Form 56-1 One Report 2021

OPTIMIZE *THE* POSSIBILITIES

T.A.C. Consumer PCL.

บริษัท ที.เอ.ซี. คอนซูเมอร์ จำกัด (มหาชน)

CORE VALUE

T-TEAM WORK

A-ACHIEVEMENT & ATTITUDE

C-CREATIVITY

C-CUSTOMER & CONSUMER FOCUS

This year, from the change of current situation to create culture that is Strengthening corporate values to support New Normal in line with the current situation, The Company has added core value as follows:

COLLABORATION

AGILITY

VISION

"We will be one of the leading lifestyle products and beverage and companies in ASEAN which promptly deliver customer satisfaction and establish mutually beneficial and long lasting relationship with all key stakeholders employee, customer, consumer, partners, shareholder and planet.

MISSION

TACC is committed to become a leading Company offering beverage and Lifestyle product especially tea and coffee with both in B2B and consumer markets domestically and in CLC group of countries, Cambodia, Laos and China with make stability of 4 profit as follow:

- customers, by creating customer satisfaction from making high quality product sold at reasonable price
- trading partners, by emphasizing on sustainable and long term trading relationships
- the society, in taking part in improving quality of lives to community, social and environmental
- the organization, by providing satisfactory return to shareholders and compensation to employees.

BUSINESS GOAL

- Grow together with major trading partners, with an aim to operate the business under sustainable growth and business partnership principles.
- Focus on continuous products development to differentiate the business.
- Create and strengthen distribution channels in both domestic and international markets.
- Increase sales volume in Domestic and International market by maintaining existing customer base and tapping into new consumer groups.

Target Sales Revenue in 2024
2,000 Million Baht

Roadmap To One of Leading Beverage Companies in ASEN

AWARDS AND RECOGNITION

The Stock Exchange of Thailand and Money & Banking Magazine jointly hosted SET Awards 2021, the announcement and award presentation ceremony aim to recognize companies on the Thai capital market with excellent and outstanding performances in various areas. TACC was award "Best Investor Relations Awards" from Business Excellence group. The Company received the above award for the second time since the first award in 2019. The previous year, TACC was award "Outstanding Investor Relations Awards" (The fourth consecutive year). This award presentation ceremony to listed companies that have outstanding performance of Investor Relations activities. Which important to emphasize that the participation of the whole organization in carrying out the activities.

TACC received the Superior Taste Award from the International Taste Institute, Belgium. The international level leader in evaluating and certified the taste of food and beverage. Part of the panel of judges was among those honored at the Chef & Sommelier competition or from prestigious institutions such as Le Guide Michelin, Gault & Millau. The Superior Taste Award is well recognized by major retailers worldwide and makes a significant difference to both domestic and international markets; with more than 72 participating countries around the world.

The Superior Taste Award is considered a prestigious global standard award and an encouragement to all executives and employees, who are committed and determined. Although, in the past the Company has been affected by the COVID-19 situation, but continue to develop and invent good quality products as well as places importance on product research and development. The Company considered RD department as the heart of the organization, therefore invested on the team of personnel with diverse knowledge and ability to develop beverage products. In addition, the RD Lab is equipped with a wide range of tools and equipment of international standards, in order to support innovative development for beverage in the future.

The awarded beverage is available in 7-Eleven convenient stores, which are cold beverages dispenser, consisted of Latte Coffee including Matcha in the All Café corner and Milk Tea Taiwan (Na-Arun Brand).

TACC received Corporate Governance Report of Thai Listed Companies 2021 was a Excellent score continuation from last year from Institute of Director .

ESG100 2021
Environmental - Social - Governance

TACC was rating in ESG 100 by Thaipat Institute announcement 100 Listed Companies outstanding environment, Social and Corporate Governance.

TACC was excellent score (100 Point) in AGM checklist program from Thai Investor Association and Securities and Exchange Commission, Thailand.

ลาเต้
ลาเต้
ชาเย็น

ALL CAFE
All Café
ALL TIME GREAT TASTE

BUSINESS TO BUSINESS :

B2B

The Company researches and develops products closely with its key strategic partner in order to manufacture and distribute products to customer's stores mostly in convenience stores and food chain restaurants such as Cold Beverage Dispenser, Non Coffee menu in the All Café at 7-Eleven etc.

San-X
SAN-X CO., LTD.
หมาจ๋า
love me, love "dogplease".
ジェイラビ
Jay The Rabbit
Warbie Yama

ARUN
ZENYA
กาแฟเย็น
ชาเขียวนม

คาเฟ่มอลชน
Jungle Café

BUSINESS TO CUSTOMER :

B2C

Apart from researches and develops products closely with its key strategic partner. The Company also develops products under its own brands which this group of products such as Ready to Drink under the brand “Zenya”, Instant Powder Drink under the Brand “Na-Arun”, License Business and Café Business.

T.A.C.C.
บริษัท ที.เอ.ซี. คอนซูเมอร์ จำกัด (มหาชน) ขอมอบเงินบริจาคให้กับ
"โครงการ การก่อสร้างไอซียูโควิด ส่วนต่อขยาย"
โรงพยาบาลราชวิถี
จำนวนเงิน 125,000 บาท
T.A.C.C.
โครงการร่วมแบ่งปัน "เครื่องดื่ม 200,000 แสนยูนิต
เพื่อช่วยเหลือผู้ป่วยโควิด-19
โดย
บริษัท ที.เอ.ซี. คอนซูเมอร์ จำกัด (มหาชน)
โรงพยาบาลสนาม
รพ.ราชพิพัฒน์ 2
ขอขอบพระคุณ
เพื่อผู้ วิกฤต COVID-19

T.A.C.C.

SUSTAINABILITY DEVELOPMENT

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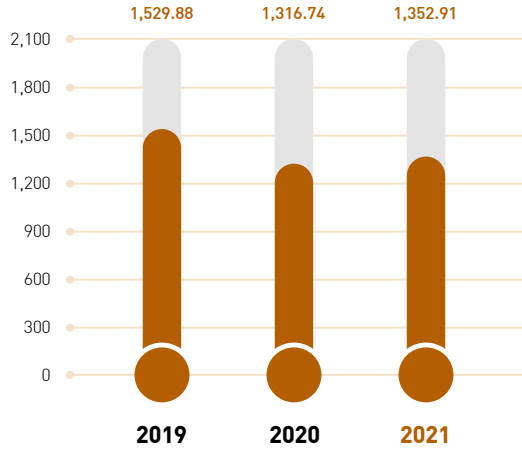
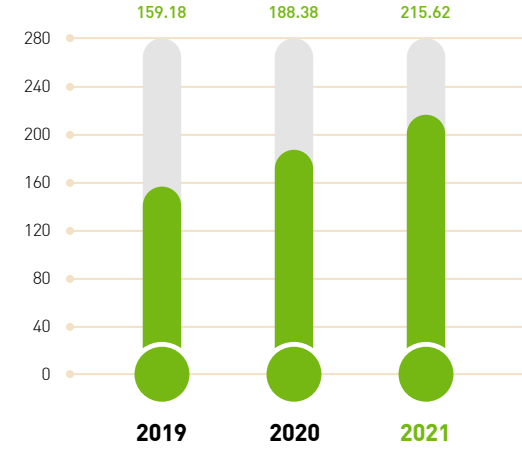
Total Revenues

(Million Baht)



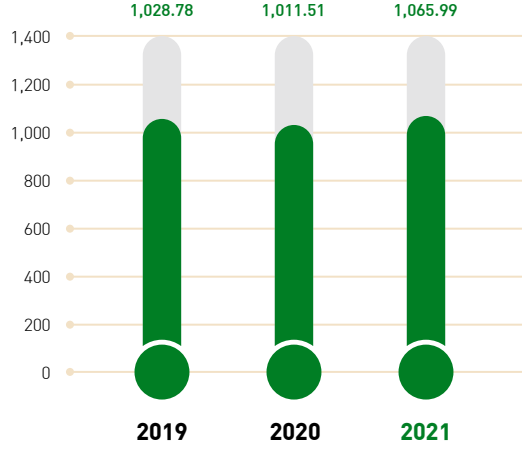
Profit for the Years

(Million Baht)



Total Assets

(Million Baht)



FINANCIAL HIGHLIGHT

	Unit	2019	2020	2021
Statements of Comprehensive Income				
Total Revenues	Million Baht	1,529.88	1,316.74	1,352.91
Total Expenses	Million Baht	1,328.60	1,082.85	1,083.62
Profit Before Income Tax Expense	Million Baht	200.93	234.70	268.82
Profit for the Years	Million Baht	159.18	188.38	215.62
Statements of Financial Position				
Total Assets	Million Baht	1,028.78	1,011.51	1,065.99
Total Liabilities	Million Baht	330.31	288.82	322.18
Shareholders' Equity	Million Baht	698.47	722.69	743.81
Statements of Cash Flows				
Cash Flow from Operating Activities	Million Baht	232.35	234.45	233.03
Cash Flow from Investing Activities	Million Baht	-177.79	122.36	-88.03
Cash Flow from Financing Activities	Million Baht	-118.46	-169.34	-202.07
Increase in Cash and Cash Equivalents-Net	Million Baht	-63.90	187.47	-67.07
Finanlcial Ratio				
Current Ratio	X	2.94	3.46	3.16
Account Receivable Turnover	X	5.09	4.91	5.41
Average Collection Period	Day	70.75	73.37	66.55
Average Sale Period	Day	15.34	16.52	21.61
Account Payable Turnover	X	5.69	5.58	6.67
Average Payment Period	Day	63.25	64.55	53.94
Gross Profit Margin	%	30.71	33.87	38.02
Operating Profit Margin	%	12.61	17.64	19.20
Net Profit Margin	%	10.41	14.16	15.94
Return on Equity : ROE	%	23.44	26.23	29.41
Return on Assets : ROA	%	15.97	18.27	20.76
Asset Turnover	X	1.54	1.29	1.30
Debt to Equity Ration : D/E	X	0.47	0.40	0.43
Interest Coverage Ratio	X	707.66	238.00	254.19
Cash Basis	X	1.54	1.26	1.02
Dividend Payout	%	91.67	97.86	93.05

* In 2020, The Company has reclassified according to financial standard. Which makes the figures for the year 2019 had been significantly changed.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTOR

In spite of the new wave of COVID-19 epidemic in 2021, Thailand had effective disease control measures and the progress on vaccination dramatically increased in the last quarter of the year. Thereby, the outbreak within the country had reduced and the strict lockdown measure had been eased so that economic activities could resume. However, the new outbreak of the Omicron variant in the end of the year, yet again, had raised concerns towards the economic recovery's direction. Thailand's overall economy in 2021 was likely to slightly grow at 1.2% from the severe contraction in the previous year. Therefore, this year could be considered as a challenging year for T.A.C. Consumer PCL. as it was still facing inevitable external factors.

As for the Company's overall operation in 2021, it generated a total revenue of 1,352.90 million baht, which increased by 2.75%, comparing to the previous year's total revenue of 1,316.74 million baht. In term of its performance, it had continuously grown from the previous year, due to the its ability to quickly analyze situations, to be determined, and to adjust appropriate strategies to different situations in a time manner. On top of those reasons, it also continued to effectively managed costs and the performance, as well as its initiative to create new business opportunities that support or extend its business core to be advanced and to keep up with changes of customer and consumer needs.

The Board of Directors kept emphasizing and focusing on reviewing and setting the Company's direction, vision, and mission, along with crucial policies to be supervised and monitored to effectively reach set goals. Moreover, it intended to follow every principle of Corporate Governance Code, and it also considered that all stakeholders were valuable by accurately, fully, transparently and timely disclosing information to shareholders, as well as focusing on social and environmental responsibility. From Corporate Governance Report of Listed Companies Year 2021 by the Thai Institute of Directors (IOD) in this year, it had been rated "Excellent" or 5 stars for the second year in a row. As for the assessment of the 2021 Annual General Meeting of Shareholders, it had been rated "Very Good" as well, and it was ranked to be one of the 100 listed companies with outstanding business sustainability (Environmental Social Governance: ESG100) from Thaipat Institute.

On behalf of the Board of Directors, I would like to thank all shareholders and stakeholders for their support and trust in the Board of Directors' performance as always, to thank the Company's management team and all employees for performing their duties with dedication and abilities which had leaded the organization through this difficult situation together. I would like you to strongly believe that we will conduct our business with good governance and will still be determined to run the business for sustainable progress forever. With all your supports in the future and from now on.

ADM Apichart Pengsritong
The Chairman of the Board of Director

MESSAGE FROM THE CHAIRMAN OF THE EXECUTIVE COMMITTEE

Despite the current epidemic of COVID-19 that has been continuously happening on end in many countries including Thailand, the impacts have started to be in control due to the effect of public health measures, accelerated vaccine distribution, and the effect of economic measures. As a result, Thailand's economy in the second half of the year recovered well from product exports, government's economic stimulus measures, and acceptance of foreign tourists.

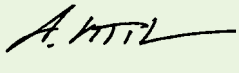
Although, the Company was still facing the COVID-19 epidemic situation in this year, the overall sales revenue had grown from the previous year as branches in the B2B group increased and so did new seasonal menus in the B2C group from the co-developed products. Also, in term of the Company's turnover, its net profit was 215.62 million baht, which increased 14.46% or a net profit margin of 15.94%, comparing to the previous year's net profit of 188.38 million baht, which considered as a continuous growth from last year. The reasons that its gross profit margin increased were because of cost development, cost control, and operations management that continuously maximized efficiency.

We continue to encourage the Company to be a learning organization, to promote innovation, and to focus on product research and development as the basis of a stable growth that can be extended and can add business value. Another Company's achievement in this year is different assessment certifications at the international level and other areas, including

- Superior Taste Award for the second year in a row from International Taste Institute in Belgium, who is the world leader in evaluating and certificating food and beverage tastes. It is considered a prestigious global standard award that is recognized among major worldwide retailers. The beverages from TACC that received this award are jet spray cold drinks that are available in 7-Eleven, including coffee latte, as well as All Café beverages, including matcha green tea and Taiwanese milk tea, Na-Arun.

- Best Investor Relations Awards for the second year from SET Award 2021. This award is a guarantee of the importance in disclosing the Company's information, transparency, and Good Corporate Governance.

On behalf of the Chairman of the Executive Committee, I would like to thank shareholders, customers, business partners, business alliances, Board of Directors, the management team, and all employees for performing their duties at their best in this year and for adjusting working methods in accordance with rapid changing situations in order to brilliantly increase work efficiency for different tasks. The Company is determined to follow good corporate governance, to operate sustainable business for successful work plans, and to always look for business opportunities by considering social responsibility, environment, and all investors.



Mr.Chatchawe Vatanasuk
The Chairman of the Executive Committee

THE CHANGE AND KEY MILESTONE 2021

JANUARY

- The Company has delivered the world-class "Superior Taste Award 2020" to 7-Eleven as a key strategic partner and reinforcing excellent quality beverages - international standard taste on the occasion of Cold Beverage Dispenser at 7-Eleven stores, including Thai Milk Tea, Coffee Latte and Lemon Tea from the All Café, which CP All Public Company Limited and T.A.C.Consumer Public Company Limited jointly developed and received the "Superior Taste Award" from the International Taste Institute, Belgium.

- The Company has launched the new seasonal flavor of Cold Beverage Dispenser "Lychee Berry Twist" at 7-Eleven stores.

- The Company has launched 'Banpu NEXT EV Car Sharing', an electric car rental via HAUP application. By combining the popular characters among new generations, including Rilakkuma, Dog please, and Jay The Rabbit and wrapping them on electric cars give drivers more charm and fun, and also raise more awareness on TACC's licensed characters. Additionally, Banpu NEXT is a leading smart clean energy solution provider and provide an integrated EV fleet management, responsible for sourcing electric vehicle car for this service and HAUPCAR is the one who's in charge of the rental service system in order to be another option for more convenient travels. This also catches up with the hot trends among new-generation metropolitans in Sharing Economy, Product Application, and Ecologically Sustainable Services.

- The Company has launched new seasonal flavor of Instant Powder Drink "Peach Cherry Blossom" with 3 new menu such as Peach Blossom Soda aloe Vera topping, Peach Blossom Tea aloe vera topping and Peach Blossom Yogurt Frappe in fresh corner coffee under "All Café" at 7-Eleven.

- Instant Powder Drink Tea group in fresh corner coffee under "All Café" at 7-Eleven. There are upsizing to 22 oz. This is considered a full year sales revenue recognition.

FEBRUARY

ジェイラビ
Jay The Rabbit

- The Company has been a license agent of cartoon copyrights as a Thai brand character, Jay The Rabbit, one of the top 10 online influencers and a clear Unique presence.

MARCH

- RMUTP, together with Thai Cannatech Innovation Co., Ltd. had jointly developed research regarding "cannabis" for medical and commercial to fully enter health and wellness market.

- The Company has launched the new seasonal flavor of Cold Beverage Dispenser "Salak Berry" at 7-Eleven stores.

- The Company has launched new seasonal flavor of Instant Powder Drink "Melon Milky Series" with 3 new menu such as Melon Yogurt Frappe, Bingsu Melon Frappe and Ice Melon Milky in fresh corner coffee under "All Café" at 7-Eleven stores.

- The Company was Superior Taste Award from International Taste Institute, Belgium continuously second year which is the international leader in the evaluation and certification of food and beverage flavors. This award includes Cole Beverage Dispenser including Latte Coffee, Beverages in the corner of All Café, including, Matcha Green Tea and Taiwan Milk Tea Na-Arun Brand. By all beverages are sold in 7-Eleven stores. Recognized in the Chef & Sommelier competition or from prestigious institutions such as Le Guide Michelin, Gault & Millau, the Superior Taste Award is recognized by major retailers around the world and make a significant difference to both the domestic and international markets. With more than 72 participating countries around the world.

APRIL

- The Grand opening "Sumikkogurashi" pop-up Café in Singapore. TACC open a pop-up Sumikkogurashi-themed Café taking place at Orchard Central, Singapore. This time, Bakemono Pte Ltd. still be collaborated with San-X, Japan based on characters from Sumikkogurashi. The Big fans will be excited by the welcome from adorable Sumikkogurashi and friends!. Visit the transformed space and enjoy dishes that are specially designed to fit the theme from San-X Japan.

MAY

- TACC joins the fight against COVID-19 Donated money to Rajavithi Hospital, by Khun Suveeraya Ansavananda, Assistant Managing Director, Strategic Partner and Intergrated and Corporate Communications. Representing the donation of 125,000 baht to the "ICU COVID Construction Project, Extension of Rajavithi Hospital with Dr. Udom Chawrin, Managing Director as an assignee to be a part of supporting the fight against COVID-19 to medical personnel who sacrifice physically and mentally in control and prevention as well as taking care of patients infected with COVID-19.

JUNE

- The Company has launched premium products Rilakkuma Character and jointed big campaign I miss Japan. To appeal to Thai people who like to go to Japan and miss their key partners such as tumblers, bento bags, noodle bowl sets, rice powder bottles, non food products, and many more.

ESG100 2021
Environmental • Social • Governance

- The Company was Shortlisted for the 2020 ESG 100 Fund Universe by Thaipat Institute Announces 100 Outstanding Securities for Environment, Society and Governance.

- The Company has been a license agent of cartoon copyrights as a Thai brand character, "Warbie Yama" By Khun Arut Tantasirin as a creator and owner of the copyright owner of the character that has been accepted by fans around the world.

JUNE

- The Company has launched the new seasonal flavor of Cold Beverage Dispenser "White Chocolate Mint " at 7-Eleven stores.

- The new formula of Lemon Tea less sugar 47%. It has a sweet and sour taste, mellow. I want everyone who loves health to try it. Freshen up with reduced calories.

AUGUST

7 ELEVEN

T.A.C. Consumer PCL.
บริษัท ที.เอ.ซี. คอนซูเมอร์ จำกัด (มหาชน)

- The Company has entered into a joint business Exclusive contract with 7-Eleven for another 3 years until 2024 and is the third consecutive renewal of the contract, reflecting the confidence to reinforce the sustainable partnership. by moving forward together to develop new products to meet customers' needs on the spot along with bringing products into the delivery platform service, there is a high growth trend. Support sales to grow steadily together.

- The Company has launched new seasonal flavor of Instant Powder Drink "Blueberry Crumble" with 3 new menu such as Double Berry Crumble Yogurt Frappe, Blueberry Crumble Frappe and Blueberry Crumble Yogurt Ice in fresh corner coffee under "All Café" at 7-Eleven stores.

SEPTEMBER

BONCAFÉ

- The Company has joined with partners to sign the MOU with "BONCAFÉ", the leader in the integrated coffee business for more than 30 years to strengthen their business together. By this cooperation will help develop it into a research and development innovation center one-stop production increase product variety help drive growth towards the goal of being a leader in research and development in the Thai non-alcoholic beverage market and expanding the business to the ASEAN region in the future.

OCTOBER

- The Company has shared 200,000 units of beverages to help COVID-19 patients To various agencies across Bangkok 10 places to be part of supporting the fight against COVID-19 to medical personnel who sacrifice physical and mental energy in control and prevention along with taking care of patients.

- The Company has signed an extension of the copyright agent contract with Character Maaja for another 2 years after continuous positive feedback and continue to expand more customer base.

- The Company was excellent score (100 Point) in AGM checklist program from Thai Investor Association and Securities and Exchange Commission, Thailand.

NOVEMBER

- The Company has launched the new seasonal flavor of Cold Beverage Dispenser "Crysanthemum" quench your thirst, cool your throat, combine the benefits from Lor Hang Guo and Chao Guo at 7-Eleven stores.

- The Company received Corporate Governance Report of Thai Listed Companies 2021 was a Excellent score (5 star) continuously previous year from institute of Director and support by Stock Exchange of Thailand.

- The Company has jointly launched Natural Alkaline Water "EIGHT PLUS x Jay The Rabbit", a new choice for people who care about health. It has begun to be sold at all 7-Eleven stores across the country.

- The Stock Exchange of Thailand and Money & Banking Magazine jointly hosted SET Awards 2021, the announcement and award presentation ceremony aim to recognize companies on the Thai capital market with excellent and outstanding performances in various areas. TACC was award "Best Investor Relations Awards" from Business Excellence group. The Company received the above award for the second time since the first award in 2019.

DECEMBER

- The Company aims to use innovative packaging "Green Carton" by SCG Packaging, which is an environmentally friendly packaging made from used paper waste through the storage process and recycled starting from using the packaging, green tea, milk tea Taiwanese tea and lemon tea size 16 oz. of All beverages, which the Company has started to use eco-friendly packaging as an alternative and it is one of the important CSR projects, reinforcing the intention to focus on environmental stewardship. Taking into account all groups of stakeholders.

BOARD OF DIRECTORS

ADM Apichart Pengsritong
Chairman and Independent Director

Assoc.Prof.Kitti Siripullop
Chairman of the Audit Committee and Independent Director

Mrs. Paktra Suriyapee
Audit Committee, Independent Director and Chairman of the Nomination and Compensation Committee

Mr. Komsak Wattanasriroj
Audit Committee, Independent Director, Nomination and Compensation Committee and Chairman of the Risk Management Committee

Mr. Chanit Suwanparin
Director, Nomination and Compensation Committee and Risk Management Committee

Ms.Trithip Sivakriskul*
Independent Director and Risk Management Committee

Mr. Chatchawe Vatanasuk
Director

Mrs. Chirapan Khotcharit Choosang
Director and Risk Management Committee

Mr. Suphot Leenanurak*
Director and Risk Management Committee

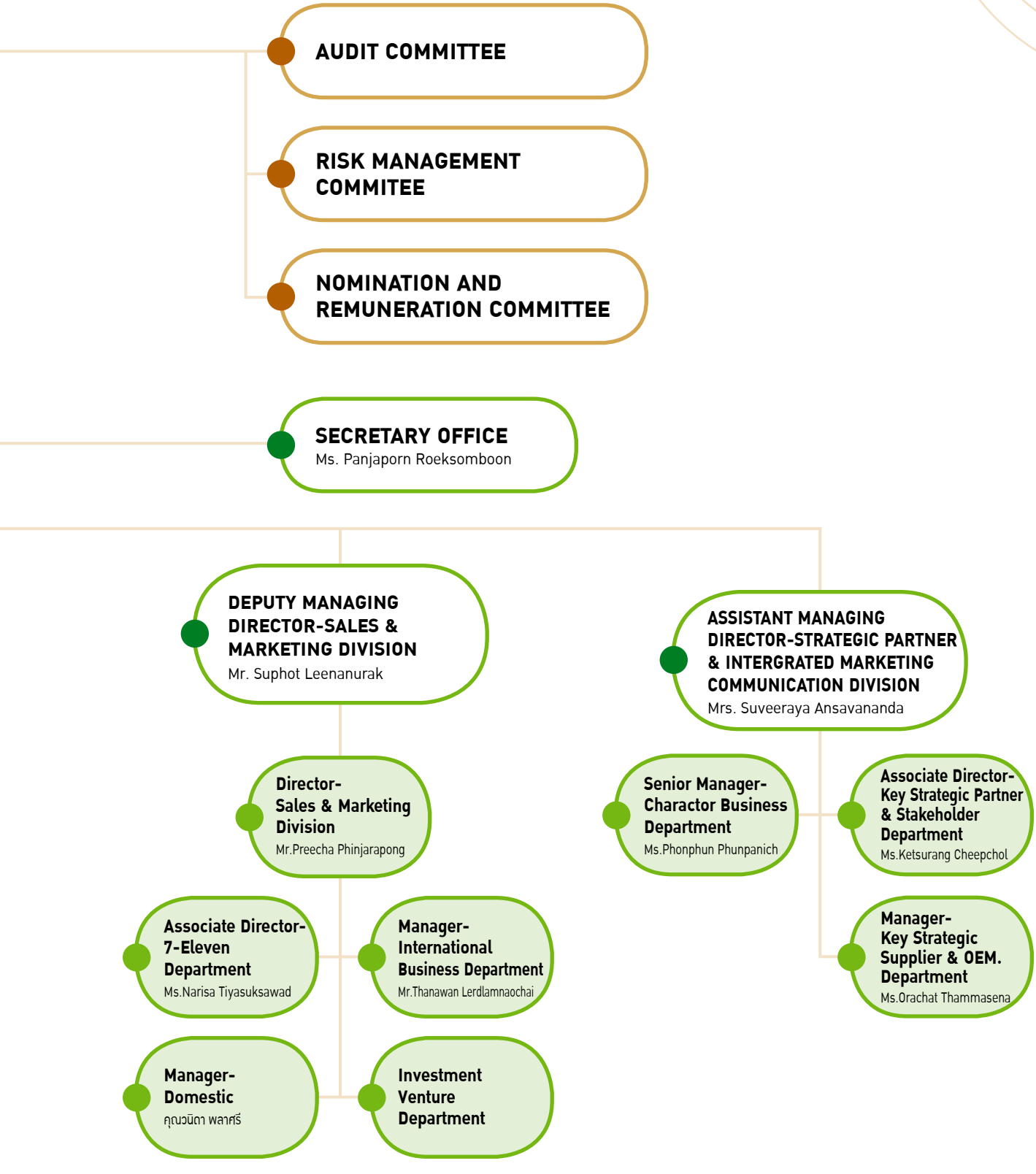
Note : *Ms.Trithip Sivakriskul and Mr. Suphot Leenanurak appointed as the Director on 22nd April 2021 onwards.

