



# **Annual Registration Statement / Annual Report**

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

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

**KHONBURI SUGAR PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2022



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : KHONBURI SUGAR PUBLIC COMPANY LIMITED

Symbol : KBS

Address : 5 Soi Sukhumvit 57 Khlongtan Nua, Wattana

Province : Bangkok

Postcode : 10110

Business : The Company is fully integrated sugar company. The Company produces and sells sugar, by-products from sugar production process including molasses and electricity.

Registration Number : 0107553000191

Telephone : 0-2725-4888

Fax (if applicable) : 0-2725-4877

Website : <http://www.kbs.co.th>

Email : [nannapat.b@kbs.co.th](mailto:nannapat.b@kbs.co.th)

Total Shares Sold (shares)

Common Stock : 600,000,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

By Product Line or Business Grouping\*

|                                                         | 2020         | 2021         | 2022          |
|---------------------------------------------------------|--------------|--------------|---------------|
| Total (Thousand baht)                                   | 4,710,022.80 | 6,360,639.80 | 11,035,110.30 |
| Domestic sales (Thousand baht)                          | 1,535,326.10 | 1,641,149.20 | 1,847,791.80  |
| International sales (Thousand baht)                     | 1,480,660.60 | 2,545,224.00 | 6,210,915.40  |
| Molasses sales (Thousand baht)                          | 542,227.90   | 724,074.30   | 990,280.70    |
| Electricity sales (Thousand baht)                       | 696,005.10   | 799,536.60   | 1,221,709.90  |
| Agricultural product sales and services (Thousand baht) | 344,050.40   | 517,547.80   | 665,463.50    |
| Other income (Thousand baht)                            | 111,752.70   | 133,107.90   | 98,949.00     |
| none (Thousand baht)                                    | 0.00         | 0.00         | 0.00          |

  

|                                             | 2020   | 2021   | 2022   |
|---------------------------------------------|--------|--------|--------|
| Total (%)                                   | 100.00 | 100.00 | 100.00 |
| Domestic sales (%)                          | 32.60  | 25.80  | 16.74  |
| International sales (%)                     | 31.44  | 40.02  | 56.28  |
| Molasses sales (%)                          | 11.51  | 11.38  | 8.97   |
| Electricity sales (%)                       | 14.78  | 12.57  | 11.07  |
| Agricultural product sales and services (%) | 7.30   | 8.14   | 6.03   |
| Other income (%)                            | 2.37   | 2.09   | 0.90   |
| none (%)                                    | 0.00   | 0.00   | 0.00   |

**By Geographical Area or Market\***

|                                 | 2020         | 2021         | 2022          |
|---------------------------------|--------------|--------------|---------------|
| Total (Thousand baht)           | 4,710,022.80 | 6,360,639.80 | 11,035,110.30 |
| Domestic (Thousand baht)        | 1,535,326.10 | 1,641,149.20 | 1,847,791.80  |
| International (Thousand baht)   | 3,174,696.70 | 4,719,490.60 | 9,187,318.50  |
| Hong Kong (Thousand baht)       | 1,480,660.60 | 2,545,224.10 | 6,210,915.40  |
| Other countries (Thousand baht) | 1,694,036.10 | 2,174,266.50 | 2,976,403.10  |

|                     | 2020   | 2021   | 2022   |
|---------------------|--------|--------|--------|
| Total (%)           | 100.00 | 100.00 | 100.00 |
| Domestic (%)        | 32.60  | 25.80  | 16.74  |
| International (%)   | 67.40  | 74.20  | 83.26  |
| Hong Kong (%)       | 46.64  | 53.93  | 67.60  |
| Other countries (%) | 53.36  | 46.07  | 32.40  |

\*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 : No

| (Unit : Thousand baht)           | 2020 | 2021 | 2022 |
|----------------------------------|------|------|------|
| R&D expenses in the past 3 years | 0.00 | 0.00 | 0.00 |

# 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)**

### **Risk of fluctuation in revenue from sugar sales**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

##### Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Reliance on large partners / distributors or few partners / distributors

##### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Impact on the environment
- Corruption

##### Financial Risk

- Other

### **Risk from the volatility of world sugar prices**

**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
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

#### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Loss or damage from non-compliance of partners or counterparties

#### Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

#### Financial Risk

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

### Exchange rate risk

**Risk Management Measures:** Yes

#### Related Risk Topics

#### Strategic Risk

- Policies or international agreements related to business operations
- Reliance on large partners / distributors or few partners / distributors

#### Operational Risk

- Loss or damage from non-compliance of partners or counterparties

#### Financial Risk

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

## **Risk from procurement of raw materials – sugar cane**

**Risk Management Measures:** Yes

### **Related Risk Topics**

#### Strategic Risk

- Volatility in the industry in which the company operates
- Government policy

#### Operational Risk

- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Human error in business operations
- Climate change and disasters
- Impact on the environment

## **Risk of cane cost**

**Risk Management Measures:** Yes

### **Related Risk Topics**

#### Strategic Risk

- Volatility in the industry in which the company operates
- Government policy

#### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters
- Impact on the environment
- Corruption

### **Risk from the quality of raw materials – sugar cane**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

##### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Human error in business operations
- Climate change and disasters
- Impact on the environment
- Corruption

### **Risk of bad debt from the loan to sugarcane farmers (Ngoen Kiao Loan)**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

##### Strategic Risk

- Business operations of partners in the supply chain

##### Operational Risk

- Shortage or reliance on skilled workers
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Climate change and disasters
- Impact on the environment
- Corruption

### **Risk on environmental impacts**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

### **Risk of corruption in the organization**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Human error in business operations
- Corruption

### **Government Policy Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Government policy



# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : No

### Environmental Aspect (3.3)

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

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Water Management, Waste Management

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

##### • Electricity consumption

|                                       | 2020 | 2021              | 2022              |
|---------------------------------------|------|-------------------|-------------------|
| Amount of electricity purchased (kWh) | N/A  | 11,804,091,266.56 | 14,326,966,790.77 |

##### Water management

##### • Water consumption

|                                  | 2020 | 2021         | 2022         |
|----------------------------------|------|--------------|--------------|
| Water consumption (cubic meters) | 0.00 | 1,692,343.00 | 1,975,766.97 |

##### 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) | N/A  | N/A  | N/A  |

|                                                   |            |            |            |
|---------------------------------------------------|------------|------------|------------|
| Scope 2 (Tons of carbon dioxide equivalents)      | N/A        | N/A        | N/A        |
| Scope 3 (Tons of carbon dioxide equivalents)      | N/A        | N/A        | N/A        |
| <b>Total (Tons of carbon dioxide equivalents)</b> | <b>N/A</b> | <b>N/A</b> | <b>N/A</b> |

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

Third-party verification : No

## Social Aspect (3.4)

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

Human Rights Policy : No

Company human right guideline : Employee Rights, Safety and Occupational Health at Work

### 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)   | 810          | 364          | 851          |
| Number of female employees (persons) | 214          | 808          | 198          |
| <b>Total (persons)</b>               | <b>1,024</b> | <b>1,172</b> | <b>1,049</b> |

##### • Employee development and training

|                                                            | 2020 | 2021 | 2022 |
|------------------------------------------------------------|------|------|------|
| Average training hours of employees (hour / person / year) | 9    | 10   | 21   |

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

|                                                                      | 2020 | 2021 | 2022 |
|----------------------------------------------------------------------|------|------|------|
| Number of employee work injuries leading to employee absence (times) | N/A  | N/A  | N/A  |

##### • 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

#### 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, 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 : 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         | 9                 | 100.00         |
| Number of male directors          | 8                 | 88.89          |
| Number of female directors        | 1                 | 11.11          |
| Number of executive directors     | 3                 | 33.33          |
| Number of non-executive directors | 6                 | 66.67          |
| Number of independent directors   | 5                 | 55.56          |

