



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**S & P SYNDICATE PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2022



## Table of Contents

	Page
<b>Business Operations and Performance</b>	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	11
<b>Corporate Governance</b>	
Corporate Governance Policy	16
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	17
Performance Report on Corporate Governance	31

# Group Structure and Operations

# Group Structure and Operations

## Business Overview and Policies (1.1)

### Company Information (1.1.5)

Company Name : S & P SYNDICATE PUBLIC COMPANY LIMITED

Symbol : SNP

Address : 2034/100-103, 23rd Floor, Ital Thai Tower, New Petchburi Road,  
Bangkapi, Huaykwang

Province : Bangkok

Postcode : 10310

Business : The Company operates a restaurant and bakery business categorised as follows: 1) Domestic restaurants and bakeries the operation of restaurant branches and bakery shops nationwide 2) Overseas restaurants the operation of Thai restaurants abroad 3) The production and distribution of bakery products, frozen prepared foods, 4) The provision of other related services, such as home delivery of foods and outside catering.

Registration Number : 0107537001170

Telephone : 0-2785-4000

Fax (if applicable) : 0-2785-4040

Website : [www.snpfood.com](http://www.snpfood.com)

Email : [presidentoffice@snpfood.com](mailto:presidentoffice@snpfood.com)

Total Shares Sold (shares)

Common Stock : 512,814,512

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping\*

	2020	2021	2022
Total (Thousand baht)	5,199,000.00	4,817,000.00	5,712,000.00
Domestic Restaurant and Bakery Shop (Thousand baht)	4,426,000.00	4,017,000.00	4,759,000.00
Packaged Food and Bakery Trading (Thousand baht)	575,000.00	615,000.00	663,000.00
Overseas Restaurant (Thousand baht)	198,000.00	185,000.00	290,000.00

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic Restaurant and Bakery Shop (%)	85.13	83.39	83.32
Packaged Food and Bakery Trading (%)	11.06	12.77	11.61
Overseas Restaurant (%)	3.81	3.84	5.08

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	5,199,000.00	4,817,000.00	5,712,000.00
Domestic (Thousand baht)	5,001,000.00	4,632,000.00	5,422,000.00
International (Thousand baht)	198,000.00	185,000.00	290,000.00

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	96.19	96.16	94.92
International (%)	3.81	3.84	5.08

\*Excluding the profit margins in the associated companies

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2020	2021	2022
R&D expenses in the past 3 years	17,034,759.00	11,548,296.00	11,700,639.00

# Risk Management

# Risk Management

## Risk Factors (2.2)

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

### Climate Crisis Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies

Operational Risk

- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

### New Normal

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Business operations of partners in the supply chain

Operational Risk

- Human error in business operations



- Product obsolescence
- Impact from population structure

### **Retaining Potential Employee Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Other

### **Reputation Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Damage to company image and reputation

Operational Risk

- Delays in the development of future projects

### **Competitive Advantage Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

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

- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain

#### Operational Risk

- Shortage or reliance on skilled workers
- Human error in business operations
- Product obsolescence

#### Compliance Risk

- Corporate Governance

#### Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations

#### **Raw Material Fluctuation Cost Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

#### Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain

#### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Loss or damage from non-compliance of partners or counterparties
- Business operations that have no commercial results
- Climate change and disasters
- Impact on the environment

#### Financial Risk

- Insufficient sources of funding
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

#### **Change of Customer Taste & Preferences Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

#### Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Reliance on large customers or few customers
- Damage to company image and reputation

#### **Branch Operations Personnel Shortage Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

#### Strategic Risk

- Behavior or needs of customers / consumers
- Damage to company image and reputation

#### Operational Risk

- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations

#### IT & Digital Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Business operations of partners in the supply chain
- Damage to company image and reputation

##### Operational Risk

- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Climate change and disasters