EXECUTIVE COMMITTEE

7 5 3 1 2 4 6

1. **Mr. Chatchawe Vatanasuk**
   Chairman of the Executive Committee
2. **Mrs. Chirapan Khotcharit Choosang**
   Executive Committee
3. **Mr. Suphot Leenanurak**
   Executive Committee
4. **Mrs. Suveeraya Ansavananda**
   Executive Committee
5. **Ms. Hatsaya Charuwitayanan**
   Executive Committee
6. **Ms. Preawnapa Nimma**
   Executive Committee
7. **Ms. Parichat Chotipumiwet**
   Executive Committee

ORGANIZATION CHART


AUDIT COMMITTEE
RISK MANAGEMENT COMMITEE
NOMINATION AND REMUNERATION COMMITTEE
SECRETARY OFFICE
Ms. Panjaporn Roeksomboon
DEPUTY MANAGING DIRECTOR-SALES & MARKETING DIVISION
Mr. Suphot Leenanurak
ASSISTANT MANAGING DIRECTOR-STRATEGIC PARTNER & INTERGRATED MARKETING COMMUNICATION DIVISION
Mrs. Suveeraya Ansavananda
Director-Sales & Marketing Division
Mr.Preecha Phinjarapong
Senior Manager-Charactor Business Department
Ms.Phonphun Phunpanich
Associate Director-Key Strategic Partner & Stakeholder Department
Ms.Ketsurang Cheepchol
Associate Director-7-Eleven Department
Ms.Narisa Tiyasuksawad
Manager-International Business Department
Mr.Thanawan Lerdlamnaochai
Manager-Key Strategic Supplier & OEM. Department
Ms.Orachat Thammasena
Manager-Domestic
คุณวนิดา พลาศรี
Investment Venture Department

1. STRUCTURE AND OPERATION OF THE GROUP OF COMPANIES

POLICY AND OVERVIEW OF BUSINESS

T.A.C. Consumer Public Company Limited ("The Company"), formerly known as T.A.C. Beverage Company Limited, was registered as a Company on 28 March 2002 with its authorized capital of two million baht to operate and sell Cold Beverage Dispenser products in 7-Eleven convenient store, which were jointly developed by the Company and CP ALL Public Company Limited. The products were sold included iced tea, milk tea, coffee, and fruit juices such as punch and cantaloupe juice. Later in 2005 the Company expanded its business to ready-to-drink market by launching a ready-to-drink bottled green tea product branded

" Zenya" and also expanded the distribution channel to overseas market such as Cambodia, Singapore, Dubai, Russia, and United State of America. Then, in 2009 the Company entered meat processing business by establishing its processing plant at Hi-Tech Industrial Estate, Bang Pa-In District, Ayuthaya Province, in order to manufacture and distribute meatball and grilled pork using the product brands "Happy Chef" and "Number One" and changed its registered name from T.A.C. Beverage Company Limited to T.A.C. Consumer Limited on 28 July 2009. After that in 2011 the Company expanded into functional drink market by launching VSlim, a ready-to-drink healthy and weight control coffee, in order to meet the need of consumers who place their importance on health and beauty. VSlim was considered the first healthy ready-to-drink canned coffee brand with weight control benefit in the market.

In terms of supply chain management, the Company primarily outsources its production to Original Equipment Manufacturer (OEM) to manufacture both jointly developed products with key strategic partners and Company's own products which were distributed using Company's brand. In addition, in order to expand its business value chain, in 2013 the Company invested in a plant for power drink mix with manufacturing capacity of 2,021.76 tons per year, with the total area of 1 rai, 1 ngan and 53 square wa located in Paragon Factory Land, Ban Bueng District, Chonburi Province. The Company has diversifies risk to the BanBuang Factory with and add production line and standard of the high production to giving the Company more potential. Although the Company established its own manufacturing plant, it still primarily employed outsourcing manufacturers in order to utilize the outstanding and unique advantages of each producer.

The Management's vision to be a leading Company in tea and coffee beverages which have been the Company's main business, the Company sold its meat processing business on August 2013. Then in 2014, the Company developed and launched new instant drink powder products under the brand "Sawasdee" and positioned this product primarily for overseas market. The products included in this brand are durian milk with natural chunks, and Thai milk tea, all of which are the flavors that illustrate innovation and contemporary Thai culture, as well as unique Thai taste.

The Company operates in partnership with CP ALL Public Company Limited (CPALL") in a business to business (B2B) due to core business of CPALL is the retail sector convenience stores under the trademark 7-Eleven, which sells a variety of products by consumers and consumer good major products include 1) Stationary 2) Non-Food 3) Cosmetic 4) Beverage and 5) Processed Food. The Company wants to grow together with partners sustainable with strategy and opportunities for partners to participate in such groups.

In each year, the Company developed new products with customer for approach consumer to cover continuous increasing and expanded business to other products group. At present, the Beverage business is growing such as Instant powder All Café at 7-Eleven, Hot Beverage Dispenser etc. This year, there will be an added menu in the All Café corner at 7-Eleven stores, which is Taiwan milk tea, which will be the signature menu that will be sold all year round at all branches with All Cafés nationwide and there is an increase in the size of the drink from16 oz. To 22 oz., Which will be another part that will increase the income even more. Also, the Company has Stationary Business, and Non-Food Business which those business enter add strength to Company and cover core products group of CPALL and diversify of risk.

For the Business to Consumer Group (B2C), the Character Business is stronger. The Company has a licensing agent of San-X Japan (licensor). Which the Company has co-create with leader brand partners such as merchandise, premium and campaign. The character in the famous online cartoon of Thailand under the brand "MaaJa", This year, the Company has renewed its contract for another two years after continuing its positive response and has continued to expand its customer base.

For this year, the Company has represented two more Thai characters, Jay The Rabbit, the most powerful female rabbit. The online world, which is considered to be filling in Jay The Rabbit, which has strengths in the online world, is on ground to achieve strong growth and further color the character industry in Thailand as "Jay The Rabbit" has a difference full of ideas, creativity, which will be reflected in the upcoming work.

Recently, in the middle of last year, the Company has a licensing agent the copyright of "Warbie Yama" by the Thai master bird, who was born from the short-lived animation "Cheez...z" and won the award from the International Animation Short Film Festival. Later, it developed the character Warbie into a digital-styled in LINE application until gained popularity to the year of the world with the character of the year award, and there are many fan groups in foreign countries, and with its interesting identity, Warbie Yama with warm stories and presenting value, experiencing positive feelings to fans. Through works through every step of attention.

The Company expanded Beverage Business to Café Business such as Muanchon Café, Arabitia Café, Jungle Café, CP Fresh Mart, Black Canyon and Punthai Coffee. There are expand business and develop new beverages or products for the Café Business customer group. Which has stores distributed nationwide and more channels of selling products.

Moreover, The Company expand the beverage to Lotus' including Lotus's Hyper Market and Lotus's go Fresh. In the part, relatively rapid outlet changes and outlet patterns are considered to be an important business group in increasing revenue once and for all.

This year, it can be considered that the Company has received various certifications and awards. More internationally, including The Superior Taste Award continuously for the second year and considered a prestigious global standard award and an encouragement to all executives and employees, who are committed and determined. Although, in the past the Company has been affected by the COVID-19 situation, but continue to develop and invent good quality products as well as places importance on product research and development. The Company considered RD department as the heart of the organization, therefore invested on the team of personnel with diverse knowledge and ability to develop beverage products. In addition, the RD Lab is equipped with a wide range of tools and equipment of international standards, in order to support innovative development for beverage in the future.

The awarded beverage is available in 7-Eleven convenient stores, which are cold beverages in the drinks dispenser, consisted of latte coffee, Matcha Green Tea in the All Café corner and Taiwan milk tea, Na-Arun Brand.

Over the past years, The Company has focused on managing marketing and sales strategies together with research and development of unique and distinct beverages which vary in terms of style and flavor. The Company's products, as a result, could continuously meet consumer needs and lifestyles, and have been increasingly trusted by customers and partners all along. Aiming to operate its business with long-lasting partners under sustainable growth and business partnership principles.

The Reviewed Vision, Mission and Business Goal Annually

The Company has reviewed the vision, mission and business goal annually with review of the management and presented for approval to the meeting of Board of Directors No. 5/2021 held on 21 October 2021, The Executive Committee presented a new vision. To make it more clear and to ensure consistency in the current economic situation and conditions, as part of the mission remains the same

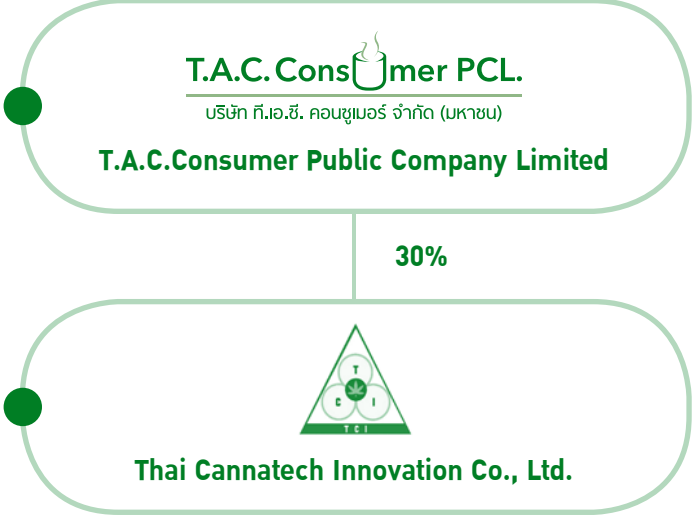
Furthermore, the Board of Director follow up to implementation of the Company's strategy and operating results per quarter. Especially, the goal of financial and business plan in order to comply with the Company's strategy set.

SHAREHOLDER STRUCTURE OF BUSINESS GROUP

As at 1 January to 31 December 2021, the Company has investment in Join Venture Company as follow:

Join Venture Company	Nature of Business	Registered Capital (Million Baht)	% of Shareholder
Thai Cannatech Innovation Co., Ltd.	Production and distribution of plant extracts and processing herbs	5	30

Diagram of Shareholder Structure



NATURE OF BUSINESS

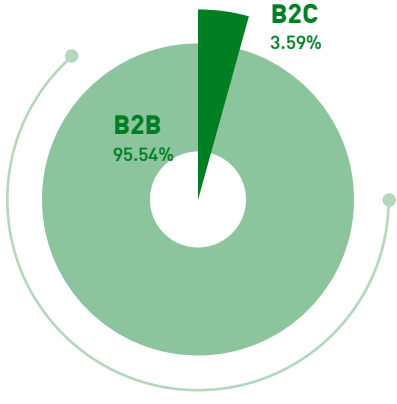
Revenue Structure

Type of Revenue	Year 2019 Million Baht	%	Year 2020 Million Baht	%	Year 2021 Million Baht	%
Revenue from sales						
• Business to Business : B2B	1,358.67	88.81	1,248.84	94.84	1,292.60	95.54
• Business to Customer : B2C	161.60	10.56	65.90	5.00	48.54	3.59
Total	**1,520.27**	**99.37**	**1,314.74**	**99.85**	**1,341.14**	**99.13**
Other income [1]	9.61	0.63	2.00	0.15	11.77	0.87
Total revenue	**1,529.88**	**100.00**	**1,316.74**	**100.00**	**1,352.91**	**100.00**

Note : [1] Other revenue include revenue from interest income and sales of raw material.

The Company engages in the business of sourcing, manufacturing, and distribution of beverages in tea and coffee categories, lifestyle products and License Business. The Company focuses on managing and executing marketing and sales strategies along with beverage product development. The developed products possess distinctive unique selling points and varieties in both formats and flavors. The Company's products meet the needs of consumers of all age and gender, both teenagers, students, college students and working people. The nature of products can be separated into 2 main categories, which consisted of the group of products that the Company jointly developed with its business partner and the group of product which are distributed under the Company's brand as follows:

Revenue from Sales 2021
(Milion Baht)



Product group which the Company jointly developed with its business partner (Business to Business : B2B)

The Company researches and develops products closely with its key strategic partner in order to manufacture and distribute products to customer's stores mostly in convenience stores and food chain restaurants which will be the collaboration between the marketing, sales, new business development division and research and development division of the Company and the Customer's marketing and purchase division. The products in this group can be summarized as follows;

1. Cold Beverage Dispenser (Core Flavor)

This type of beverages generates the Company's main revenue in which a jointly research and development of this cold beverage dispenser since 19 years been conducted cooperatively with 7-Eleven convenience store under administration of the CPALL Public Company Limited. The product will be distribute to the 7-Eleven shop in the form of instant powder package of several size, i.e. 467 grams, 702 grams, etc., which the product will be merged in the dispenser and sold as cold drink to the customers.

Cold Beverage Dispenser (Core Flavor)

Instant Powder Drink and Seasonal Drink in All Café Corner

In administering the cold beverage dispenser at the 7-Eleven convenience store, there will be both the core flavor, which is the main beverage that must be available in every 7-Eleven convenience store. The core flavor drinks that the Company jointly developed with 7-Eleven are ice-coffee with 7-Eleven trademark and milky ice-tea with the "Zenya" trademark of the Company.

The jointly developed of the Company with 7-Eleven team. The Company has work plan together for growth of cold beverage dispenser group. The Company developed the formula to reduce sweetness of Cold Beverage Dispenser for the solve sugar tax. By using raw material that provide more sweetness instead of natural sugar and adjusting the formula to reduce the sweetness of espresso coffee, latte coffee and iced tea.

2. Instant Powder Drink

The Company develops instant powder drink containing 35 grams for distributed to fresh corner coffee All Café stores located at 7-Eleven. The product has been launched since June 2014. There are 8,300 stores including 5 flavors; Milk tea, Matcha green tea, Lemon tea and Taiwan Milk tea sugar. There are developed additional new group for make colorful for All Café such as Peach Cherry Bossom, Milky and Blueberry Crumble.

In this year, The Company has upsizing of Non Coffee Menu beverage in All Café, 7-Eleven stores from 16 oz to 22 oz which overall stores has All Café corner nationwide. Which effect to more purchase rate.

3. Product that the Company jointly developed to distribute on Seasonal Drink

This product is a choice that each store can be selected as appropriate to the area around the stores. The Company has jointly developed this product group with CPALL which will be switching by a specific period of time.

Cold Beverage Dispenser (Seasonal Drink)

Hot Beverage Dispenser

- Seasonal Drink as a choice of each 7-Eleven store which change cold beverage as a period. The product that the Company jointly developed to distribute of seasonal drink such as Lychee Berry, Salak Berry, White Chocolate Mint and Crysanthemum tea.

4. Hot Beverage Dispenser

The Company jointly developed Hot Beverage Dispenser group with CPALL for increase the convenience of consuming beverages with customers at 7-Eleven stores, which installed in late 2015. At present installed 515 units mostly installed at 7-Eleven in PTT gas station.

The Hot drink is priced at 17 baht per glass. Currently, there are three main flavors: coffee, chocolate and matcha green tea with the drink is pressed out of the automatic press. This machine has a new innovation. The mixer head rotates at speeds of up to 13,000 cycles, making it quick to mix drinks. The water pressure is consistent to get a hot drink with good taste and a seductive odor with soft milk foam.

Product group distribute under the Company's brand (Business to Customer : B2C)

The Company also develops products under its own brands which this group of products can be summarized in 5 category as follows;

1. Ready-to-drink green tea under the brand "Zenya"

The kind of Zenya trademark product is the green tea made of the genuine green tea mixed with intense fruit juice, mineral and vitamins, making it completely unique and freshly taste of tea leaves and fruit juice and this particular feeling has been identified as "Zenya Super Power form Super Fruit". In this year, the Company has come back to selling Zenya in Cambodia

Ready-to-Drink Green Tea under the brand "Zenya"

Instant powder drink under the brand "Na-Arun"

again and developed formula add cooling agent. It is produced in 3 different flavors; (1) Ready-to-Drink Green tea mixed with pomegranate juice with the benefit of double amount of anti-oxidant derived from green tea and pomegranate fruit. (2) Ready-to-Drink Green tea mixed with red grapes that helps lower the lever of body cholesterol, and (3) Ready-to-Drink Green tea mixed with honey lemon ice great for boosting your immune system. These ready-to-drink product are placed in the colorful plastic bottles of 500 milliliters, and are good for every consumer of all age and sexes, particularly the group of teenagers. This kind of product is sold in the general market as well as imported to the oversea, mainly in some ASEAN countries, particularly Cambodia. The retail price in the country's general market is 20 baht per unit. As for the oversea market, it will be developed in terms of the product formula so as to be appropriate to the needs of customer as well as the requirement of each particular country. For example, the ready-to-drink green tea with less sugar is granted by the health promotion brand of the Singapore with guaranteed sign on the bottle containers as the "Heathier Choice" and this is to confirm that the healthy drink product which can be put into sale in every school all over the Singaporean country.

2. Instant powder drink under the brand "Na-Arun"

A three-in-one drink mix containing 500 gram crates with 10 sachets per crated costing 1,000 baht. This kind of product is produced under the aim that the customers or consumer may be impressed on this particular kind of Thai taste the drink refreshment in which screenings of good quality ingredients are made for the benefit of the customers themselves. This kind of ready-to-drink instant are 3 different flavors: Coffee category Tea category Beverage category are follow: 1) Instant coffee powder, espresso formula with a rich, full-bodied coffee flavor 2) Instant Coffee Latte Powder with a mellow 3) Thai milk tea ready-mixed powder 4) Matcha Green Tea Latte Premium taste Mild aroma of matcha 5) Thai tea mixed with lemon flavor It is a black tea blended with Thai lemon flavor. 6) Taiwanese milk tea, rich tea flavor According to the original Taiwanese tea 7) Brown Sugar Milk Tea, 8) Ceylon milk tea, 9) Peach Tea 10) Clear jasmine tea 11) Ready-made chocolate imported from France 12) Banana milk 13) Hokkaido milk 14) Melon Milk 15) Taro milk 16) Toffee Nut Latte Popular 17) White Chocolate Mint Latte 18) Strawberry Milk Cookies 19) Butterfly Pea Lime Drink Unique Thai drink menu 20) Punch drink 21) Kyoho Grape Drink 22) Apple Fiber Drink and 23) Peach Raspberry Collagen Drink.

3. License Business

The Company signed a licensing agreement with Ingram Japan, in order to become a licensing agent of San-X Japan (licensor). TACC deals with licensees cover 7 countries such as Thailand, Singapore, Malaysia, Cambodia, Myanmar, Laos, and Vietnam. The period of contract 5 years. San-X's characters include Rilakkuma, Sumikkogurashi, Sentimental Circus, Kamonohashikamo, Mamegoma etc.

Licensing is an act of one party granting license to another party for production by using its trademark license and other market-related rights. Licensees have to pay an agreed licensing fee as a royalty fee.

Character "San-X" From Japan

Rilakkuma

"Rilakkuma" means "Bear in relaxed mood". At all time and everywhere Rilakkuma goes Rilakkuma is continuously lazy and relaxed. Rilakkuma is totally stress-free and also doing things on his own pace. Rilakkuma is someone impossible to be hated by others. You will be dragged into Rilakkuma's world and become lazy and relaxed while watching what everything Rilakkuma does.

Rilakkuma This bear costume, known as Rilakkuma came out of nowhere and visited Kaoru's house one day.Even now without plans, this costume hangs out at her place and disturbs her by not doing anything every day, but gives her some life advice occasionally.Rilakkuma's favorite is special sweets from local rice dumpling store and weakness is summer season.

Korilakkuma

Korilakkuma is a white bear cub, but nobody knows where it came from. Apparently, Korilakkuma was not acquaintances with Rilakkuma, but since there is a red button on its chest, it does not seem like a real bear. Korilakkuma was named by Kiiroitori. Korilakkuma loves to play tricks and is a mischievous cub with lots of energy.

Kiiroitori

The yellow bird that Kaoru was keeping as a pet before Rilakkuma and the others came. Kiiroitori used to stay in a birdcage, but can now leave it freely.Every day Kiiroitori scolds Rilakkuma for laying around and fights with playful Korilakkuma for being too mischievous.

Chairoikoguma

Chairoikoguma lives in the Honey Forest and is friends with Korilakkuma. The chest hair is bushy, and when the mouth opens, there are fangs. There are bear prints on the soles of each foot. The body smells like sweet honey. There is honey on the butt.

Sumikkogurashi

"Sumikkogurashi" are the characters, living a quiet and solitary life in the corners.They might be able to settle down when they're in the corners. But they don't like being in the centers.When they're taken to the center, they always rush back to the corners.

Shirokuma

is a shy bear who migrated south to avoid the cold. Shirokuma feels most calm while drinking hot tea in a corner.

Penguin?

Am I even a penguin? Penguin has no confidence. In the past, there might have been a plate on Penguin's head...

Tonkatsu

The end of a tonkatsu. Made of 1% meat, 99% fat. Left behind for being too oily...

Neko

Shy and timid, Neko usually hides in corners. Neko worries about its body shape.

Tokage

is actually the last of the dinosaurs. Pretends to be a lizard to avoid being caught. Slowly warming up to Nisetsumuri.

Tapioca

They are the leftovers in the cup as only milk tea was drunk up earlier. I'm fed up with this"(Tapioca's muttering)

Mogura

Used to live in a corner underground. Became curious about the commotion above ground and surfaced for the first time. Likes red boots.

Yama

A small mountain that looks up to Mt. Fuji. Appears at hot springs and poses as Mt. Fuji.

Furoshiki Shirokuma's

Shirokuma's luggage.Used to claim corners and when Shirokuma is cold.

Hokori

A careless bunch that often piles up near corners.

Ebifurai no Shippo

Too hard to eat and left unfinished. Ebifurai no Shippo and Tonkatsu are friends who understand each other very well.

Nisetsumuri

s actually just a slug with a shell. I'm sorry for tricking you...

Zassou

A positive weed. Admires florists and dreams of being made into a bouquet one day.

Suzume

Just a regular sparrow. Likes Tonkatsu very much and comes to peck at Tonkatsu.

Obake

Lives in one of the attic's corners. Stays quiet to prevent others from being scared. Enjoys cleaning.

Mamegoma

Mamegoma is a small seal who was only discovered recently. Mamegoma is a palm-sized, miniature seal. Mamegoma is very friendly and, after getting used to you, will respond when called to or ride on your palm. There are many varieties.

Sentimental Circus

Stuffed animals abandoned in room recesses and on street corners that sneak away at night to form a secret circus. Tonight, their strange friends will gather together before show time.

Kutusita Nyanko

Kutusita Nyanko is a cat that is actually wearing socks. Kutusita Nyanko will put various lost or precious items in the socks and carry them for you. Kutusita Nyanko might even find something precious for you.

Tarepanda

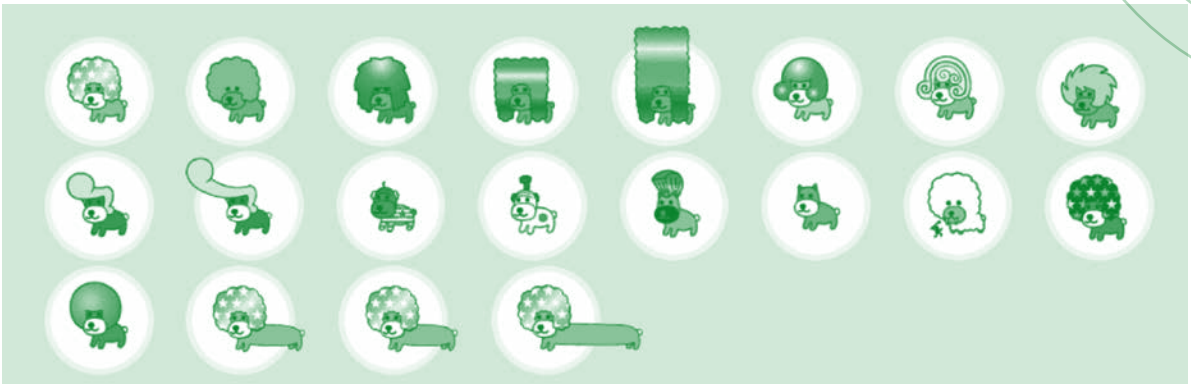
The origin of relaxing character styles, "Tarepanda."Following its name, Tarepanda's characteristic pose and movements express a personality that cannot be forgotten. Tarepanda is soft to the touch and surprisingly sturdy. Moves mainly by rolling around at 2.75 mph. Loves sweet mochi cakes.

