists a written measure to control internal data usage.

The Company forbids its Directors, Executives, Employees and other Staff from leaking its confidential and/or internal information to the public for their own interest, both direct and indirect. They are moreover forbidden from selling or buying the Company's properties via using internal data. The Company has the internal data usage prevent policies, as follows;

- 1) Familiarize the Directors and Executives with their roles to compile and send the report form on their ownerships of properties, held by themselves, their spouses-both legal and non-legal-offspring that is not of legal age, as well as other joint ownership legal persons (over 30% ownership) to the SEC. They must also report on their sale / purchase of said properties to the SEC.
- 2) Directors, executives and accounting / finance managers, as well as their spouses-both legal and non-legal-offspring that is not of legal age, as well as other joint ownership legal persons (over 30% ownership) must compile and disclose the property ownership report as well as its changes to the SEC, and simultaneously submit a copy of that report to the Company.
- 3) Directors, executives and employees who have received internal data that may affect the stock price of the Company must not undertake the transactions of any of their Company's stocks within 30 days before that internal data is given public access and within 24 hours after that data is released. These concerned persons have the duty to keep the confidentiality of the data until that data is publicly released.
- 4) Directors, executives and employees as well as other persons suspected to know the internal data that may affect the Company's stock price must not use this knowledge to buy, sell or make any transactions regarding the Company's stocks, both direct or indirect, as well as to influence others in undertaking similar transactions notwithstanding whether the benefits of these investments involve themselves or not.
- 5) Directors, executives and employees must not disclose the Company's data and must not use their positions or capacities with regards to internal data to seek their own interest or undertake anything that may benefit others based on the knowledge of this internal data, both direct or indirect, and notwithstanding whether the benefits of these investments involve themselves or not.
- 6) Directors, executives and employees must follow the internal data usage guidelines as specified in the Stock and Stock Market Act B.E. (amended) (1992) as well as other relevant laws.

If any violations of the aforementioned stipulations are found, they would constitute a disciplinary misconduct that may result in punishments, ranging from verbal warning, written warning and probate to dismissal.

In 2023, the Company has prepared online information on guidelines for prevention the use of inside information to executives and employees through the Company's intranet system so that executives and employees must strictly follow the guidelines on the use of inside information and do not trade securities using inside information.

2. Action against Conflict of Interest

The Company has dealt with the issue of conflict of interest with prudence, reasonableness and with the Company's interest in mind. Price specification is done on a sound and rational basis with transparency and adherence to the announcements made by the SEC. This action is one of the good corporate governance policies that ensure adequate information disclosure and equality of information. **More details could be accessed via www.royalplus.co.th under the Section "Corporate Governance Policy".**

In 2023, the Company has prepared online information on conflicts of interest for executives and employees to acknowledge through the Company's intranet system. Understand the relationship or interest of either party.

(1) Property Exchange Supervision and Stakeholders Report

The Company has specified the measures to regulate the Company's property exchange inside the internal data usage protection policy by forbidding its Directors, executives and employees from undertaking the transactions of any of their Company's stocks within 30 days before that internal data is given public access and within 24 hours after that data is released. Members of the Board and Management must also inform the Chairman of the Board of their own exchange of properties at least 1 day prior to the purchase. Directors and executives (including their spouses and non-legal-age children) who have the duty to report on the exchange of the Company's properties must inform the SEC and SET and submit a copy to the Company Secretary in order to inform the Board of Directors during the next Board Meeting. During every Board Meeting, there is to be an agenda regarding the Company's ownership of properties, as well as those owned by Directors and Management, and if any changes occur, the Company Secretary will inform the Directors and Management alongside the announcement letters issued by the SEC and SET regarding the same matter.

Changes in the Directors and Management's ownerships of the Company's shares (As of 31 December 2023)

Director / Management	Position	Total of shares held as of December 31, 2022	Increase (Decrease) during the Year 2023	Total of shares held as of December 31, 2023	%
Mr. Nilsuwan Leelarasamee Spouse and minor children	Independent Director /Chairman of the Board of Directors	1,053,200	(20,600)	1,032,600	0.15
Mr. Thasana Boonkwan Spouse and minor children	Independent Director /Vice Chairman of the Board of Directors	1,000,000	-	1,000,000	0.15
Mr. Comepith Ratchatakanjanemas Spouse and minor children	Independent Director	-	-	-	-
Mr. Sunti Chirawatthanagkoon Spouse and minor children	Independent Director	-	-	-	-
Mr. Thawatchai Vorawandthanachai Spouse and minor children	Independent Director	-	-	-	-
Ms. Pinmanee Mekmontana Spouse and minor children	Independent Director	-	-	-	-
Mr. Phonsaeng Saebe Spouse and minor children	Director/Managing Director	230,680,600	-	230,680,600	34.43
Ms. Amomrat Ketvisate Spouse and minor children	Director/Deputy Managing Director	100,656,200	-	100,656,200	15.02
		100,656,200	-	100,656,200	15.02
		230,680,600	-	230,680,600	34.43

Director / Management		Position	Total of shares held as of December 31, 2022	Increase (Decrease) during the Year 2023	Total of shares held as of December 31, 2023	%
Mrs. Nusara Ma	Director		3,272,000	-	3,272,000	0.49
Spouse and minor children			37,275,400	-	37,275,400	5.56
Mr. Kitti Wachirajirakorn	Director/Vice President of Finance & Operation		1,930,200	-	1,930,200	0.29
Spouse and minor children			-	-	-	-
Ms. Phatraporn Kaweesuttikul	Manufacturing Director		400,000	-	400,000	0.06
Spouse and minor children			-	-	-	-
Ms. Irin Phatthawatwekin	Sales & Marketing Director		-	-	-	-
Spouse and minor children			-	-	-	-
Mr. Songthep Hongsuwannkate	Human Resource Director		-	-	-	-
Spouse and minor children			-	-	-	-

Disclaimers: 1. Ms. Pinmanee Mekmontana assumed the position director replace of the director who retired by rotation Ms. Montira Saebe on April 27, 2023

2. Mr. Thawatchai Vorawandhanachai assumed the position director additionally newly appointed on April 27, 2023

3. Ms. Irin Phatthawatwekin assumed the position Sales & Marketing Director on January 1, 2023

4. Mr. Songthep Hongsuwannakate assumed the position Human Resource Director on June 1, 2023

In 2023, the Directors and Management followed this policy and did not engage in any transactions during the prohibited time.

(2) Stakeholders' Report The Company has measures to oversee the stakeholder ship of the Directors and Management

by maintaining that the Directors and Management must submit their (and their related persons') stakeholders' report, with details as follows;

1. An initial report is due when the Director / Management first assumes office.
2. A report is required when any changes in stakeholder ship occur.
3. Directors and Management submit their stakeholders' report to the Company Secretary, who will submit a copy to the Board of Directors and the Audit Committee within 7 working days after the reports are received.

In 2023, the Company's directors and executives complied with the specified criteria and established a clear and transparent shareholding structure. There were no cross-shareholdings with major shareholders.

3. Anti-Corruption

The Board of Directors has a policy against corruption and bribery. This policy and operational guidelines can be accessed via www.royalplus.co.th under the Corporate Governance Section "Corporate Governance Policy" "Anti-Corruption Policy". The Company seeks to imbue the mindset and values that encourage the adherence to the laws and regulations. The Company also forbids its Directors, Executives and Employees to ask for or hand out bribes or any unwarranted perquisites in order to obtain any services or compel others to undertake anything unlawful or unfitting with their positions. The Company has designated the disciplinary punishments for any violators in addition to their legal accountabilities.

The Company has a mechanism to monitor and analyze the corruption risk, and has composed a plan to minimize said risk, with the head of internal audit serving as an auditor who will submit the findings to the Audit Committee. The Committee will function as per the internal control and evaluation system. If any acts of corruption are found, the internal audit department will notify the Audit Committee, who will then notify the Board of Directors.

In 2023, the Company has demonstrated its commitment to anti-corruption and reported its performance as follows: the notification of the No Gift Policy with communicating to outsiders, customers, business partners, and business participants through internal and external communication channels on the Company's website, and providing online information on conflicts of interest to executives and employees via the Company's intranet system to reach executives and employees at all levels.

In 2023, the Company did not find any significant deficiencies related to corruption, non-compliance with relevant laws or regulations, or violations of business ethics.

4. Whistleblowing

The Board of Directors has set up a channel for all stakeholders to communicate, make suggestions, and send complaints in matters that may damage the Company, from the accuracy of financial report, potential flaws in the internal control system and legal or moral misconducts to suspected corruption or other misconducts by employees. This is to address the potential incidents where some stakeholders' rights are violated or some are treated unfairly. In this way, employees or other stakeholders who have witnessed, suspected or have evidence indicating that such misconducts, corruption, bribery or other fraudulent activities concerning the Company have occurred can inform the Company. The said channel is as follows;

1. Verbal or written complaints, addressed to;
 - Company Secretary (Tel. 0-2416-9209 ext. 109)
 - Legal Division (Tel. 0-2416-9209 ext. 810)
2. Via E-mail Address: chairman.ac@royalplus.co.th
3. Via the Company's website under the Section "Corporate Governance > Misconduct Report
4. Via the suggestion box
5. By post, addressed to the Royal Plus PLC (Headquarters)
84/3-7 Rama II (Soi 69), Samae Dam Sub-District, Bang Khunthian District, Bangkok 10150
6. If the persons making the complaints want to remain anonymous, the complaints must consist of clear details or sufficient evidence that adequately point to the mentioned participation in corruption or bribery.

The Company shall keep all complaints confidential and will take into account the safety of the persons who make the complaints, except in cases where the Company is legally required to disclose the information.

Dishonest Complaints

If the complaints are proven to be made in bad faith that have resulted in damages to any individuals or the Company, the persons making the complaints, if he/she is a Company's employee, will be disciplined in accordance with the regulations or punished by law. If the persons are outside persons who have caused damages to the Company, the Company reserves the right to pursue legal action against such persons.

Complaints or Whistleblowing Conditions

1. Must be related, directly or indirectly, to the Company e.g., a person working for the Company is found to have bribed the representative of a government agency, state enterprise or other companies.
2. Any misconducts that have violated the Company's regulations that may suggest potential corruption
3. Any misconducts that have damaged the Company or its reputation
4. Any legal, moral or ethical misconducts
5. Any violation of the regulations concerning good corporate governance and the anti-corruption policy
6. Any unfair workplace treatments

Related Persons

1. Complainers are those who make complaints
2. Complaint Recipients are those who receive the complaints as No. 1. and No.2.

The Process

1. After the complaint is received, the complaint recipient will check and gather facts, or may instruct others or trusted agencies to do so.
2. Complaint recipients or proxies may invite the suspected employees or related persons for questioning or may ask for any related documents for reference.
3. If the fact-finding results in truthful complaints, the Company will do the following;
 - 3.1) If the complaint suggests unlawful activities or any activities that breach the regulations, measures, policies or business ethics, the complaint recipient may give opinions on what to do next, then submit the suggestion to the Audit Committee or the Board of Directors for consideration.
 - 3.2) If the matters are of great importance such as those concerning damages to the Company's reputation, image, finance or constituting a violation of the Company's policies or related to high-level executives, the complaint recipient will submit the matters to the Audit Committee or the Board of Directors for consideration.
 - 3.3) If the complaints have caused harm to any parties, the complaint recipient will send the suggestion on how to mitigate the impact and render justice to the affected parties, then submit the matters to the Audit Committee or the Board of Directors for consideration.
4. If the investigation has resulted in the evidence that suggests that the suspected persons have really caused harm, the suspected persons will be informed of their accusations and given an opportunity to prove that the accusations are untrue.

5. If the suspected persons have really caused harm, and the misconduct concerns the breach of anti-corruption policy, the person will be subject to disciplinary actions according to the Company's regulations, and if the misconduct is criminal, the person will be subject to legal action.
6. The Company will update on the progress of any complaints or suspected misconducts to the complainers who have disclosed their names, addresses, telephone number and emails via the contact information given, or the complainers may follow up on their cases via other designated channels. However, if it becomes necessary to keep the complainers' identities confidential, the Company will not be able to update the mentioned progress to the complainers.

Whistleblower Protection Measures

1. The Company will protect the whistleblower or complainer to the maximum of its capacity without disclosing any information that may suggest their identities. Their identities will be kept confidential and access to it limited to only those responsible for the related investigation.
2. The Company will disclose the information only when absolutely necessary and take into account the right to privacy and the safety of the whistleblower and their significant others above all else.
3. The complainers, whistleblowers and related persons may be compensated by the appropriate and fair protection scheme.
4. Complaint recipients and persons related to the investigation have the duty to keep the details of the case and related documents confidential. No disclosures are allowed, unless lawfully demanded or absolutely required as part of the process.

In 2023, the Company did not receive any complaints regarding violations of the Company's Articles of Association, Code of Conduct, or corruption from stakeholders.