##### Compliance Risk

- Violations of laws and regulations
- Corporate Governance

##### Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations

#### **Sugar Tax Risk/ Sodium Tax Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers

Operational Risk

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

#### **Health Conscious Behavior Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Damage to company image and reputation

#### **Environmental Behavior Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Damage to company image and reputation

Operational Risk

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

- Impact on the environment

## **Digital Risk Management**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Product obsolescence

## **Unstable Raw Material Quality Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Damage to company image and reputation

Operational Risk

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

# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.snpfood.com/th/sustainability/sustainability-strategy>

### Environmental Aspect (3.3)

#### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.snpfood.com/th/sustainability/sustainability-strategy>

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

#### Results with Respect to the Environmental Aspect (3.3.2)

##### Energy management

###### • Fuel consumption

	2020	2021	2022
Diesel (Litre)	N/A	141,170.00	74,770.48
Gasoline (Litre)	N/A	19,406.00	20,445.64
Natural gas (Standard cubic feet)	N/A	12,962,700.00	13,851,160.00
LPG (Kilogram)	N/A	268,098.00	299,586.48

###### • Electricity consumption



	2020	2021	2022
Amount of electricity purchased (kWh)	12,373,749.00	12,539,897.00	12,092,118.00

#### Water management

##### • Water consumption

	2020	2021	2022
Water consumption (cubic meters)	143,523.00	138,093.00	146,926.00

#### Waste management

##### • Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	288,400.00	292,100.00	306,500.00
Hazardous waste (kg)	150.00	100.00	120.00
<b>Total (kg)</b>	<b>288,550.00</b>	<b>292,200.00</b>	<b>306,620.00</b>

#### Greenhouse gas management

##### • Greenhouse gas emissions

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	4,688.00	6,312.00	N/A
Scope 2 (Tons of carbon dioxide equivalents)	5,560.00	5,555.00	N/A
Scope 3 (Tons of carbon dioxide equivalents)	7,384.00	8,066.00	N/A
<b>Total (Tons of carbon dioxide equivalents)</b>	<b>17,632.00</b>	<b>19,933.00</b>	<b>N/A</b>

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

Third-party verification : Yes

Name of verifying organization : BUREAU VERIFICATION (THAILAND) COMPANY LIMITED

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://www.snppfood.com/th/documents/code-of-conduct>

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

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2020	2021	2022
Number of male employees (persons)	1,086	1,427	1,181
Number of female employees (persons)	3,272	3,349	3,158
<b>Total (persons)</b>	<b>4,358</b>	<b>4,776</b>	<b>4,339</b>

##### • Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	1,375,122,213.31	1,186,480,333.12	1,277,487,994.69

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	19	18	14
Employee development and training expenses (baht)	32,000,000.00	30,000,000.00	30,000,000.00

##### • Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	51	28	35

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	N/A	N/A	77.71

• **Significant labor dispute**

	2020	2021	2022
Significant labor dispute	No	No	No

# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

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

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

##### Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

##### Policy and Guideline related to the Code of Conduct

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

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

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

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	8	66.67
Number of female directors	4	33.33
Number of executive directors	6	50.00
Number of non-executive directors	6	50.00
Number of independent directors	4	33.33

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

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. PATARA SILA-ON Gender: Female Age: 80 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive)  Director type: Original director	20 Apr 1994	Food & Beverage, Corporate Management, Marketing, Leadership, Human Resource Management



2.	Mr. PRAVESVUDHI RAIVA Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)  Director type: Original director	20 Apr 1994	Food & Beverage, Marketing, Corporate Management, Strategic Management, Governance/ Compliance, Brand Management
3.	Mrs. KESSUDA RAIVA Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	20 Apr 1994	Economics, Food & Beverage, Corporate Management, Risk Management, Strategic Management, Governance/ Compliance, Marketing, Human Resource Management, Brand Management
4.	Ms. CATTLEYA SAENGSASTRA Gender: Female Age: 74 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	14 Aug 1998	Food & Beverage, Accounting, Strategic Management, Audit, Internal Control, Governance/ Compliance, Risk Management
5.	Ms. SOPHADEE UTTAMOBOL Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	28 Feb 2001	Audit, Internal Control, Food & Beverage, Marketing, Human Resource Management, Corporate Management, Governance/ Compliance