Monokuro Boo

"Boo" "Love?" "Enjoy?" "Happy!" It seems like Monokuro Boo will send us messages! Each day comes with various challenges, but sometimes it may be good to rest a bit and try to think simply.

Afro Ken

Afro Ken is drawn towards afro-shaped things and can transform into many different things. Always in a good mood. Has many friends with strange hair styles and transformations.



Jinbesan

Jinbesan has a body and heart as big as the ocean. Jinbesan always gathers together with many friends. Jinbesan is everyone's place to relax and rest.

Character "Dog Please" (Maaja)

In this year, the Company has representative agent of "Dog Please" with local popular character in Thailand. KhunNathawee Limpanilchart, former pocket book writer has brought the story between people and dogs, conveyed in a cute view through their own unique line and created as a "Maaja" page with a 2 years contract period covering 7 countries including Thailand, Singapore, Malaysia, Cambodia, Myanmar, Laos and Vietnam. For the year, The Company has renew contract 2 year.

Viking Puppy & Friend (The Soi Dog)

Pudding (The Happy Dog)

GiGi (The Mean Dog)

Cat please (The Dog that disguise to be Cat)

Khun Suveeraya Ansvananda, Assistant Managing Director of T.A.C. Consumer PCL and Khun Nathawee Limpanilchart, Managing Director DOG PLEASE Company Limited.

Character "Jay The Rabbit"

ジェイラビ
Jay The Rabbit

This year, the Company has been a license agent of cartoon copyrights as a Thai brand character, Jay The Rabbit, with a two-year contract period exclusively in Thailand, with more than 5,000,000 followers in the social world, one of the top 10 online influencers and a clear Unique presence, loved by the powerful single and office groups. Buying in bulk, Jay The Rabbit's starting point came from "Khun Tai" as a person who likes to set up a status on his own Facebook, with images illustrated as rabbit images, which are available on the Internet.

She posted until she couldn't find the illustration, so she started drawing herself to compose the posted status, and even her's friends who saw the ability suggested opening the "Jay The Rabbit" page, drawing various expressions that Jetty liked to post, and finally Jay The Rabbit officially took place on April 21, 2012, and then 8 years later, from the small community page, Jay The Rabbit has now become famous .A large community where many people meet, talk, and greet each other, from a typical line-up cartoon to a popular character business, many products come. It is also possible to export characters to foreign countries.

Character "Warbie Yama"

This year, the Company has been a license agent of cartoon copyrights as a Thai brand character, "Warbie Yama" with a two year contract period exclusively in Thailand. By Khun Arut Tantasirin as a creator and owner of the copyright character created by the short animation film "Cheez...z" and has awards from various international short film festivals. Later, it developed the character Warbie in to a digital sticker in LINE application until it became popular around the world, with the character of the year award, There are many fan groups overseas and with Warbie Yama attractive identity, which has a warm story and presents value, it penetrates positive feelings to fans through works born of attention in everything.

4. Café Business

The Company expanded the product of B2C to Café Business such as Café MuanChon, Jungle Café, Arabitia Café, CP Fresh Mart, Black Canyon and Punthai Coffee. Which the stores distributed throughout the country and abroad. Currently, the Café Business in which the Company delivers beverages has a total of approximately 1,000 stores, which helps to increase the distribution channels of the Company.

5. Natural Alkaline Water Eight Plus X Jay The Rabbit

The Company as a license agent of Jay The Rabbit that partnered with Alka Plus Co., Ltd. The only natural alkaline water producer in Thailand, to use best natural alkaline water source (natural water source is unsynthesized from machines, leaving no heavy metals or chemicals, clean, safe and international standard) by introducing the Jay The Rabbit Character to create excitement and new and Natural Alkaline Water Eight Plus X Jay The Rabbit" to be on sale at 7-ELEVEN store.

- ✔ **Alkaline Mineral Water from Natural**
- ✔ **Electrolyte Water from Natural**
- ✔ **Come from a naturally high pH source**
- ✔ **100% Recycle and Upcycle**
- ✔ **Stand for Premium product for active and Healthy lifestyle**

Marketing and Competition

Competitive Strategy

1. Establishing Business Partnership

The heart of Company's business is to build business partnership with all the business partner, including customers, original equipment manufacture (OEM), material, packaging suppliers. The Company has its policy to establish long-term relationship with partners under business alliance concept. Apart from common business transaction, the Company has been working closely with its partners in exchanging the idea, determining business plan, as well as developing product and package that could satisfy customer's needs and that could swiftly and effectively react to marketing situation. Moreover, the Company and its trade partners regularly exchange their views on new products and update the trend of beverage markets both in domestic and overseas market. Such business relationship is beneficial to not only the Company but also its partner and lead to sustainable long-term business relationship.

The Company has been one of 7-Eleven key strategic partners which enable the Company to constantly develop and introduce new products to customer. This result in a steady growth of Company's revenue.

The Company was granted the Partnership Award 2013 "Best of Business Growth" form CPALL. The award has been bestowed to the trade partners, mostly large corporations in recognition of continuous collaboration and excellent business growth. As a result, demonstrates that the Company has been accepted by its customers and has been on par with leading companies of the country.

The Company was award "SME Sustainable 2016" Organized by CP ALL Public Company Limited cooperate The Office of SMEs Promotion (OSMEP) and Department of Industrial Promotion set "The 7- Eleven Thai SMEs Sustainable 2016. They were award to SMEs partners who sell products through the channels of 7-Eleven and 24 shopping. There are 8 categories, 13 award such as SME Sustainable, Rising star SME, Agriculture SME, community goods. Etc.

The Company has received the Exclusive Contract for the duration of 3 years and this year the Company has renew the contract continuously. Therefore, the Management is confident that the Company will be able to maintain a stable and lasting relationship with that customer.

This year, RMUTP, together with Thai Cannatech Innovation Co., Ltd. had jointly developed research regarding "cannabis" for medical and commercial use from upstream to downstream. The aim of this cooperation came from the CBD product that contains less than 0.02% THC trend, which had been approved by Ministry of Public Health's announcement (no. 424) in 2021 for commercial use. It became a mega trend in health and wellness business and it also received positive responses from consumers in various countries. Hence, the company saw the potential of CBD products so it participated in researching and developing CBD products according to the law, in order to distribute to the market by using CBD that is planted and extracted by the cooperation between Thai Cannatech Innovation Co., Ltd. and Faculty of Science and Technology at RMUTP. This action is a commercial business growth which intends to develop and to launch new products to the market and is considered as a crucial step for TACC to fully enter health and wellness market.

Having to join BONCAFE will help the Company to develop into a product developing center with high quality, full-ranged, and various products to response today's consumer needs and to support the increasing competition in the beverage market. BONCAFE will help

expanding the customer base in order to reach every consumer group, including the automatic hot beverage machine section by distributing through BONCAFE's distributors in different provinces all over Thailand, and developing beverage products together. This cooperation will encourage the state of being a non-alcohol beverage development leader in Thailand and will expand the business to ASEAN in the future.

2. Developing unique and different products

Another factor contributing to the steady business growth is that the Company has placed its importance on product research and development, to create unique and distinct products both in appearance and taste; for example a green tea product without green color under the concept "The Colorful Green Tea" of which the idea has been further developed to "Super Power from Super Fruit" and a beverage with natural fruit chunk branded "Sawasdee". This allows the Company to react itself appropriately and promptly to business opportunities, gaps, and change that evolve all the time, while being able to focus itself more of specific target market in order to thoroughly meet diverse consumer's need and lifestyle. Such outcome stems from a cooperation among marketing team and research and development team. Initially, the marketing team will study and closely monitor beverage market trend both in domestic and oversea markets, as well as change in consumer's behaviors. The business development team will conduct project feasibility study and then the product research and development team will create, develop, and design product that could satisfy the need. Since the product research and development team having long been experience in beverage industry, they could constantly create and develop new unique and differentiated products to the market by differentiating its products, the Company could mitigate the risk from substitute products of the same category.

3. Maintaining Product Quality Standards

Apart from inventing and developing new unique products, the products the Company also gives its priority to the production of quality products to satisfy consumers need. The Company has set in place its product quality control policies in every stage of the production, starting from selection and procurement of necessary ingredients for each product type from high quality producers. Although most of the Company's product are manufactured by OEMs who procure ingredients on their own, the Company ensures its product flavor and quality standards by determining the list of major ingredient producer/supplier. The OEMs Company will have to inspect the ingredient quality, so as to be compliance with the determined specification set by the Company, as well as asking suppliers to deliver samples of ingredient to quality assurance department for inspection every purchase order. Moreover, the Company also examines and controls its product quality in every state of production, from the beginning to the end, before delivering to its customer. All the processes aforementioned are made to ensure that the quality of products/ materials supplied meet our standards.

As the manufacturing of most products is outsourced to external OEMs, the Company put its great emphasis on the selection of such manufactures, starting from the quality standard inspection of their plants. Every contracted manufacture must be certified with various standard such as GMP and HACCP. Moreover, the Company inspects its OEMs of their production procedures and processes, in manufacturing of sample products and of the first batch production. The OEMs also have their own quality assurance teams to regularly inspect their own product quality and they have been requested to submit the sample of every batch of production of production for Company's inspection to ensure that the product quality meet the requirements before delivering to customers. In addition to that, the random quality inspection of in store products is also employed.

In this year, The Company received the certification of quality standards at the international level are as follows:

- TACC received the Superior Taste Award from the International Taste Institute, Belgium continuously year. The international level leader in evaluating and certified the taste of food and beverage. Part of the panel of judges was among those honored at the Chef & Sommelier competition or from prestigious institutions such as Le Guide Michelin, Gault & Millau. The Superior Taste Award is well recognized by major retailers worldwide and makes a significant difference to both domestic and international markets. The awarded beverage is available in 7-Eleven convenient stores, which are cold beverages dispenser, consisted of Latte Coffee ; including Matcha Green Tea in the All Café corner and Milk Tea Taiwan, Na-Arun Brand.

4. Continuous Public Relation and Sale Promotion

The Company places its great importance on sale promotion and public relation of products through its continuous arrangement of marketing activities in order to promote the products through its primary channels But because this year, due to the epidemic situation of COVID-19 As a result, the Company has considered and reviewed even more in the public relations and sales promotion. By focusing on online channels, however, if the situation returns to normal The Company will continue to plan for public relations and promotion as before. for examples, regularly participating in domestic and overseas food and beverage exhibitions which create opportunities for the Company to exchange its view with groups of targeted customers, both direct customers and groups of distributors, importers, and wholesalers from all over the world. This helps promoting the products and assisting in market expansion, as well as acting as a channel to receive customers' suggestion towards products which is crucial for product improvement and development to effectively satisfy customer's needs in each segment more precisely. Moreover, participating in such events also enables the Company to obtain information on food and beverage industry trend as well as innovate idea which allows the Company to timely evaluate and develop its product to satisfy customer's needs and lifestyles that evolve constantly.

Due to the situation of COVID-19, customers are increasingly focusing on delivery channels according to the New Normal, which drinks Non Coffee Menu at All Cafe corner has also been sold via 7-Eleven Delivery, including the Rilakkuma character has also been expanded into 7-Eleven's 7Delivery Platform service in joining the collection promotion campaign. Whether it's premium products, non food, and others, the 7-Eleven Delivery channel has a relatively fast growth rate and responds to the convenience of consumers in the current situation.

7-Eleven Delivery Platform

Nature of Customer and Target Group

The Company's target customers' covers all group of consumer, all gender and all age. The difference is the type of product which are as follow:

Products	Target Customers
1. Cold Beverage Dispenser (Jetspray)	The working population across all occupational groups aged 20-49 years that are mainly in the low to moderate income bracket.
2. Instant powder drink	The working population across all occupational groups aged 20-49 years that are mainly in the low to moderate income bracket.
3. Hot Beverage Dispenser	The working population across all occupational groups aged 20-49 years that are mainly in the low to moderate income bracket.
4. Ready to drink Green Tea Brand "Zenya"	Target customers ranges from teenagers to middle aged persons age 15-30 years that are mainly in the low to moderate income bracket.
5. Instant powder drink Brand "Na Arun"	The working population aged 20-49 years that are mainly in the low to moderate income bracket.
6. License Business	Target customers ranges from teenagers to middle aged persons age 15-49 years that are mainly in the moderate income bracket to high income.
7. Café Business	The working population across all occupational groups aged 20-49 years that are mainly in the low to moderate income bracket.
8. Natural Alkaline Water Eight Plus X Jay	The Rabbit Target customers ranges from teenagers to middle aged persons age 25-50 years that are mainly in the moderate income bracket to high income.

Proportion of revenue from sales separated into categories of customer in the year 2019-2021

	2019			2020			2021		
Sale	Million Baht	mix (%)	Growth (%)	Million Baht	mix (%)	Growth (%)	Million Baht	mix (%)	Growth (%)
Domestic Sales	1,475.05	97.02	17.14	1,290.62	98.17	(14.77)	1,318.77	98.33	2.13
International Sales	4.35	0.29	(62.98)	1.18	0.09	(0.25)	0.38	0.03	(210.53)
License Business Sales	40.87	2.69	118.91	22.56	1.72	(1.47)	21.99	1.64	(2.59)
Total Sale	**1,520.27**	**100.00**	**17.89**	**1,314.74**	**100.00**	**(16.46)**	**1,341.14**	**100.00**	**1.97**

Note : International Sales sum to amount is Indirect Export

Price Setting Policy

The Company has the policy to determine its product price using the Cost Plus Margin approach in which the price of each product differs depending on its market price and distribution channel. The Company will consider the competition within each market as well as the acceptance of each customer segment. Moreover, the Company, in collaboration with its business alliances, might arrange promotion based on the market condition and marketing strategy of the Company. This might include giving discount, product giveaway or other promotional campaigns.

Policy and Practice toward Customers, Trading Partners, and Competitors

The Company has its policy and practice toward customers, trading partners, and competitors as follows:

1. To treat customers, trading partners, and competitors with good understanding and collaboration .
2. To offer good quality service to customers with warm friendship and supportive manner.
3. To reasonably and carefully advise or decide on behalf of customer in consideration of customer's appropriateness.
4. To protect stakeholder's benefits.
5. To support social activities as appropriate, as well as participating in public contribution, education, and activity that contributes toward national development.

Policy and Practice with Trading Partners

The Company gives importance to business partners, in which every business must rely on each other and choosing good business partners. So, Able to create a long-term business advantage for the Company by wanting to create mutual understanding have the same idea by taking care of as one of the growing trade practices. As well as supporting and providing opportunities for business partners equally by holding mutual benefits which will make the organization grow sustainably in the future.

Criteria for selecting Trading Partners

The Company pays attention to selecting the right partner. By ensuring that the selection process and treatment of partners is equally and fairly. The Company will consider selecting partners with good reputation. with professionalism. There is no guarantee of quality or important standards, no violation of environmental and labor laws. The criteria for selecting Trading partners are as follows.

1. To consider the correct registration documents such as registration certificate VAT registration, etc.
2. The history of trading with important customer.
3. The Quality system certificate or industrial product standard certificates (if any).
4. Visiting the establishment to evaluate various capabilities.
5. For the selection of OEMs in each case, there will be an evaluation of the selection of new production contractors.

Customer Satisfaction

- The Company's 7-Eleven Department has conducted a survey on the customer satisfaction of 7-Eleven customers, which is an annual survey. by customers answering such satisfaction surveys In order to be able to bring information to improve and increase the efficiency of operations in 8 areas, summarized as follows:

  1) In terms of product quality, it was found that the average included was a very good result interpretation criteria in order of preference satisfied from most to least as follows: Accuracy of weight and number, followed by product packaging in perfect condition. The Correction and prevention issues when complaints arise, it is efficient and prompt product quality as specified.

  2) In terms of product development, it was found that the overall picture was highly agreeable in order of satisfaction from highest to lowest as follows: clear consultation quick to coordinate and useful suggestions, followed by samples being delivered on the date and time specified, and the convenience of telephone, e-mail and line communication equally continuous company.

  3) In terms of delivery, it was found that the overall picture was the most agreeable. Mostly agree with the issues of speed, punctuality in delivery of goods (estimated from the given Lead Time) and completeness issues and correctness of goods and documents.

  4) Responsibility for information and document services It was found that the overall picture was the most agreeable on the issue of speed in responding to questionnaire documents and punctuality in submitting information and/or questionnaires within the same stipulated time and the next issue completeness and accuracy of information and/or questionnaires and providing information or suggestions.

  5) Customer Service: It was found that the overall picture was the most agreed with the satisfaction of service etiquette of customer service personnel. Convenience of contact by phone, E-mail and Line complete and advance notification about product problems and the issue of speed of response.

  6) Partner Management (Strategic Partner) found that the overall picture agreed the most. Receive cooperation and assistance from partner management

  7) Company image (Reputation) found that the overall picture was the most agreeable. They are very satisfied with TACC's credibility issues and are equally inferior. It is an issue of long-term trust in TACC and long-term relationship with TACC.

  8) Overall satisfaction, The results of 7-Eleven's customer satisfaction on the issue of overall satisfaction with TACC found that the overall picture was the most agreeable.

In summary, 7-Eleven's customer satisfaction was found that the average result was very good. They are arranged in descending order as follows: TACC's image was very good, followed by overall satisfaction, very good, followed by Delivery, very good, Sales <Salesperson> Very good, Customer Service. Very good criterion Strategic Partner Very good criterion.

- International Business Department and the local sales department has prepared a customer satisfaction survey form. which is an annual survey by customers of foreign businesses and the local sales department responds to the customer satisfaction survey form. In order to be able to use the information to improve and increase the efficiency of various operations, summarized as follows:

The satisfaction survey of foreign business customers has a very good average. The satisfaction survey was conducted in 8 areas in order from most to least as follows: Topics with the same average of very good were product quality, customer service, Strategic Partner, Company image and overall satisfaction Later on the sales side <Salesperson>Very good criteria. Subsequently, the management of information and documents was very good, and the delivery aspect was very good.

The results of the satisfaction survey of domestic sales customers are of a very good average. The satisfaction survey was conducted in 8 areas in order from most to least as follows: Topics with the same average of very good were delivery, customer service, Strategic Partner, Reputation and overall satisfaction Later on the sales side <staff>Very good criteria Subsequently, the management of information and documents was very good, and the delivery aspect was very good.

Policies and practices regarding the protection of personal information of customers in accordance with personal Data Protection Act.

The Company attaches great importance to the protection of personal information of customers obtained from the collection and use with a focus on respect and the importance of personal data rights and personal data protection, which are fundamental rights to privacy that must be protected under the Personal Data Protection Act B.E. 2019. Therefore, the Company has set a policy to be the principle of personal data protection and as a guideline for executives and employees at all levels in using personal information, covering from collecting personal data or use or disclosure of personal information, quality of personal information, security measures, personal information security and various rights of information subjects for the proper use of personal information by This year, the Company has employees in related departments to attend training on the Personal Data Protection Act and prepare for the law to be announced.

Sale and Distribution Channel

The Company distributes its products using both domestic and overseas channels. The dedicated sale team is tasked to contact and coordinate with different distribution channels to thoroughly and efficiently distribute products. In domestic market, products are distributed through large wholesalers and retailers, while in overseas market products are sold by importers and / or distributors.

The Company has two main distribution channels which can be summarized as follows:

1. Domestic Distribution Channels

Domestic sales are executed both in cash and with credit terms granted to customers. Most of which havea credit term between 30-60 days. Domestic channels can be divided into two types as follows;

A) Traditional Trade

- Van Sales : At present, the Company has four van sales accompanied by its sales staff. The sales staffs visit retail outlets to survey the market as well as promote and sell the Company's products in order to build new customer base. Product distribution coverage areas include Northeastern, Eastern, Western and Bangkok region. This sales channel focuses on product distribution through specific channels such as hospitals, factories, schools and golf courses.
- Sale through large wholesalers : The Company appoints one wholesaler per one territory to distribute its products to retail stores. Currently, there are three territories which are Upper Northeastern, Lower Northeastern and Central regions

B) Modern Trade

The Company distributes its products directly to modern trade outlets by focusing on distribution to Convenience stores such as 7-Eleven most of the products distributed to modern trade are dispenser drink available at 7-Eleven.

C) Specialized distribution channels

The Company distributes products directly to the food and beverage business, which is a channel that the Company focuses on and focuses on expanding sales to grow, such as cafes with more than 1 branch, beverage business In the food court at Lotus's Hyper Market, which is considered a B2B sales channel with salespeople acting as key accounts, taking care of and managing sales from each key customer to grow steadily.

2. Overseas Distribution Channels

The Company distributes products via importers and/or distributors. At present, the Company has five distributors for overseas market. Overseas sales are conducted under an advance payment policy, whereby customers have to transfer in full payment before any product shipment.

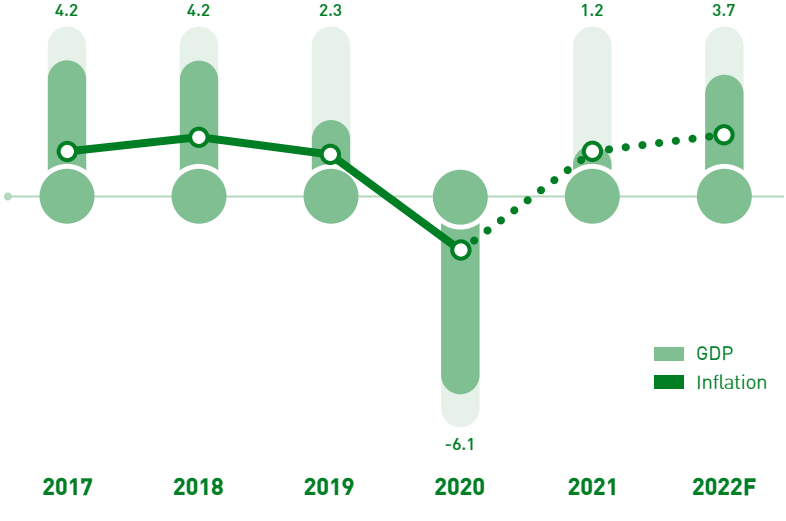
For expanding distribution channels to overseas markets, the Company will consider market condition, competition, opportunities and threats in each market including the Company's capacity and strength. Currently, Cambodia is considered to be a strategic market of the Company since its size and population matches the Company's market expansion plan. Moreover, the competition in the beverage industry in Cambodia is relatively low and advertising expense is significantly lower than in Thailand.

Products	Distribution Channel	
	Domestic	Oversea
1. Cold Beverage Dispenser	✓	-
2. Instant powder drink	✓	-
3. Hot Beverage Dispenser	✓	-
4. Ready to drink Green tea "Zenya"	✓	✓
5. Instant powder drink "Na Arun"	✓	✓
6. License Business and Character product	✓	✓
7. Café Business	✓	✓
8. Natural Alkaline Water Eight Plus X Jay The Rabbit	✓	-

Thai Economy Overview in 2021

The data from Krungsri Research in "Thai economy in 2021" reported that multiple serious outbreaks in 2021 had slowed down Thailand's economy recovery. The COVID-19 outbreak in the end of 2019 and the Delta variant outbreak which widely spread in Thailand in the third quarter of 2021 had restricted many business actives under strict restrictions for months. Furthermore, the outbreak had spread to the business sector, causing a production pause in some industrial and construction sectors. However, the vaccination had significantly increased in the last quarter of the year so the outbreak within the country had slowed down and strict control measures had been eased so the business activities could resume. As for the new outbreak of Omicron variant in the end of the year had, again, raised concerns towards the business recovery. Therefore, the overview of Thai economy in 2021 was likely to grow only for 1.2% from the severe recession in 2019 at -6.1%.

Thai GDP Growth and Inflation (%)



Note : 2021-22 Forecast by Krungsri Researh
Source : NESDC, MOC

The tourism sector continued to stagnate from the previous year because of the severe COVID-19 outbreak throughout the world from the beginning of the year. Though, Thailand started to accept foreign tourists through Phuket Sandbox Program since the middle of 2021 and in the beginning of November, foreign tourists from 63 countries were allowed to entered Thailand without quarantine requirements (test & go), there were still restrictions from the country of origin and the Omicron outbreak across the world in the end of the year which resulted in Thailand having to cancel Test & Go program. The full year of 2021 was expected to have only 0.35 million foreign tourists, comparing to in 2019 for 6.7 million tourists.

Exportation was a main economic drive in 2021. It took a turn to expand at a high rate of about 16.5% from the previous year's recession at -6.5%. The result of business recovery and the global trade were reflected from the growth of the export market that expanded in market and product categories, also from a work from home policy and a continued demand of products related to prevention and reduction of COVID-19. Additionally, the sharp rise in commodity prices in the end of the year had also supported the growth of the export market.