8.2 Performance Report of the Audit Committee for the Past Year

Details are provided in the Attachment 6 The Audit Committee's Report

8.3 Performance Report of Other Sub-Committees

Details are provided in the Attachment 6 The Sub-Committees's Report

9. Internal Control and Related Transaction

9.1 Internal Control

The Board of Directors emphasizes the importance of the internal control system to reduce and prevent risks by assigning the Audit Committee, which consists of independent directors, to review the assessment of the internal control system. This review aims to ensure the efficient operation and resource efficiency of the internal control system, as well as its adequacy in preventing corruption. Additionally, the Company uses the Securities and Exchange Commission's internal control system adequacy assessment form, based on the guidelines of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), to gather information from management. According to the results from the Audit Committee, who are responsible for reviewing the adequacy assessment form of the internal control system prepared by the



Company's Internal Audit Supervisor, the Company's operations are in accordance with normal business practices. There were no significant irregularities, and the Company complies with applicable laws and regulations.

The Audit Committee has appointed IA Signature Co., Ltd. to supervise and prepare the plan to conduct audits or review plans approved by the Audit Committee. The Audit Committee considered the qualifications of the internal auditor company to be independent, with experience in the business, and appropriate and sufficient for the performance of duties. The Company assigned Mr. Suthee Tanvanichkul to be the head responsible for performing duties and coordinating with internal auditors of IA Signature Co., Ltd., reporting directly to the Audit Committee. The history of the Head of Internal Audit appears in Attachment 3, providing details of the Head of Internal Audit.

The opinion of the Audit Committee

The Board of Directors considers that the Company's internal control system is adequate and appropriate. The Audit Committee has no difference of opinion from the opinion of the Board of Directors (**more the details can be found in the Audit Committee's Report as Attachment 6.**) and the auditor has no observations regarding the internal control.

1. Internal Control

The Company has specified clear policies, business and operational objectives emphasizing the equal treatments of employees, partners, customers, competitors, creditors and government agencies, as well as responsibilities towards shareholders, society, community and the environment. The Company's progress in achieving these goals is regularly monitored and reviewed to ensure timely adaptation amidst the rapid changes in business environment.

The Company remains committed to honesty and morals by ensuring that all Directors fulfill their roles independently from the Management. They will oversee and enhance the internal control capacity by outlining concrete reporting structure, chain of command and division of responsibilities, clearly dividing the duties and responsibilities of the Board of Directors from those of the Management. This will make sure that the Company can operate efficiently with good internal control policies and tangible corporate governance principles, coupled with good understandings by the Board, Executives and employees. Fostering corporate culture that prevents conflict of interest and corruption also requires a competent head of audit under the supervision of the Audit Committee, to function as guided by the Charter and operational regulations. Capable monitoring and evaluation systems also ensure the Company's compliance with good corporate governance principles, charter and guidelines. In case of violation, the Company also has clearly-defined disciplinary measures that will tackle the problem in a timely manner according to the regulations on work and related legislation manner according to the code of conduct and any related laws.

2. Risk Assessment

The Board of Directors has assigned the Risk Management Committee to oversee risk assessment in a systematic and efficient manner according to the risk framework that requires clear indication and analysis of risks that stem from both internal and external factors. The assessment method also necessitates the formulation of operational plan and process to deal with potential risks alongside the risk management evaluation that is done in a regular manner. All executives need to take part in risk management and communicate to employees regarding its development.

The Company has assessed its corruption probability, reviewed its operational objectives, while considered the reasonableness of incentives and remunerations for employees to make sure that none of these encourage inappropriate behaviors. The Company also familiarized the Board of Directors, executives and all employees with the anti-corruption policy and guidelines, in addition to raising awareness among the general public and stakeholders.

Moreover, the Company has closely adhered to the ordinary accounting principles that fit the Company's business by disclosing a genuine financial report that truly reflects the operation of the Company.

3. Control of the Operation

The Company has specified the roles and approved the budget for the Management at every level, while designating an operation control measures that will minimize risks and use technology to enhance its capacity. This is to ensure the Company's compliance with the relevant law and outline the Information Technology safety system that meets international standard. In case of transaction with major shareholders, the Board, executives or other, including related parties related transaction, the Company has followed the announcement made by the SEC and SET, as well as the relevant Company's regulations. All business dealings and transaction approvals must be done without the involvement of stakeholders to prevent the misappropriation of assets.

4. Information and Data Communication System

The Company gives importance to the information and data communication system, and encourages its continuous development to ensure that the information is always correct and updated. Using a modern, efficient and safe information system, the Company ensures information security, from its gathering, processing, storing to monitoring. The policies on information technology security and information security guidelines are also regularly updated.

The Company has present data and documents are provided to the Board of Directors for any matters of consideration, and the meeting report accurately written. All these documents are properly registered and stored in a safe place within the timeframe as legal obligated. The formulation of budget also adheres to the TFRS standard by selecting an accounting policy that is suitable to the Company's business. The Company also maintains its backup data in a ready-to-be-used condition to prepare for potential emergency situations.

The Company has an internal and external data communication system that is efficient and appropriate to support the internal control system, ensuring it functions as intended. Additionally, the Company has opened channels for receiving information and leads regarding corruption from external persons and its own employees, with the personal data of whistleblowers kept confidential.

5. Monitoring Activities

The Company requires all supervisors to monitor and evaluate the operation of the Company in a regular manner to ensure that the internal control system functions properly. The Audit Committee then will audit the system with the Head of Internal Audit being responsible for the inspection and analysis of the internal control for each line of work. The inspection result will be reported to the Audit Committee, who holds quarterly meeting to process if flaws are detected and then submit the findings to the Board of Directors for consideration how to rectify the problem, whose process is then regularly monitored.

9.2 Related Parties Transaction

The Company has a policy regarding related parties' transaction in accordance with the measures announced by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand. All unordinary transactions with a value of more than 0.03% of the Company's NTA must be submitted to the Audit Committee for their consideration, then submitted to the Board of Directors for approval. Directors who are stakeholders in said transactions must refrain from attending the meeting and abstain. After the meeting, the said transactions must be disclosed in Thai and English to the SET and publicized in the Company's website (www.royalplus.co.th)

The Board of Directors also formulate guidelines for the Management concerning all transactions that are business-related or other transactions that are deemed rational trade agreements, without the preference that may suggest biases or misuse of anyone's status as Director, Executive or a related party.

Trend on Related Parties Transaction that concerns the Company's operation

The Company no longer requires any Directors to provide guarantees after its listing on the Stock Exchange. The Company now has a related parties' transaction policy in accordance with the announcements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET)

Related Parties Transactions concerning Parties with potential conflict of interest

Between 2021 and 2023, the Related Party Transactions concerning parties with potential conflicts of interest are as follows:

Party Concerned	Relations
1. Mr. Phonsaeng Saebe (Director)	<ul style="list-style-type: none"> Is a Director with the power to sign documents on behalf of PLUS Is the Managing Director of PLUS Is a Majority Shareholder, with a total share of 230,680,600 or 34.43% of paid-up capitals as of 31 December 2023.
2. Ms. Amornrat Ketvisate (Director)	<ul style="list-style-type: none"> Is Mr. Phonsaeng's wife Is a Director with the power to sign documents on behalf of PLUS Is a Deputy Managing Director of PLUS Is a Majority Shareholder with a total share of 100,656,200 or 15.02% of paid-up capitals as of 31 December 2023

In 2021, 2022 and 2023, PLUS recorded the following related parties' transactions (please consider these transactions in details in the disclaimers accompanying the budget report.

Party Concerned	Transaction Type	2021 (BAHT)	2022 (BAHT)	2023 (BAHT)	Comments of the Audit Committee
1. Mr. Phonsaeng Saebe (Director)	<u>Loans given to Directors</u>				<u>Details on the loans given to Mr. Phonsaeng</u>
	Beginning	-	-	-	<ul style="list-style-type: none"> During January - February 2021, Mr. Phonsaeng issued a total of 3 promissory notes to PLUS to borrow an additional 22,000,000 baht. Mr. Phonsaeng has already repaid the entire loan amount in February 2021.
	Balance	22,000,000	-	-	
	Loans during the fiscal year / installment	(22,000,000)	-	-	<ul style="list-style-type: none"> Providing the said loan to Mr. Phonsaeng caused PLUS to have interest income of 4,801 baht during 6M2021.
	Loans decrease during the year / installment	-	-	-	<ul style="list-style-type: none"> Such transactions will not occur again in the future.
	Annual total amount / installment				<u>Comments of the Audit Committee</u>
					<ul style="list-style-type: none"> This transaction happened in the past with an interest rate specified for Directors being lower than that of PLUS' bank loan. This transaction was unreasonable and should not happen again. To this end, the 2/2021 Board of Directors Meeting on 14 May 2021 issued a policy forbidding PLUS from handing loans to persons with potential conflict of interest.
	Interest income	4,801	-	-	
	Accrued interest receivable	-	-	-	

Credit Limit Guarantee, Pledge and Mortgage

As of 31 December 2023, Directors and Majority Shareholders of PLUS had no credit limit guarantee obligations with regards to PLUS. For this purpose, the bank issued a letter certifying the release of credit limit guarantee to PLUS (more details on this can be accessed in Part 1 Section 1 Assets used in operating business). PLUS has no policies to seek guarantees from any persons with potential conflict of interest and no guarantees shall be sought in the future.

Bank Loan Agreements

Lender	Loan Type	Total Loan		Mr. Phonsaeng	Ms. Amornrat	Disclaimers
		Sum	(Million baht)			
Bangkok Bank PLC (BBL)	Term Loan (for purchasing factory plots)	90.0		Guaranteed in full	Guaranteed in full	<ul style="list-style-type: none"> Bank was in the process to consider releasing the Directors' guarantee obligations as of 23 February 2022.
	Circulating Fund	45.0		Guaranteed in full	Guaranteed in full	<ul style="list-style-type: none"> On 10 June 2022, bank issued a letter certifying the release of guarantee obligations for both Directors.
	Circulating Fund	40.0		Guaranteed in full	Guaranteed in full	The Company no longer had any transactions that rely on any Directors.
	OD	20.0		Guaranteed in full	Guaranteed in full	
	Packing Credit	130.0		Guaranteed in full	Guaranteed in full	
	LC/TR/PN	10.0		Guaranteed in full	Guaranteed in full	
TMBThanachart Bank PLC (TTB)	Soft Loan	40.0		Guaranteed in full	Guaranteed in full	
	Term Loan	1.0		72 million baht	72 million baht	<ul style="list-style-type: none"> Bank was in the process to consider releasing the Directors' guarantee obligations as of 23 February 2022.
	OD	5.0		guarantee	guarantee	
	Foreign Transaction Loans	60.0				<ul style="list-style-type: none"> On 10 June 2022, bank issued a letter certifying the release of guarantee obligations for both Directors.
	Foreign Exchange Hedging	6.0				The Company no longer had any transactions that rely on any Directors.

The Opinion of the Audit Committee Member

The guarantee provided by the directors was a transaction that occurred in the past. Following PLUS's listing on the Stock Exchange of Thailand, the Company should not need to rely on the directors in such a manner again, and such a transaction will not occur in the future.

03

Financial Statements



Report on The Board of Directors' Responsibility for Financial Statements

The Board of Directors recognizes its duty and responsibilities as directors of a SET-listed company regarding the compilation of financial statements for Royal Plus Public Company. The financial statements were prepared in accordance with Thai Financial Reporting Standards (TFRS). The Company considers appropriate and consistent accounting policies, exercises discretion carefully, makes reasonable projections, provides adequate disclosure of important information in the notes to the financial statements, and offers explanations and analyses of the company's financial position and performance to benefit shareholders and investors. The financial statements have been audited and unconditionally provided by independent authorized auditors.

The Board of Directors has made efforts to promote good corporate governance practices and to establish an efficient and effective risk management system and internal control system. These practices are intended to ensure that accounting information is recorded accurately, completely, and sufficiently, in order to safeguard the company's assets and to prevent significant fraud or abuse, thereby ensuring the sustainability of the business.

The Board of Directors has appointed an Audit Committee consisting of Independent Directors to review the quality of financial reports and internal control systems. The comments of the review committee have been included in the Audit Committee report, which is presented in the Annual Report (Form 56-1 One Report).

The Board of Directors is of the opinion that the corporate governance, risk management, and internal control systems are sufficient and appropriate to ensure that the Company's financial statements for the year ended December 31, 2023, were prepared and presented in a substantial context, in an accurate and reliable manner, in accordance with Thai Financial Reporting Standards.

(Dr. Nilsuwan Leelarasamee)
Chairman of the Board of Directors

(Mr. Phonsaeng Saebe)
Managing Director

Independent Auditor's Report

To the Shareholders of Royal Plus Public Company Limited

To the Shareholders of Royal Plus Public Company Limited

Opinion

I have audited the financial statements of Royal Plus Public Company Limited (the “Company”), which comprise the statement of financial position as at 31 December 2023, the statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2023, and its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standard (TFRSs).