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

##### List of directors

| General information                                                                                                                                                                          | Position                                                        | Date position was assumed | Experience and expertise                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Mr. TAKON TAWINTERMSUP<br>Gender: Male<br>Age: 68 years old<br>Highest level of education: Below a bachelor's degree<br>Major: none<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Executive)<br><br>Director type: Original director | 1 Feb 1991                | Leadership, Food & Beverage, Agribusiness, Strategic Management, Change Management, Risk Management, Corporate Management, Brand Management, Project Management, Audit, Data Analysis, Negotiation, Corporate Social Responsibility |

|    |                                                                                                                                                                                                           |                                                                                                 |             |                                                                                                                                                                                                                                                                                                                              |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. | Mr. SOMKIAT TWILTERMSUP<br>Gender: Male<br>Age: 60 years old<br>Highest level of education:<br>Bachelor's degree<br>Major: Finance<br>Thai nationality: Yes<br>Residing in Thailand: Yes                  | Director<br>(Executive)<br><br>Director type: Original<br>director                              | 1 Feb 1991  | Marketing, Data Analysis,<br>Finance, Food & Beverage,<br>Strategic Management, Data<br>Management, Risk Management,<br>Corporate Management, Brand<br>Management, Project<br>Management, Budgeting,<br>Audit, Corporate Social<br>Responsibility, Internal<br>Control, Agribusiness,<br>Accounting, Leadership,<br>Commerce |
| 3. | Mr. ISSARA TWILTERMSUP<br>Gender: Male<br>Age: 44 years old<br>Highest level of education:<br>Bachelor's degree<br>Major: Management<br>Thai nationality: Yes<br>Residing in Thailand: Yes                | Director<br>(Executive)<br><br>Director type: Original<br>director                              | 4 Jan 2007  | Strategic Management, Data<br>Management, Corporate<br>Management, Brand<br>Management, Data Analysis,<br>Negotiation, Agribusiness,<br>Food & Beverage                                                                                                                                                                      |
| 4. | Mr. SUTHEP WONGVORAZATHE<br>Gender: Male<br>Age: 74 years old<br>Highest level of education:<br>Bachelor's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director | 19 Feb 2007 | Strategic Management, Data<br>Management, Change<br>Management, Corporate<br>Management, Brand<br>Management, Audit,<br>Marketing, Data Analysis,<br>Finance, Corporate Social<br>Responsibility, Governance/<br>Compliance, Leadership, Food<br>& Beverage, Economics                                                       |
| 5. | Mr. AMNART RUMPOEYPONG<br>Gender: Male<br>Age: 46 years old<br>Highest level of education:<br>Bachelor's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes   | Director<br>(Non-executive)<br><br>Director type: Original<br>director                          | 5 Jun 2008  | Data Management, Corporate<br>Management, Brand<br>Management, Project<br>Management, Marketing, Data<br>Analysis, Procurement,<br>Agribusiness, Food & Beverage                                                                                                                                                             |

|    |                                                                                                                                                                                                                            |                                                                                                      |             |                                                                                                                                                                                                                                                                                                                                                     |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. | <p>Mr. SRAN SMUTKOCHORN</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>        | <p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p> | 13 Oct 2010 | <p>Strategic Management, Data Management, Risk Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Data Analysis, Design, Finance, Negotiation, Corporate Social Responsibility, Agribusiness, Packaging, Leadership, Commerce, Food &amp; Beverage, Information &amp; Communication Technology, Economics</p>           |
| 7. | <p>Mrs. SUVIMOL CHRITYAKIERNE</p> <p>Gender: Female</p> <p>Age: 70 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p> | 13 Oct 2010 | <p>Strategic Management, Data Management, Change Management, Corporate Management, Project Management, Budgeting, Audit, Data Analysis, Finance, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Agribusiness, Governance/ Compliance, Accounting, Leadership, Commerce, Food &amp; Beverage</p>                    |
| 8. | <p>Mr. SUKDA PUNKLA</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>            | <p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p> | 30 Apr 2018 | <p>Data Management, Change Management, Risk Management, Corporate Management, Project Management, Budgeting, Audit, Data Analysis, Design, Negotiation, Corporate Social Responsibility, Internal Control, Energy &amp; Utilities, Construction Materials, Industrial Materials &amp; Machinery, Engineering, Architecture, Food &amp; Beverage</p> |