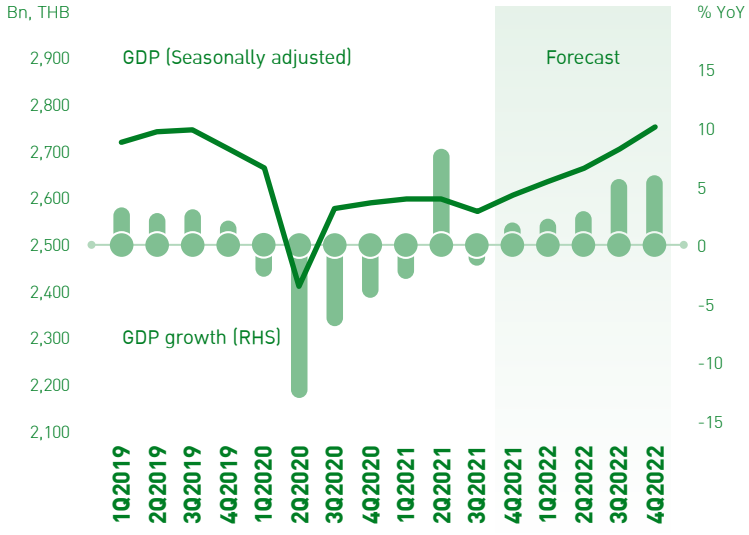
For the domestic spending, it was supported by government measures, yet, remained weak. The private consumption was likely to slightly grow at 1.1% from a -1.0% recession in 2020. Despite the implementation of strict epidemic control measures, which led to many disrupted economic activities, which affected the employment and worker incomes, and reduction of consumer confidence to the lowest in the history, the spending began to recover as the epidemic eased, as well as supporting factors from measures to heal people affected by COVID-19 and measures to support spending through various projects. This included domestic tourism in the end of the year and the private investment also improved, according to the expansion of exports, which was expected to rebound to 4.2%. Even so, the investment in construction was still facing constraints due to labor shortages and an outbreak in construction camps.

Extensive vaccination in the last quarter of the year gradually improved economic activities and supported the global demand for commodities. This, together with the supply disruption resulted in an increase in inflation in the end of the year, nonetheless, inflation tends to temporarily increase from energy prices. While the economy had been hit hard by COVID-19, the Bank of Thailand (BOT) maintained its interest rate at 0.50% throughout 2021. For other supports in different economy sectors, BOT emphasized more on financial measures, aiming at target groups, for instances, loan rehabilitation measure, debt suspension measure, assistance to retail debtors from refinancing support measure etc.

Thai Economy Outlook in 2022

The data from Krungsri Research has reported that the Thai economy's growth rate in 2022 is expected to continuously increase and reach to 3.7% from only 1.2% in 2021 and the value of economic activities will likely return to the pre-epidemic level in the second half of the year. The main economic drives will come from both internal and external factors, including the progress in vaccine distribution which will support Thailand and many other countries to reopen their borders, the recovery of the global economy and positive effects from regional economic integration will benefit the Thai export sector to continue growing, the business adjustment may lead to a new investment cycle, the support from government measures to stimulate domestic spending, while the tourism is likely to improve but it is still in the first phase of recovery.

Thai GDP Forecast (2021-2022)



Note : 4Q21-4Q22 Forecast by Krungsri Researh
Source : NESDC

Nevertheless, the aftermath of the long-running epidemic crisis and the economic recovery are still highly facing uncertain risks and challenges. The private consumption tends to improve but there's still a difference in the recovery as expected that in 2022, it will grow by 3.6% due to the improvement of economic activities within the country, in accordance with the control measure relaxation from a large increase in vaccination. Additionally, the government measures may be another supporting factor in the short term, yet, the spending may be limited due to the fragility of the labor market. It is expected that the overall average wage in 2022, is likely to increase, but will remain below the pre-epidemic level.

In addition, the recovery has not spread to all areas, all branches, and entire income groups so it may affect wages and spending in workers who have been severely affected by the outbreak crisis, especially in those related to the tourism sector. Export is somewhat slower but it is expected to grow by 5.0%, which is above the average in the past decade that had expanded to 2.9% from a global economic recovery drive after a widespread vaccination and a positive effect from the country integration within the same region (regionalization), especially the RCEP, which be effective in early 2022, that shall boost the trade sector in the next phase. According to the ADB study, it estimated that RCEP would boost Thailand's export value by 4.9% within 2030. Although, the number is not as high as Japan and South Korea, but it is the highest among ASEAN.

Meanwhile, the private investment is expected to grow to 4.6% from both domestic and international demand recovery. It will encourage the upward cycle of investment and will also expand the investment in order to response new-way-of-life needs (new normal) and will move forward to digital world. This is in line with a positive sign from foreign direct investment net inflows in Thailand that had increased in the first half of 2021, in which the value was higher than the full year 2019 (pre-epidemic period).

For the tourism sector, it is still in an early stage of recovery which is expected to gradually improve. Even though, Thai authority has had a policy to open the country in order to accept foreign tourists since the end of last year, the foreign tourist recovery may still be limited, due to the uncertainty caused by the COVID-19 outbreak. Consequently, many countries that are Thailand's crucial tourist market still have restrictions on international travel. Therefore, the number of foreign tourists in 2022 is expected be around 7.5 million tourists and will return to the pre-epidemic level at 40 million tourists.

Beverage Industry in 2021

Government Savings Bank Research Center reported that the new wave of Covid-19 outbreak had pressured consumer purchasing power to be cautious in spending. As well as the epidemic control measures that prohibited dining in restaurants in some areas had caused the decline in outdoor beverage consumption. On top of that, entrepreneurs had slowed down new product launch and they had to adjust some distribution channels, resulting in this year's non-alcoholic beverage market overview couldn't return to the same level as in 2018-2019. The market value was likely to be at 1.97-1.99 billion baht, which improved by 0.5-1.5% in 2020.

During February-April, Thailand would enter summer which was considered as the period of the business peak. If the new wave of epidemic could be controlled within these 1-2 months, it would positively affect the beverage market, especially bottled water products, soft drinks and soda. It was expected that specialty ready-to-drink coffee products, which focused on coffee lovers, vitamin water, vitamin beverages, and other fuctional drinks would grow above the average of the market growth because they could attract consumers with purchasing power and those who looked for new beverages that could reach specific needs.

Krungsri Research Center forecasted that domestic beverage consumption (90% of the total production) in 2021 would continue to decrease from the previous year, on account of the fragile purchasing power during the economic recession and the severe COVID-19 epidemic. In 2022 – 2024, the domestic market is likely to grow at a low level, according to the gradual economic recovery. Despite of COVID-19 crisis, the main beverage market, including soft drinks, beer, and liquor will face a limitation from a government measure effect that intends to reduce the consumption of beverages with side effects to health, for instance alcoholic beverages, beverages with high sugar content etc. Moreover, the low-income consumer's purchasing power is also another deteriorating factor.

For the international market in 2021-2024, non-alcoholic beverages tend to continuously decline, correspondingly to the main export market in Myanmar that has been prohibited to export through the border, which is the main export channel. For alcohol beverages, they tend to gradually grow in parallel with the economic recovery of trading partner nations. However, the gradual investment of Thai manufacturers for establishing production bases in the export market may reduce the importance of exporting Thailand's production sources.

Beverage Industry Trends in 2022 -2024

Krungsri Research Center has forecasted that the overall beverage industry revenue in 2022-024 is likely to grow in accordance with the domestic market. It is expected that in 2021, the sales value would continue to shrink due to the COVID-19 impact in 2019 which had an effect on consumer purchasing power. In 2022-024, the sales value will return to grow in line with the gradual recovery from the economy and the tourism sector. The export market tends to shrink or it may not grow as much because Thai entrepreneurs mainly have production bases in the ASEAN market, which is the main export market. For the sugar tax hike, it will burden soft drink producers in term of costs, which may affect in the reduction of profit margins.

In spite of those, Thailand can produce a variety of beverages that sufficiently meet the domestic consumer needs. There are also specific imports of expensive high-end beverages, for instances, wine and whiskey. Additionally, Thailand can export approximately 10% of the total production volume. In 2020, the Thailand's beverage industry has 420 factories registered with Department of Industrial Works, divided into 1) 340 non-alcoholic beverage factories or 81% of the total number of beverage factories.

Most of Thailand's beverage exports are non-alcoholic beverages or 88% of its total beverage export value. The beverages that it has potential to export include soft drinks, instant tea, instant coffee. The ASEAN market is the main export market, accounting for 64% of the non-alcoholic beverage's total export value, following by the United States (12%). In contrast, the alcohol beverage export is 12% of the total beverage export value and the main export market is ASEAN, accounting for 69% of total alcohol beverage exports, following by the United Arab Emirates (6%), Japan (5%) and China (4%), respectively.

PRODUCT PROCUREMENT

The Company mainly outsources manufacturers (OEMs) to produce products, which is 83% and 80% of its total finished good purchase in 2020 and 2021, respectively. This model includes both cases that OEMs purchase raw materials, and also the Company purchases raw materials and deliver these raw materials to OEMs. Since the Company values on product quality, it must select manufacturers/suppliers for the main raw materials, including tea, coffee, and milk. For the first step of any new product research and development, the Research and Develop Department is the one who selects the raw materials from various sources of high-quality manufacturers/suppliers, in order to develop production formulas of tasty beverages with different features as required. There's also a process for controlling the raw material quality, especially for the Company's main raw materials, as new manufacturers must be visited and audited before approving them to become one of the Company's manufacturers/suppliers. This also includes an annual audit that the Company reviews assessment results every 6 months by considering the quality and the history of raw material delivery.

For the case that the raw materials are purchased by the OEMs themselves and if it's one of the main raw materials, they must purchase only from the manufacturers/suppliers indicating by the Company. This is because the raw materials from different sources or different manufacturers/suppliers require different producing formulas, in order to acquire the same tastes and features. Therefore, the Research and Development Department has to develop alternative producing formulas for 2 – 3 different raw material sources for the purpose of being independent on one raw material manufacturer/supplier.

The main raw materials that the Company must provide to the OEMs and to its own instant powder drink factory include coffee, tea, sugar, and milk, which it sources from domestic manufacturers and/or suppliers. Those manufacturers and/or suppliers must submit raw material samples to its Research and Development Department to conduct a raw material quality inspection and to have a taste and feature test. This is intended to ensure that the raw materials meet the quality standard before actually purchasing them from each manufacturer and/or supplier. Moreover, the Company and the OEMs will randomly check the raw material quality every time the manufacturers and/or suppliers deliver the raw materials after the purchase has been made, in order to ensure that these raw materials, which will be used in the beverage production, meet the Company's standards.

For the raw materials that are agricultural products, for examples, coffee, sugar etc., the Company will negotiate the trade in advance with the manufacturers and/or suppliers, based on its annual sales plans and production plans. As for the sugar, an annual sales agreement will be made to determine the volume and price of the trade, in which this said trading price will include transportation costs. Therefore, if there's a change in the diesel price up to the specified price range, the sugar's trading price plus the transportation costs will be adjusted according to the agreement. As for the coffee, needed amounts of the raw material will be negotiated with the manufacturers and/or suppliers one year in advance and the trading price will be set in writing, aiming to reduce the risk of the Company's raw material shortage for producing as it has first planned.

Environmental Impacts

The Company's production process has no pollution that affects the environment. However, the Company has also strictly followed Department of Industrial Works and Provincial Industry regulations, as well as other requirements of different organizations.

Research and Development

The Company values on product research and development, which is the main strategy for differentiating products with a variety of forms and flavors, intending to effectively meet consumer needs and lifestyles. The Company has a laboratory for researching and developing its own products, together with a Research and Development team of 16 people with skills and long-time experience in the beverage industry. This makes it possible to continuously invent and develop new products with uniqueness and difference to the market, for instance, giving a character to green tea that doesn't have to be green, under "Super Power from Super Fruit" concept. The Company's research and development can be divided into two types, following

1. Researching and developing products with customers in order to develop beverage formulas to be distributed in their stores.

2. Researching and developing of products that the company invents and develops producing formulas in order to be distributed under its own brand.

The Company's research and development process is a collaboration between the Marketing Department, Sales Department, and Research and Development Department. The Marketing Department will study and follow both domestic and international beverage market trends, in order to closely study business opportunities, and to survey consumer needs and consumer behavior changes. The Research and Development Department will study of the project feasibility, then it will invent and develop products which includes product design that can deliver according to given requirements. Then the Sales Department will present these new products to customers for their consideration.

As of this year, the Company researched and developed the new products in the food and beverage category, following

- The Company adjusted the jet spray cold drink formula to be the sugar reduction one and to use a natural sweetener as well in espresso, latte, and iced tea. It also solved sugar tax problems collected by the government.

- ✔ **Alkaline Mineral Water from Natural**
- ✔ **Electrolyte Water from Natural**
- ✔ **Come from a naturally high pH source**
- ✔ **100% Recycle and Upcycle**
- ✔ **Stand for Premium product for active and Healthy lifestyle**

In term of the company's research and development expenses, they consist of new product research and development expense, production test (Test Run) expense, biological examination expense for products produced by its factory, consumer test expense, and product sample expense. The research and development expenses in the past three years can be summarized as following

Unit : Million baht

Year	Research and Development Expenses
2019	3.88
2020	5.81
2021	10.83

The Company's Factory Production Process

The Company's factory produces instant powder drink. The production process is called "Dry Mix", which is a process of mixing prepared raw materials through a high-speed mixer in order to combine the raw materials. The Company's production process can be divided into 5 main steps as following

- **Raw Material Inspection**
- **Raw Material Preparation**
- **Mixing**
- **Packaging**
- **Packing**

1. Raw Material Inspection

The Quality Control staff will inspect raw materials that are accepted to the warehouse by checking from the seller's Certificate of Analysis (CoA), analyzing various chemical numbers according each raw material attribute, and checking the packaging if it meets required standards. From there on, the warehouse staff will count the raw material number to be in accordance with the purchase order and will store them in the warehouse according to the First In First Out (FIFO) and First Expire First Out (FEFO) principles to facilitate the use those raw materials.

2. Raw Material Preparation

The inspected raw materials will be prepared before being mixed. This process starts by sifting out any impurity with a vibration screen sieve. Then the raw materials will be weighed according to specified formulas and will be stored in sealed bags. Each type of raw materials will be coded and organized into a batch to be ready for mixing in the next step. The Quality Control staff will then check the weight of every raw material batch, as well as checking ingredients according to each formula before processing to the next mixing step.

3. Mixing

The inspected raw materials will be sent to the mixing process with a high-speed mixer. The total mixing process time takes approximately 3 minutes. The humidity in the mixing room must be controlled for it must not more than 55% and so must the temperature of not more than 25 degrees Celsius. After the raw materials are completely mixed, the mixture will be poured into sealed tanks for packaging.

In the process, the Quality Control staff will take a random sample of the mixed product for quality inspection. Physical aspects will be examined, for instances, product appearance, any impurity or extraneous material, mixture compatibility etc., as well as chemical numbers, for instances, sugar content (% brix), pH number, moisture content (% moisture), bulk density, and sensory test in order to check the flavor etc.

4. Packaging

The mixed product will again be filtered through a sieve for extraneous materials, then small metal remnants will be checked by a magnetic trap. The product will be packed by the Auto Packing machine and the production date, expiration date, and production time will be stamped on the packaging.

In the process, the Quality Control staff will randomly check the product weight after it has been packed and they will weigh the product according to specified standard. They will then randomly check the package seal to prevent product leakage and they will also randomly collect product samples for the physical examination and chemical analysis according to specified standard.

5. Packing

Products that have passed quality assurance will be packed into boxes with the production batch number and expiration date on them. Then, the boxes will be arranged onto pallets and will be taken to the warehouse for further distribution.

In the process, the Quality control staff will randomly check the package number that are packed into a box, weight, box placement on the pallets, and random product samples for a microbiological testing. They will then collect the results of each production cycle's quality check to compare with the finished product specification, in order to get the product that meets required standards.

DIVIDEND POLICY

The Company has a policy to pay dividend at least 30% of its net profit after deduction of corporate income tax and legal reserve. However, the dividend payment may differ from the mentioned rate subject to result of the operation, financial position, liquidity of the Company and necessary of working capital usage to manage and expand the Company's business including economic condition.

2. RISK MANAGEMENT

RISK MANAGEMENT

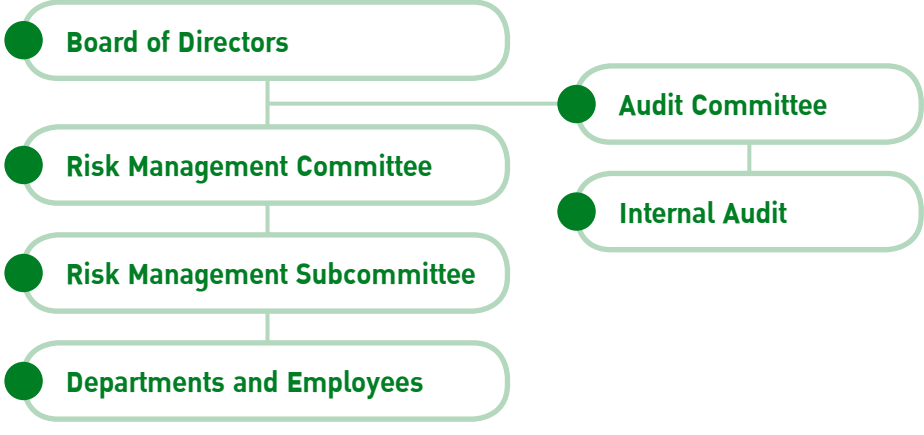
Policy and Risk Management Plan

The Company realizes the importance of risk management which is the basis for helping the Company to achieve its business it is also part of the mechanism of driving to Good Corporate Governance and to achieve corporate goals and sustainable growth. The risk management must be consistent with the Business Plan and Operation plan of organization under the current situation. To achieve corporate objective, well-decided and it can be used well for other elements of corporate management.

The Company has established a Risk management committee to perform supervisory duties on overall risk management for maximum effectiveness. This is to appropriately reduce the impact on the Company's business as well as to appoint Risk management subcommittee are in-house working group that comes from representatives of each department to jointly establish risk assessment, risk management frameworks and guidelines and prepare an key risk indicator in line with the goals of the organization and the scope of responsibility.

Risk Management framework

Risk Management framework is provide effective and efficient risk management and support the implementation of the goals and strategies of the organization, the Company has established the structure and responsibility for risk management according to the diagram below:



The Audit Committee/Internal Audit

The Audit Committee is a representative of the Board of Directors which assesses the adequacy, efficiency and effectiveness of the organization's risk management. To review the Company's internal control system and internal audit system that are appropriate. The Internal auditor has been assigned to assess the sufficiency reliability and timeliness of the Company's internal control system in accordance with COSO principles and reviewed the audit report and followed up on the performance according to the recommendations and reported the quarterly audit results to the Audit Committee.

Composition of the Risk Management Committee

Including 2 group as follows:

Group 1 The Risk Management Committee from The Board of Directors

Group 2 The Risk Management from The Management as position as follows:

- Managing Director
- Head of Marketing Department
- Head of Accounting and Finance
- Secretary of Risk Management Committee

The Company has Risk Management Sub Committee from representative of each department act in framing and risk management guidelines, risk assessment, key risk indicator and suggest ways to control and reduce risks for reporting to the Risk Management Committee.

Risk Management Process

The Company has prepared a risk management manual by referring to the risk management framework in accordance with international standards to serve as a risk management guideline for all department of the Company as follows:

1. Compliance Risk is the risk arising from non-compliance with the regulations or relevant laws or rules or hinder the performance.

2. Financial Risk is the risk the unavailability of finance budget such as exchange rates, interest rates, credit, investment, etc.

3. Operation Risk is the risk from work every the operation covers factors related to processes, equipment, information technology, personnel in operations.

4. Strategic Risk is the risk from the plan of strategies and management policy and implementation that is inappropriate or inconsistent with the goals of the organization

RISK FACTORS

The Company has analyzed the environment caused by both internal and external factors including economic, social, political, technological, industrial and other trends related to identify the key risk factors of the Company as follows:

1. Risk from Key Customer Dependency

The Company's total revenue in the year 2020 and 2021, 95% and 95% come from transactions with CPALL Public Company Limited. Therefore, if the Company loses the said customer or the customer reduces its orders, it will significantly have an impaction the Company's revenue and financial performance. At present, the Company consider decreased risk from high to medium level.

Due to the fact that CPALL Public Company Limited ("CPALL") operates a retail business under the brand "7-Eleven" convenience stores in Thailand which has many distribution channels all over the country and continues to expand its branch every year and to the fact that as year 2021 Total about 13,000 branches (refer: www.cpall.co.th). The Company has witnessed the high and steady growth of its product demand as well. CPALL is also a company with stable and strong financial position. As one of CPALL suppliers under a Key Strategic Partner, the Company is given the opportunity to continuously develop its new products.

Furthermore, as the Company's products have been with 7- Eleven customers for a long time 19 years, the customers have become fond of the taste of the drinks thus they are not likely to shift to other products. This creates a competitive advantage for the Company. Both parties can gain mutual benefits, in which the Company also works closely with the its customer, apart from ordinary business transaction, in exchanging ideas, determining business plans, developing products as well as packaging in order to quickly and effectively satisfy the needs of customers and the changes in market situation. It can be seen that the Company's revenue from CPALL does not only come from existing products, as the Company works together with its customers to develop new products to cover a wide range of customer group. The Company expanded to other business. From then till now, the Company manage the Beverage business only at present, Beverage business has grown more such as Instant Powder for All Café at 7-Eleven, Hot Beverage Dispenser etc. Moreover, the Company mange Bakery business, Stationary, Non-Food and Character business. Which these businesses as above will be cover the main product categories of CPALL and considered to be a risk diversification as well.

The Key Milestone of product group at 7-Eleven since 2015-2021

	2015	2016-2017	2018	2019	2020	2021
Cold Beverage Dispenser						
	• Milk Tea • Espresso • #4 Bowl	• Milk Tea • Espresso • #4 Bowl ➡ Latte	• Milk Tea • Espresso • #4 Bowl • Latte ➡ Hershey's	• Milk Tea • Espresso • #4 Bowl • Latte • Hershey's	• Milk Tea • Espresso • #4 Bowl • Latte • Hershey's	• Milk Tea • Espresso • #4 Bowl • Latte
All Café						
All Café		• Green Tea • Milk Tea • Lemon Tea	• Green Tea • Milk Tea • Lemon Tea ➡ Yogurt Menu, Supply use	• Green Tea • Milk Tea • Lemon Tea • Supply use ➡ Taiwan Milk Tea	• Green Tea • Milk Tea • Lemon Tea • Supply use • Taiwan Milk Tea ➡ Topping and Upsizing 22 Oz	• Green Tea • Milk Tea • Lemon Tea • Supply use • Taiwan Milk Tea • Topping and Upsizing 22 Oz
Hot Beverage Dispenser						
		• Hot Beverage Dispenser	• Hot Beverage Dispenser	• Hot Beverage Dispenser	• Hot Beverage Dispenser	• Hot Beverage Dispenser
Bakery						
a smile		• A Smile	• A Smile	• A Smile	-	-
Stationary						
T.A.C.C. stationery		• TACC Stationary	• TACC Stationary	• TACC Stationary	• TACC Stationary	-

Company Risk Management

The extensive relationship with CPALL for over 19 years has been an evidence of confidence and trust given by the customer and in the year 2013 the Company was given a Partnership Award under the category "Best of Business Growth" from CPALL, which is an award granted to the partner who is well-cooperated and has an outstanding growth performance. The majority of the award winning corporations are large enterprises which show that the Company is viewed by the customer as equal to the country's leading corporations. The Company was received Exclusive Contact three years and renew a contract. Hence, the management is certain that the relationship with the customer can be maintained firmly and sustainably.

The B2B group, the Company has always been given the opportunity to grow together with Key Strategic Partner. The B2C group, Business is growing but the proportion may growth not to catch up B2B group due to the very large market size. The detail are as follow:

- The B2B Group, There is additional menu as a signature menu is Milk Tea Brown Sugar which is launch all year and all the All Cafe stores and upsizing strategy of beverage from 16 oz. to 22 oz. This is a full year income recognition this year and it is another part that has continued to grow.

- The B2C Group, For Character Business has significantly growth from domestic and international and additional new 2 Thai Character Cartoon. Which is more strength of business and beverage of B2C group has expansion to Café Business such as Muanchon, Arabitia, Jungle, CP Fresh mart, Black Canyon and Punthai Coffee.

Moreover, The Company expand the beverages to Lotus's including Lotus's Hyper Market and Lotus's go Fresh which previous year change store and type of store relatively fast. It is considered an important business group to increase the Company's revenue to grow in another way.

For the year, The Company show the potential of being a Tea and coffee creative solution in Thailand and to complement the Portfolio by collaborating with BONCAFE to develop non-alcoholic beverages and equipment for the production and distribution of such beverages through strategic planning as partners under the common purpose of co-developing and being a center for innovation, research, development and integrated production for each other.

The Company realizes the said risk and thus set its policy to reduce the risk of dependency towards the aforementioned customer by having developed dispenser beverages for Food Chain businesses with the customer. In addition, the Company also emphasizes on selling products under the Company's own brand in which the Company advertises the products in both domestic and overseas exhibitions every year. This creates product recognition as well as expanding its market to cover a wide range of customers.

2. Risk from Dependency Original Equipment Manufacturer

The Company outsources most of its production to OEM. At present the Company utilizes OEMs compare with 7 major OEMs from the prior year, which accounts for 79% and 78% of the Company's total finish product purchase volume of the year 2020 and 2021 respectively. The Company has launch new product by purchase finish product from OEMs.. In case the OEM is unable to deliver products of the specified quality and standard or unable to supply produce within the ordered quantity and in a timely manner, as well as in the case that the OEM can no longer produce for the Company which could adversely have an impact on the Company business.

Company Risk Management

The Company has placed its importance on the selection of OEMs and assigns practice for the selection and evaluation of OEM clearly by preliminary taking into account OEM's expertise in manufacturing, production capacity, reputation and financial situation. It the OEM passes all of the stated preliminary quality the related department will inspect the OEM's standard quality, manufacturing procedure and process as well as conducting a trial production followed by First Batch Production. Every OEM's manufacturing plant must be certified by manufacturing standard such as GMP and HACCP from a Certified Body. Up to now, the OEMs are able produce according to the Company's qualities and standards as well as being able to deliver finished products on time. Furthermore, as the Company has maintained a good relationship with most of the OEMs for over 3-10 years, the management is certain that the Company can continue to maintain a long term relationship with OEMs.