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 Financial Statements* section of my report. I am independent of the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matter

Key audit matter is the matter that, in my professional judgment, was of most significance in my audit of the financial statements of the current period. The matter was addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on the

Valuation of inventories	
Refer to Notes 3 (e) and 7	
The key audit matter	How the matter was addressed in the audit
<p>The Company's inventories are measured at the lower of cost and net realisable value. Market competition affects to the determination of the Company's selling price. Therefore, there is a risk that inventories may be presented at cost higher than net realisable value including the occurrence of slow-moving.</p> <p>Due to the materiality of the inventory balance to the financial statements, and and the estimation of net realisable value of inventories involve management's judgment. Therefore, I considered this as the key audit matter.</p>	<p>My audit procedures included:</p> <ul style="list-style-type: none"> - Understanding the policies and procedures that the Company's management applied in the estimation of net realisable value of inventories and evaluating the design and implementation of relevant internal controls; - Performing test of inventory aging calculation in the inventory aging report with relevant supporting documents to ensure that inventories are classified within an appropriate range; - Assessing the reasonableness of management's assumptions used in the estimation of net realisable value of inventories by comparing with historical information and verifying with relevant supporting documents; - Sampling items to test the estimated net realisable value of inventories and related selling expenses with supporting documents; and - Evaluating the adequacy of the disclosures in accordance with the relevant Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the 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 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 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 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 those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the 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 management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the 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 financial statements.

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

- Identify and assess the risks of material misstatement of the 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's 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 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 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 Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance 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 those charged with governance 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, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the 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.



(Sawitree Ongksirimemongkol)
Certified Public Accountant
Registration No. 10449

KPMG Phoomchai Audit Ltd.
Bangkok
22 February 2024

Royal Plus Public Company Limited

Statement of financial position

31 December			
Assets	Note	2023	2022
(in Baht)			
Current assets			
Cash and cash equivalents	5	379,280,523	578,247,584
Trade accounts receivable	6	89,516,561	63,643,944
Other current receivables		21,983,214	24,189,870
Inventories	7	111,537,228	120,419,671
Other current financial liabilities	18	9,738,567	6,708,751
Other current assets		34,131,984	28,221,215
Total current assets		646,188,077	821,431,035
Non-current assets			
Restricted bank deposit	9	-	8,000,000
Property, plant and equipment	8	948,065,506	544,703,018
Intangible assets		3,655,863	3,581,754
Deferred tax assets	15	8,384,260	8,987,195
Advance payment for machines		73,041,172	61,158,318
Other non-current assets		5,258,585	4,377,549
Total non-current assets		1,038,405,386	630,807,834
Total assets		1,684,593,463	1,452,238,869

The accompanying notes are an integral part of these financial statements.

Royal Plus Public Company Limited

Statement of financial position

Liabilities and equity	Note	31 December	
		2023	2022
		(in Baht)	
Current liabilities			
Bank overdrafts	9	-	66,863
Trade accounts payable		154,515,674	92,493,197
Advance received		25,300,760	16,712,781
Other current payables	10	75,268,848	53,928,336
Current portion of long-term loans from financial institutions	9	4,212,000	-
Current portion of lease liabilities	9	1,286,835	-
Income tax payable		28,391,809	22,514,040
Other current liabilities		1,407,076	1,009,136
Total current liabilities		290,383,002	186,724,353
Non-current liabilities			
Long-term loans from financial institutions	9	22,716,060	-
Lease liabilities	9	2,785,386	-
Non-current provisions for employee benefits		14,094,768	11,935,477
Total non-current liabilities		39,596,214	11,935,477
Total liabilities		329,979,216	198,659,830
Equity			
Share capital	11		
Authorised share capital		335,000,000	335,000,000
Issued and paid-up share capital		335,000,000	335,000,000
Share premium on ordinary shares	12	673,727,108	673,727,108
Retained earnings			
Appropriated			
Legal reserve	12	25,124,000	15,678,000
Unappropriated		320,763,139	229,173,931
Total equity		1,354,614,247	1,253,579,039
Total liabilities and equity		1,684,593,463	1,452,238,869

The accompanying notes are an integral part of these financial statements.

Royal Plus Public Company Limited

Statement of comprehensive income

		For the year ended	
		31 December	
	<i>Note</i>	2023	2022
		<i>(in Baht)</i>	
Revenues			
Revenue from sale of goods	13	1,407,858,232	1,428,187,449
Net foreign exchange gain		9,777,672	12,447,825
Other income		18,981,799	16,776,001
Total revenues		1,436,617,703	1,457,411,275
Expenses			
Cost of sales of goods	7, 14	1,009,938,573	1,002,270,799
Distribution costs	14	86,504,804	97,993,831
Administrative expenses	14	104,850,328	97,004,018
Total expenses		1,201,293,705	1,197,268,648
Profit from operating activities		235,323,998	260,142,627
Finance costs		789,369	1,482,034
Profit before income tax expense		234,534,629	258,660,593
Income tax expense	15	46,482,218	51,032,988
Profit for the year		188,052,411	207,627,605
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Loss on remeasurements of defined benefit plans - net of tax		-	(1,480,488)
Total comprehensive income for the year		188,052,411	206,147,117
Earnings per share			
Basic earnings per share	16	0.28	0.34

The accompanying notes are an integral part of these financial statements.

Statement of changes in equity

	Note	Issued and paid-up share capital	Share premium on ordinary shares	Retained earnings			Total equity
				Legal reserve (in Baht)	Unappropriated		
Year ended 31 December 2022							
Balance at 1 January 2022		250,000,000	12,500,000	5,296,000	93,408,814		361,204,814
Transactions with owners, recorded directly in equity							
<i>Contributions by and distributions to owners</i>							
Issue of ordinary shares	11	85,000,000	661,227,108	-	-	746,227,108	
Dividends	17	-	-	-	(60,000,000)	(60,000,000)	
Total transactions with owners, recorded directly in equity		85,000,000	661,227,108	-	(60,000,000)	686,227,108	
Comprehensive income for the year							
Profit		-	-	-	207,627,605	207,627,605	
Other comprehensive loss		-	-	-	(1,480,488)	(1,480,488)	
Total comprehensive income for the year		-	-	-	206,147,117	206,147,117	
Transfer to legal reserve	12	-	-	10,382,000	(10,382,000)	-	
Balance at 31 December 2022		335,000,000	673,727,108	15,678,000	229,173,931		1,253,579,039

The accompanying notes are an integral part of these financial statements.

Statement of changes in equity

Year ended 31 December 2023						
Balance at 1 January 2023						
Transactions with owners, recorded directly in equity						
<i>Distributions to owners</i>						
Dividends	17	-	-	-	(87,017,203)	(87,017,203)
Total transactions with owners, recorded directly in equity						
Comprehensive income for the year						
Profit		-	-	-	188,052,411	188,052,411
Other comprehensive income		-	-	-	-	-
Total comprehensive income for the year						
Transfer to legal reserve	12	-	-	9,446,000	(9,446,000)	-
Balance at 31 December 2023						
		335,000,000	673,727,108	25,124,000	320,763,139	1,354,614,247

The accompanying notes are an integral part of these financial statements.

Royal Plus Public Company Limited

Statement of cash flows

		For the year ended	
		31 December	
	Note	2023	2022
		(in Baht)	
Cash flows from operating activities			
Profit for the year		188,052,411	207,627,605
<i>Adjustments to reconcile profit to cash receipts (payments)</i>			
Tax expense	15	46,482,218	51,032,988
Finance costs		789,369	1,482,034
Depreciation and amortisation		61,354,949	47,394,146
Provisions for employee benefits		2,159,291	1,902,733
(Reversal of) provision for warranty		(652,506)	3,548,813
Gain on change in fair value of derivative measured through profit or loss		(3,029,816)	(6,708,751)
Loss on inventories devaluation	7	7,003,949	14,664,956
(Gain) loss on disposal of plant, equipment		(511,265)	131,954
Interest income		(1,137,908)	(1,090,274)
		300,510,692	319,986,204
<i>Changes in operating assets and liabilities</i>			
Trade accounts receivable		(25,872,617)	(9,983,101)
Other current receivables		2,206,656	(16,831,246)
Inventories		1,878,494	(16,258,833)
Other current assets		(5,910,769)	(14,656,668)
Other non-current assets		(881,036)	(2,335,399)
Trade accounts payable		62,022,477	(6,134,208)
Advance received		8,587,979	(2,033,364)
Other current payables		594,400	(32,699,078)
Other current liabilities		397,940	(404,125)
Net cash generated from operations		343,534,216	218,650,182
Taxes paid		(40,001,513)	(46,312,794)
Net cash from operating activities		303,532,703	172,337,388

The accompanying notes are an integral part of these financial statements.

Royal Plus Public Company Limited

Statement of cash flows

		For the year ended	
		31 December	
	Note	2023	2022
		(in Baht)	
Cash flows from investing activities			
Decrease in restricted bank deposits		8,000,000	-
Proceeds from sale of plant and equipment		602,336	-
Acquisition of plant and equipment		(449,555,133)	(180,509,441)
Acquisition of intangible assets		(476,233)	(1,147,544)
Interest received		1,137,908	1,090,274
Net cash used in investing activities		(440,291,122)	(180,566,711)
Cash flows from financing activities			
Proceeds from issue of shares	11	-	765,000,000
Share issuance fees	11	-	(23,466,115)
Decrease in bank overdrafts and short-term loans from financial institutions		(66,863)	(44,708,697)
Proceeds from long-term loans from financial institutions	9	29,510,456	-
Repayment of long-term loans from financial institutions	9	(2,582,396)	(85,612,963)
Payment of lease liabilities		(1,263,267)	(353,319)
Dividend paid	17	(87,017,203)	(60,000,000)
Interest paid		(789,369)	(2,282,468)
Net cash from (used in) financing activities		(62,208,642)	548,576,438
Net increase (decrease) in cash and cash equivalents		(198,967,061)	540,347,115
Cash and cash equivalents at 1 January		578,247,584	37,900,469
Cash and cash equivalents at 31 December	5	379,280,523	578,247,584
Non-cash transaction:			
Payable for purchase of plant and equipment	10	21,398,618	-

The accompanying notes are an integral part of these financial statements.

Royal Plus Public Company Limited

Notes to the financial statements

For the year ended 31 December 2023

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 22 February 2024.

1 General information

Royal Plus Public Company Limited (“the Company”) is a company incorporated in Thailand and was listed in the Stock Exchange of Thailand on 20 May 2022. The Company’s registered office at No. 84/3-7 Rama II Soi 69, Samae Dam Sub-district, Bang Khun Thian District, Bangkok 10150.

The major shareholders were Mr. Polsang Sae-be and Ms. Amornrat Ketwiset, with 34.43% and 15.02% of shareholding, respectively (*2022: Mr. Polsang Sae-be and Ms. Amornrat Ketwiset with 34.43% and 15.02% shareholding, respectively*).

The principal activities of the Company are manufacture and distribution of beverage, fruit juice, fruit juice with basil seeds, fruit juice with chia seeds, coconut milk and soy milk.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Company’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

Foreign currency differences are generally recognised in profit or loss.

(b) Financial instruments

(b.1) Classification and measurement

Financial assets and financial liabilities (except trade accounts receivable (see note 3(d))) are initially recognised when the Company becomes a party to the contractual provisions of the instrument, and measured at fair value, taking into account for transaction costs that are directly attributable to its acquisition, except for financial assets and financial liabilities measured at FVTPL, which are initially and subsequently measured at fair value, and any transaction costs that are directly attributable to its acquisition are recognised in profit or loss.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or fair value through profit or loss (FVTPL). Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method or FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

(b.2) Derecognition and offset

The Company derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Company currently has a legally enforceable right to set off the amounts and the Company intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(b.3) Derivatives

Derivative are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

(b.4) Impairment of financial assets other than trade accounts receivable

The Company recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Company recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

(b.5) Write offs

The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(b.6) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

(c) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand are a component of financing activities of the statement of cash flows.

(d) Trade accounts receivable

A trade receivable is recognised when the Company has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when incurred.

The Company estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rates. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(e) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the first in first out principle. Cost includes direct costs incurred in acquiring the inventories. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

(f) Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes capitalised borrowing costs, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction.

The estimated useful lives are as follows:

Right-of-use land	2 - 3 years
Buildings and buildings improvement	3 - 35 years
Machinery and equipment	3 - 15 years
Furniture, fixtures and office equipment	2 - 5 years
Vehicles	5 years

(g) Intangible assets

Intangible assets are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss.

The estimated useful lives are as follows:

Software licences	5 years
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(h) Leases

At inception of a contract, the Company assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At commencement or on modification of a contract, the Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Company has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Company recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which is recognised as an expense on a straight-line basis over the lease term.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any initial direct costs incurred. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Company uses the Company's incremental borrowing rate to discount the lease payments to the present value. The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

(i) *Impairment of non-financial assets*

The carrying amounts of the Company's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset exceeds its recoverable amount.

The recoverable amount is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Impairment losses of assets recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(j) *Employee benefits*

Defined contribution plan

Obligations for contributions to the Company's provident funds are expensed as the related service is provided.

Defined Benefit plan

The Company's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Company determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Company recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(k) Provisions

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

A provision for warranties is recognised when the underlying products are sold. The provision is based on historical warranty data and a weighting of all possible outcomes against their associated probabilities.

(l) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Company has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Company measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received.

(m) *Revenue from contracts with customers*

Revenue is recognised when a customer obtains control of the goods in an amount that reflects the consideration to which the Company expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers. For the sales that permit the customers to return the goods, the Company estimates the returns based on the historical return data, does not recognise revenue for this transaction and remains recognition of inventory for the estimated products to be returned.

(n) *Income tax*

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that they relate to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(o) *Earnings per share*

Basic earnings per share (EPS) is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year.