|    |                                |                         |             |                              |
|----|--------------------------------|-------------------------|-------------|------------------------------|
| 9. | Mr. VINIT SAMRITPRICHA         | Director                | 22 Feb 2021 | Property Fund & REITs,       |
|    | Gender: Male                   | (Non-executive,         |             | Strategic Management, Fund   |
|    | Age: 71 years old              | Independent director)   |             | Management, Data Management, |
|    | Highest level of education:    |                         |             | Change Management, Risk      |
|    | Master's degree                | Director type: Original |             | Management, Corporate        |
|    | Major: Business Administration | director                |             | Management, Audit, Data      |
|    | Thai nationality: Yes          |                         |             | Analysis, Finance,           |
|    | Residing in Thailand: Yes      |                         |             | Negotiation,                 |
|    |                                |                         |             | Sustainability, Corporate    |
|    |                                |                         |             | Social Responsibility,       |
|    |                                |                         |             | Internal Control, Banking,   |
|    |                                |                         |             | Governance/ Compliance,      |
|    |                                |                         |             | Accounting, Food & Beverage, |
|    |                                |                         |             | Finance & Securities         |

### Other Information pertaining to committees

The Chairman and the manager are members of the same family : No

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

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

| General information |                                                                                                                                                                                                                                | Position                                                                                                                    | Date position was assumed | Experience and expertise                                                                                                                                                                                                                                                                                                                            |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.                  | <p>Mrs. SUVIMOL CHRITYAKIERNE [1]</p> <p>Gender: Female</p> <p>Age: 70 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p> | 1 Dec 2013                | <p>Strategic Management, Data Management, Change Management, Corporate Management, Project Management, Budgeting, Audit, Data Analysis, Finance, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Agribusiness, Governance/ Compliance, Accounting, Leadership, Commerce, Food &amp; Beverage</p>                    |
| 2.                  | <p>Mr. SUKDA PUNKLA</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>                | <p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>                 | 15 May 2018               | <p>Data Management, Change Management, Risk Management, Corporate Management, Project Management, Budgeting, Audit, Data Analysis, Design, Negotiation, Corporate Social Responsibility, Internal Control, Energy &amp; Utilities, Construction Materials, Industrial Materials &amp; Machinery, Engineering, Architecture, Food &amp; Beverage</p> |

|    |                                                                                                                                                                                                           |                                                                                                        |             |                                                                                                                                                                                                                                                                                                                                                                                   |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. | Mr. VINIT SAMRITPRICHA [1]<br>Gender: Male<br>Age: 71 years old<br>Highest level of education:<br>Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Audit committee<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director | 22 Feb 2021 | Property Fund & REITs,<br>Strategic Management, Fund<br>Management, Data Management,<br>Change Management, Risk<br>Management, Corporate<br>Management, Audit, Data<br>Analysis, Finance,<br>Negotiation,<br>Sustainability, Corporate<br>Social Responsibility,<br>Internal Control, Banking,<br>Governance/ Compliance,<br>Accounting, Food & Beverage,<br>Finance & Securities |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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

## Executive Committee

### List of executive committee members

| General information |                                                                                                                                                                                           | Position                            | Date position was assumed |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|
| 1.                  | Mr. TAKON TAWINTERMSUP<br>Gender: Male<br>Age: 68 years old<br>Highest level of education: Below a bachelor's degree<br>Major: none<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Chairman of the executive committee | 5 Aug 2013                |
| 2.                  | Mr. SOMKIAT TWILTERMSUP<br>Gender: Male<br>Age: 60 years old<br>Highest level of education: Bachelor's degree<br>Major: Finance<br>Thai nationality: Yes<br>Residing in Thailand: Yes     | Member of the executive committee   | 30 Nov 2010               |

|    |                                               |                                   |             |
|----|-----------------------------------------------|-----------------------------------|-------------|
| 3. | Mr. ISSARA TWILTERMSUP                        | Member of the executive committee | 30 Nov 2010 |
|    | Gender: Male                                  |                                   |             |
|    | Age: 44 years old                             |                                   |             |
|    | Highest level of education: Bachelor's degree |                                   |             |
|    | Major: Management                             |                                   |             |
|    | Thai nationality: Yes                         |                                   |             |
|    | Residing in Thailand: Yes                     |                                   |             |