Moreover, the Company has set key OEMs by the letter of cooperation for emphasize Key Strategic Partner and shown commitment between two companies for business cooperation in the future. In addition to the main OEMs stated, the Company also hires other OEMs from time to time in order to maintain relationship with them and reduce the risk of relying on a few major OEMS. The Company's products especially instant powder beverages do not require complicated process or advance technology; therefore, it is not difficult to find a manufacturer with the required standards. In addition to that, In 2013 the Company has invested in a manufacturing plant for the production of instant powder beverages which allows the Company to gain a better understanding of the production process and procedure, cost control as well Yield Loss. This also allows the Company to have more bargaining power when negotiating with the OEMs. In this year, the Company establish factory at Chonburi for support the production capacity of B2B business. The Company has diversifies risk to the BanBuang Factory with and add production line and standard of the high production to giving the company more potential. The BangBung Factory entered into international standard with food

safety management system certification with Food Safety System Certification (FSSC 22000) by the combination of ISO 22000: 2018 and HACCP Codex as well as GMP Codex. All of these standards are world-class commercially accepted standards that cover all the requirements for food quality and safety of food products to consumer.

On the contrary, the management's policy to hire those major OEMs, in which their plants are located in Ratchaburi, Ayutthaya, Rayong Samut Prakarn, and Nakhon Pathom, to produce most of the products, as opposed to having own processing plants is a way to reduce rink. In the event of natural disaster such as flooding and earthquakes, the Company can shift the production to other unaffected OEMs in order to continue delivering products to customers and it also allows the Company to utilize different OEM's potentials and strengths for the utmost benefits of the Company.

3. Risk from Fluctuating Raw Materials Prices and Shortage of Raw Materials

Due to the Company accounts for 79% and 78% of the Company's total finish product purchase volume of the year 2020 and 2021 respectively. This model includes both cases that OEMs purchase raw materials, and also the company purchases raw materials and deliver these raw materials to OEMs. Since the company values on product quality, it must select manufacturers/suppliers for the main raw materials, including tea, coffee, and milk. For the first step of any new product research and development, the Research and Develop Department is the one who selects the raw materials from various sources of high-quality manufacturers/suppliers, in order to develop production formulas of tasty beverages with different features as required. There's also a process for controlling the raw material quality, especially for the company's main raw materials, as new manufacturers must be visited and audited before approving them to become one of the company's manufacturers/suppliers. This also includes an annual audit that the company reviews assessment results every 6 months by considering the quality and the history of raw material delivery.

For the case that the raw materials are purchased by the OEMs themselves and if it's one of the main raw materials, they must purchase only from the manufacturers/suppliers indicating by the company. This is because the raw materials from different sources or different manufacturers/suppliers require different producing formulas, in order to acquire the same tastes and features. Therefore, the Research and Development Department has to develop alternative producing formulas for 2-3 different raw material sources for the purpose of being independent on one raw material manufacturer/supplier.

The main raw materials that the company must provide to the OEMs and to its own instant powder drink factory include coffee, tea, sugar, and milk, which it sources from domestic manufacturers and/or suppliers. Those manufacturers and/or suppliers must submit raw material samples to its Research and Development Department to conduct a raw material quality inspection and to have a taste and feature test. This is intended to ensure that the raw materials meet the quality standard before actually purchasing them from each manufacturer and/or supplier. Moreover, the company and the OEMs will randomly check the raw material quality every time the manufacturers and/or suppliers deliver the raw materials after the purchase has been made, in order to ensure that these raw materials, which will be used in the beverage production, meet the company's standards.

Company Risk Management

The Company recognizes the said risk and thus has a strategy to negotiate with the supplier in advance for an annual volume and the price of raw materials to be used in the production and the Company's performance. Additionally, if there is a shortage of main raw materials in could affect the taste of beverages and also increase the cost of production. The Company recognizes the said risk and thus has a strategy to negotiate with the supplier in advance for an annual volume and the price of sugar to be used in the production by the Company and OEMs, by taking into account the forecasted sale and production plan and enters into a contractual agreement with the supplier and key supplier make risk management plans together. Research and Development Department jointly with Procurement Department to planning select and test second source of raw materials used in large quantities.

Nevertheless, the Procurement Department monitors supply quantities and prices of main raw materials closely in order to ensure that the Company can source sufficient raw materials with a competitive price.

It is the procurement duty to search for new raw materials for the Research and Development department to analyze and evaluate the substituted raw materials that have similar qualities to the raw materials being used currently. The raw materials are sought from different are sought from different regions in order to get new sources that provide the same quality raw materials which can be used as substitutes. This provides the Company with more options when procuring raw materials as well as enabling the Company to develop alternative recipe in case of a shortage of main raw materials. Thus, it can reduces the impact from materials shortage and ensure the taste and quality of product.

4. Risk from New Product Development and Risk of Research and Development Personnel Dependency

The Company places its importance on research and development of new products which is the key strategy used to differentiate products by means of diversified forms and tastes in order to meet the continuously changing consumers' life styles and increase Company's competitiveness.

Company Risk Management

There are many processes involved in research and development of a new product. It is time consuming and requires high investment. The Company has more involves gathering of information for product development, conducting a research on consumers' needs, finding ingredients and packaging, production and consult with agencies or experienced people to help design, develop products and production. The Company plan to development of new products by rotating projects in a variety of groups for each individual. To increase the capabilities of the individual personnel and the formula was tested by using a lab with equipment and machines that are close to the actual production process. To obtain a product that is representative in quality close to the actual product process. Moreover, all the way to putting together a marketing campaign through advertising and promotion to create consumers' brand awareness. For these reasons, the Company faces a risk of launching an unsuccessful product to the market which could have an impact on the Company's business operation and performance.

Nevertheless, the Company has a research and development team with knowledge, expertise and many years of experience in beverage industry as well as a good understanding of consumer's behaviors. They are able to constantly develop products that serve the needs of consumers. It takes cooperation among marketing department, sales department, business development department and research and development department in the development of a new product beginning with a market research and identifying business opportunities, conducting a Project Feasibility study, product research and development, market testing, as well as conducting a consumer needs research. This is to ensure that the Company's new product will receive a positive response from the consumers. In 2016, the Company joined the government project "Food Annapolis" is will bring science technology and innovation for develop economy and society of Thailand. Therefore, the Company has more knowledge.

In addition, the Company has a policy to retain human resources in research and development field as they are the key workforce by, for instance, providing scholarships to increase employees' skill and knowledge. The majority of the personnel in research and development have been with the Company since its establishment. The Company has evaluate performance system and promote employee as a potential and contributions. Therefore, the management is confident that with the mentioned policy the company can retain the key workforces for many years to come, and that the Company would be able to develop successful products that serve the needs of consumers.

5. Risk from Leakage of Secret Recipe

The Company outsources most of its production to OEM to produce tea and coffee beverages. It is very crucial that the Company keeps its formula a secret. Leakage of recipes could have an impact to the Company's business; therefor, The Company has policies and practice for preparation of raw materials, packing and finish goods and only restricted personnel have access to the recipes.

Company Risk Management

As the Company relies on OEMs, the Company has set up codes for key ingredients and flavors used in the production for the purpose of keeping its recipes undisclosed. For some products, the Company delivers

pre-mixed ingredient to OEMs. In addition, a confidentiality clause is clearly stated in all OEM contracts. For personnel in research and development department and other department who are involved in the formulation and development of products, the Company has arranged for a memorandum of understanding for keeping confidential information to be signed by all employees involved. This is to prevent the disclosure of information related to formulas, ingredients, product information and other relating information to external parties.

6. Risk from Industry Competition

Due to the growth trend in the beverage industry, many entrepreneurs find it attractive to enter into the industry. This causes high competition among current and new players. Large enterprises may have more advantage on access to source of investment funds or opportunity of a joint venture with foreign companies. Besides, they have more advantage on cost of production as they benefit from the Economy of Scale and from the use of more advanced machinery, in addition to the ability to conduct research and development applying high technologies. Furthermore, large enterprises adopt various strategies to boost sales and to acquire more market share. This leads to intense competition in the industry. In this year, the Company has consideration of Indirect Competitors as a having a product that is similar to us or that consumers can substitute for our products.

Company Risk Management

As the Company's management has more than 20 years of experience in beverage industry, they have thorough understandings of beverage industry especially non-alcoholic beverages. They also possess comprehensive understanding of consumers' behaviors allowing them to set effective marketing strategies and appropriate management policies of various aspects. The Company's key strategies are to focus on developing unique and different products as well as giving high importance to working closely and sincerely with Business Partnership in order to build strong relationship and to grow together. Moreover, as an SME the Company faces limitations in terms of investment funds, thus the management must analyze the competitive situation thoroughly in order to find new opportunities and market thus the management must analyze the competitive situation thoroughly in order to find new opportunities and market that the Company is able to compete. For the said reasons, the Company is able to continuously expand its business and and consider the risk of indirect competitors is considered, the availability of products that are similar to ours or that consumers can substitute our products. The management is certain that there will be no significant impact derived from the aforementioned competitiveness.

7. Risks from Piracy Of License Business

Licensing is an act of one party granting license to another party for production by using its trademark license and other market-related rights. Licensees have to pay an agreed licensing fee as a royalty fee.

The Company has a licensing agent of San-X, Representative agent of "Dog Please" as a local popular character in Thailand. This year, The Company has a licensing agent two Thai Character such as Jay The Rabbit and Warbie Yama.

Company Risk Management

The Risk Management of Character Business that the Company has legal team who are knowledge and expertise in copyright of Character Business, Take care of copyright infringement, covering all character businesses and there are still clear procedures for handling piracy.

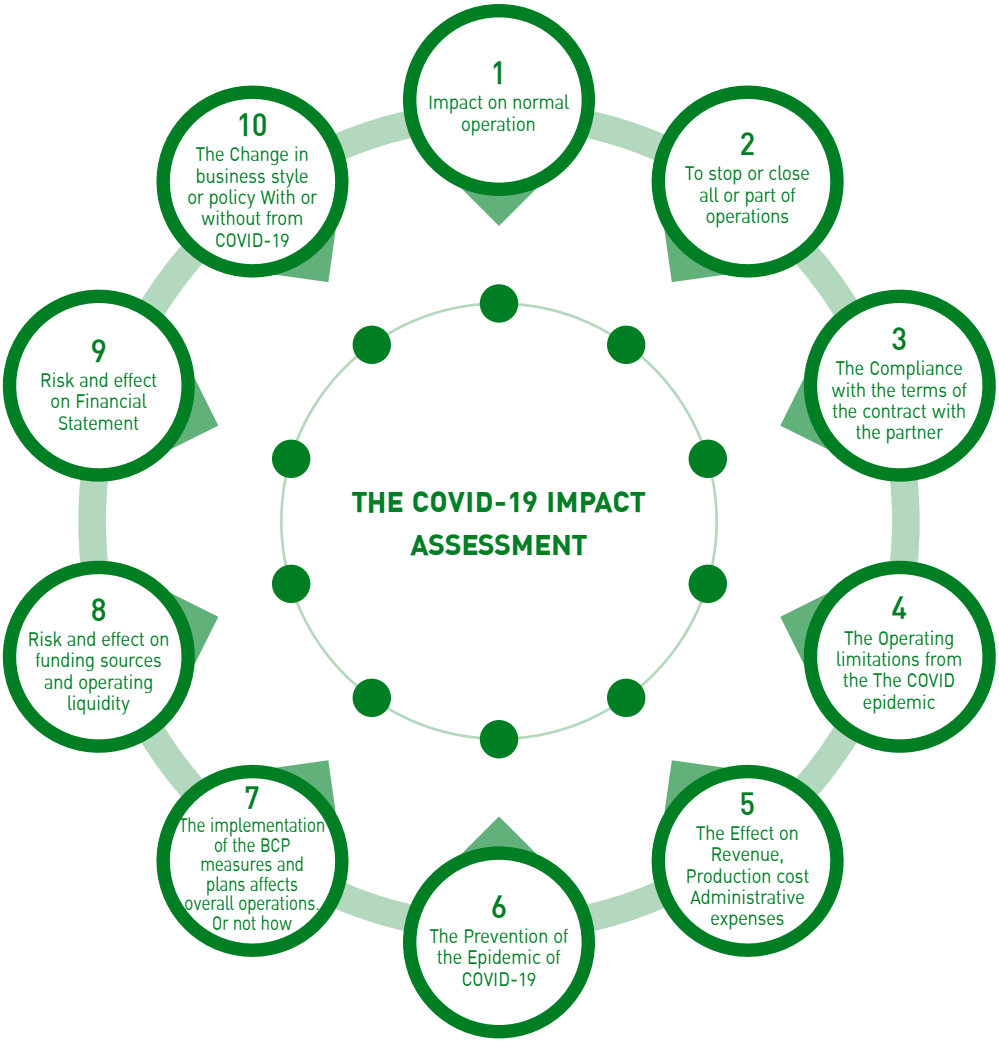
8. Risk From Covid-19 Epidemic

In the wake of the crisis, the COVID-19 epidemic has been devastating across the world since the beginning of 2020. Not only about the illness and death of people. The use of lockdown measures in many countries to stop the epidemic has prevented people from living normally, creating an unprecedented lifestyle change. Prevention using social distancing measures has resulted in a major disruption in socio-economic activities. Many experts and analysts believe that the world after the COVID-19 crisis will definitely change from before because during the recent COVID-19 crisis, many things changed people's lives. Many businesses are quite affected, for example the restaurant business faces new challenges. Therefore, there must be an adjustment to meet the needs of the customer. The slowdown in the tourism sector was driven

by a sharp decline in the number of foreign and Thai tourists. As well as the economic slowdown factor as a result of the various business sectors temporarily shut down which continually affects the purchasing power of consumers. Causing businesses and consumers to be careful in their spending

Company Risk Management

The Company has emphasize to Risk Management of Covid-19 epidemic with starting within the organization. The Company has Incident Management and Crisis Resolution Committee (IMCR). They are continuously monitor the situation of movement such as Notification of Measures to prevent and control Covid-19, The Practice for office space and employees and Guideline for Work From Home. The Company has emphasize to preparation and accommodate in the event of an epidemic of dangerous communicable diseases and affect the continuity of work. Therefore, an emergency plan (Business Continuity Plan) has been prepared. The Risk Management Committee has considered the management of such risks. All parties in the organization were encouraged to jointly create a Covid-19 impact assessment. That it affects the self in any side are taken into account together to include the overall organization And to make them aware of the future business direction assessment examples of the Covid-19 impact assessment form are as follows:



The Ban Bung factory and the Company's head office has made bubble and seal to prevent potential risks from the situation of COVID-19. The Company has managed operations to achieve the highest efficiency in 3 parts: Production efficiency, R/M P/M efficiency and Operation efficiency, resulting in continuous growth in performance.

9. Cyber Threat Risks

Since the COVID-19 epidemic situation in 2020 – 2021, the number of infected people in Thailand continues to increase nowadays, as well as the emergence of new strains of virus. As a result, the Company has considered changing the working model to 100% Work From Home, so that the business can continuously operate. The cyber threat emergence is a part of remote work as many organizations have adjusted their business practices through digital transformations. Such changes may result in vulnerabilities and cyber threats.

Company Risk Management

In order to manage cyber threat risks, the company has conducted Cyber Security Awareness by creating awareness about cyber threats to all levels. Cyber threat alerts regarding malware and scam emails are issued with strictly defined guidelines, aiming to create understanding about organizational information resource's maintenance and usage in a safe way for employees. For the prevention and countermeasure, the company has provided tools and continually developed its technology, intending to prevent attacks or cyber threats with its Information Technology Department under surveillance, auditing, and reviewing the security of the organization's information technology system.

10. Personal Data Breach Risks (Data privacy)

In the digital age, data has become a crucial tool for gaining business advantages. Companies can analyze data and add value to their businesses. As a consequence, they intend to collect every data that can benefit their future businesses even, sometimes, they violate consumer privacy, which may fall into a crime under the Personal Data Protection Act B.E. 2562 (2019) that may affect the company image and reputation.

Company Risk Management

The way that the company manages the infringement risk of personal information is to start from realizing the importance of personal data protection by focusing on respect, the importance of personal data rights, and personal data protection which is a personal fundamental right that must be protected under the Personal Data Protection Act B.E. 2562 (2019). For those reasons, the company has established a policy as a principle for personal data protection and as a guideline for executives and employees of all levels when using personal data. It covers from personal data collection, or personal data use or disclosure, personal data quality, to security measures for personal data and data subject for a proper use of personal data, no privacy violation according to the Personal Data Protection Act B.E. 2562 (2019).

3. SUSTAINABLE BUSINESS DEVELOPMENT

SUSTAINABILITY MANAGEMENT POLICIES AND GOALS

The Company recognizes the importance of sustainability supervision to be in accordance its vision, which is "We will be a leading Company who specializes in creating lifestyle products and beverages and to be known in the ASEAN market in order to meet needs in a timely manner by creating mutual returns and building lasting relationships with all stakeholders.". The food quality and safety policy, which shows its commitment in the process management for obtaining high-quality and safe products according to relevant laws is "We are committed to producing and selling high-quality and safe beverages according to legal requirements and customer requirements, as well as to continuously develop for a good quality of life and to create the highest customer satisfaction.". There are also a production process design to be eco-friendly and a relationship building with the community around the factory. Additionally, it operates with social responsibility towards sustainability according to the international principles of Un Global Compact. It has policy ideas for sustainability according to the Sustainable Development goals (SDGs) as following,

Human Development Dimension

Gender Equality :

The Company encourages employees to bond with the organization through its operations and activities, in order to make them feel as they're a part of the growth. Employee development policies are continuously conducted. In 2021, there was a change in employee development from onsite to online learning models by developing knowledge skills and attributes, intending to increase knowledge, skills, expertise, and performance efficiency in the employees of all levels. It also thoroughly and fairly takes care of the employees' career growth to be in accordance with their knowledge, skill, and ability levels. There is also a system for fairly evaluating work performance in an overall organization aspect and personal aspect. For the salary, it always reviews the salary and welfare benefits for the employees, in order to ensure that its salary is in a competitive level within the same industry, to be in accordance with its strategies and goals, and to provide appropriate welfare benefits for all employees.

Environmental Dimensions

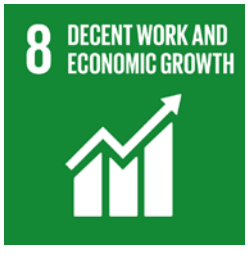
Responsible Consumption and Production:

The Company's policy in quality and food safety policy is that it is committed to produce and sell high-quality and safe beverages and products that are in accordance with regulations and customer requirements. It also continuously develops for a good quality of life and a maximum customer satisfaction. It emphasizes product research and development and focuses on producing high-quality products in order to meet customer needs and it never stops to develop creativity in products. Moreover, a message is passed to consumers how the Company's products and packaging deliver value to society and the environment, for instance, the use of green packaging as an alternative etc. This is to emphasize its intention in preserving the environment and to realize all stakeholders.

Climate Actions

Due to limited resources of today's increasing demands, climate change crisis that directly and indirectly affects economic, social, and environmental systems, risks of the COVID-19 epidemic, PM2.5 particle issue, flood impacts, and drought crisis etc., the Company has studied and used alternative resources, for instance, using sweeteners instead of sugar in order to reduce sugar in the beverage production process, following the consumer trend of consuming less sugar as they provide low calorie and are healthy. Additionally, the Company also uses eco-friendly packaging as an alternative.

Economic and Wealth Dimensions



Decent Work and Economic Growth:

The Company has established a sustainable development policy in its business plan which is in line with its vision. It teaches and encourages employees and stakeholders an understanding in many sustainable aspects, including Profit, People, Portfolio, Partner and Planet, and creates valuable employment that meet the employees' needs in their work life, for instance, being accepted, getting justice, having rights in various parts etc.

Industry, Innovation and Infrastructure:

The Company values the production process development to be modern and to reduce the waste emissions to the nature. As for the 3-in-1 beverage production process, waste is barely generated. Also, its Ban Bueng factory is certified under FSSC 22000 (Food Safety System Certification), ISO 22000: 2018 standard, HACCP Codex, and GMP Codex, which is a step towards becoming an international standard and being accepted in a global trade, in term of the food safety management system for food and beverage manufacturing industry that ensures quality, hygiene and safety for consumers. For transportation, it has a policy to deliver products on time by using a direct transport with the full truck load (FTL) methods. It plans an efficient transport in order to reduce energy consumption or environmental impacts. Moreover, it also promotes researches in new innovations to increase the work potential to be social and stakeholder responsibility by joining the government sector in the Food Innopolis project preparation. This is a project that will bring science, technology, and innovation to benefit the economic and social development in Thailand.

Partnership and Development Dimension

Partnership for Goals

The main Company's business operation is to build relationships in a form of business partnership with business partners, customers, Original Equipment Manufacturer or OEM, and raw materials and packaging distributors. It has a policy to build long-term relationships with business partners by working together under the concept of business alliances. Apart from trading with each other, it will closely work with them as ideas are exchanged, business plans are set together, products and packaging are quickly and effectively developed and designed to meet customer requirements and market situations, and the environment is preserved. Additionally, it has received the "Sustainable SME" award from the main business partner.

IMPACT MANAGEMENT ON STAKEHOLDERS IN THE BUSINESS VALUE CHAIN

Business Value Chain

T.A.C. Consumer PCL. sources, manufacture, and distribute tea and coffee beverages and lifestyle products in order to sell to customers through domestic and international distribution channels. The Company also develops the organization value chain in order to strengthen confidence in products that are high-quality and safe. Its growth is sustainable because it pays attention to every value chain process, which is divided to primary activities as following,

1. Inbound logistics We values on the product design and research and development to be high-quality and safe that strictly follow regulations and customer requirements.

2. Operation We select the raw material quality, high standard and eco-friendly packaging, manufacturers or OEMs with a system that meets international food safety standards, including GHP, HACCP, ISO22000, BRCGS and FSSC 22000, in order to produce high-quality and safe products for consumers. Also, we pay attention to the production process of natural resource use that does not cause environmental pollution.

3. Outbound logistics We have a partner like Blue & White Logistics Co., Ltd. with more than 30 years of logistics experience. We have a standardized storage and transportation system that prevents hazards that may cause product damages before delivering to our customers in every step. We also use modern technology in the management and distribution plans, as well as the transportation system, for instance, controlling safe driving disciplines for drivers and fuel efficiency management.

4. Marketing and Sales We have a marketing team with at least 20 years of management experience in global leading food and beverage companies. It is responsible for overseeing product development from concepts to tangible business plans for the marketing and sales to suit target groups and cost-effectiveness distribution channels that give profits and sustainable growth.

5. Services We have a sales team that closely pays attention to our customers and their feedbacks. A survey is conducted to collect opinions, suggestions, or complaints regarding products in order to develop and improve them to quickly and effectively meet customer needs.

Stakeholder Analysis in Business Value Chain

The Company recognizes the importance of stakeholder relationships in related activities of its business operation. It is committed to create value for its products in order to meet stakeholder needs and expectations of every part. Therefore, the guideline for impact management on stakeholders in the business value chain is established for strategy formulation, action plan, and sustainable business development benefits.

Stakeholder	Expectation	The Company's Response
Customers	Product Value	The Company pays attention to and is responsible for customers by focusing on the high-quality and standardized production that can fully meet customer needs. It treats customers with understanding, good cooperation between them, and customer confidentiality and it also values on setting appropriate selling price and conditions. Customer satisfaction surveys, both domestically and internationally, are conducted annually. Additionally, it provides a process that allows customers to report product problems or complaints.
Business Partners/ Raw Material Manufacturers/ OEMs	Fair Treatment	The Company has a fair trade policy by fairly selecting trading partners. Partners are compared and product quality is supported. Some OEMs are set to be the main partners as well as agreement terms are strictly followed.
Consumers	Product Value	The Company has a goal to deliver products with a high standard as it has received the Superior Taste Awards for the second year in a row. This year, the award-winning beverages were coffee latte, matcha green tea, and Taiwanese milk tea. It also responds consumer needs in a timely manner.
Distributors	High-Quality Product Delivery and Trade Support	The Company presents and delivers valuable and high-quality products that are desired by consumers by agreeing on appropriate commercial terms.
Employees	Fair Treatment	The Company realizes the importance of all employees/labors who are a part of driving the Company to develop its business operation in the future. Therefore, it focuses on continuously developing employees' potential, knowledge, skills. It supports gender equality and human dignity. Salaries are paid and fair evaluation is conducted. It provides appropriate welfare benefits and treat the employees according to the labor laws.
Shareholders	Business Growth, Business Value Development, and Fair Information Disclosure	The Company intends to operate its business with efficiency, honesty, and transparency by accurately, completely, timely, and equitably disclosing information to shareholders under ethical principles and good corporate governance guidelines. It maintains good relationships with stakeholders. The business plan goals are clearly set. Although, during the Covid-19 situation that affected the Company, it could manage costs and operation at its maximum efficiency. It also equally treats all shareholders by disclosing information.
Community Around the Factory	Environment Around the Factory, Coexistence Between the Community and the Factory	As for the Company's Ban Bueng factory, it received the Food Safety System Certification: FSSC 22000. It follows environmental control laws and has no illegal action. Waste emissions from production process are always controlled and monitored. As for the 3-in-1 beverage production process, waste is barely generated. New technologies are used to reduce resource use. Also, supporting activities are continuously supported to help the community around the factory and problems are handled and solved in a timely manner.
Government Sector	Law Compliance	The Company always follows up on new relevant regulations in order to accurately, completely, and timely follow the law.

SUSTAINABILITY MANAGEMENT IN ENVIRONMENTAL DIMENSIONS

Environmental Policies and Practices

T.A.C. Consumer PCL. runs a business in sourcing, manufacturing, and distribution of beverages including, tea, coffee, and lifestyle products. It is determined to operate the business with high-quality products to satisfy customers, along with preserving the environment and developing sustainable natural resources, in order to reach sustainable development goals which are in accordance with international standards based on environmental responsibility and to ensure an efficient operation in environment and safety. It also operates the business according to the laws, rules and regulations. As for its production process, there is no pollution that affects the environment. It strictly follows Department of Industrial Works regulations and other requirements to show that it is committed to reduce and control environmental impacts.