4 Related parties

A related party is a person or entity that has direct or indirect control, or has significant influence over the financial and managerial decision-making of the Company; a person or entity that is under common control or under the same significant influence as the Company; or a person or entity over which the Company has direct or indirect control or has significant influence over the financial and managerial decision-making of a person or entity.

Related parties that the Company had significant transactions with during the year were as follows:

Name of related parties	Country of incorporation/ nationality	Nature of relationships
Key management personnel	Thailand	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Company.

Significant transactions with related parties for the years ended 31 December

2023 2022

(in Baht)

Key management personnel		
Key management personnel compensation		
Short-term employee benefits	25,443,842	15,461,771
Post-employment benefits	526,070	250,296
Total key management personnel compensation	25,969,912	15,712,067

5 Cash and cash equivalents

2023 2022

(in Baht)

Cash on hand	61,828	22,643
Cash at banks - current accounts	19,833,373	789,865
Cash at banks - saving accounts	359,385,322	577,435,076
Total	378,280,523	578,247,584

6 Trade accounts receivable

2023 2022

(in Baht)

Within credit terms	62,580,675	48,105,059
Overdue:		
1 - 30 days	26,897,821	15,535,335
31 - 60 days	24,278	3,550
More than 90 days	13,787	-
Total	89,516,561	63,643,944
Less allowance for expected credit loss	-	-
Net	89,516,561	63,643,944

Information of credit risk is disclosed in note 18 (b.1).

7 Inventories

	2023	2022
	<i>(in Baht)</i>	
Finished goods	18,452,169	11,598,137
Work in progress	50,295,996	53,888,479
Raw materials	29,157,628	36,948,983
Packaging	13,000,567	17,367,416
Factory supplies	5,824,055	6,127,102
Goods in transit	334,778	8,883,281
Total	117,065,193	134,813,398
Less allowance for decline in value	(5,527,965)	(14,393,727)
Net	111,537,228	120,419,671

The Company recognised loss from decline in value of inventories in the statement of comprehensive income for the year ended 31 December 2023 amounting Baht 7.00 million (2022: Baht 14.70 million).

8 Property, plant and equipment

<i>Cost</i>	Land and land improvement	Buildings and buildings improvement	Machinery and equipment	Furniture, fixtures and office equipment <i>(in Baht)</i>	Vehicles	Assets under construction and installation	Total
At 1 January 2022	55,115,164	321,964,891	238,851,214	5,163,542	11,279,770	41,843,635	674,218,216
Additions	14,151,825	2,287,409	8,446,803	548,885	-	102,193,742	127,628,664
Transfers	-	16,277,380	41,739,080	224,520	-	(58,240,980)	-
Disposals	-	-	(2,670,444)	(37,500)	(1,641,514)	-	(4,349,458)
At 31 December 2022 and 1 January 2023	69,266,989	340,529,680	286,366,653	5,899,447	9,638,256	85,796,397	797,497,422
Additions	796,425	2,456,037	13,519,884	1,011,162	4,602,039	442,020,838	464,406,385
Transfers	295,000	94,171,057	47,922,263	94,829	-	(142,483,149)	-
Disposals	-	-	(1,235,206)	(174,821)	(3,240,000)	-	(4,650,027)
At 31 December 2023	70,358,414	437,156,774	346,573,594	6,830,617	11,000,295	385,334,086	1,257,253,780
<i>Accumulated Depreciation</i>							
At 1 January 2022	671,278	71,053,529	123,231,087	4,394,451	10,919,372	-	210,269,717
Depreciation charge for the year	335,639	14,462,084	31,473,712	296,755	173,996	-	46,742,186
Disposals	-	-	(2,541,533)	(37,499)	(1,638,467)	-	(4,217,499)
At 31 December 2022 and 1 January 2023	1,006,917	85,515,613	152,163,266	4,653,707	9,454,901	-	252,794,404
Depreciation charge for the year	390,713	17,859,218	41,207,098	421,762	1,074,035	-	60,952,826
Disposals	-	-	(1,144,142)	(174,815)	(3,239,999)	-	(4,558,956)
At 31 December 2023	1,397,630	103,374,831	192,226,222	4,900,654	7,288,937	-	309,188,274

Net book value						
At 31 December 2022						
Owned assets						
Right-of-use assets						
	Land and land improvement	Buildings and buildings improvement	Machinery and equipment	Furniture, fixtures and office equipment (in Baht)	Vehicles	Assets under construction and installation
						Total
	68,260,072	255,014,067	134,203,387	1,245,740	183,355	544,703,018
	-	-	-	-	-	-
	68,260,072	255,014,067	134,203,387	1,245,740	183,355	544,703,018
At 31 December 2023						
Owned assets						
Right-of-use assets						
	Land and land improvement	Buildings and buildings improvement	Machinery and equipment	Furniture, fixtures and office equipment (in Baht)	Vehicles	Assets under construction and installation
						Total
	68,570,072	333,781,943	154,347,372	1,929,963	68,107	944,031,543
	390,712	-	-	-	3,643,251	4,033,963
	68,960,784	333,781,943	154,347,372	1,929,963	3,711,358	948,065,506

9 Interest-bearing liabilities

	2023	2022
	(in Baht)	
Current		
Bank overdrafts - secured	-	66,863
Current portion of long-term loans from financial institutions - secured	4,212,000	-
Current portion of lease liabilities	1,286,835	-
Total current	5,498,835	66,863
Non-current		
Long-term loans from financial institutions - secured	22,716,060	-
Lease liabilities	2,785,386	-
Total non-current	25,501,446	-
Total	31,000,281	66,863

Long-term loans from financial institutions

The movement of long-term loans from financial institutions for the years ended 31 December are as follows:

	2023	2022
	(in Baht)	
At 1 January	-	85,612,963
Drawdown	29,510,456	-
Repayment	(2,582,396)	(85,612,963)
At 31 December	26,928,060	-

As at 31 December 2023 the Company had unutilised credit facilities totalling Baht 155.00 million (2022: Baht 64.93 million).

Secured interest-bearing liabilities as at 31 December

	2023	2022
	(in Baht)	
Restricted bank deposit	-	8,000,000
Property, plant and equipment	26,902,836	19,523,623
Total	26,902,836	27,523,623

10 Other current payables

	2023	2022
	(in Baht)	
Accrued expenses	32,909,819	30,377,676
Provision for warranty	9,025,715	9,678,221
Payable for purchase of plant and equipment	21,398,618	-
Others	11,934,696	13,872,439
Total	75,268,848	53,928,336

11 Share Capital

	<i>Par value per share (in Baht)</i>	2023		2022	
		Number	Amount <i>(shares / in Baht)</i>	Number	Amount
<i>Authorised</i>					
At 1 January					
- ordinary shares	0.50	<u>670,000,000</u>	<u>335,000,000</u>	<u>670,000,000</u>	<u>335,000,000</u>
At 31 December					
- ordinary shares	0.50	<u>670,000,000</u>	<u>335,000,000</u>	<u>670,000,000</u>	<u>335,000,000</u>
<i>Issued and paid-up</i>					
At 1 January					
- ordinary shares	0.50	670,000,000	335,000,000	500,000,000	250,000,000
Issue new shares	0.50	<u>-</u>	<u>-</u>	<u>170,000,000</u>	<u>85,000,000</u>
At 31 December					
- ordinary shares	0.50	<u>670,000,000</u>	<u>335,000,000</u>	<u>670,000,000</u>	<u>335,000,000</u>

Initial Public Offering

In May 2022, the Company offered 170 million ordinary shares to the initial public offering (“IPO”). The new shares were issued at a price of Baht 4.5 per share (par value of Baht 0.5 and share premium on ordinary shares of Baht 4). The Company received cash from issuing of new ordinary shares of Baht 765 million. The Company registered the increase of paid-up share capital with the Ministry of Commerce on 17 May 2022 and the shares of the Company were first trading in the Stock Exchange of Thailand on 20 May 2022. The Company had expenses (net of tax) related to share issuance amounting to Baht 18.77 million. Hence, the Company recognised premium on ordinary shares totalling Baht 661.23 million.

12 Share premium and legal reserve

Share premium

Share premium represents share subscription monies received in excess of the par value of the shares issued. Share premium is not available for dividend distribution.

Legal reserve

Section 116 of the Public Companies Act B.E. 2535 Section 116 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward (if any), to a reserve account (“legal reserve”), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

13 Segment information and disaggregation of revenue

Segment results that are reported to the Company's Managing Director (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

The Company operates in a single line of business, namely the Beverage business, and has, therefore, only one reportable segment. Revenue, profit and total assets on the financial statements involved in the Beverage business segment.

<i>Geographical information</i>	2023	2022
	<i>(in Baht)</i>	
America	733,454,236	796,142,240
Asia	396,233,098	426,405,887
Middle East	159,953,750	123,666,943
Others	118,217,148	81,972,379
Total	1,407,858,232	1,428,187,449

All non-current assets of the Company are located in Thailand.

All revenues of the Company are recognised at a point in time.

Major customers

Revenues from 2 customers (2022: 2 customers) represent approximately Baht 745.44 million (2022: Baht 775.16 million) of the Company's total revenues.

14 Expenses by nature

	2023	2022
	<i>(in Baht)</i>	
Changes in inventories of finished goods and work in progress	(3,261,549)	23,831,805
Raw materials and supplies used	768,011,374	765,799,280
Employee benefit expenses	192,825,044	183,542,653
Depreciation and amortisation	61,354,949	47,394,146
Transportation expenses	45,748,635	61,843,317
Others	136,615,252	114,857,447
Total cost of sales of goods, distribution costs and administrative expenses	1,201,293,705	1,197,268,648

15 Income tax

<i>Income tax recognised in profit or loss</i>		2023	2022
		<i>(in Baht)</i>	
Current tax expense			
Current year		45,879,283	52,875,578
Deferred tax expense			
Movements in temporary differences		602,935	(1,842,590)
Total income tax expense		46,482,218	51,032,988

<i>Reconciliation of effective tax rate</i>		2023	2022
		<i>Rate</i>	<i>Rate</i>
		<i>(%)</i>	<i>(%)</i>
Profit before income tax expense		234,534,629	258,660,593
Income tax using the Thai corporation tax rate	20	46,906,926	51,732,119
Expenses that are deductible at a greater amount		(4,438,461)	(3,992,026)
Expenses not deductible for tax purposes		4,013,753	3,292,859
Total income tax expense	19.82	46,482,218	51,032,988

16 Basic earnings per share

	2023	2022
	<i>(Share / Baht)</i>	
Profit for the year attributable to ordinary shareholders of the Company	188,052,411	207,627,605
Ordinary shares outstanding		
Number of ordinary shares outstanding at 1 January	670,000,000	500,000,000
Effect of shares issued during the year	-	106,657,534
Weighted average number of ordinary shares outstanding at 31 December	670,000,000	606,657,534
Earnings per share (basic)	0.28	0.34

17 Dividend

The Dividends paid by the Company to shareholders are as follows:

	Approval date	Payment schedule	Dividend rate per share <i>(in Baht)</i>	Amount <i>(in million Baht)</i>
2023				
2022 Annual dividend	26 April 2023	17 May 2023	0.13	87.02
2022				
2021 Annual dividend	21 March 2022	19 April 2022	0.12	60.00

18 Financial instruments

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets, including their levels in the fair value hierarchy, but does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

<i>At 31 December</i>	Carrying amount	Fair value			
	Fair value to profit or loss	Level 1	Level 2 (in Baht)	Level 3	Total
2023					
Financial assets					
Forward exchange contracts	9,738,567	-	9,738,567	-	9,738,567
2022					
Financial assets					
Forward exchange contracts	6,708,751	-	6,708,751	-	6,708,751

The following tables present valuation technique of financial instruments measured at fair value in the statements of financial position:

Type	Valuation technique
Forward exchange contracts	The fair value is determined using quoted forward exchange rates as of the reporting date.

(b) Financial risk management policies

Risk management framework

The Company's board of directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Company's risk management policies. The committee reports regularly to the board of directors on its activities.

The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Company audit committee oversees how management monitors compliance with the Company's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Company audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers.

(b.1.1) Trade accounts receivable

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate. Detail of concentration of revenue are included in note 13.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Company's commercial terms and conditions are offered. The Company's review financial statements, industry information and in some cases bank references. Sale limits are established for each customer and reviewed regularly. Any sales exceeding those limits require approval from the Company's Managing Director.

The Company limits its exposure to credit risk from trade accounts receivable by establishing a maximum payment period of 30 days. Outstanding trade accounts receivable are regularly monitored by the Company. An impairment analysis is performed by the Company at each reporting date. The provision rates of expected credit loss are based on days past due for individual trade accounts receivable to reflect differences between economic conditions in the past, current conditions and the Company's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivable are disclosed in note 6.

(b.1.2) Cash and cash equivalent and derivatives

The Company's exposure to credit risk arising from cash and cash equivalents and derivative assets is limited because the counterparties are banks and financial institutions which the Company considers to have low credit risk.

(b.2) Liquidity risk

The Company monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Company's operations and to mitigate the effects of fluctuations in cash flows.