## Other sub-committees

### Sub-committees information

| Name of sub-committees                | List of directors       | Position |
|---------------------------------------|-------------------------|----------|
| Risk Management Committee             | Mr. SRAN SMUTKOCHORN    | Chairman |
|                                       | Mr. TAKON TAWINTERMSUP  | Member   |
|                                       | Mr. SOMKIAT TWILTERMSUP | Member   |
| Nomination and Remuneration Committee | Mr. VINIT SAMRITPRICHA  | Chairman |
|                                       | Mr. SRAN SMUTKOCHORN    | Member   |
|                                       | Mr. SOMKIAT TWILTERMSUP | Member   |
|                                       | Mr. ISSARA TWILTERMSUP  | 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. Mr. TAKON TAWINTERMSUP<br>Gender: Male<br>Age: 68 years old<br>Highest level of education: Below a bachelor's degree<br>Major: none | MANAGING DIRECTOR (ACTING)                       | 30 Nov 2018               | Leadership, Food & Beverage, Agribusiness, Strategic Management, Change Management, Risk Management, Corporate Management, Brand Management, Project Management, Audit, Data Analysis, Negotiation, Corporate Social Responsibility                                                         |
| 2. Mr. SOMKIAT TWILTERMSUP<br>Gender: Male<br>Age: 60 years old<br>Highest level of education: Bachelor's degree<br>Major: Finance     | Deputy Managing Director of Marketing            | 1 Mar 2015                | Marketing, Data Analysis, Finance, Food & Beverage, Strategic Management, Data Management, Risk Management, Corporate Management, Brand Management, Project Management, Budgeting, Audit, Corporate Social Responsibility, Internal Control, Agribusiness, Accounting, Leadership, Commerce |
| 3. Mr. ISSARA TWILTERMSUP<br>Gender: Male<br>Age: 44 years old<br>Highest level of education: Bachelor's degree<br>Major: Management   | Assistant Managing Director of Corporate Affairs | 16 Oct 2012               | Strategic Management, Data Management, Corporate Management, Brand Management, Data Analysis, Negotiation, Agribusiness, Food & Beverage                                                                                                                                                    |

|    |                                                                                                                                               |                                             |            |                                                                                                                                                                                                                                                                                                                                                                                               |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. | Mr. Rathavudh Saetang<br>Gender: Male<br>Age: 63 years old<br>Highest level of education: Master's degree<br>Major: Business Administration   | Assistant Managing<br>Director of Marketing | 1 Apr 2018 | Agribusiness, Food & Beverage, Packaging, Commerce, Transportation & Logistics, Marketing, Data Management, Data Analysis, Statistics, Digital Marketing, Brand Management, Negotiation, Leadership, Budgeting                                                                                                                                                                                |
| 5. | Mr. Cholachart Worawuthichongsathit [1]<br>Gender: Male<br>Age: 41 years old<br>Highest level of education: Master's degree<br>Major: Finance | Chief Financial<br>Officer                  | 1 Aug 2022 | Economics, Agribusiness, Food & Beverage, Banking, Finance & Securities, Energy & Utilities, Commerce, Accounting, Finance, Sustainability, Corporate Social Responsibility, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Leadership, Risk Management, Audit, Strategic Management, Internal Control, Budgeting, Governance/ Compliance |

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration policy for executives

Remuneration policy for executives : No

### Remuneration

|                                     | 2020          | 2021          | 2022          |
|-------------------------------------|---------------|---------------|---------------|
| Total executive remuneration (baht) | 28,615,196.00 | 30,397,014.00 | 40,638,832.00 |

## 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) : 851

Number of female employees (persons) : 198

Total (persons) : 1,049

#### Provident fund

Total number of employees (persons) : 1,049

Number of employees contributing to the PVD (persons) : 571

Percentage of employees who are members (%) : 54.43

# 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)

##### Development of directors over the past year

| List of directors          | Position | Participated in director development program |
|----------------------------|----------|----------------------------------------------|
| Mr. TAKON TAWINTERMSUP     | Director | Non-participating                            |
| Mr. SOMKIAT TWILTERMSUP    | Director | Non-participating                            |
| Mr. ISSARA TWILTERMSUP     | Director | Non-participating                            |
| Mr. SUTHEP WONGVORAZATHE   | Director | Non-participating                            |
| Mr. AMNART RUMPOEYPONG     | Director | Non-participating                            |
| Mr. SRAN SMUTKOCHORN       | Director | Non-participating                            |
| Mrs. SUVIMOL CHRITYAKIERNE | Director | Non-participating                            |
| Mr. SUKDA PUNKLA           | Director | Non-participating                            |
| Mr. VINIT SAMRITPRICHA     | 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) : 4