Energy Management

Energy management data reflects efficiency in energy use which is a key factor in the Company's business operation. It also improves efficient use of energy and reduces energy waste which is production process costs. The guidelines include,

1) To promote efficient and cost-effective use of resources and require employees to pay attention and operate with a sense of safety and environment.

2) To regularly provide a maintenance system for machines (Preventive Maintenance) on a monthly and yearly basis, as well as for production equipment, in order to maximize efficiency and to count as an efficient use of energy.

3) There is a measure for employees to turn off the lights after every use or after the working hour, to use fabric bags instead of plastic bags, to reuse papers, to go paperless, to reduce the use of plastic straws, and to bring your own water cups etc.

4) To start using eco-friendly packaging as another alternative by using innovative packaging that is eco-friendly, which is made of used papers through the storage process and recycle them.

Water Management

Water use data will help the Company to effectively develop and improve water resource management, in order to reduce financing costs and to reduce risks in quality water resource management. The guidelines include,

1) To promote an organizational culture of water conservation awareness. To wisely use the water and to efficiently manage water to its best, for instance, using water-saving devices, turning off the water after every use or after the working hour etc.

2) There is an efficient waste water treatment system in order to prevent any contamination in water sources.

Waste and Pollution Management

Waste and pollution management data can reflect the cost-effectiveness of resource use and the cost management ability in waste disposal or business waste. It also helps to ensure that the business can be controlled and reduced the negative impacts of the business process that may harm the community. The guidelines include,

1) For the waste management measure from production and poor-quality products, it will be carried out in accordance with regulations and other requirements regarding the environment. As for the 3-in-1 beverage production process, the waste is barely generated.

2) The Company has selected a licensed waste disposal Company who is certified by Department of Industrial Works' system, in order to ensure that it is not against the law.

Greenhouse Gas Management

This year, the Company started to study greenhouse gas management. The Board of Directors has recognized the importance of driving sustainable business in terms of environmental sustainability management and in accordance with the Company's policies and business plans. This is aimed to reach the sustainable development

goals according to international standards, based on environmental responsibility, and to ensure an efficient operation in environment and safety by collecting the Company's greenhouse gas data in 2022.

Environmental Management Performance

Since the Company is in an early stage of environmental sustainability management, it will set explicit goals for energy management, water management, waste and pollution management, and greenhouse gas management in 2022. This year's primary environmental management performance includes,

Energy Management

1) There was an increase in printing the recycle symbol on product carton boxes so manufacturers can recycle. Eco-friendly packaging had been used as an alternative by using an innovative packaging called "Green Carton" by SCG Packaging, which is an eco-friendly packaging with the same durability. It is produced from used papers through the storage process and recycle them. This is the most efficient process for producing new papers, which starts from designing the paper property to be thinner (Light Weight Paper) and reducing the use amount of paper pulp. This packaging will be firstly used in tea beverage packaging.

2) Efficient transportation management had been planned by using a direct transport with the Full Truck Load (FTL) method, in order to reduce transportation energy use or to reduce environmental impacts.

3) "TACC, Let's Do Good Deeds for the Environment with 3Rs" photo contests had been continually held from the previous year. This is intended to encourage all employees to realize the importance of protecting the environment within the organization, for instance, saving water, saving electricity, using recycled papers, and using fabric bags instead of plastic bags (TACC Bag sharing) etc.

4) Started to studying energy or clean energy alternatives. It is determined to build an eco-friendly factory by establishing a team to study the possibility of using clean energy alternatives, for instance, solar cells etc.

5) Prepared a plan to set up the KPI assessment regarding the environment and set environmental goals to reduce and control risks in all working processes and business operations that may impact the environment. It is in the process of starting to study and apply KPI assessment regarding the environment in 2022.

Water Management

1) According to the encouragement in organizational culture of water conservation awareness, the employees have efficiently used the water and the factory efficiently managed the water at its best.

2) The wastewater treatment system has been continuously and efficiently operating

Waste and Pollution Management

As for the 3-in-1 beverage production process, the waste is barely generated. Most of the waste generated from the production process is raw material bags in the production process, in which double bags are used but the outer bag will be reused. A change of new bags takes place every 2 days to reduce the waste amount. The inner bag that comes in contact with the raw materials will be disposed, in order to reduce cross-contamination. Although, all bags are neatly transported and stored in accordance with Bureau of Food's regulations, prevented of animals that carry diseases, and collected by the municipality from the factory every week. Waste that can be sold will be sold to antique buyers in that area. For poor-quality products, the Company's Quality Assurance Department will assess the product quality whether they can be reprocessed. If so, they will be given to the Research and Development Department to come up with a formula for reprocessing and issue it to the manufacturer. If the products cannot be reprocessed, the manufacturer will store the products in its warehouse, attach product-for-destruction labels on, and proceed to the annual destruction process.

Greenhouse Gas Management

Since the Company has just started to study greenhouse gas management, there is no greenhouse gas data for this year. However, The Company has taken the following actions:

1) Select a Company that is a consultant in the preparation of greenhouse gas data, mirrors, including operational plans, roles, scope Operation and appointment of Carbon Foot working group Print for Organization (CFO).

2) The CFO working group and related people started training make a greenhouse gas report.

3) Begin to collect preliminary data on greenhouse gases such as stationary combustion mobile burning use of extinguishing agents Refrigerant use, amount of electricity use of paper, etc.

4) Prepare a summary of the report and documentary evidence in order to Audit consultant.

Participation Under Actions for Climate Change

Climate change issues that affect people's lives in society are caused by pollution from industrial plants, transportation, and deforestation. Therefore, the Company values employee health care. Because of the climate change problems, PM 2.5 dust particles, and COVID-19 epidemic, the employees are at risk from developing respiratory diseases, so the Company has purchased air purifiers to be installed in the office area in order to reduce the spread and accumulation of various germs.

SUSTAINABILITY MANAGEMENT IN SOCIAL DIMENSIONS

Social Policies and Practices

The Company operates its business by adhering to and emphasizing on duties and responsibilities to society and stakeholders, including, shareholders, customers, business partners, employees, communities and surrounding society. This is to create business sustainability, to be able to manage the business to stably grow, to be accepted in the society, as well as to plant these ideas among employees at all levels, including, the Board of Directors, the management team, department managers, employees and other stakeholders to act in the same norm. The guidelines include,

1. Conducting Business with Fairness

The management that ensures sustainable and stable business growth is operated by the Company under careful operation, honesty, professionalism, transparency, and also complies with legal criteria and regulations. It adheres to corporate governance principles set by the Stock Exchange of Thailand.

The Company fairly and equitably treats business partners and creditors without taking advantages by strictly following trade conditions and/or agreement terms made together, in order to develop business relationships that benefit both parties. It also fairly treats competitors without any action that is considered as an attack, fabrication, or reputation damage.

2. Respect for Human Rights

The Company values and respects human rights as it equitably, equally, and fairly treats employees regardless of differences in race, religion, gender, or physical condition. It adheres to the organizational culture that all employees follow this guideline at work, in order for them to work under a happy working environment together and also to accept each other. In addition, it also encourages the employees to participate in directly and indirectly helping society.

3. Fair Treatment of Employees

The Company highly values and cares its employees. Fair treatment towards them has been conducted and there is an aim to manage people by selecting, developing, promoting, and maintaining the effective ones, which allows it to effectively operate the business and achieve goals. It provides appropriate pays based on their knowledge and skills that can be compared with other companies with the same business. As well as a proper care, assistance, and welfare benefits for employees are provided. Moreover, it develops people by continuously providing training courses that enhances working skills, which is an opportunity for them to progress at work and to improve work efficiency. It encourages them to directly and indirectly express their opinions that will benefit in solving problems together.

Employment

Detail	Employee Number (Person)	
	Male	Female
Full-time Employees	38	98
Disabled People (Independent Contractor)	-	2
Total	**38**	**100**

In 2021, the Company organized training courses for the employees to increase skills and potential in work as following, 1 internal course with a total of 48 hours and 10 external courses with a total of 1,919 hours.

Safety, Occupational Health, and Environment in Workplace

In 2021, the Company continuously developed and improved safety in its operation to reduce risks of illness, injury, or death, which includes the ongoing COVID-19 epidemic. The proper actions that took place in order to take care of the quality of life for employees include,

- Safety rules in workplace and fire prevention and extinguishment plans are prepared and trained in accordance with relevant standards and laws. There were also a watch-out, follow-up, and assessment in the working environment in which all employees cooperated and followed the safety and hygiene practice guidelines in the workplace.
- COVID-19 and vaccine insurances were provided for employees and their families.
- In 2021, an accident caused by employees in the factory occurred. The Company came up with the measures to prevent such accident by having the employees study the safety manual, recommendations, guidelines for safety practices in work and creating safety awareness among them.

Relationship with Employees

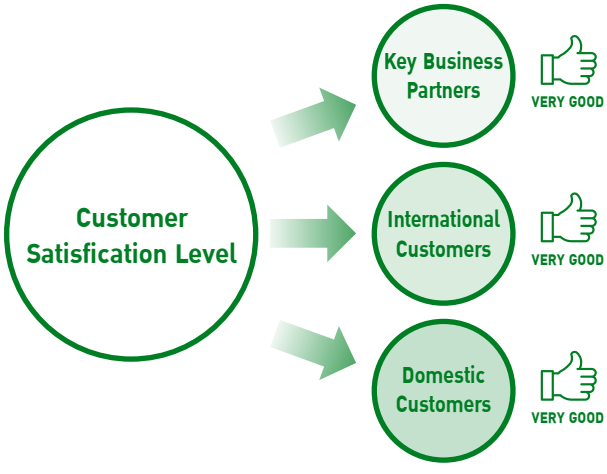
In 2021, the rate that employees voluntarily quit (Turnover rate) was 9.57%, which decreased by 0.32% from the previous year. The Company continuously applied Engagement Mobile Application Assessment in order to measure the bond between the employees, to understand, and to directly solve employees' problems. Important information was reported to the Executive Committee on a monthly basis. This project aimed to make everyone to be happy at work and to increase maximum work productivity. This year, the relationship and employees' happiness survey were at 64.90%, which was within the criteria and met the target of 60-83%.

Based on the 11 dimensions of engagement topics assessed in the Engagement Mobile Application Assessment, the topics consistently had the highest levels of engagement. (Doing well, is the strength of TACC.) is the relationship with colleagues. It shows that a workplace where everyone respects each other is important to work. and solve problems together have teamwork.

Topics with a consistently low level of engagement (Should be improved more) is appreciation / compliment shows that compliment / focus is the best motivation for top performance in the team.

4. Relationship with Customers and Business Partners

The Company emphasizes on high-quality production with standards that can fully meet customer needs. It fairly and equitably treats business partners, operates the business with honesty, maintains mutual benefits with partners, and conducts business ethics. It intends to develop and maintain a sustainable relationship with the partners, as well as to indicate OEMs to be its important key partners.



The Company continuously developed products to satisfy customers with responsibility, honesty, and ethics. In 2021, the Company received a very good level of customer satisfaction. Yet, there are 4 complaints from customers on these important matters, including, 1 leaked package, no products found in 1 package, faded production date, and coagulation in product powder, in which the Company already dealt with these complaints.

5. Co-Development in Community and Society

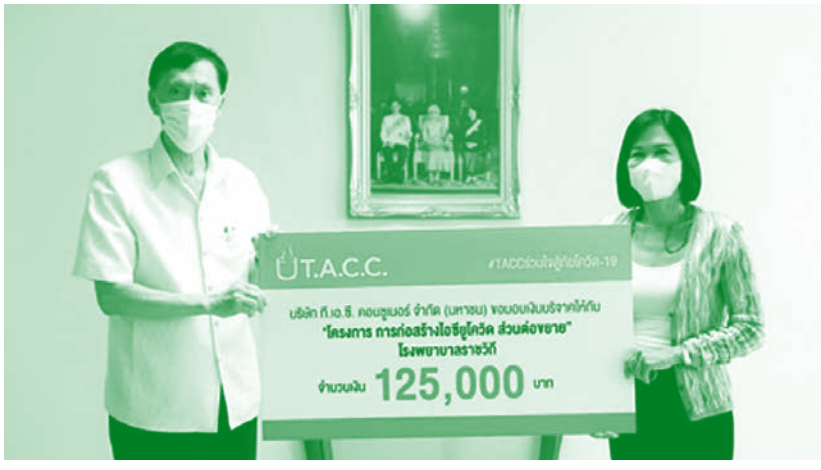
The Company operates its business with responsibility towards the community and society and always recognizes that a strong community and society have sustainable development, which is a crucial contributing factor to business operation. Therefore, it has set a goal to continously contribute to community and society development and has participated in various promoting activities as following,

- The Company donated beverages to Thammasat University Hospital and to 10 organizations across Bangkok under the project "Sharing 200,000 beverage units to help Covid-19 patients".
- The Company donated 125,000 baht to the construction of Covid ICU and the extension of Rajavithi Hospital, in order to be a part of supporting the fight against COVID-19 for medical personnel, who physically and mentally sacrifices to control, prevent, and take care of COVID-19 patients.
- The Company donated beverages for an activity that enhanced knowledge regarding the COVID-19 prevention in the community, intending to support the staff working in Nong Na Kham Hospital and the staff in the Nong Na Kham District Public Health Office, Khon Kaen Province.
- The Company donated Sinopharm vaccines to the Royal College of Chulabhorn to allocate to underprivileged groups.
- The Company donated old calendars to the Foundation for the Blind of Thailand under the Royal Patronage of H.M. the Queen Bangkok as teaching materials for blind students. It has continuously donated every year.
- The Company donated gifts to Wat Tan Aen School (Sophonchanupatham), Phra Nakhon Si Ayutthaya for students, in order to build morale and encouragement on the occasion of National Children's Day.
- The Company donated 59 boxes of beverages to Department of Corrections, Muang District, Nonthaburi Province to donate to Medical Correctional Hospital.
- The Company made merit for Wat Phra Chetuphon Wimonmangkalaram, Phra Nakhon District, Bangkok to maintain the royal temple.
- Volunteered employees donated blood to National Blood Center and Thai Red Cross Society, in order to help patients to receive more blood for regular treatments and to alleviate blood shortages.

- The Company encouraged employees to use fabric bags instead of plastic bags under "TACC Bag Sharing" project by sharing fabric bags, hanging them here, using them, putting them back to the same place.
- Since 2015, the Company has donated drinking water purification machines to the project sharing water (heart) to the community. The management team leaded T.A.C. Consumer PCL. employees to donate ready-to-install drinking water purification machines at Ban Nong Pla Lai School and Wat Nong Kanam School in Chonburi, which are in the same area with its factory at Ban Bueng District, Chonburi. It also offers the water filter replacement support nowadays. The main purpose was to support and promote the ideology of giving service and caring out valuable activities towards the society.

ศูนย์เวชศาสตร์ผู้สูงอายุ
Geriatric Medical Center
ขอขอบพระคุณ

โรงพยาบาลสนาม
ศูนย์สร้างสุขทุกวัยยศุจักร
ขอขอบพระคุณผู้บริจาค


T.A.C.C.
โครงการ การก่อสร้างไอซียูโควิด ส่วนต่อขยาย"
โรงพยาบาลราชวิถี
จำนวนเงิน 125,000 บาท

สำนักงานสาธารณสุข
อำเภอหนองหาดำ

สำนักบริหาร
มูลนิธิช่วยคนตาบอดแห่งประเทศไทย ในพระบรมราชินูปถัมภ์

ปฏิทินตั้งโต๊ะเก่าเราขอ
เพื่อน้องที่มองไม่เห็น
OLD CALENDAR
#ปฏิทินเพื่อน้องปีที่ 9

4. MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

SUMMARY TABLE OF FINANCIAL POSITION AND OPERATING RESULTS

Statement of financial position	2019		2020		2021	
	Million Baht	%	Million Baht	%	Million Baht	%
Assets						
Current Assets						
Cash and cash equivalents	16.09	1.56	203.57	20.13	136.49	12.80
Temporary Investment	540.59	52.56	-	-	-	-
Trade and other receivables	311.97	30.32	241.62	23.89	261.80	24.56
Inventories	39.63	3.85	34.92	3.45	57.22	5.37
Other current financial assets			396.46	39.20	446.63	41.90
Other current assets	2.38	0.23	2.86	0.28	2.45	0.23
Total current assets	910.66	88.52	879.44	86.94	904.60	84.86
Non-Current assets						
Bank deposits with collateral	-	-	-	-		
Investment in associate	-	-	-	-	30.00	2.81
Property, plant and equipment	104.32	10.14	98.35	9.72	90.56	8.50
Right-of-use assets		20.84	2.06	22.42	2.10	
Intangible assets	0.26	0.03	0.06	0.01	0.99	0.09
Deferred tax assets	9.29	0.90	8.54	0.84	13.12	1.23
Other non-current financial assets			4.28	0.42	4.31	0.40
Other non-current assets	4.25	0.41	-	-	-	-
Total non-current assets	118.12	11.48	132.07	13.06	161.39	15.14
Total assets	1,028.78	100.00	1,011.51	100.00	1,065.99	100.00
Liabilities and shareholders' equity						
Current liabilities						
Trade and other payables	266.54	25.91	214.43	21.2	236.39	22.18
Advance received from customer	7.41	0.72	5.29	0.52	5.71	0.54
Portion of liabilities under finance lease agreements due within 1 year	1.32	0.13	-	-	-	-
Portion of liabilities under lease agreements due within 1 year	-	-	4.99	0.49	5.63	0.52
Income tax payable26.48	2.57	23.49	2.32	31.64	2.97	
Other current liabilities	8.45	0.82	6.32	0.62	6.49	0.61
Total current liabilities	310.20	30.15	254.52	25.16	285.86	26.82

Statement of financial position	2019		2020		2021	
	Million Baht	%	Million Baht	%	Million Baht	%
Non-current liabilities						
Liabilities under finance lease contracts - net from the portion due within 1 year	1.53	0.15	-	-	-	-
Lease liabilities - net of portion to due within one year	-	-	15.66	1.55	14.96	1.40
Provision for long-term employee benefits	18.58	1.81	18.63	1.84	21.36	2.00
Total non - current liabilities	20.11	1.96	34.29	3.39	36.32	3.41
Total liabilities	330.31	32.11	288.82	28.55	322.18	30.22
Shareholders' equity						
Share capital						
Registered	152.00	14.77	152.00	15.03	152.00	14.26
Issued and fully paid up	152.00	14.77	152.00	15.03	152.00	14.26
Share premium	426.99	41.50	426.99	42.21	426.99	40.06
Retain earning						
Appropriated - statutory reserve	15.20	1.48	15.20	1.50	15.20	1.43
Unappropriated	104.28	10.14	128.50	12.70	149.63	14.04
Total shareholder's equity	698.47	67.89	722.69	71.45	743.81	69.78
Total liabilities and shareholder's equity	1,028.78	100.00	1,011.51	100.00	1,065.99	100.00

Statement of comprehensive income	2019		2020		2021	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenues						
Sales Revenues	1,520.27	99.37	1,314.74	99.85	1,341.14	99.13
Gain on exchanges	-	-	-	-	7.03	0.52
Other Income	9.61	0.63	2.00	0.15	4.73	0.35
Total Revenues	**1,529.88**	**100.00**	**1,316.74**	**100.00**	**1,352.91**	**100.00**
Cost and Expenses						
Cost of sales and service	1,053.37	68.85	869.49	66.03	831.25	61.44
Selling and distribution expenses	193.21	12.63	140.92	10.70	164.31	12.14
Administrative expenses	72.62	4.75	72.31	5.49	88.06	6.51
Loss on exchange	4.18	0.27	0.13	0.01	-	-
Loss on sales investment in associate	5.22	0.34	-	-	-	-
Total Expenses	**1,328.60**	**86.84**	**1,082.85**	**82.24**	**1,083.62**	**80.10**
Profit before Loss on sales investment in associate financial expenses and income tax expenses	**201.28**	**13.16**	**233.89**	**17.76**	**269.29**	**19.90**
Loss on sales investment in associate	-	-	-	-	-	-
Profit before Loss financial expenses and income tax expenses	**201.28**	**13.16**	**233.89**	**17.76**	**269.29**	**19.90**
Finance Income*	-	-	1.99	0.15	0.61	0.04
Finance Cost	(0.35)	(0.03)	(1.19)	(0.09)	(1.08)	(0.08)
Profit before income tax expenses	**200.93**	**13.13**	**234.69**	**17.82**	**268.82**	**19.87**
Income tax expenses	(41.75)	(2.72)	(46.31)	(3.52)	(53.19)	(3.93)
Profit for the year	**159.18**	**10.41**	**188.38**	**14.31**	**215.62**	**15.94**
Other comprehensive income						
Transactions that will not be subsequently recorded in profit or loss						
Actuarial Profits	(6.55)	(0.43)	-	-	-	-
Less : effect of income tax	1.31	0.08	-	-	-	-
Transactions that will not be subsequently recognized in profit or loss - net of income tax	(5.24)	(0.35)	-	-	-	-
Other comprehensive income for the year	**(5.24)**	**(0.35)**	**-**	**-**	**-**	**-**
Comprehensive income for the year	**153.94**	**10.06**	**188.38**	**14.31**	**215.62**	**15.94**
Profit (loss) per share (Fully Diluted) (Baht)	0.26		0.31		0.35	
Profit (loss) per share (Weighted Average) (Baht)	0.26		0.31		0.35	
Far value (Baht)	0.25		0.25		0.25	
Profit (loss) per share (Fully Diluted) (Baht) - Change[1)]	0.26		0.31		0.35	

Note : 1) Calculated by adjusting the par value to 0.25 baht per share for comparison.
2) In 2020, there will be a reclassification according to financial standards presentation which makes the numbers for the year 2019 here has been insignificant change.

Cash flow statement (Unit : Million Baht)	2019	2020	2021
Cash flows from operating activities			
Profit before tax	200.93	234.69	268.82
Adjustments to reconcile profit before tax to net cashจาก Operating activities			
Depreciation and amortization	18.55	23.09	23.81
Allowance for doubtful accounts (reversal)	0.53	(0.43)	(0.09)
Increase (decrease) in allowance for expected credit losses	-	0.56	6.18
Reduction of inventories to net realizable value	17.40	(3.94)	1.06
Share of loss from investments in associate	5.22	-	-
(Gain) loss on sales of other current financial assets	(4.30)	-	-
Gain on fair value adjustment of other current financial assets	-	6.29	(1.10)
Gain on fair value adjustment of other current financial assets	-	(0.51)	(6.48)
Loss on amortization of non-refundable deposits	1.09	-	-
Gain on disposals of equipment	(1.84)	-	(6.55)
Unrealized (gain) loss on exchange	4.21	0.21	(2.02)
Loss on write-off of equipment and intangible assets	0.05	0.05	0.04
Provision for long-term employee benefits	4.78	3.09	3.02
Interest received	(2.52)	(1.99)	(0.61)
Interest paid	0.38	1.19	1.08
Profit from operating activities before changes in	244.48	262.32	293.85
Operating assets decrease (increase):			
Trade and other receivables	5.34	61.16	(20.52)
Inventories	6.37	8.65	(23.36)
Other current assets	0.24	8.82	0.41
Other Non-current assets	3.43	(0.03)	(0.02)
Operating liabilities increase (decrease):			
Trade and other payables	10.48	(52.89)	21.13
Advance received from customers	(6.15)	(2.12)	0.42
Other current liabilities	4.24	(2.13)	0.17
Advance received from customers	**268.43**	**283.78**	**272.08**

Cash flow statement (Unit : Million Baht)	2019	2020	2021
Cash paid for long-term employee benefits	(6.03)	(3.04)	(0.29)
Interest received	2.46	2.29	0.87
Interest paid	-	(0.03)	-
Corporate income tax paid	(32.51)	(48.55)	(49.63)
Net cash from operating activities	**232.35**	**234.45**	**223.03**
Cash flows from investing activities			
Bank deposits with collateral (increase) decrease	-	-	-
Increase in investments in associate	(148.46)	-	
Cash paid for purchase of other current financial assets	-	(1,698.93)	(1,362.25)
Proceed from sales of other current financial assets	-	1,837.07	1,321.67
Increase in investments in associate	-	-	(30.00)
Cash paid for investments in associate	0.91	-	-
Acquisitions of plant, equipment and intangible assets	(32.92)	(15.73)	(17.46)
Proceeds from disposals of equipment	2.68	-	0.01
Net cash from (used in) investing activities	**(177.79)**	**122.36**	**(88.03)**
Cash flows from financing activities			
Repayments of financial lease liabilities	(2.94)	-	-
Repayments of lease liabilities	-	(5.96)	(8.41)
Dividend paid	(115.52)	(163.38)	(193.66)
Net cash from (used in) financing activities	**(118.46)**	**(169.34)**	**(202.07)**
Net increase (decrease) in cash and cash equivalents	**(63.90)**	**187.47**	**(67.07)**
Cash and cash equivalents at beginning of year	79.99	16.09	203.57
Cash and cash equivalents at end of year	**16.09**	**203.57**	**136.49**

KEY FINANCIAL RATIO

List		2019	2020	2021
Liquidity				
Current Ration	(X)	2.94	3.46	3.16
Quick Ratio	(X)	2.80	3.31	2.96
Cash flow liquidity ratio	(X)	0.78	0.82	0.83
Account Receivable Turnover	(X)	5.09	4.91	5.41
Average Collection Period	(Day)	70.75	73.37	66.55
Inventory Turnover	(X)	23.47	21.79	16.66
Average sales lead time	(Day)	15.34	16.52	21.61
Liabilities Turnover	(X)	5.69	5.58	6.67
repayment period	(Day)	63.25	64.55	53.94
Cash Cycle	(Day)	22.84	25.33	34.22
Profitability Ratio				
Gross profit margin	(%)	30.71	33.87	38.02
Operating Profit Margin	(%)	12.61	17.64	19.20
Other Operating Profit Margin	(%)	0.63	0.15	0.87
Cash-to-profit ratio	(%)	121.22	100.25	86.61
Net profit margin	(%)	10.41	14.16	15.94
Return on Equity	(%)	23.44	26.23	29.41
Operating efficiency ratio				
Return on Asset	(%)	15.97	18.27	20.76
Fix Asset Turnover	(%)	183.09	206.74	249.33
Total Asset Turnover	(X)	1.54	1.29	1.30
Financial Policy Analysis Ratio				
Debt/Equity Ratio	(X)	0.47	0.40	0.43
Interest Coverage	(X)	707.66	238	254.19
Ability to settle obligations ratio	(X)	1.54	1.26	1.02
Dividend payout ratio	(%)	91.67	97.86	93.05

MANAGEMENT DISCUSSION AND ANALYSIS FOR THE YEAR ENDED DECEMBER 31, 2021

T.A.C. Consumer Public Company Limited ("the company") would like to clarify the operating results for the year ended December 31, 2021 as follows:

Sales and Service Income

In 2021, the sales and service income of the company was 1,341.14 million baht, increased by 2.01 % from 2020 when the sales and service income was 1,314.74 million baht. The sales and service income increase from expanded market share and launched many new products. However, the company effected the COVID-19, that has effected the economy slow down until the end of the year. In the situation from applied "The New normal" in their businesses such as education sector, tourism sector etc. So these have affected sales growth less from target budget sale. However, the company have growth revenue from (A) increase in number of outlets of All Café (a fresh coffee corner within the 7-Eleven store) where the non-coffee products, series of new seasonal flavors were sold and increment size of products and, (B) increase in Co-develop new products B2B.