The following table shows the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

<i>At 31 December</i>	Carrying amount	Contractual cash flows			Total
		1 year or less	More than 1 year but less than 5 years	More than 5 years	
2023					
<i>Non-derivative financial liabilities</i>					
Trade accounts payable	(154,515,674)	(154,515,674)	-	-	(154,515,674)
Long-term loans from financial institutions	(26,928,060)	(4,907,059)	(19,404,823)	(6,078,718)	(30,390,600)
Lease liabilities	(4,072,221)	(1,353,969)	(2,869,740)	-	(4,223,709)
Total	(185,515,955)	(160,776,702)	(22,274,563)	(6,078,718)	(189,129,983)
2022					
<i>Non-derivative financial liabilities</i>					
Overdraft	(66,863)	(66,863)	-	-	(66,863)
Trade accounts payable	(92,493,197)	(92,493,197)	-	-	(92,493,197)
Total	(92,560,060)	(92,560,060)	-	-	(92,560,060)

The cash flows disclosed in the above table represent the contractual undiscounted cash flows relating to derivative financial liabilities held for risk management purposes and which are not usually closed out before contractual maturity. The disclosure shows net cash flow amounts for derivatives that are net cash-settled and gross cash inflow and outflow amounts for derivatives that have simultaneous gross cash settlement.

(b.3) Market risk

The Company is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

(b.3.1) Foreign currency risk

The Company is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Company primarily utilizes forward exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases and sales, denominated in foreign currencies, for the subsequent period.

<i>Exposure to foreign currency At 31 December</i>	2023		2022	
	United States Dollars	Chinese Yuan	United States Dollars	Chinese Yuan
	<i>(in Baht)</i>			
Cash	20,202,153	506,333	6,777,470	448,715
Trade accounts receivable	84,019,508	24,278	56,595,275	-
Trade accounts payable and other payables	(11,441,936)	-	-	-
Net statement of financial position exposure	92,779,725	530,611	63,372,745	448,715
Forward exchange buying contracts	6,650,156	-	-	-
Forward exchange selling contracts	(84,019,508)	-	(56,595,275)	-
Net Exposure	15,410,373	530,611	6,777,470	448,715

19 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital by evaluating result from operating activities divided by total shareholders' equity, and also monitors the level of dividends to ordinary shareholders.

20 Commitments with non-related parties

	2023	2022
	<i>(in Baht)</i>	
Capital commitment		
Buildings and equipment	62,674,949	192,347,216
Software license	225,000	225,000
Total	62,899,949	192,572,216
Lease and service commitments	5,705,500	1,421,200

21 Event after the reporting period

At the Board of Directors' meeting of the Company held on 22 February 2024, the Board of Directors approved dividend payment of Baht 0.12 per share, totalling not exceeding Baht 80.40 million. This is subject to approval by the shareholders at the annual general meeting in April 2024.

22 Thai Financial Reporting Standards (TFRS) not yet adopted

The Federation of Accounting Professions has issued and revised TFRSs which are effective for annual accounting periods beginning on or after 1 January 2024 and have not been adopted in the preparation of these interim financial statements because they are not yet effective. The Company has assessed the potential initial impact on the financial statements of these issued and revised TFRSs and expected that there will be no material impact on the financial statements in the period of initial application.

Attachment



Attachment 1

Information of the Directors, Executives, Controlling Person, Chief Financial Officers, Supervising Accounting and Company Secretary

1 Dr. Nilsuwan Leelarasamee

Chairman of the Board of Directors and Independent Director

Age 72 Years Old

Date of Appointment as Director

4 July 2016

Education

- Ph.D. Pharmaceutics,
West Virginia University, USA
- M.Sc. Pharmaceutical Sciences,
West Virginia University, USA
- B.Sc. Pharmacy, Chiang Mai University

Expertise

- Management and Administration
- Business and Marketing
- International Competition
- Research and Development

Training by the Thai Institute of Directors

Association (IOD)

- Director Accreditation Program (DAP)
130/2016
- Independent Observe Program (IOP) 3/2016
- Role of the Chairman Program (RCP) 54/2023
- Ethical Leadership Program (ELP) 32/2023

Board Member/Management in Other Company

Listed Company : 1 Organization

- Chairman of the Audit Committee,
Thai O.P.P. Public Company Limited

Non-Listed Company : 1 Organization

- Director, Nomination Director, Executive Director and
Head of R&D Golden Cup Pharmaceutical
Company Limited

Work Experience in the Past 5 Years

- 2019 - Present Chairman of the Audit Committee,
Thai O.P.P. Public Company Limited
- 1992 - Present Director, Nomination Director,
Executive Director and Head of
R&D, Golden Cup Pharmaceutical
Company Limited

(%) Shareholding (As of 31 December 2023)

Held personally

0.15% (1,032,600 shares)

Spouse / minor children

None

Family Relationship among Director and Executive

None

2 Dr. Thasana Boonkwan

**Director, Independent Director, Vice Chairman of the Board of Directors
and Chairman of the Audit Committee**

Age 55 Years Old

Date of Appointment as Director

4 July 2016

Education

- Ph.D. International Marketing,
Nova South-eastern University Florida, USA
- M.A. Finance, University of Wisconsin, USA
- B.A. Finance and Banking,
Thammasat University

Expertise

- Management and Administration
- Risk Management
- Crisis Management
- International Competition
- Economics and Banking

Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP)
130/2016
- Ethical Leadership Program (ELP) 32/2023

Board Member/Management in Other Company

Listed Company : None

Non-Listed Company : 1 Organization

- Director, BBB&V Company Limited

Work Experience in the Past 5 Years

- 2019 - Present Director, Laem Chabang
Engineering Technological
College
- 2013 - Present Director, BBB&V Company
Limited
- 2014 - 2018 Professor, Faculty of
Business Administration,
University of the Thai
Chamber of Commerce
- 2009 - 2013 Dean, Graduate College,
University of the Thai
Chamber of Commerce

(%) Shareholding (As of 31 December 2023) Held personally

0.15% (1,000,000 shares)

Spouse / minor children

None

Family Relationship among Director and Executive

None

3 Mr. Comepisith Ratchatakanjanemas

Director, Independent Director and Member of the Nominating and Remuneration Committee

Age 45 Years Old

Date of Appointment as Director

4 July 2016

Education

- B.A. Cost Accountancy,
University of the Thai Chamber of Commerce

Expertise

- Accounting and Finance
- Risk Management
- Management and Administration

Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP)
132/2016

Board Member/Management in Other Company

Listed Company : None

Non-Listed Company : None

Work Experience in the Past 5 Years

- 2010 - Present Owner, A-Goo Fish Ball
- 2004 - Present Independent Accountant

(%) Shareholding (As of 31 December 2023)

Held personally

None

Spouse / minor children

None

Family Relationship among Director and Executive

None

4 Dr. Suntı Chirawatthanagkoon

Director, Independent Director and Member of the Risk Management Committee

Age 45 Years Old

Date of Appointment as Director

4 July 2016

Education

- PhD. E-Business Strategies, Southern Cross University
- M.A. MIS, Deakin University
- B.A. Business Administration, Assumption University

Expertise

- Risk Management
- Management and Administration
- Information Technology

Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP) 132/2016

Board Member/Management in Other Company

Listed Company

Listed Company : None

Non-Listed Company : 4 Organizations

- Director and President, Thaiphetchkasem BTC (2017) Company Limited
- Director and President, Boonsiri Asset Company Limited
- Director and President, TPK Auto Paint Company Limited
- Director and President, Thai Phetkasem Auto Car Company Limited

Work Experience in the Past 5 Years

- 2017 - Present Director and President , Thaiphetchkasem BTC (2017) Company Limited
- 2016 - Present Director and President , Boonsiri Asset Company Limited
- 2015 - Present Director and President , TPK Auto Paint Company Limited
- 2011 - Present Director and President , Thai Phetkasem Auto Car Company Limited

(%) Shareholding (As of 31 December 2023) Held personally

None

Spouse / minor children

None

Family Relationship among Director and Executive

None

5 Mr. Thawatchai Vorawandthanachai

Director, Independent Director, Chairman of the Nominating and Remuneration Committee,
Chairman of the Risk Management Committee and Member of the Audit Committee

Age 67 Years Old

Date of Appointment as Director

27 April 2023

Education

- M.A. Faculty of Accounting Banking and Finance Major, Chulalongkorn University
- B.A. B.B.A. (Finance), University of the Thai Chamber of Commerce

Expertise

- Risk Management
- Accounting and Finance

Training by the Thai Institute of Directors Association (IOD)

- Director Certification Program (DCP) 80/2006

Board Member/Management in Other Company Listed Company

Listed Company : None

Non-Listed Company : 1 Organization

- 2004 - Present Director, Managing Director, Authorized Director, Advisory Plus Company Limited

Work Experience in the Past 5 Years

- 2004 - Present Director, Advisory Plus Company Limited
- 2009 - 2019 Director, Plus Advisory Company Limited
- 2008 - April 2019 Director, Chairman of the Audit Committee and Independent Director Asia Green Energy Public Company Limited

(%) Shareholding (As of 31 December 2023) Held personally

None

Spouse / minor children

None

Family Relationship among Director and Executive

None

6 Ms. Pinmanee Makmontana

Director, Independent Director, Chairman of the Corporate Governance and Sustainability Committee and Member of the Audit Committee

Age 59 Years Old

Date of Appointment as Director

27 April 2023

Education

- M.B.A. National Institute of Development Administration
- B.A. Faculty of Commerce and Accountancy Chulalongkorn University

Expertise

- Risk Management
- Economic and Banking
- Accounting and Finance
- Internal Controlling

Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP) 89/2011
- Ethical Leadership Program (ELP) 5/2016
- Role of the Chairman Program (RCP) 54/2023

Board Member/Management in Other Company

Listed Company

Listed Company : 2 Organizations

- 2023 - Present Independent Director, Audit Committee, Chairman of the Corporate Governance and Sustainability Committee, Asia Biomass Public Company Limited
- 2019- Present Senior Managing Director, Daol (Thailand) Public Company Limited

Non-Listed Company : None

Work Experience in the Past 5 Years

- 2023 - Present Independent Director, Audit Committee, Asia Biomass Public Company Limited
- 2019 - Present Senior Managing Director, Investment Banking-Capital Market Division, Daol (Thailand) Public Company Limited
- 2019 - Present Senior Managing Director, Investment Banking-Capital Market Division, KTBST Securities Public Company Limited
- 2019 - 2023 Audit Committee, Risk Management Committee, Teka Construction Public Company Limited
- 2013 - 2022 Independent Committee and Audit Committee, Asia Green Energy Public Company Limited
- 2011 - 2019 Managing Director, Triple A Advisory Company Limited

(%) Shareholding (As of 31 December 2023) Held personally

None

Spouse / minor children

None

Family Relationship among Director and Executive

None

7

Mr. Phonsaeng Saebe

Director, Chairman of the Executive Committee, Member of the Nominating and Remuneration Committee, Member of the Corporate Governance and Sustainability Committee, Member of the Risk Management Committee, Managing Director and Authorized Director

Age 48 Years Old

Date of Appointment as Director

24 March 1998

Education

- B.A. Business Administration Innovation Management Program, Krirk University
- Mini MBA, Thammasat University

Expertise

- Management and Administration
- Risk Management
- Business and Marketing
- International Competition

Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP) 130/2016
- Ethical Leadership Program (ELP) 31/2023

Other Trainings

- Corporate Sustainability Strategy (S01 - S04) 4/2022, The Stock Exchange of Thailand
- Special Program for Listed Company Executives "SET x IAA: Techniques to Create Added Values for Listed Companies from the Perspectives of Securities Analysts" Batch 2, The Stock Exchange of Thailand
- Short Program for Business Owners and Executives for Business Advancement towards Export Markets (Top X), Batch 1, Export-Import Bank of Thailand

Board Member/Management in Other Company Listed Company

Listed Company : None

Non-Listed Company : None

Work Experience in the Past 5 Years

- 2016 - Present Managing Director, Royal Plus Public Company Limited
- 1998 - Present Director, Royal Plus Public Company Limited

(%) Shareholding (As of 31 December 2023) Held personally

34.43% (230,680,600 shares)

Spouse / minor children

15.02% (100,656,200 shares)

Family Relationship among Director and Executive

Spouse (Ms. Amornrat Ketvisate)

8 Ms. Amornrat Ketvisate

Director, Member of the Executive Committee, Deputy Managing Director and Authorized Director

Age 52 Years Old

Date of Appointment as Director

31 October 2005

Education

- B.A. Accounting, Bangkok University

Expertise

- Management and Administration
- Accounting and Finance

Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP)
130/2016

Board Member/Management in Other Company

Listed Company

Listed Company : None

Non-Listed Company : None

Work Experience in the Past 5 Years

- 2016 - Present Deputy Managing Director, Royal Plus Public Company Limited
- 2005 - Present Director, Royal Plus Public Company Limited

(%) Shareholding (As of 31 December 2023)

Held personally

15.02% (100,656,200 shares)

Spouse / minor children

34.43% (230,680,600 shares)

Family Relationship among Director and Executive

Spouse (Mr. Phonsaeng Saebe)

9

Mrs. Nusara Ma**Director and Authorized Director**

Age 54 Years Old

Date of Appointment as Director

4 July 2016

Education

- Higher Education Certificate, Rajdamnern Technological College

Expertise

- Management and Administration

Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP) 132/2016

Board Member/Management in Other Company**Listed Company****Listed Company :** None**Non-Listed Company :** 2 Organizations

- Director, Four Runner Import Export Company Limited
- Director, Veo Marketing Company Limited

Work Experience in the Past 5 Years

- 2022 - Present Director, Four Runner Import Export Company Limited
- 2022 - Present Director, Veo Marketing Company Limited
- 2014 - 2021 Executive Secretary, Royal Plus Company Limited

**(%) Shareholding (As of 31 December 2023)
Held personally**

0.49% (3,272,000 shares)

Spouse / minor children

5.56% (37,275,400 shares)

Family Relationship among Director and Executive

None

10 Mr. Kitti Wachirajirakorn

Director, Member of the Executive Committee, Member of the Corporate Governance and Sustainability Committee, Member of the Risk Management Committee, Vice President of Finance & Operation, Company Secretary and Authorized Director

Age 46 Years Old

Date of Appointment as Director

1 July 2021

Education

- M.Sc. Information Technology, King Mongkut's University of Technology Thonburi
- B.A. Business Administration, Chulalongkorn University
- B.A. Accountancy, University of the Thai Chamber of Commerce

Expertise

- Management and Administration
- Risk Management
- Accounting and Finance
- Information Technology

Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP) 181/2021
- Company Secretary Program (CSP) 117/2021
- Ethical Leadership Program (ELP) 31/2023

Other Trainings

- Business Sustainability Strategy (S01 - S04) 4/2022, The Stock Exchange of Thailand
- Techniques to Create Added Values for Listed Companies from the Perspectives of Securities Analysts" Batch 2, The Stock Exchange of Thailand
- Digital Transformation, The Stock Exchange of Thailand
- TTB Digital Lean Supply Chain Batch 17 Food and Beverage Industry, TMB Thanachart Bank Public Company Limited.