Date of AGM meeting : 25 Apr 2022

EGM meeting : No

|    | List of directors                        | Termination date | Number of Board Meeting | AGM meetings  | EGM meetings             |
|----|------------------------------------------|------------------|-------------------------|---------------|--------------------------|
| 1. | Mr. TAKON TAWINTERMSUP<br>(Director)     | -                | 4/4                     | Participating | Did not hold the meeting |
| 2. | Mr. SOMKIAT TWILTERMSUP<br>(Director)    | -                | 4/4                     | Participating | Did not hold the meeting |
| 3. | Mr. ISSARA TWILTERMSUP<br>(Director)     | -                | 4/4                     | Participating | Did not hold the meeting |
| 4. | Mr. SUTHEP WONGVORAZATHE<br>(Director)   | -                | 4/4                     | Participating | Did not hold the meeting |
| 5. | Mr. AMNART RUMPOEYPONG<br>(Director)     | -                | 4/4                     | Participating | Did not hold the meeting |
| 6. | Mr. SRAN SMUTKOCHORN<br>(Director)       | -                | 4/4                     | Participating | Did not hold the meeting |
| 7. | Mrs. SUVIMOL CHRITYAKIERNE<br>(Director) | -                | 4/4                     | Participating | Did not hold the meeting |
| 8. | Mr. SUKDA PUNKLA<br>(Director)           | -                | 4/4                     | Participating | Did not hold the meeting |
| 9. | Mr. VINIT SAMRITPRICHA<br>(Director)     | -                | 4/4                     | Participating | Did not hold the meeting |

#### Remuneration for company directors

|    | List of directors                      | Termination date | Meeting allowance (baht) | Other monetary remuneration (baht) | Other non-monetary |
|----|----------------------------------------|------------------|--------------------------|------------------------------------|--------------------|
| 1. | Mr. TAKON TAWINTERMSUP<br>(Director)   | -                | 440,000.00               | 528,000.00                         | No                 |
| 2. | Mr. SOMKIAT TWILTERMSUP<br>(Director)  | -                | 340,000.00               | 594,000.00                         | No                 |
| 3. | Mr. ISSARA TWILTERMSUP<br>(Director)   | -                | 340,000.00               | 462,000.00                         | No                 |
| 4. | Mr. SUTHEP WONGVORAZATHE<br>(Director) | -                | 120,000.00               | 528,000.00                         | No                 |

|    |                                          |   |            |            |    |
|----|------------------------------------------|---|------------|------------|----|
| 5. | Mr. AMNART RUMPOEYPONG<br>(Director)     | - | 80,000.00  | 198,000.00 | No |
| 6. | Mr. SRAN SMUTKOCHORN<br>(Director)       | - | 100,000.00 | 528,000.00 | No |
| 7. | Mrs. SUVIMOL CHRITYAKIERNE<br>(Director) | - | 200,000.00 | 396,000.00 | No |
| 8. | Mr. SUKDA PUNKLA<br>(Director)           | - | 160,000.00 | 330,000.00 | No |
| 9. | Mr. VINIT SAMRITPRICHA<br>(Director)     | - | 190,000.00 | 528,000.00 | No |

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

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

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

|    | List of directors                                               | Termination date | Number of the audit committee meeting |
|----|-----------------------------------------------------------------|------------------|---------------------------------------|
| 1. | Mrs. SUVIMOL CHRITYAKIERNE<br>(Chairman of the audit committee) | -                | 4/4                                   |
| 2. | Mr. SUKDA PUNKLA<br>(Audit committee)                           | -                | 4/4                                   |
| 3. | Mr. VINIT SAMRITPRICHA<br>(Audit committee)                     | -                | 4/4                                   |