6.	<p>Mr. KACHORNDEJ RAIWA</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	20 Apr 1994	Food & Beverage, Accounting, Marketing, Corporate Management, Risk Management
7.	<p>Mr. VITOON SILA-ON</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	11 Aug 2010	Food & Beverage, Marketing, Corporate Social Responsibility, Sustainability, Brand Management, Corporate Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance
8.	<p>Mr. PIYA SOSOTHIKUL</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	9 Nov 2011	Economics, Food & Beverage, Marketing, Sustainability, Human Resource Management, Digital Marketing, Corporate Management, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
9.	<p>Mr. KAMTORN SILA-ON</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	23 Feb 2016	Food & Beverage, Marketing, Accounting, Finance, Brand Management, Corporate Management, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Sustainability

10.	Mr. TEERANUN SRIHONG Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	27 Feb 2019	Banking, Human Resource Management, Sustainability, Strategic Management, Risk Management, Governance/ Compliance, Engineering, Data Analysis
11.	Mr. KOSIN CHANTIKUL Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	13 Aug 2020	Economics, Food & Beverage, Human Resource Management, Corporate Management, Risk Management, Strategic Management, Audit, Governance/ Compliance
12.	Mr. KREETAKORN SIRIATHA Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	21 Feb 2022	Food & Beverage, Finance, Strategic Management, Engineering

#### List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. MATTHEW KICHODHAN Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 13 Aug 2020  Date directorship ended: 18 Feb 2022	Mr. KREETAKORN SIRIATHA Date position was assumed: 21 Feb 2022

## Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : Yes

The company appoints at least one independent director to determine the agenda  
of the Board of Directors' meetings : No

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Ms. CATTLEYA SAENGSASTR [1] Gender: Female Age: 74 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	14 May 1999	Food & Beverage, Accounting, Strategic Management, Audit, Internal Control, Governance/ Compliance, Risk Management
2. Ms. SOPHADEE UTTAMOBOL Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Feb 2001	Audit, Internal Control, Food & Beverage, Marketing, Human Resource Management, Corporate Management, Governance/ Compliance
3. Mr. PIYA SOSOTHIKUL Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	9 Nov 2011	Economics, Food & Beverage, Marketing, Sustainability, Human Resource Management, Digital Marketing, Corporate Management, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance

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

## Executive Committee

### List of executive committee members

General information	Position	Date position was assumed
1. Mrs. KESSUDA RAIVA Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	20 Apr 1994
2. Mr. KACHORNDEJ RAIVA Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Apr 1994
3. Mr. PRAVESVUDHI RAIVA Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Apr 1994
4. Mr. VITOON SILA-ON Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Aug 2010

5.	Mr. KAMTORN SILA-ON Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jul 2014
6.	Mr. Arth Prakhunhungsit Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Nov 2019
7.	Mrs. Patamawalai Ratanapol Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Nov 2019

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. PIYA SOSOTHIKUL	Chairman
	Mrs. KESSUDA RAIVA	Member
	Mr. VITOON SILA-ON	Member
	Mr. KAMTORN SILA-ON	Member
Nomination and Remuneration Committee	Mr. TEERANUN SRIHONG	Chairman
	Mrs. KESSUDA RAIVA	Member
	Mr. PIYA SOSOTHIKUL	Member