Gain on Exchange and Other Income

In 2021, the gain on exchange and other income were 11.77 million baht, increased by 487.55% from the previous year (being reported at 2.00 million baht). This was due to unrealized gain on exchange rate of investments in private fund and return on investments in mutual fund.

Cost of Sales and Services

In 2021, the company had the cost of sales and services valued 831.25 million baht or 61.98% of sale deriving 38.02% gross margin (decreased by 4.40%), while in 2020, the company had the cost of sales and services valued 869.49 million baht or 66.13 % of sale or 33.87 % gross margin. The cost of sales and services decreased from managing the cost expenses more efficiency by controlling and developing cost of products. So that the gross margin were increase. Moreover, the company have increased in portion sale of products mix from high margin products.

Selling and Distribution Expenses

In 2021, the selling and distribution expenses were 164.31 million baht, increased by 16.60 % from the previous year being reported at 140.91 million baht. The majority of selling and distribution expenses came from sale promotion and advertising. The majority of selling and distribution expenses came from sale promotion and advertising. Moreover, the company have research and develop new future projects, so the consulting fee and personnel expense have increased.

Administrative Expenses

In 2021, the company had administrative expenses of 88.06 million baht increased by 21.78 %from the previous year when there were 72.31 million baht. This Administrative Expenses have been controlled by budget, that occurred as the operation business plan.

However, the other administrative expenses increase from. personnel expense and loss of impairment from asset, that not movement.

Share of Loss from Investment in Joint Venture

For Financial statements in which the equity method, the company have realized the share of loss from investment in joint venture from take equity in TCI, that invested at 1 April 2021.

Finance Income

In 2021, the other income were 0.67 million baht, decreased by 69.43% from the previous year (being reported at 1.99 million baht).This was due to interest income, that be effected from interest rate decreased.

Finance Costs

In 2021, the company had finance cost valued 1.07 million baht compared to 1.18 million baht of the last year (decrease by 9.18%). This finance costs were from the deferred interest of a financial lease.

Net Profit

For Separate financial statements, In 2021, the company's net profit was 215.62 million baht (15.94% of sale) increased by 27.24 million baht (14.46%) from the previous year (188.38 million baht or 14.31 % of sale). The increase in net profit was driven by the increase of gross margin in portion sale of products mix, and developed costing and operation efficiency.

For financial statements in which the equity method. In 2021, the company achieved 214.24 million Baht (15.84% of revenue), by the company realized loss from investment in amount of 1.38 million Baht.

Business Plan 2022

In 2022, TACC aims to grow between 10-15% by creating valve of existing portfolio and continue creating new product in high growth & potential markets and new trend customers.

Financial Position

Asset

At the end of 2020-2021, the Company had total assets of 1,011.51 million baht and 1,065.99 million baht, respectively, which the Company's major assets were other current financial assets. (Temporary investments) Trade and other receivables Land, Buildings and Equipment inventories, cash and cash equivalents. In 2020, the proportion of such important assets to total assets amounted to 39.20 percent, 23.89%, 9.72%, 3.45% and 20.13 percent, respectively. The aforementioned key assets to total assets accounted for 41.90%, 24.56%, 8.50%, 5.37% and 12.80%, respectively can be summarized as follows:

Cash and cash equivalents

At the end of 2020, the Company had cash and cash equivalents of 203.57 million baht, accounting for 20.13 percent of total assets. increased because the company Allocated to savings bank deposits and three-month fixed deposits with higher interest rates than other fixed deposits and temporary investments.

At the end of 2021, the Company had cash and cash equivalents of 136.49 million baht, 12.80% of total assets decreased because the Company has allocated some bank deposits in short-term funds for other current financial assets with higher deposit interest rates than other fixed deposits.

Temporary investments and other current financial assets

At the end of 2020-2021, the Company had temporary investments and other current financial assets of 396.46 million baht, or 39.20 percent of total assets, and 446.63 million baht, or 41.90 percent of total assets. Account. Which presents temporary investments as other current financial assets, Invest in short-term bank deposits with higher returns, Fixed deposits exceeding 3 months resulted in an increase in cash and cash equivalents and at the end of 2021. The Company had other current financial assets increased because the company has allocated some bank deposits in short-term funds for other current financial assets with higher deposit interest rates than other fixed deposits.

Trade Accounts receivable

At the end of 2020-2021, the Company had trade accounts receivable before deducting allowance for doubtful accounts amounting to 234.38 million baht and 261.51 million baht, respectively, accounting for 23.17% and 24.53% of total assets, respectively.

The Company has a policy of giving credit term for domestic customers about 30-60 days, but if it is a new customer, the Company will require customers to pay for the goods in cash before delivering the goods. For foreign customers, the Company requires customers to pay for goods in cash before delivery of goods and give a period of repayment to foreign customers of approximately 60-90 days. The Credit Term may be considered from time to time depending on the Company's promotional policy. In the past, the Company's average debt collection period was 70.75 days in 2020 and 66.55 days in 2021. Most of the trade accounts receivable were not due and most of the main customers had a collection period. Pay off debt 60 days.

Inventories

At the end of 2020-2021, the Company has inventories before deducting allowance for diminution in inventories value of 51.19 million baht and 74.56 million baht, respectively. The Company's main inventories are finished goods and raw materials and packing materials which accounted for 79.91% and 19.75% of total inventories in 2021. The increase in products was caused by the Company having more products for sale and storing for production in order to reduce the risk of problems. In delivery in the epidemic of COVID-19, the Company has a policy to consider setting allowance for a decrease in the value of inventories by considering slow moving inventories expired product or a discontinued product/ discontinued product according to the company's policy set on a monthly basis.

Land, buildings and equipment

The Company had Land, Plant and Equipment net amounting to 104.32 million baht. At the end of 2020 and 90.56 million baht at the end of 2021, 9.72% and 8.50% of total assets, respectively.

At the end of 2020, the Company had land, plant and equipment net amounting to 98.35 million baht, equivalent to 9.72 percent of total assets, decreasing from the end of 2019 by 5.97 million baht. The Company invested 15.75 million more during the year, while the depreciation expense for the year amounted to 17.62 million baht.

For the year 2021, the Company has Land, Plant and Equipment net amounting to 90.56 million baht, equivalent to 8.50% of total assets, decreasing from the end of 2020 by 7.79 million baht. The Company has increased investment during the year of 16.45 million baht, While there was a depreciation charge for the year of 18.06 million baht and an impairment of unused equipment of 6.75 million baht.

Lquidity

Cash flow

The Company has cash flow from operating activities of 234.45 million baht in 2020 and 223.03 million baht in 2021. The Company's profit before tax in 2020 -2021 is 234.69 million baht and 268.82 million baht, respectively. Company have cash received from operations

If considering cash flow from investing activities in 2020 and in 2021, and net cash used in investing activities amounted to (88.03) million baht in 2020, temporary investments increased by 148.46 million baht and in 2020 cash received from financial assets (Temporary investment) net 138.14 million baht and in 2021 have cash to buy financial assets. (Temporary investment) net (40.58 million baht, respectively).

In the years 2020-2021, the Company has net cash flow from financing activities of (169.34) million baht and the amount (202.07) million baht, respectively. For the year 2020, the Company has repaid the liabilities under the lease agreement in the amount of 5.96 million baht. and has paid dividends to shareholders of 163.38 million baht.

In 2021, the Company repaid the lease liabilities amounting to 8.41 million baht and paid dividends to shareholders of 193.66 million baht.

Source of funds

Liabilities

At the end of 2020-2021, the Company had total liabilities of 288.82 million baht and 322.18 million baht, respectively. Most of them are current liabilities. Which is the ratio to total liabilities is 88.12% at the end of 2020 and 88.73% at the end of 2020, the Company's significant current liabilities and consists of trade payables and other payables. At the end of 2020-2021, the proportion of such transactions to total liabilities was 74.24% and 73.37%, respectively arising from the purchase of goods and making advertisements, public relations and sales promotions.

Equity

At the end of 2020-2021, the Company had shareholders' equity of 722.69 million baht and 743.81 million baht, respectively. At the end of 2020, the Company had shareholders' equity of 722.69 million baht, an increase from the end of 2019. 24.22 million baht. There was an increase in retained earnings from the operating results of 2020 in the amount of 188.38 million baht, while the Company was a dividend payment of 164.16 million baht and at the end of 2021 the Company had shareholders' equity of 743.81 million baht, an increase from the end of 2020 by 21.13 million baht because the Company was an increase in retained earnings from the operating results of the year 2019 in the amount of 215.62 million baht, while the Company There was a dividend payment of 194.49 million baht.

Suitability of the capital structure

The Company has a debt to equity ratio equal to at the end of 2020 and equal to 0.43 times at the end of 2021. For the year 2020, the Company has liabilities of 288.82 million baht, while the shareholders' equity is 722.69 million baht because in the shareholders' part, the Company has an increase in retained earnings in 2020 of 188.38 million baht and pays a dividend of 164.16 million baht and 2021. The Company has liabilities of 322.18 million baht while the shareholders' equity is 743.81 million baht because for shareholders' equity, the Company's retained earnings increased in 2021 by 215.62 million baht and paid a dividend of 194.49 million baht.

THE MAIN FACTORS AND INFLUENCES THAT MAY AFFECT THE OPERATING RESULTS AND FINANCIAL POSITION IN THE FUTURE

1. The impact of investment in the project of hot beverage dispenser (Hot Beverage Dispenser)

The Company plans to invest in the hot beverage dispenser business with an aim to install approximately 750 automatic beverage dispensers by 2018. However, before investing in this project, the Company has studied the the possibilities of the project in detail including market testing and consumer demand surveys Therefore, the investment risk is relatively low. In addition, the Company expects that the investment in the automatic beverage press project will expand business opportunities and increase the Company's growth potential in the future.

And because technology is changing faster and more modern, resulting in the year 2019, the Company needs to develop and improve beverage presses to be efficient and not outdated and meet the needs of consumers Investment in automatic beverage dispenser project In 2021, the Company has installed 515 hot beverage dispensers in 7-Eleven stores.

2. Impact from the risk of relying on large customers

In 2019-2021, the main income of the Company from selling products to a large customer, accounting for approximately 95-97% of the total sales revenue. Therefore, if the Company loses such customers or such customers reduce the amount of purchases from the company may affect the revenue and operating results of the Company. Significantly, however, from the fact that the Company having a long-standing commercial relationship with such customers together with the company. It is one of the distributors that operate with customers under a Key Strategic Partner will be able to maintain a stable and sustainable relationship with such customers.

The part of B2B group the Company has always been given opportunities to grow with its key business partners. In the B2C group, the business has grown more, but the proportion may not be able to grow in line with B2B due to the huge market size as follows.

- B2B has added a menu in the corner of All Café at 7-Eleven store such as Taiwan Milk Tea, which is a Signature Menu that is sold all year round in all branches that have All Café and has increased upsize of the beverages from 16 oz. to 22 oz., which is a full year of revenue recognition this year. And it is another part that has continued to grow.
- B2C has a character business group. This year, there are 2 new characters from Thai brands and the Café Business group (Muanchon, Arabitia, Jungle, CP Fresh mart, Black Canyon, Pun Thai Coffee) have a business plan together and continually develop new beverages or products for Café Business customers.

In addition, the Company has expanded the delivery of beverages to Lotus's in both Lotus's Hyper Market and Lotus's go Fresh, which last year has changed branches and branch layouts quite quickly. It is considered an important business group to increase the Company's revenue to grow in another way.

This year the Company Show the potential of being a Tea and coffee creative solution in Thailand and to complement the Portfolio by collaborating with BONCAFE to develop non-alcoholic beverages and equipment for the production and distribution of such beverages Through strategic planning as partners under the common purpose of co-developing and being a center for innovation, research, development and integrated production for each other.

THE IMPACT OF THE RISK FROM THE INCREASE IN THE EXCISE TAX RATE

The Company's main business is the distribution of tea and coffee beverages. Which is classified as a product that the government by the Excise Department collects tax according to the Excise Tariff Act B.E. The main ingredient ratio is calculated as a percentage per net volume of the beverage according to the conditions prescribed by the Excise Department. Therefore, they are entitled to exemption from excise tax according to the announcement of the Excise Department on "Criteria and conditions for exemption from tax on fruit and vegetable beverages", which include green tea and coffee beverages.

At present, the government has restructured the excise tax according to the ministerial rules. Determining the excise tax rate (No. 3) B.E. 2560 (2017). This ministerial regulation shall come into force from September 16, 2017 onwards under Category 16.90, which is a product that is used as a beverage with powder, flakes, or spices. Drink a concentrate that contains sugar and is soluble in water. This does not include dietary supplements and dairy products in powder form according to the law on food

The Company is aware of such risks. Throughout the past, the Company has fully complied with the rules for exemption from excise tax as well as preparing for the development of product formulas in accordance with the rules of the new tax rate of the Excise Department. Currently, the new formula has been adjusted to reduce the sweetness already. As well as conducting an analysis and assessment of the impact of the new tax rate on the Company's operating results and manage costs and expenses to be more efficient.

At present, the Company has adjusted the formula to reduce the strength of the drink. This is considered a solution to the sugar tax problem already.

Summary of the accounts annexed to the Ministerial Regulation Prescribing Excise Tariffs, B.E. 2561 (2018)

Sugar content	no more than 6 grams	over 6 g no more than 8	over 8 g no more than 10	over 10 g no more than 11	over 14 g no more than 18	over 18 g
Current rate - 30 Sep. 2019	0	0.1	0.3	0.5	1	
1 Oct 2019 - 30 Sep.2021	0	0.1	0.3	1	3	5
1 Oct 2021 - 30 Sep 2023	0	0.3	1	3	5	
Since 10 Oct 2023	0	1	3	5		

5. GENERAL AND OTHER IMPORTANT INFORMATION

GENERAL INFORMATION AND OTHER SIGNIFICANT INFORMATION

Core Business

T.A.C. Consumer Public Company Limited ("the Company") engages in the business of sourcing, manufacturing, and distribution of beverages, lifestyle products and Character Business. The Company focuses on managing and executing marketing and sales strategies along with beverage product development. The developed products possess distinctive unique selling points and varieties in both formats d flavors.

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Registered Capital

Common Shares Baht 152 million (608 million shares)

Paid-up Capital

Common Shares Baht 152 million (608 million shares)

Company Secretary

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INFORMATION ON THE SECURITIES AND SHAREHOLDERS

Stock and Shareholders Information

1. Registered Capital and Paid-up Capital

As at 31st December 2021, the Company has registered capital of Baht 152,000,000 and issued and paid-up share capital at Baht 152,000,000 separated into ordinary share at 608,000,000 shares at par value of 0.25 Baht.

2. Shareholders Structure

The list and percentage of shareholding of the first 10 major shareholders that are listed on the latest shareholder's registration as at 5th December 2021.

Name of Shareholders	No. of Share	%
1. Mr.Chatchawe Vatanasuk	149,707,998	24.623
2. Thai NVDR Company Limited	62,466,518	10.274
3. Mr.Thanutum Kiatphaibool	43,575,843	7.167
4. N.C.B.TRUST LIMITED-NORGES BANK 33	12,763,600	2.009
5. Mr.Nuthajak Liengchayetz	11,000,000	1.809
6. Mr.Chanaphan Piriyaphan	10,983,700	1.807
7. Ms.Pawenee Suwanmethanont	9,720,000	1.599
8. Mr.Nantana Suwanparin	8,933,572	1.414
9. Mr.Wattana Charoennawarat	8,600,000	1.563
10. Ms.Charunee Chingwongworakul	8,280,000	1.362

Note : Mr.Thanutum Kiatphaibool is the Company's co-founder shareholder and did not participate in the management.

3. Issuance of Other Securities

-None-

The Comparison to changed shareholding of Directors and Managements for the year 2020 and 2021

	Name	As of 31 December 2020			As of 31 December 2021			Change increased (decreased)
		Number of Shareholding by Director/ Executive	Number of Shareholding by related person	Total	Number of Shareholding by Director/ Executive	Number of Shareholding by related person	Total	
1.	ADM Apichart Pengsritong Chairman of the Board of Director and Independent Director	200,000	-	200,000	-	-	-	-
2.	Assoc.Prof.Kitti Siripullop Chairman of the Audit Committee and Independent Director	-	-	-	-	-	-	-
3.	Mrs.Paktra Suriyapee Audit Committee, Independent Director and Chairman of the Nomination and Compensation Committee	-	-	-	-	-	-	-
4.	Mr.Komsak Watanasriroj Audit Committee, Independent Director, Nomination and Compensation Committee and Risk Management Committee	-	-	-	-	-	-	-
5.	Mr.Chanit Suwanparin Director, Nomination and Compensation Committee and Risk Management Committee Spouse's Mrs.Nantana Suwanparin	-	8,923,572	8,923,572	-	8,923,572	8,933,572	-
6.	Ms.Trithip Sivakriskul Independent Director and Risk Management Committee	-	-	-	-	-	-	-
7.	Mr.Chatchawe Vatanasuk Director, Chairman of Executive Committee, Risk Management Committee and acting Managing Director *Spouse's Ms.Pawenee Suwanmethanont	150,655,825	10,700,000	161,355,825	149,707,998	9,720,000	159,427,998	(1,927,827)
8.	Mrs.Chirapan Khotcharit Choosang Director, Risk Management Committee, Executive Committee and Deputy Managing Director, Corporate Strategy Division	4,245,836	-	4,245,836	4,071,793	-	4,071,793	(174,070)

	Name	As of 31 December 2020			As of 31 December 2021			Change increased (decreased)
		Number of Shareholding by Director/ Executive	Number of Shareholding by related person	Total	Number of Shareholding by Director/ Executive	Number of Shareholding by related person	Total	
9.	Mr.Suphot Leenanurak Director, Executive Committee and Deputy Managing Director, Sales & Marketing Division.	371,233	-	371,233	406,468	-	406,468	35,233
10.	Mrs.Suveeraya Ansavananda Executive Committee and Assistant Managing Director, Strategic Partner and Integrated Marketing Communication.	231,046	-	231,046	201,570	-	201,570	(29,476)
11.	Ms. Hatsaya Charuwitayanan Executive Committee, Assistant Managing Director, Operation Support Division	60,916	-	60,916	59,293	-	59,293	(1,623)
12.	Mr.Preecha Phinjirapong Director, Sales & Marketing Department	-	-	-	-	-	-	-
13.	Ms.Preawnapa Nimma Associate Director, Procurement Division	14,848	-	14,848	9,114	-	9,114	(5,734)
14.	Ms. Parichat Chotipumiwet Executive Committee, Senior Manager, Accounting and Finance Division	113,234	-	113,234	127,479	-	127,479	14,245
15.	Ms. Narisa Tiyasuksawad Associate Director, 7-Eleven Department	14,427	-	14,427	34,880	-	34,880	20,453
16.	Mr. Yodchai Pundee Senior Manager, Corporate Affairs Department	15,459	-	15,456	14,292	-	14,292	(1,164)
17.	Ms.Phonphun Phunpanich Senior Manager, Character Business Department	8,626	-	8,626	12,912	-	12,912	4,286
18.	Ms. Nunthaphuk Pothisarn Senior Manager, Supply Chain Deparment	10,195	-	10,195	11,452	-	11,452	1,257

Note : * Number of shareholding by related person are Number of shareholding by related person with reporter under section 89/1 of the Securities and Exchange ACT B.E.2535 such as Spouse, Child or adopted child Underage.

6. CORPORATE GOVERNANCE POLICY

CODE OF CONDUCT AND BUSINESS ETHICS OF DIRECTORS, EXECUTIVES AND EMPLOYEES

The Company has established and announced the Code of Conduct and Business Ethics for Directors, Executives and Employees and to be use as the principles and guidelines. Which are as follow:

Basic Principles of Code of Conduct and Ethics.

1. Perform duties with integrity, morality and responsibility.

1.1 Maintain confidential information and not to use inside information or confidential information to seek benefits for oneself or others in a wrongful way.

1.2 Prevent or avoid actions that may lead to conflict of interest.

1.3 Conduct oneself as professionals with knowledge, expertise and prudence.

Code of Conduct and Ethics

The Company's personnel namely directors, executives, staff, employees, consultants and agents or authorized persons acting on behalf of the company or on behalf of the persons mentioned above should adhere to the code of conduct and business ethics as follow:

Self-Conduct

1. Carry out duties in compliance to the law relating to business operation, objectives and Articles of Association of the Company as well as principles of Good Corporate Governance and the shareholders' meeting resolutions.

2. Gain knowledge and experience to enhance oneself to be knowledgeable and skillful individuals in order to carry out duties efficiently and effectively.

3. Adhere to morality and not seek for position, favor or any other benefits from commanders or other persons by dishonest means.

4. Refrain from all kind of addictions and prevent behaving in any improper manner that may harm the reputation and dignity of oneself and the Company-such as, not become a person with unmanageable debts, avoid becoming obsessed in every type of gambling, or not associate with the use of all kind of drugs and etc.

5. Not take on any other occupation or profession or any act which may adversely impact the performance of duties or reputation of oneself and the Company.

6. Avoid having financial obligation with those persons, who are involved in doing business with the Company or between colleagues. This means and includes loaning money, demanding for soliciting contributions, playing share and etc. except for charity and public events.

7. Not seek for benefits that are improper or unlawful either directly or indirectly.

8. Not to undertake any activities that are considered as managing or taking charge of any other business which might undermining the Company's benefits or facilitate any persons or juristic persons either for the benefit of oneself or others.

9. Maintain and co-create to ensure unity within the group.

Conduct Towards Colleague

1. Strengthen teamwork by cooperating and helping each other for the benefits of the Company as a whole.

2. Treat colleagues with politeness, generosity, good human relations. Adapt oneself to be able to get along well with others and refrain from concealing necessary information in carrying out duties of the colleagues.

3. Respect others by not stealthily claiming other's performance as one's own performance.

4. Supervisors should behave so as to gain respect and become a positive role model for the subordinates, as well as be polite towards the subordinates and all level of the coworkers.

5. The subordinates should behave towards the supervisors with respect.

6. Subordinates shall listen to the supervisor's suggestions and to not perform duties which amounts to bypassing one's superior, except where one's superior with higher level ordered of such act.

7. Avoid disclosing information and stories of other employees both in terms of work and personal issues or criticize in such a way that may damage the employees or destroy the Company's image as a whole.

8. Not to act in any way that is immoral or take any action that constitute sexual harassment against other employees as such action might lead to trouble, nuisance or undermine morale in the work environment, hostile or aggressiveness; as well as unreasonably interrupting the work of other employees. Such behavior includes molestation, indecent acts or sexual harassment whether verbally or physically.

Conduct Towards the Company

1. Perform one's duties with responsibilities, integrity, commitment and dedicating oneself both physically and mentally in working; including to perform in comply with the Company's regulations, policies, values and culture, for the best interest of the Company significantly.

2. Perform one's duties in accordance with safety, occupational health and the working environmentpolicies.

3. Strictly maintain the confidentiality of customers and business partners as well as those of the Company by ensuring not to let the Company's confidential documents or news leak out or fall into the hand of any unrelated persons which may cause damage the Company.

4. Not to falsely accuse others or to undertake any actions that will create disunity or cause damage within the Company or for those persons who are involved with the Company.

5. Maintain one's own dignity, so that you are well-accepted within the Company.

6. Create positive relationships through collaborating with society, community, Government agencies and other related organizations by providing information to employees at all levels to perform their duties with due care for the benefits of the Company and the public.

7. Pay attention and help maintain the environment and atmosphere in the workplace as well as develop the organization to excellence.

8. Refrain from giving and/or receiving presents, give or receive any receptions from trade partners or any persons related to the Company's business except for honest events that will benefit the Company's business, festivals or according to cultures at an appropriate value/ price. In the event that the gift received is in the form of cash or has a total value exceeding three thousand Baht one should refuse to accept and return such gift immediately,

9. Not to be involved or participated in any acts or to conceal the acts which may have conflict of interest with the Company or participated in the concealing of any illegal acts.