- Hot issue for Director: Climate Governance 4/2023, the Stock Exchange of Thailand and Thai Institute of Directors

- CFO Refresher, The Stock Exchange of Thailand

Board Member/Management in Other Company Listed Company

Listed Company : None

Non-Listed Company : None

Work Experience in the Past 5 Years

- 2021 - Present Vice President of Finance & Operation, Royal Plus Public Company Limited
- 2019 - Present Company Secretary, Royal Plus Public Company Limited
- 2019 - Present Chief Financial Officer (CFO), Royal Plus Public Company Limited
- 2019 - 2021 Vice President - Finance & Operation, Royal Plus Company Limited
- 2011 - 2019 OTC Manager, DHL Global Forwarding (Thailand) Company Limited

(%) Shareholding (As of 31 December 2023)

Held personally

0.29% (1,930,200 shares)

Spouse / minor children

None

Family Relationship among Director and Executive

None

11 Ms. Phatraporn Kaweesuttikul**Manufacturing Director**

Age 37 Years Old

Education

- B.S. Microbiology, Chulalongkorn University

Training by the Thai Institute of Directors Association (IOD)

None

Other Training

- Lean Automation System Integrator
(The Thai-Germany Institute)

Board Member/Management in Other Company**Listed Company****Listed Company :** None**Non-Listed Company :** None**Work Experience in the Past 5 Years**

- 2021 - Present Manufacturing Director, Royal Plus Public Company Limited
- 2017 - 2021 Assistant Director for Quality, Management Royal Plus Company Limited
- 2013 - 2017 Quality Control Assistant, Trimarine International Company Limited

(%) Shareholding (As of 31 December 2023)**Held personally**

0.06% (400,000 shares)

Spouse / minor children

None

Family Relationship among Director and Executive

None

12 Ms. Irin Phatthawatwekin**Sales and Marketing Director**

Age 35 Years Old

Education

- M.A. Business Administration, Assumption University
- B.A. Business Administration (Marketing), Assumption University

Training by the Thai Institute of Directors Association (IOD)

None

Board Member/Management in Other Company Listed Company**Listed Company :** None**Non-Listed Company :** None**Work Experience in the Past 5 Years**

- 2023 - Present Sales and Marketing Director, Royal Plus Public Company Limited
- 2022 - December 2022 Acting Sales and Marketing Director, Royal Plus Company Limited
- 2017 - 2022 Key Account Manager, Royal Plus Company Limited
- 2015 - 2017 Sales & Marketing Manager, Elite Publishing (Thailand) Company Limited

(%) Shareholding (As of 31 December 2023)**Held personally**

None

Spouse / minor children

None

Family Relationship among Director and Executive

None

13 Mr. Songthep Hongsuwannkate

Human Resource Management Director

Age 48 Years Old

Education

- B.PA. Political Sciences,
Ramkhamhaeng University

Training by the Thai Institute of Directors Association (IOD)

None

Other Trainings

- Law Labor Management & Labor Relation,
Department of Labor Protection and Welfare.
- Competency Based Management & BSC, KPI
concept, PMAT Center
- Performance Management System, HR Center

Board Member/Management in Other Company

Listed Company

Listed Company : None

Non-Listed Company : None

Work Experience in the Past 5 Years

- June 2023 - Present Human Resources Director, Royal Plus Public Company Limited
- 2019 - 2021 Vice President - Human Resources, SUSCO Public Company Limited.
- 2015 - 2019 , General Manager - Human Resources, CK Cosmec Company Limited

(%) Shareholding (As of 31 December 2023) Held personally

None

Spouse / minor children

None

Family Relationship among Director and Executive

None

Information of the Person Supervising Accounting

Ms. Arissa Chumemode

Accounting Manager

Age 37 Years Old

Date of Appointment as Director

11 November 2015

Education

- B.A. Accounting, Sripatum University

Continuing Professional Development Program (CPD)

- Advance Transfer Pricing and Accounting Standards 2023
- Employee Benefits (TAS 19), Financial Instruments (TFRS9), Accounting Lease (TFRS16)
- Accounting of businesses receive BOI with benefits

Other Training

- Professional Development Program for Investor Relations by Thai Investor Relations Club
- HR for non HR by Beyond Training Co., Ltd
- Leadership 4.0 for Executive Management Program by Enmark Solution Co., Ltd. (EnTraining Institute)
- Employee Benefits, Provision Impairment of Financial Instruments, Accounting Lease, Actuarial Business Solutions Consulting Co., Ltd.

Board Member/Management in Other Company Listed Company

Listed Company : None

Non-Listed Company : None

Work Experience in the Past 5 Years

- April 2018 - Present Accounting Manager, Royal Plus Public Company Limited
- 2015 - March 2018 Accounting Supervisor, Royal Plus Company Limited
- 2009 - 2015 Assistant Accounting Auditor, United Chartered Accountant Company Limited

(%) Shareholding (As of 31 December 2023) Held personally

0.01% (62,100 total shares)

Spouse / minor children

None

Family Relationship among Director and Executive

None

Information of the Company Secretary

The Board of Directors' Meeting No. 2/2021 on May 14, 2021 resolved to approve the appointment of Mr. Kittu Wachirajirakorn to serve as the Company Secretary who have knowledge, and ability and have passed training courses related to the performance of secretary duties following Section 89/15 of the Securities and Exchange Act B.E. 2535 (1992) as amended by the Securities and Exchange Act (No. 4) B.E. 2551. The duties and responsibilities of the Company Secretary are as follows:

Power, Duty and Responsibilities of the Company Secretary

1. Make and keep the following documents
 - 1) Directors Registration
 - 2) Notice of the Board of Directors' Meeting, Minutes of the Board of Directors' Meeting
 - 3) Notice of the Shareholders' Meeting, Minutes of the Shareholders' Meeting
 - 4) Company's Annual Report
 - 5) Report on interest filed by directors or executives
2. Submit the Stakeholders Report as stipulated in Article 89/14 to the Chairman of the Board and Chairman of the Audit Committee within 7 working days after receiving the report
3. Give advice on any points of regulations that the Board and executives should know
4. Support the Company's operation based on the good corporate governance principles
5. Carry out other tasks as stipulated by the SEC
6. Company Secretary must fulfil his duty with responsibilities, carefulness and honesty, and must closely follow the law, Company's objectives and regulations as well as the resolution of the Board Meeting and the Shareholders Meeting by taking into account every consideration concerning the Board based on Article 89/23 of the Securities and Exchange Act (No.4) B.E. 2551 (2008).

Attachment 2

Details of Director of Subsidiary

The Company does not have any subsidiaries and associated companies.

Attachement 3

Information of the Head of Internal Audit and Head of Compliance

Details of Internal Audit Head

The Audit Committee approved the appointment of the IA Signature Co., Ltd. to function as the internal audit to conduct internal audit planning for the year 2023 and assign Mr. Sutee Tarnvanichkul, to function as head of internal audit with, the details of the head of internal audit as follows;

Appointed Person	Mr. Sutee Tarnvanichkul
Age (Years Old)	41
Position	Managing Director
Education	<ul style="list-style-type: none"> • M.A. in Accounting Program, Kasetsart University • M.A. in Business Administration (Marketing Management), Dhurakij Bundit University • B.A. in Accounting, Dhurakij Bundit University
Training Course / Program	<ul style="list-style-type: none"> • CPIAT of Certificated (No.17) by The Institute of Internal Auditors of Thailand • Independent Audit Evaluator with CAC SME Certification under the Thai Collective Action Against Corruption (CAC) Program • (IIA)'s Endorsed Internal Auditing Program (EIAP), Chulalongkorn University • Director Certificate Program (DCP) 238/2017 , Thai Institute of Directors • Anti-Corruption the Practical Guide (ACPG), Thai Institute of Directors • Certificated of PDPA: C-DPF, C-DPP, C-DPO, ACIS Professional Center • Certificated of Forensic Accounting Certification (FAC), • Batch 93, Federation of Accounting Professions • The third of EMBRYO Incubation Program, SET, TCC and UTCC • Digital Accountant, Federation of Accounting Professions

Professional Experience

- 2014 - Present Managing Director, IA Signature Co., Ltd.
- 2014 - Present Head of Internal Audit, outsourcing internal control system audit services Co. Ltd.
- 2020 - Present Senior Director (2-Year term from July 2020 - July 2022), Faculty of Business Administration, Rajamangala University of Technology Rattanakosin
- 2021 - 2021 Chief of Executive Officer, Signature Group Holding Co., Ltd
- 2019 - 2021 Senior Director
(2-Year term from November 2019 - November 2021),
The Institute of Internal Auditors
- 2012 - 2015 Director of Consolidated Finance and Operations Control,
Thairung Partners Group Co.,Ltd (Trading)
- 2006 - 2012 Internal Audit Manager, Thairung Partners Group Co.,Ltd
(Trading)
- 2005 - 2006 Senior Internal Audit, Rich Asia Corporation Public
Company Limited
- 2003 - 2005 Internal Audit, Singha Corporation Co., Ltd

Details of Compliance Head

The Company has assigned Ms. Napharat Phomboot, Legal Supervisor to be responsible in supervising and coordinating with every department to ensure compliance with the law, regulations, measures, policies and announcements made by the Stock Exchange of Thailand and the Securities and Exchange Commission with, the details as follow;

Name-Surname : Ms. Napharat Phomboot

Position : Legal Supervisor

Education : Bachelor of Laws Program, Mahasarakham University
: Lawyer Professional

Training

- Certification of Discipline punishes employees for offenses Dismissal, dismissal, issuance of warning, dismissal training by Dharmniti Seminar and Training Co.,Ltd
- Certification of Class of Litigation training, Lawyer Council of Thailand
- Certification of Company Secretary training of the Stock Exchange of Thailand, Capital Market Academy
- Certification of Personal Data Protection Act (PDPA) training by Chosen The Best Co.,Ltd

- Certification of Data Protection Officer (DPO) Professional training by ACIS PROFESSIONAL CENTER Co.,Ltd
- Certification of Personal Data Protection Act (PDPA) Practical training, Professional Training Solution
- Certification of Delving into the Issues of Examining Business Contracts training by Dharmniti Seminar and Training Co.,Ltd

Experience

- 2016 - Present Legal Supervisor / DPO, Royal Plus Public Company Limited
- 2012 - 2016 Lawyer Officer, General Beverage Company Limited

Duties and Responsibility

1. Perform legal and contract work, such as reviewing, amending, and preparing the contract and agreement, as well as other legal documents of the Company and its affiliates.
2. Controlling, keeping, registering, reviewing and preparing important corporate documents such as the Global Certificate of Accreditation 20, the Copies of the Director's ID card, factory license (Ror Ngor.4)
3. Conduct the registration of the juristic person such as registering changes with the Department of Trade Development, registering for transactions, transferring and transferring land to the Department of Land etc, and other government agencies.
4. Provide and advice investigate company-related laws such as the labor law, civil and commercial law, criminal law, Personal Information Protection Act, Public Company Limited Law, prosecution.
5. Perform duties as a Data Protection Officer (DPO) in accordance with the Personal Data Protection Act (PDPA) such as consulting, auditing, formulating policies, and supervising the use of personal data according to the law.