## **Roles of Sub-committees**

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: None



## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. KESSUDA RAIVA Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Economics	CHAIRPERSON OF THE EXECUTIVE COMMITTEE	1 Jan 2019	Economics, Food & Beverage, Corporate Management, Risk Management, Strategic Management, Governance/ Compliance, Marketing, Human Resource Management, Brand Management
2. Mr. VITOON SILA-ON Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	1 Jan 2019	Food & Beverage, Marketing, Corporate Social Responsibility, Sustainability, Brand Management, Corporate Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance
3. Mr. KAMTORN SILA-ON [1] Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Finance	Chief Finance Officer	13 Nov 2017	Food & Beverage, Marketing, Accounting, Finance, Brand Management, Corporate Management, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Sustainability
4. Mr. Arth Prakhunhungsit Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Chief Operation Officer	16 Aug 2019	Food & Beverage

5.	Mrs. Maneesuda Sila-On Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Finance	Chief Sustainability Officer	1 Mar 2022	Food & Beverage, Finance, Sustainability
6.	Mr. Somjit Kititeerakul Gender: Male Age: 60 years old Highest level of education: Master's degree Major: M.S. Art	Vice President of Bakery Production	12 Mar 2007	Food & Beverage, Procurement, Corporate Management
7.	Mr. Chongchana Chantamas Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Science	Vice President of Food Production	12 Mar 2007	Food & Beverage
8.	Ms. Phairunya Supitux Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Accounting	Vice President of Financial	16 Nov 2021	Accounting, Finance

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration policy for executives

Remuneration policy for executives : Yes

### Remuneration

	2020	2021	2022
Total executive remuneration (baht)	42,814,232.00	56,200,938.00	61,405,365.00

## Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 1,181

Number of female employees (persons) : 3,158

Total (persons) : 4,339

#### Employee Remuneration

Total employee remuneration : 1,277,487,994.69

#### Provident fund

Total number of employees (persons) : 4,339

Number of employees contributing to the PVD (persons) : 2,214

Percentage of employees who are members (%) : 51.03

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Charintr Pathawinthanon	charintr@snpfood.com	02-785-4000

- Company secretary

General information	Email	Telephone
1. Mrs. Patamawalai Ratanapol	secretary@snpfood.com	02-785-4000

- Head of internal audit

General information	Email	Telephone
1. Mrs. Chirley Sawangkong	chirley@snpfood.com	02-785-4000

- Head of compliance unit

General information	Email	Telephone
1. Mrs. Chirley Sawangkong	chirley@snpfood.com	02-785-4000

• Head of investor relations

General information	Email	Telephone
1. Mr. Wasan Pornjinda	irsnp@snpfood.com	02-785-4000

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	<p>1. Mr. Paiboon Tunkoon Email: contactbrand@pwc.com Telephone: 028441000</p> <p>2. Ms. Sinsiri Thangsombat Email: contactbrand@pwc.com Telephone: 028441000</p> <p>3. Mr. chanchai chaiprasit Email: contactbrand@pwc.com Telephone: 028441000</p>	2,680,000.00	<p>Details: -</p> <p>Total service fee (baht): 140,000.00</p>

# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

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

#### List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. KESSUDA RAIWA Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 20 Apr 1994	Economics, Food & Beverage, Corporate Management, Risk Management, Strategic Management, Governance/ Compliance, Marketing, Human Resource Management, Brand Management
2. Ms. CATTLEYA SAENGSASTRAS Gender: Female Age: 74 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 14 Aug 1998	Food & Beverage, Accounting, Strategic Management, Audit, Internal Control, Governance/ Compliance, Risk Management
3. Mr. KACHORNDEJ RAIWA Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 20 Apr 1994	Food & Beverage, Accounting, Marketing, Corporate Management, Risk Management

4.	Mr. KOSIN CHANTIKUL Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 13 Aug 2020	Economics, Food & Beverage, Human Resource Management, Corporate Management, Risk Management, Strategic Management, Audit, Governance/ Compliance
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• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KREETAKORN SIRIATHA Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 21 Feb 2022	Food & Beverage, Finance, Strategic Management, Engineering

Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. PATARA SILA-ON	Chairman of the board	Non-participating
Mr. PRAVESVUDHI RAIVA	Vice Chairman	Non-participating
Mrs. KESSUDA RAIVA	Director	Non-participating
Ms. CATTLEYA SAENGSAstra	Director	Non-participating
Ms. SOPHADEE UTTAMOBOL	Director	Non-participating
Mr. KACHORNDJ RAIVA	Director	Non-participating
Mr. VITOON SILA-ON	Director	Non-participating
Mr. PIYA SOSOTHIKUL	Director	Non-participating
Mr. KAMTORN SILA-ON	Director	Participating



Mr. TEERANUN SRIHONG	Director	Non-participating
Mr. KOSIN CHANTIKUL	Director	Non-participating
Mr. KREETAKORN SIRIATHA	Director	Non-participating
Mr. MATTHEW KICHODHAN	Director	Non-participating

### Directors' performance assessment

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

### Meeting attendance and remuneration to each Board member (8.1.2)

#### Meeting attendance of the board of directors

Number of board meetings (times) : 5

Date of AGM meeting : 29 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mrs. PATARA SILA-ON (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2. Mr. PRAVESVUDHI RAIVA (Vice Chairman)	-	5/5	Participating	Did not hold the meeting
3. Mrs. KESSUDA RAIVA (Director)	-	5/5	Participating	Did not hold the meeting
4. Ms. CATTLEYA SAENGSASTR	-	5/5	Participating	Did not hold the meeting
5. Ms. SOPHADEE UTTAMOBOL (Director)	-	5/5	Participating	Did not hold the meeting
6. Mr. KACHORNDJ RAIVA (Director)	-	5/5	Participating	Did not hold the meeting

7.	Mr. VITOON SILA-ON (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. PIYA SOSOTHIKUL (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. KAMTORN SILA-ON (Director)	-	5/5	Participating	Did not hold the meeting
10.	Mr. TEERANUN SRIHONG (Director)	-	5/5	Participating	Did not hold the meeting
11.	Mr. KOSIN CHANTIKUL (Director)	-	5/5	Participating	Did not hold the meeting
12.	Mr. KREETAKORN SIRIATHA (Director)	-	5/5	Participating	Did not hold the meeting
13.	Mr. MATTHEW KICHODHAN (Director)	18 Feb 2022	0/0	Non-participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mrs. PATARA SILA-ON (Chairman of the board)	-	0.00	700,000.00	No
2.	Mr. PRAVESVUDHI RAIVA (Vice Chairman)	-	0.00	470,000.00	No
3.	Mrs. KESSUDA RAIVA (Director)	-	0.00	470,000.00	No
4.	Ms. CATTLEYA SAENGSASTRA (Director)	-	337,500.00	740,000.00	No
5.	Ms. SOPHADEE UTTAMOBOL (Director)	-	275,000.00	650,000.00	No
6.	Mr. KACHORNDJ RAIVA (Director)	-	0.00	470,000.00	No
7.	Mr. VITOON SILA-ON (Director)	-	0.00	470,000.00	No
8.	Mr. PIYA SOSOTHIKUL (Director)	-	372,500.00	650,000.00	No
9.	Mr. KAMTORN SILA-ON (Director)	-	0.00	470,000.00	No
10.	Mr. TEERANUN SRIHONG (Director)	-	195,000.00	470,000.00	No
11.	Mr. KOSIN CHANTIKUL (Director)	-	150,000.00	470,000.00	No

12.	Mr. KREETAKORN SIRIATHA (Director)	-	150,000.00	291,388.00	No
13.	Mr. MATTHEW KICHODHAN (Director)	18 Feb 2022	0.00	175,167.00	No

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

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

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 5

	List of directors	Termination date	Number of the audit committee meeting
1.	Ms. CATTLEYA SAENGSASTRA (Chairman of the audit committee)	-	5/5
2.	Ms. SOPHADEE UTTAMOBOL (Audit committee)	-	5/5
3.	Mr. PIYA SOSOTHIKUL (Audit committee)	-	5/5