Attachment 4

Assets used in Business Operations and Details on Appraisal of Assets

Business Assets

Main Permanent Assets

1. Property, plant and Equipment

As of 31 December 2023, the main permanent business assets of the Company are as follows;

List of Asset	Net Book Value (Million Baht)	Ownership	Obligations
Land and Improvement	68.961	Owner	No obligations
Buildings and Buildings improvement	333.782	Owner	Some are mortgaged with the bank (more details can be found in Bank Loan Agreements)
Machinery and Equipment	149.599	Owner	No obligations
Decorations and Office equipment	6.679	Owner	No obligations
Vehicles	3.711	Owner	Details can be found in Long-term Rent
Assets under construction ¹	385.334	Owner	No obligations
Total	948.066		

Disclaimers: ¹Assets under construction are extensions of office buildings and factories, including the installations and improvements made on machinery in the production line.

2. Owned Land and Improvement

	Deed Number	Area (Rai-Ngan- Sq. Wah)	Usage	Ownership	Book Value (Million Baht) as of 31 Dec 2023	Obligations
Head Office (Rama 2) - 84/3-7 Rama 2 Rd., Soi 69, Samae Dam Sub-District, Bang Kunthian District, Bangkok						
1	113685	0-0-36.0	Office Building	Owner	3.922	No obligations
2	166222	0-0-27.0				
3	166223	0-0-27.0				
4	166224	0-0-24.0				
5	166225	0-0-24.0				
Branch 1 (Phutthamonthon Sai 5) – 29/88 Moo 8, Phutthamonthon Sai 5 Rd., Soi 4 (Sukhaphiban 2), Om Noi Sub-District, Krathum Ban District, Samut Sakhon						
6	483382	6-3-17.0	Warehouse	Owner	23.506	No obligations
Branch 2 (Amphawa) – 129 Moo 6, Phraek Nam Dang Sub-District, Amphawa District, Samut Songkram						
7	7129	7-3-55.0	Factory and	Owner	29.940	No obligations
8	8131	10-2-55.0	Warehouse			
9	11596	28-3-16.0				
10	11597	11-1-25.0				
11	11600	22-3-75.0				
12	26227	0-3-74.0	Residence for Employees			No obligations
Branch 3 (Amphawa) – 78 Moo 4, Phraek Nam Dang Sub-District, Amphawa District, Samut Songkram						
13	19814	2-2-0	Factory and Warehouse	Owner	11.202	No obligations
14	4689	22-2-28	Residence for Employees			
Total					68.260	

3. Buildings and Buildings improvement

Branch	Usage	Ownership Type	Book Value (Million Baht) as of 31 Dec 2023	Obligations
Head Office (Rama 2)	Office Building	Owner	26.508	No obligations
Factory 1 (Phutthamonthon Sai 5)	Warehouse	Owner	43.726	No obligations
Factory 2 (Amphawa)	Factory and Warehouse	Owner	263.548	No obligations
Total			333.782	

4. Long-term Rent

Rent Contract for Headquarters' Parking Area

Contracting Parties	Person (unrelated to the Company) ("Lessor") Royal Plus Public Company Limited ("Renter")
Date	20 January 2023
Effective Period	2 Years (1 January 2023 – 31 December 2024)
Objective	The renting of area (0-3-4 sq. Wah) to be used as the Headquarters' (Rama 2) parking area. The area address is Soi 69, Samae Dam Sub-District, Bang Kunthian District, Bangkok 10150
Contract Values	Rent worth 31,460 baht per month (VAT included) for the period from 1 January 2023 - 30 December 2024
Key Conditions	<ul style="list-style-type: none"> ● Lessor consents to the building of parking building and other buildings by the Renter, with the Renter being responsible for all the building expenditure. These buildings shall be owned by the Renter. ● Renter may not transfer the rights awarded in the contract to others and may not lease the rented area to others, except only if the Lessor consents to said transactions in writing.
Termination of Contract	<ul style="list-style-type: none"> ● Lessor may enforce the effectiveness of this contract or may terminate this contract as well as ask for compensations from the Renter if the Renter violates any terms of this contract. ● This contract shall be automatically terminated before its effective date has elapsed if the rented assets are devastated or mostly devastated because of fire. ● The contracting parties agree to terminate this contract if the Renter enters into official receivership or are declared bankrupt.

Rent Contract for Headquarters' Vehicle

Contracting Parties	Person (unrelated to the Company) ("Lessor") Royal Plus Public Company Limited ("Renter")
Date	22 September 2022
Effective Period	5 Years (6 January 2023 – 6 December 2027)
Objective	The renting BENZ model GLE 350de 4MATIC Exclusive year 2022
Contract Values	Rent worth 79,715 baht per month (VAT included) for the period from 1 January 2023 – 31 December 2024
Key Conditions	<ul style="list-style-type: none"> ● The Renter has a duty to notify and take the rented car for service or repair according to the standards set by the organizer. If the Renter fails to comply with this duty without reasonable cause, the Lessor has the right to terminate this contract and if there is damage from the Renter's failure to perform such duties, the Renter agree to pay all damages to the lessor. ● The Renter will not make any additions, modifications, or changes to the condition of the rented vehicle in any case, unless there is prior written consent from the Lessor. The lessor has the sole right in considering permission. ● The Renter must use the rented car legally, according to customs, and is obliged to pay whatever fines and expenses caused by non-compliance with the law. ● The Renter is prohibited from transferring the contract rights and/or duties under this contract agreement unless it is a transfer along with a contract to provide maintenance and repair services for rented cars and must receive prior written consent from the Lessor. The renter must pay fee for transferring rights to the Lessor for 3,000 baht per contract.
Termination of Contract	<ul style="list-style-type: none"> ● If the Renter terminates this car rental contract before the rental period has expired, the Renter must do a written advance notice to let the Lesser know for a period of not less than 30 days. ● The Lessor may exercise the right to terminate this car rental contract immediately without prior notice when the Renter fails to pay rent according to this contract as scheduled for a period of 2 or more installments. ● The Lessor may exercise the right to terminate the car rental contract, if any event occurs and the Renter cannot make corrections or comply correctly with contracts within 30 days from the date the Renter is notified or becomes aware of the cause of the breach of contract.

Intangible Assets

As of 31 December 2023, the Company has the following Intangible assets of business;

Intangible Assets	Book Value
Ready-Made Software	3.656

Privileges by Investment Promotion Measures

The Company has received investment promotion as elaborated in the letter dated 14 December 2022. On 29 November 2022, the sub-committee empowered by the Board of Investment agreed to award investment promotion measures to the Company type 1.17 measures for business that produce or preserve food, beverages, food additives and food ingredients that use advanced technology (except drinking water, ice cream, candy, chocolate, chewing gum, sugar, carbonated beverage, alcoholic beverage, caffeinated beverage, plant-derived flour, bakery, instant noodles, chicken extracts and bird's nest).

The Company consented to these measures on 5 January 2023, and received the investment promotion certificate on 23 January 2023. The Company has a duty to strictly comply with the conditions in the promotion certificate.

Bank Loan Agreements

Borrower Renter		Loan Type	Date	Due Date (Million Baht per month)	Total Loan Limits (Million Baht)	Outstanding Loan(Million Baht) as of 31 Dec 2023	Interest Rate per year (%)	Guarantees	Key Financial Obligaitons
1	PLUS	EXIM	Long-term Loan	5 July 2023	0.35	29.52	26,928,059.60	Fixed interest rate 24 periods, collateral for solar panel Interest rate equipment components 2.75%, used in electrical Period 25 – 84, production, the property Prime rate located in branch 2 6.75% - 1.875 (Amphawa).	N/A
Total						29.52			

Insurance Agreements

No.	Company	Insurance Company	Insurance Details	Insurance Type	Limit (million baht)	Beneficiary	Begin Date	Expiry Date
1	PLUS	LMG Insurance PLC 50% (Lead) Viriyah Insurance PLC 50%	<u>Assets in Branch 1</u> (Phutthamonthon Sai 5) 1) Building (incl. foundation) (40.0 million baht) <u>Assets in Branch 2 (Amphawa)</u> 1) Building (incl. foundation) (202.58 million baht) 2) Machinery (695.0 million baht) 3) All stockpiles (150.0 million baht) <u>Assets in Head Office</u> 1) Building (incl. foundation) (20.0 million baht)	Industrial All Risk Insurance	1,107.58	Royal Plus PLC 1,080.00 million baht, for Solar Panels Control equipment used in Electricity production, property is located in branch 2 (Amphawa). Sum insured 27.58 million baht. The beneficiary is Export-Import Bank of Thailand according to contract obligations of Financial institution loans.	26 Dec 2023	26 Dec 2024
2	PLUS	LMG Insurance PLC 50% (Lead) Viriyah Insurance PLC 50%	Both branch 1 and branch 2 are insured	Third Party Liability Insurance	50.0	Royal Plus PLC	26 Dec 2023	26 Dec 2024

Assets Valuation Details (fiscal year 2023)

Type of Valuated Assets	Address	Valuation Objectives	Valuated Value (million baht)	Valuator / Main Valuator	Date	Land Area (Rai-Ngan-Sq. Wah)	Obligations
1. Land and Buildings (both land and buildings are valuated)	Head Office (Rama 2) - 84/3-7 Rama 2 Rd., Soi 69, Samae Dam Sub-District, Bang Kuntian District, Bangkok	To determine the current market value and for public purpose	35.00 (Land Value of 16.56 and Building Value of 18.44)	Asian Engineering Valuation Co., Ltd. by Ms. Phodjana Chimbkong, main valuator (permit no. Wor Tor. 379)	28 Sep 2023	0-1-38.0 (138 Sq. Wah)	No obligations
2. Land and Buildings (both land and buildings are valuated)	29/88 Moo 8, Phuthamonthon Sai 5 Rd., Soi 4 (Sukhaphiban 2), Om Noi Sub-District, Krathum Ban District, Samut Sakhon	To determine the current market value and for public purpose	86.12 (Land Value of 38.04 and Building Value of 48.08)	Asian Engineering Valuation Co., Ltd. by Mr. Janevit Janenoppakarn, main valuator (permit no. Wor Tor. 337)	2 Oct 2023	6-3-17 (2,717 Sq. Wah)	No obligations
3. Land and Buildings	Phraek Nam Dang	To determine the current market value and for public purpose	239.50 (Land Value of 43.52, Building Value of 168.40, and Other sections on buildings Value of 27.58)	Asian Engineering Valuation Co., Ltd. by Mr. Wirat Juntaratirapoj, main valuator (permit no. Wor Tor. 045)	21 Dec 2023	82-2-00 (33,000 Sq. Wah)	No obligations except for other sections on the buildings, have an obligation to loan contract from financial institution
1. Land	- Khao Yoi Rd., separated from Rama						
2. Building	2 Road (TR.35) at KM.80, Phraek Nam						
3. Other sections on buildings(Electricity Generation System from Solar energy "Solar Rooftop")	Dang Sub-District, Amphawa District, Samut Songkram						

Attachment 5

Corporate Governance Policy, Practice Business Ethics, and Code of Conduct

The Company adheres to the guidelines of good corporate governance, business ethics, and the Code of Conduct by applying the Corporate Governance 2017 (CG Code), which is complied with by directors, management, and officers. The corporate governance of the Company is reviewed at least once a year. The policy is divided into the following sections:

- The Corporate Governance Policy
- The 8 Principles of Good Corporate Governance
- The Business Code of Conduct
- The Company's Significant Policies

The Company has published its Good Corporate Governance Principle and Code of Conduct Manual for the Company and the Board of Directors and the Sub-Committee charter on the Company's website www.royalplus.co.th under the section **“Corporate Governance”**.

Attachment 6

The Audit Committee Report

The Audit Committee of the Royal Plus Public Company Limited was appointed by the Board of Directors and consists of 3 Independent and Non-Executive Directors with the qualifications specified by the Securities and Exchange Commission and the Stock Exchange of Thailand, namely: Dr. Thasana Boonkwan as Chairman of the Audit Committee, Mr. Thawatchai Vorawandthanachai and Ms. Pinmanee Mekmontana as members of the Audit Committee .

In 2023, the Audit Committee held 4 meetings throughout the year, with full attendance for all the Audit Committee member as follows;

	Name	Position	No. of Attendance
1.	Dr. Thasana Boonkwan	Chairman of the Audit Committee	4/4
2.	Mr. Thawatchai Vorawandthanachai	Audit Committee	4/4
3.	Ms. Pinmanee Mekmontana	Audit Committee	4/4

The Audit Committee has performed their duties with the authority and the responsibilities entrusted by the Board of Directors and the Audit Committee's charter, as follows;

1. Review the Financial Reports of the Company for each quarterly period and the full year 2023 as review and audit by Auditor. The financial statements are prepared in accordance with generally accept Accounting Standards & Financial Reporting, with explaining for Auditor and Accounting and Finance executives. In order to ensure adequately disclose the required information in an accurate manner.

The Audit Committee met with auditors, without any members of the management being present, to discuss key operational issues and Accounting Standards and Financial Reporting Standards in a fully independent manner.

2. Audit the internal control system, risk management, sustainable corporate governance, accordance with anti-corruption policies and to approve the yearly audit plan and follow up on the internal control system evaluation. Auditors will report to the Board of Directors every quarter to ensure that the Company's internal control system remains sufficient and suitable to the business environment

3. Consider and review the related transaction or conflict of interests. The Audit Committee is of the view that every Company's transaction is transparent and beneficial to the Company, comprising proper and sufficient disclosure as per the announcement of the Securities and Exchange Commission. Review the Audit Committee's Charter on a yearly basis as well as the self-evaluation of the performance with the result being "**most satisfactory**"
4. Consider the appointment and determination the audit fee for the year 2023. The Audit Committee has proposed to the Board of Directors the appointment of Mr. Natthaphong Tantichattanon C.P.A. License No. 8829 and/or Ms. Chanarat Chanwa C.P.A. License No. 9052 and/or Ms. Sophit Prompol C.P.A. License No. 10042 and/or Ms. Sawitree Ongksirimongkol C.P.A. License No. 10449 of KPMG Phoomchai Audit Limited are qualified and independent, working standard results as the Company's auditor for 2023. These are qualified, independent, working standards and performance results are appropriate as auditors of the Company with the audit fee of 2,400,000 Baht. This shall be proposed for approval at the 2023 Annual General Meeting of Shareholder.

Having completed the duties above, the Audit Committee did not find any significant defect with any possible effect on the Financial Statements of the Company. The Audit Committee's Report has been reported to the Board of Directors of the performance above.



(Dr. Thasana Boonkwan)
Chairman of the Audit Committee

The Executive Committee Report

The Executive Committee appointed by the Board of Directors and consists of 3 members, namely the three directors: Mr. Phonsaeng Saebe, Chairman of the Executive Committee, Ms. Amornrat Ketvisate, and Mr. Kitti Wachirajirakorn as member of the Executive Committee, with Ms. Suratchanee Prachanuchit function as the Executive Committee's Secretary.

The Executive Committee functions as instructed by the Board of Directors. In 2023, the Executive Committee held a total of 12 meetings, which were general monthly meeting. Each meeting was attended by management of the Company with objectives of reporting performance, and reported to the Board of Directors. The report can be summarized as follows;

1. Consider and revise the objectives, policies, business plans, strategy, action plan, budget and the Company's investment structure, both normal investment and new investment. All these would be submitted for the Board's approval
2. Conduct monitoring of the Company's operation, both monthly and quarterly. Updates on investment projects, acknowledge performance reports, production plan, inventory management and other issues are also monitored in order to formulate suggestions to improve the Company's operation
3. Ensure accurate, complete and timely financial reporting for submission to the auditor for audit and/or review prior to propose to the Audit Committee and the Board of Directors respectively.
4. Promoted and supported an anti-corruption policy for communicated to all executives and employees and tracking some expense that may be a channel for corruption, reviewed the work system, working standards to comply with business changes, laws, company regulations, working regulations and other standard.
5. Conduct a yearly review of the Executive Committee's charter to ensure that it is up-to-date and relevant to the current situation, as well as evaluate the operation of the Executive Committee, with the most recent result being "most satisfactory"

The Executive Committee was committed to performing duties in pursuance of targets under the set action plan that assign from Board of Directors with prudence, transparency, accountability, social and environmental conscience, with a view to stable and sustainable growth.

(Mr. Phonsaeng Saebe)

Chairman of the Executive Committee

The Nominating and Remuneration Committee Report

The Nominating and Remuneration Committee appointed by the Board of Directors and consists of 3 members, namely the three directors: Mr. Thawatchai Vorawandthanachai, Chairman of the Nominating and Remuneration Committee, Mr. Comepisith Ratchatakanjanemas and Mr. Phonsaeng Saebe, as member of the Nominating and Remuneration Committee with Ms. Suratchanee Prachanuchit function as the Nominating and Remuneration Committee's Secretary.

The Nominating and Remuneration Committee functions as instructed by the Board of Directors and following the Nominating and Remuneration Committee's charter. In 2023, the Nominating and Remuneration Committee held a total of 2 meetings. The report can be summarized as follows;

1. To consider the remuneration of directors and senior executives for submission to the Board of Directors for submission to the shareholders meeting for approval based on past performance, experience, obligations scope of roles and responsibilities for business expansion, financial status. The Company's operating results are in line with the Company's long-term strategy and goals.
2. To consider the selection of suitable personnel for the Board of Directors to proposed to the Shareholders' Meeting for the replacement of directors who retire by rotation by considering the qualifications, experience, knowledge, and ability to achieve the Company's guidelines and goals
3. To consider the criteria and guidelines for performance evaluation of the Board of Directors. This includes monitoring and summarizing the results in order to improve operational efficiency and enhance the knowledge and competencies of the directors.
4. To consider the qualifications and expertise of the Board of Directors. The Board Skill Matrix and arrange for training and knowledge development plans appropriate to changes in the situation.
5. To consider the Nominating and Remuneration Committee's Charter in accordance with the Good Corporate Governance Principles (CG Code).

The Nominating and Remuneration Committee should perform its duties independently in accordance with the principles of good corporate governance to be transparent and build confidence among shareholders and stakeholders.

(Mr. Thawatchai Vorawandthanachai)

**Chairman of the Nominating and
Remuneration Committee**

The Corporate Governance and Sustainability Committee Report

The Corporate Governance and Sustainability Committee appointed by the Board of Directors. There are 3 members consists of 1 independent of director, 2 executive directors namely: Ms. Pinmanee Mekmontana, Chairman of the Corporate Governance and Sustainability Committee, Mr. Phonsaeng Saebe and Mr. Kitti Wachirajirakorn, as member of the Corporate Governance and Sustainability Committee with Ms. Suratchanee Prachanuchit function as the Corporate Governance and Sustainability Committee's Secretary.

The Corporate Governance and Sustainability Committee functions as instructed by the Board of Directors and following the Corporate Governance and Sustainability Committee's charter. In 2023, the Corporate Governance and Sustainability Committee held a total of 2 meetings. The report can be summarized as follows;

1. Determine and review the Business Ethics Policy the Board of Directors also proposes measures and best practices in accordance with the principles of good corporate governance to the Board of Directors for approval.
2. To review, recommend, advise, promote, and support to lead to compliance with good corporate governance and sustainable development principles in accordance with international standards.
3. To consider strategy, goal, and scrutinize sustainable development operations in terms of environmental dimension social dimension and economic and governance dimension for submission to the Board of Directors for approval.
4. To monitor the performance of corporate governance and sustainable development and report to the Board of Directors for approval.
5. To consider the Corporate Governance and Sustainability Committee's Charter in accordance with the Good Corporate Governance Principles (CG Code).

The Corporate Governance and Sustainability Committee has performed its duties independently in accordance with the principles of good corporate governance and sustainable development in accordance with international standards.

(Ms. Pinmanee Mekmontana)
**Chairman of the Corporate Governance
and Sustainability Committee**

The Risk Management Committee Report

The Risk Management Committee appointed by the Board of Directors. There are 5 members consists of 2 independent of directors, 3 executive directors namely: Mr. Thawatchai Vorawandthanachai Chairman of the Risk Management Committee, Mr. Sunti Chirawatthanagkoon Mr. Phonsaeng Saebe, Mr. Kittu Wachirajirakorn and Ms. Phatraporn Kaweesuttikul as member of the Risk Management Committee with Mr. Kittu Wachirajirakorn function as the Risk Management Committee's Secretary.

The Risk Management Committee functions as instructed by the Board of Directors and following the Risk Management Committee's charter. In 2023, the Risk Management Committee held a total of 2 meetings. The report can be summarized as follows;

1. To review the appropriateness and adequacy of the Company's risk management policies, strategies, and practices to ensure that such policies, strategies, and practices are accordance with the Company's strategy and business direction.
2. To consider, evaluate and review the nature of the Company's risks that occur and affect the Company, determine the Company's risk appetite and report to the Board of Directors.
3. To consider and determine risk management policies both external and internal to be comprehensive and in line with the strategy and direction of the business covering 5 dimension as follows: Strategic Risk, Financial Risk, Operation Risk, Fraud and Corruption Risk and, Business Continuity Risk.
4. To consider determining the budget and how to respond to risks that may arise and occur to the Company in order to be used as rules for operating according to each type of risk situation for submission to the Board of Directors for approval.
5. To monitor and control the performance of risk management and report the performance to the Board of Directors on the quarterly.
6. To consider the Risk Management Committee's Charter in accordance with the Good Corporate Governance Principles (CG Code).

The Risk Management Committee has performed its duties independently in accordance with the principles of good corporate governance and manage risks to covering all the risk factors of the Company.

(Mr. Thawatchai Vorawandthanachai)
Chairman of the Risk Management Committee

GRI content index 2023

Statement of use	Royal Plus Public Company Limited has reported the information cited in this GRI content index for the period 1 January to 31 December 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard / Other Source	Disclosure	Form 56-1 One Report (Page Number)
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	19-20, 30, 39-40, 61-62
	2-2 Entities included in the organization's sustainability reporting	126
	2-3 Reporting period, frequency and contact point	126
	2-4 Restatements of information	-
	2-5 External assurance	83-84
	2-6 Activities, value chain and other business relationships	76-79
	2-7 Employees	182-184
	2-8 Workers who are not employees	-
	2-9 Governance structure and composition	167-168
	2-10 Nomination and selection of the highest governance body	192
	2-11 Chair of the highest governance body	170
	2-12 Role of the highest governance body in overseeing the management of impacts	171-173
	2-13 Delegation of responsibility for managing impacts	-
	2-14 Role of the highest governance body in sustainability reporting	171-172

GRI Standard / Other Source	Disclosure	Form 56-1 One Report (Page Number)
	2-15 Conflicts of interest	204
	2-16 Communication of critical concerns	204-208
	2-17 Collective knowledge of the highest governance body	192-193
	2-18 Evaluation of the performance of the highest governance body	194-195
	2-19 Remuneration policies	197-201
	2-20 Process to determine remuneration	197-201
	2-21 Annual total compensation ratio	181, 198-200
	2-22 Statement on sustainable development strategy	291
	2-23 Policy commitments	72-75
	2-24 Embedding policy commitments	72-76
	2-25 Processes to remediate negative impacts	65-71
	2-26 Mechanisms for seeking advice and raising concerns	119
	2-27 Compliance with laws and regulations	155-166
	2-28 Membership associations	26-28
	2-29 Approach to stakeholder engagement	77-79
	2-30 Collective bargaining agreements	63
GRI 3: Material Topics 2021	3-1 Process to determine material topics	80
	3-2 List of material topics	80
	3-3 Management of material topics	81-125
GRI 200: Economic		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	12-13
	201-2 Financial implications and other risks and opportunities due to climate change	83-84
	201-3 Defined benefit plan obligations and other retirement plans	140,182
	201-4 Financial assistance received from government	-

GRI Standard / Other Source	Disclosure	Form 56-1 One Report (Page Number)
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	-
	202-2 Proportion of senior management hired from the local community	-
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	-
	203-2 Significant indirect economic impacts	68-70
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	122
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	70
	205-2 Communication and training about anti-corruption policies and procedures	117-120
	205-3 Confirmed incidents of corruption and actions taken	120
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-
GRI 300: Environmental		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	86
	302-2 Energy consumption outside of the organization	-
	302-3 Energy intensity	-
	302-4 Reduction of energy consumption	86
	302-5 Reductions in energy requirements of products and services	-
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	-
	303-2 Management of water discharge-related impacts	88
	303-3 Water withdrawal	88-89
	303-4 Water discharge	88-89
	303-5 Water consumption	88-89

GRI Standard / Other Source	Disclosure	Form 56-1 One Report (Page Number)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	84, 88-89
	305-2 Energy indirect (Scope 2) GHG emissions	84, 88-89
	305-3 Other indirect (Scope 3) GHG emissions	84, 88-89
	305-4 GHG emissions intensity	84, 88-89
	305-5 Reduction of GHG emissions	84, 88-89
	305-6 Emissions of ozone-depleting substances (ODS)	-
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	90
	306-2 Management of significant waste-related impacts	90
	306-3 Waste generated	91-92
	306-4 Waste diverted from disposal	91-92
	306-5 Waste directed to disposal	91-92
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	116, 121-122
	308-2 Negative environmental impacts in the supply chain and actions taken	121-122
GRI 400: Social		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	182
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	182
	401-3 Parental leave	-
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	-

GRI Standard / Other Source	Disclosure	Form 56-1 One Report (Page Number)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	102-106
	403-2 Hazard identification, risk assessment, and incident investigation	102-104
	403-3 Occupational health services	102-103
	403-4 Worker participation, consultation, and communication on occupational health and safety	104-105
	403-5 Worker training on occupational health and safety	104-105
	403-6 Promotion of worker health	104-105
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	102-106
	403-8 Workers covered by an occupational health and safety management system	102-106
	403-9 Work-related injuries	106
	403-10 Work-related ill health	106
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	184
	404-2 Programs for upgrading employee skills and transition assistance programs	-
	404-3 Percentage of employees receiving regular performance and career development reviews	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	168, 182
	405-2 Ratio of basic salary and remuneration of women to men	-
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	-

GRI Standard / Other Source	Disclosure	Form 56-1 One Report (Page Number)
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	121-122
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	121-122
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	121-122
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	93-94
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	93-94,108
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	107-112
	413-2 Operations with significant actual and potential negative impacts on local communities	107-112
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	121-122
	414-2 Negative social impacts in the supply chain and actions taken	-
GRI 415: Public Policy 2016	415-1 Political contributions	-
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	113-114
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	114
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	-
	417-2 Incidents of non-compliance concerning product and service information and labeling	-
GRI 418: Customer Privacy 2016	417-3 Incidents of non-compliance concerning marketing communications	-
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	123-125



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