Conduct Towards Customers, Business Partners or Competitors

1. Treat customers, partners and competitors with understanding and good cooperation between each other.

2. Offer quality services to customers with warm friendship and support.

3. Use precautions reasonably in giving advises or making any decision on behalf of the customer by taking into account the appropriateness in the case of the customer.

4. Oversee and safeguard the interests of shareholders.

5. Promote the social mission on an opportune occasion, along with participating in activities for public service, education and create progress for the nation.

The Company determines that it is the duties and responsibilities of directors, executives and all employees to learn, understand and strictly follow the Code of Conduct and Business Ethics Handbook. Ask for advice from the supervisor, if the staff has any question on the guidelines. The staff who violate the code of conduct and business ethics or allow the subordinates to violate the code of conduct, such individuals will be disciplined which may include termination, compensation for damages and be charge with civil or criminal penalties.

Corporate Governance Policy

The Company has importance in good corporate governance as it is considered to be the significant mechanism that leads to effective management system, transparency and accountability. These factors will enhance the confidence among shareholders, investors, stakeholders and all related parties. Good corporate governance is a tool that helps increase value, create competitive advantages and boost the Company's sustainable growth, which would build long term benefits. Moreover, the Company significant to the Internal Control system and Risk Management closely.

The monitoring of compliance with the Good Corporate Governance policy

The Company has promoted and communicated information to all level of employees via the intranet, Orientation for new employees and Staff manual. There are focusing on enhancing knowledge and understanding to lead to the implementation of the Corporate Governance Policy and business ethics. The Board of Directors, Executives and employees of the company have complied with the Good Corporate Governance Policy and monitor the result. There is a review and adjustment to be in accordance with the ASEAN CG Scorecard to be implemented and implemented as appropriate. As well as explaining the reasons for not being able to comply with the above principles are as follows:

The Item has not been execution	Reason
The company should define and disclose the fraud risk assessment process.	The Company realizes the importance of good corporate governance by adhering to business transparency and has the Anti-corruption policy. This aims to let all the management and employee be aware of the impact of corruption, to cultivate rightful values attitudes of employees to work with honesty while avoiding seeking benefits from one's position or providing such benefits to others for both directly and indirectly. This also prohibits employees from seeking personal or family interests using Company's position while aiming to increase the confidentiality of all stakeholders. Moreover, the meeting has agreed to disclose such Anti-corruption policy towards employees to comply. However, the Company sent employee to seminar Anti-corruption basic course for to know rule and procedure of Anti-corruption in organization. The company The fraud risk assessment process will be considered in the next year.
Does the Board of Director educate and train employees on the environment?	The Company has a policy to operate business under environmental standards and to use resources efficiently. To ensure the performance of environmental and safety operations and according to the Law, Rules and regulations by organizing environmental conservation activities for employees.

In 2021, the Company received evaluation results on Corporate Governance and various awards from external agencies as follows:

- TACC was excellent score (100 Point) in AGM checklist program from Thai Investor Association and Securities and Exchange Commission, Thailand.
- The Stock Exchange of Thailand and Money & Banking Magazine jointly hosted SET Awards 2021, the announcement and award presentation ceremony aim to recognize companies on the Thai capital market with excellent and outstanding performances in various areas. TACC was award "Best Investor Relations Awards" from Business Excellence group. The Company received the above award for the second time since the first award in 2019. The previous year, TACC was award "Outstanding Investor Relations Awards" (The fourth consecutive year). This award presentation ceremony to listed companies that have outstanding performance of Investor Relations activities. Which important to emphasize that the participation of the whole organization in carrying out the activities and was voted by 7 analysts/institutional investors who selected the company as the best company in this category of awards.
- TACC was rating in ESG 100 by Thaipat Institute announcement 100 Listed Companies outstanding environment, Social and Corporate Governance.

The Company has established good corporate governance principle, which is in accordance with the guideline set by the Stock Exchange of Thailand. The principles are in 5 categories, which are as follow:

Section 1 : The Rights of Shareholders

The Company recognizes and values all the fundamental rights of shareholders, namely the rights to sell, buy or transfer shares, the rights to receive shares of the company's profits, the rights to adequately access the Company's information, the rights to attend shareholders meetings wherein they can exercise the rights to vote for the resolution of the appointment or removal of Directors, appointment of auditors, and significant matters affecting the Company such as allocation of dividends, specification or amendment of Articles of Association and Memorandum of Association, and reduction or increase of capital. In addition to the above-mentioned fundamental rights, the Company supports and facilitates, in various matters, shareholders in exercising their rights.

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- Invitation letters will be distributed to the shareholders at least 7 days prior to the meeting date. The letter shall contain clear details of the date, time, venue and agenda of the meeting as well as the Board of Directors' opinions. Related documents such as annual report, financial statements, support document for each agenda and proxy statement, will be attached with the invitation letter. The notice of the meeting shall be sent to all shareholders listed in the shareholders' registration book. The notice should be sent on the day the Company announced the closing date of share transfer registration, as well as publish the notice of the meeting along with the mentioned meeting agenda on the Company's website not less than 30 days prior to the meeting. This also includes continuously advertise the invitation notice on the Newspaper not less than 3 days before the meeting date to inform shareholders to prepare in advance before participating in the meeting, which is in accordance with the Public Limited Companies Act, B.E. 2535(1992).
- The Company offers shareholders the rights to propose agenda items for the Annual General Shareholders Meeting and Nominations of Directors candidates in advance period 28 January to 21 February 2022. There are disclosing information via SET Link and notification the criteria of practice via www.tacconsumer.com under shareholder information, shareholder's meeting. The company secretary will collect all the proposed agenda and present to the Board of Directors Meeting as well as collect all the nomination of Director candidates and present to the Executive Committee. The Executive Committee will consider the list and qualification of the candidates and present the results to the Board of Directors to consider. In the case where the proposed agenda is approve by the Board, the

Company will include such agenda in the next General Shareholders' Meeting.

- In case that shareholders are unable to attend the meetings in person, the Company shall provide the shareholder an opportunity to appoint an independent Director of the Company or any other person to attend the meeting on their behalf. The Company shall enclose a proxy form together with the meeting invitation letter.
- Notification of voting methods and vote counting before the meeting of shareholders and ballots were used. Since this year is an electronic meeting (E-AGM), the Company will count the votes of the shareholders attending the meeting via electronic media. and the votes of the shareholders who appoint proxies.
- Allowing shareholders to vote for election of Directors individually by nominating the Directors to shareholders one by one.
- At every General Meeting of shareholders The Company has an independent auditor who has no interest in the company. Which is responsible for checking the vote counting and the result of the vote for the meeting to be transparent Legally and company regulations.
- The Company does no additional agenda or change key information without notifying shareholders in advance the 2021 Annual General Meeting of Shareholders. The Company shall provide opportunities for shareholders to independently and fully make inquiries, suggestions or expression of opinions.
- After the meeting of shareholders, The minutes of the shareholders meeting shall be prepared after the meeting date wherein complete and information shall be presented. The shareholders meeting resolution shall be disclosed to the Stock Exchange of Thailand within 9:00 a.m. of the day after the end of the, which also includes the resolution results of each agenda item; the number of votes that are in favor, against, abstentions and void ballots. The minutes of the shareholders' meeting will be publicized on the Stock Exchange of Thailand website and the Company website within 14 days commencing from the meeting date.

Section 2 : The Equitable Treatment for Shareholders

The Company holds the policy to equitably and fairly treat and protect the rights of all shareholders, whether they are Executive or non-Executive shareholders, Thai or non-Thai, major or minor. The Company also provide additional for shareholders who's unable to attend the meeting themselves to authorize independent Directors or other persons as proxies who may attend the meeting and vote on behalf of the shareholders. Minor shareholders will also be given the opportunity to propose the General Annual Meeting agenda and nominate candidates for Directors in advance at an appropriate time.

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- The shareholders meeting is properly conducted according to the scheduled agenda and is in comply with the Company's Articles of Association. In each agenda, related information is clearly and completely presented for the meeting's consideration. If unnecessary, no un-informed agenda shall be introduced to the meeting without prior notice to the shareholders, especially any important agenda, which requires considerable time for the shareholders to make a prudent study before making any decision. The Company has established invitation letter for the Annual General Shareholders Meeting and Annual Report both in Thai and English to facilitate foreign shareholders.
- Providing the equal right of voting for shareholders base on the number of share held.
- The Company attached Proxy form B with the Invitation of the Meeting of Shareholders. Which is the form shareholders can specify their own voting as each agenda. For shareholders who are not convenient to attend the meeting by themselves able to authorize an Independent Director or another person to attend the meeting and vote on his behalf by disseminating on the company's website.
- The Board of Directors has set up a measure to prevent the insider trading by related persons, which include Directors, Executives, staff and employees, as well as spouses and minor children of such persons working in the area related to the inside information. Disciplinary measures with regard to disclosure or use of information of the Company for personal interest have also been determined in accordance with the policy on prevention of exploitation of inside information. Directors, Executives, their spouses and minor children are prohibited to trade the Company's securities one month before publicly disclosed the financial statements. Directors and Executives of the Company have also been informed and acknowledge of their duties and responsibilities to report their holding of the Company's securities by them, their spouses, and their minor children, as well as the change in such holdings, to the Office of the SEC in accordance with Section 59 and the penalties under the Securities and Exchange Act of B.E.2535.

Section 3 : The Role of Stakeholders

The Company has importance on the rights of all Company's stakeholders both internal and external.

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- Customers: The Company is attentive and shows responsibilities toward the customers by emphasizing on producing quality products that are up to the standard and are able to fully satisfy consumers demand as keeping customers information confidential. Moreover, the Company also places great importance in setting appropriate conditions and selling price. There are customer satisfaction surveys both at Domestic Business and International Business by improving the criteria for more surveys. To put in place a feedback and complaint procedure for customers.
- Partners and Account Payable: The Company has the policy to treat both the trading partner and the creditors fairly, equitably and to maintain honesty in operating business, does not take advantages along with strictly practice in accordance with the trading condition and/or trading agreements. In order to enhance good business relationship that benefits both parties. The Company is intent on developing and maintaining sustainable relationships with the suppliers mutual trust including set key supplier as a strategic partner.
- Competitors: The Company conducts its business within the good competition framework and within the specified law. The Company also supports and maintains an ethical code of competition, and refrains from acting in bad faith to the detriment of tis competitors.
- Staff: The Company recognizes the importance of all the staff, as they help drive the Company to be able to endlessly improve the business operation further into the future. Therefore, the Company emphasized on continuously

developing the staff's potential, knowledge, capability, and skills. Appropriate remuneration is appraised base on each individual knowledge, capability and skills, which can be compare with other company in the same industry. To keep the working environment safe for the lives and properties of its employees. From the situation of the epidemic of COVID-19. The company has looked after and cares for employees very well, such as announcing measures to prevent the spread of COVID-19. To comply both inside and outside the organization and work from home practices (WFH) provide something to prevent such epidemic in a timely manner. The Company has procurement of vaccines against COVID-19 to employees and their families and treats all staff equitably and fairly.

- Shareholders and Investor: The Company focus on the company management for capability, honestly and transparency. Disclosure the data to shareholders correctly, completely, timely and equality under the ethics and good corporate governance. There are providing opportunities for all relevant parties to access and query information. The Company reports on corporate position, operating results, financial and accounting status along with other report are prepared and presented regularly and accurately. By communicate the story or point of sale of the company to stakeholder. The operating results must be consistent with the information disclosed and treats all shareholders equally in the shareholders' meeting.
- Community and society: The Company values the importance of sustainable development of its neighboring communities, the society and environment. So, the Company consistently focuses on instilling awareness of responsibility toward community and society in the Company, supports activities beneficial to society as a whole, and avoids any illegal or unlawful action. To adopt a clear corporate social responsibility (CSR) policy, which is implemented across-the-board.

In 2021, the following activities with the stakeholders were conducted:

Shareholders and Media
Information is provided to shareholders, retail investor, institutional investors, analysts and stakeholders in various activities of investor relations by providing accurate and equal information, such as organizing Opportunity Day activities, organizing shareholder meetings, Analys Meeting, etc.

Employee Care
Promote and support the development of employees in on-the-job training to enhance their knowledge, skills and cope with changing situations through more online learning activities. There is an exchange of knowledge between each other in the organization. and have joint activities.

Social
There is support and development of the quality of life of the disabled according to the Promotion and Development of the Quality of Life of Persons with Disabilities Act B.E. Occupation to generate income.

Environmental
The Company focuses on being environmentally friendly with a waste management process from the production process. There is a project to save electricity to reduce energy consumption within the company from the COVID-19 situation that there is a practice of working from home, work from home 100%.

Internal and External communications

The Company has importance on internal and external communications by procedure as cover the both. There are communicate with stakeholder of the company such as Director, Executive, Customer, Consumer, Shareholder, Investor etc.

Internal communication is the disseminate necessary information to Executives and employees. Which may be the focus of the participation of all Executives and employees to achieve the goals of the organization via various media such as Line Group, Line official, Intranet, E-mail and PR board of the company

External communication is the reporting of information, Public relations and News delivery to outside the organization through various communication channels of the company such as company website, Facebook, Instagram, E-mail, sending news via the SET LINK.

Internal and External communication as communicate normal information and urgent information to stakeholder. It is correctly understanding to internal corporate which strengthen Ethics and Code of Conduct to employee, Management. To raise awareness about the significance of Good Corporate Governance, Risk Management and internal control.

Whistleblowing on any fraud or corrupt

The Company has set procedure of whistleblowing on any fraud or corrupt to pattern appropriately. the Company provides its stakeholders an opportunity to report or give information on irregularities in business operations of the Company via provided channels, whereas:-

Corruption
refers to Any act of unlawful exploitation for itself or others.

Fraudulent
refers to Using fraudulent deception by giving false claims to others.

Corruption
refers to The receipt or acceptance of requests for or receipt of property or property. Any other benefits to government officials. Government Sector Staff of private agencies Private Sector To the person or agency. They use their power to act, not to act, to precipitate or to act in any way contrary to the power and duty of the Company. Unless it is customary law and customary law.

Complainant recipient
refers to The Managing Director or Chairman of the Executive Board

Complaints coordinator
refers to Company secretary

Complaints inspector
refers to Corporate Affairs Manager

Complainant
refers to The Director, Management, Employee or any person who has been charged or accused by a complainant about fraud or corruption

Whistleblowing channels

The whistleblower can inform complainant via channels as follow;

1. Letter
   Send to: Chairman of the Executive Board and Managing Director
   T.A.C. Consumer Public Company Limited
   23rd Floor, UM Tower, 9/231-233
   Ramkhamhaeng Road, Suanluang,
   Bangkok 10250.
2. Website: www.tacconsumer.com
3. Facebook: Tacconsumer
   https://th-th.facebook.com/TACConsumer/
4. E-mail: whistleblower@tacconsumer.com
   This e-mail direct to Managing Director or Chairman of the Executive Board only.

In this year, the company has not received any clues about the fraud or fraud.

Whistle blowing procedure regarding fraud, corruption, or complaint.

1. Upon receiving a complaint on fraud or corruption from the above channels, the report receiver shall examine the complaint and submit it to the case coordinator within 3 working days to proceed.

2. The case coordinator gather sufficient clarification of the initial evidence received from the report receiver, including data storage, record progress and summary results. This includes tracking and summarizing the status of the complaint.

3. Coordinate the complaints, submit complaint that has been approved by the Managing Director or Chairman of the Executive Board to the complaint inspector within 5 working days.

4. The complaint inspector conducts a complaint investigation. Complaints regarding to misconduct, fraud, violation, not in comply with the law or company's work regulations such cases should be submitted to the Managing Director or Chairman of the Executive Board for consideration within 1 month.

5. The Managing Director or Chairman of the Executive Board shall approve the complaint regarding to fraud or corruption within 1 month.

5.1 In case of approval, the Managing Director or Chairman of the Executive Board will present to the Board of Directors to consider further.

5.2 In case of disapproval submit the complaint back to the complaint inspector for review.

6. If the case has a significant impact on business operations, the Managing Director or Chairman of the Executive Board shall present such case to the board of Director to consider and determine the punishment as deemed appropriate.

7. Summary of operation and opinions from the resolutions of the Board of Directors meeting and the corporate affair department will report the results of the consideration to the complainant or whistleblower. (In the event that the complainant or the whistleblower discloses himself)

8. Save information and documents about complaints about fraud or corruption in a file folder. The storage period is 5 years.

Protection Measures for Whistleblowers and Related persons

Whistleblowers and related persons of process Whistleblowing on any fraud or corrupt are protection appropriately from the Company such as do not change the position, nature of work, place of work, work break, intimidate, Interfering with the performance and termination of employment or any other unfair treatment of such person. Include information about the complaint. It is kept secret. Not disclosed to non-related persons. Except as required by law.

Any person who is aware of the complaint or information related to complaints under this procedure. There is must protect the complaint information or related to the complaint keep secret and not to anyone else. Taking into account the safety and damage of the complainant, Data Source or persons involved except where necessary in the implementation of this procedure or as required by law. If the information is deliberately violated, the Company will disciplinary and / or legal action against the violator, as the case may be.

Anti-corruption

The Company realizes the importance of good corporate governance by adhering to business transparency. The meeting of Board Director No.5/2015 held on 5 August 2015 has approved the Anti-corruption policy. This aims to let all the management and employee be aware of the impact of corruption, to cultivate rightful values attitudes of employees to work with honesty while avoiding seeking benefits from one's position or providing such benefits to others for both directly and indirectly. This also prohibits employees from seeking personal or family interests using Company's position while aiming to increase the confidentiality of all stakeholders. Moreover, the meeting has agreed to disclose such Anti-corruption policy towards employees to comply. However, the Company sent employee to seminar Anti-corruption basic course for to know rule and procedure of Anti-corruption in organization.

Policies that are in comply with laws regarding intellectual property and copyright

The company has established policies that are in comply with laws regarding intellectual property and copyright. The guidelines are as follow:

1. Every employee has a duty to protect the confidentiality and security of information related to the company's intellectual property; to prevent the leaking of those information. All employees shall not use Company's intellectual properties for personal or others benefits without permission.

2. All employees shall respect and honor other intellectual property and shall not use other intellectual property, in part or in whole, without permission.

3. The Company monitors the registration trademarks, patents, copyrights and intellectual property to protect the interests and prevent piracy from others.

4. Policies has been established for all employees on agreeing to accept the terms of use of the company's information system; with the purpose for users of the company's information systems to be aware of prohibitions and practices in order to reduce the risks caused by personnel and from infringement of information security, both intentionally and unintentionally.

Section 4 : Disclosure and Transparency

The Board of Directors is committed to disclosing accurate, complete, and transparent information, both in terms of financial reports and general information, in accordance with the rules of the SEC and the SET, as well as essential information that impacts the price of the Company's shares, which affects the decision-making process of investors and stakeholders of the Company so that all relevant persons equally acknowledge such information. The Company will disclose information to shareholders and the public through the channels and information sharing media of the SET and the Company's website.

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- The Board of Directors recognizes its responsibility in providing accurate, complete, true, and reasonable financial statements, which are prepared in accordance with generally accepted accounting standards. The Board of Directors applies appropriate accounting policies and regularly put into practice as well as carefully exercises its discretion. Adequate information is provided in the notes to the financial statements.

- The Board of Directors arranges maintenance of effective internal control to reasonably ensure that accounting data is accurately, completely, and adequately recorded to maintain assets, and to determine weaknesses in order to prevent misconduct or significantly irregular practices. The Board of Directors will also appoint an audit committee consisting of Directors not holding managerial positions, whose duty is to examine the financial reports, related party transactions, and internal control system. The audit committee will report directly to the board of Directors.

- Submit financial reports to the Securities and Exchange Commission and the Stock Exchange of Thailand within the time limit. There are no conditional items for which the auditor has expressed opinions and has no history of being ordered to amend financial statements from the Stock Exchange of Thailand and the Securities and Exchange Commission.

- The top management have emphasize with investor relations relation with participating in meeting and providing information, and exchanging ideas with shareholders, investors, analysts, and the media.

- The Company has established an Investor Relations unit responsible for disclosing information to shareholders, investors, and stock analysts through its website www.tacconsuner.com under the tab entitled Investor Relations. Which contain the information sent to the Stock Exchange of Thailand and the Securities and Exchange Commission, shareholders information, quarterly performance, corporate governance and stock price movement. The information is regularly updated to investor and interested person can access information quickly and equally. The information obtained from the Company is accurate, complete, transparent, and timely, Especially important information that may have an impact on the Company's stock price. Those who receive the information can use the information to make an investment decision more efficiently. Which will reflect the true value and suitable according to the situation in each period.

- The Company reported performance of Investor Relations to Board of Directors by quarterly and set Investor Relations plan. In 2021, IR activities for disclosing corporate information to investors can be summarized as follows:-

Forms of Activities	Time
Investor/analyst visit, company visit and conference call	14
Analyst metting	2
Local roadshow	1
Set activities such as opportunity day, mai forum	2
Company snapshot by quarterly	4
Interview/media	2
Press release, business update, operating results and activities	Regulary

- The disclosure and transparency in the year 2020. The Stock Exchange of Thailand and Money & Banking Magazine jointly hosted SET Awards 2021, the announcement and award presentation ceremony aim to recognize companies on the Thai capital market with excellent and outstanding performances in various areas. TACC was award "Best Investor Relations Awards" from Business Excellence group. The Company received the above award for the second time since the first award in 2019. The previous year, TACC was award "Outstanding Investor Relations Awards" (The fourth consecutive year). This award presentation ceremony to listed companies that have outstanding performance of Investor Relations activities. Which important to emphasize that the participation of the whole organization in carrying out the activities and was voted by 7 analysts/institutional investors who selected the company as the best company in

- TACC was rating in ESG 100 by Thaipat Institute announcement 100 Listed Companies outstanding environment, Social and Corporate Governance.

- Disclose information regarding the shareholding of Directors and Executives. By comparing the changes in the shareholding of Directors and Executives each year and requiring Directors and Executives to report connected transactions and reports of interest of Directors and Executives to prevent conflicts of interest.
- Disclose fairly complete information in the annual report and website of the company such as investor information, Shareholder information, Financial data, Reports Corporate Governance Policy, Code of Ethics and Business Ethics of the Company Shareholders' meeting, various news rooms etc.

Contact Investor Relations

Contact : Ms. Panjaporn Roeksomboon
Tel : 0-2717-2898 # 77
Fax : 0-2717-2899
E-mail : ir@tacconsumer.com

Section 5 : Responsibilities of the Board of Directors

1. Board of Directors structures

The Company's board of Directors comprised of Directors who possess management-level knowledge, ability, and experience from a various organizations. The Directors can then apply the experience, knowledge, and ability to efficiently develop and determine the direction of the Company's business operation for the best interests of the Company and its shareholders. The board of Directors holds an important role in determining the policies and overview of the organization along with governing, inspecting, and monitoring the performance of the management, and evaluating the Company's operation based on the plan set.

The Board of Directors structure consisted of more than one-third of Independent Directors of the total board member. At present the Company has 9 Directors, consisting of 3 Executive Directors, 1 non-Executive Directors and 5 Independent Directors (including Chairman of the Board of Directors). Such Board of Directors structure allows check and balance in voting to contemplate in various issues.

Moreover, the roles, duties and responsibilities of the Board of Directors and the management have been clearly separated in order to create check and balance together with examining business administrative. Various set of committees have been appointed to support good corporate governance, which are as follows:

1.1 The Audit Committee comprised of 3 members who are assigned to perform specific tasks and propose to the Board of Directors for consideration and acknowledgement. The audit committee's rights and duties are specified in the audit committee charter. At least one audit committee member shall possess sufficient knowledge and experience in accounting to be able to inspect the credibility of the Company's financial statements.

1.2 The Nomination and Compensation of 3 members has consider the structure configuration and quantification of Director with the duty to recruit and select person include the appropriate knowledge that will benefit company. When a Directorial position in company become vacant for submitted to the Board of Directors and Annual General Meeting of shareholders include offer the structure of compensation of Director and Chief Executive officer (CEO) and evaluation performance of Board of Director.

1.3 The Risk Management Committee of 5 members has set strategy of risk management consistent with risk management policy which can be assessment, follow up and quantity of risk. Especially, the key risk of the company to be the level set by the organization.

1.4 The Executive Committee consisted of 7 members. The Executive Committee determines the business operation policies and strategies to be in accordance with the goal set by the Board of Directors to ensure the flexibility of management.

1.5 The Risk Management Sub-Committee consisted of 10 members. The Character

is consider problem or risk factor may happen with the operation of the company and reduce risk or risk management to lowest. The Risk Management Sub-Committee report to Executive Committee, Risk Management Committee to consider and acknowledge as usually

The Company established the policy that separated the position of Chairman, the Board of Director and managing Director to be different individual. This is to prevent any individual from holding unlimited power in any circumstances. The Board of Directors is responsible for determining the authority, duties and elects the candidate to fill in these positions.

The Board of Directors has appointed Company's secretary to perform their duties and responsibilities in accordance with the Securities and Stock Exchange Act, which are as follows:

1) Supervise and give advice to the committee and the Executive on practicing in accordance with the Company's law, regulation and criteria as well as to supervise and ensure that they correctly and regularly put into practices.

2) Responsible for the Board of Directors meeting and Shareholders meeting as well as supervise and coordinate to ensure that such resolutions are put into practices.

3) Ensure that the disclosed information and reports, in the responsible area, are in accordance with the related laws, rules and regulation of Stock Exchange of Thailand and Securities and Exchange Commission.

4) Prepare and maintain documents such as Director registration, Board of Directors' meeting invitation letter, minutes of the Board of Directors meeting, shareholders' meeting invitation letter, minutes of the shareholders meeting, annual report, conflict of interest of Executives Committee report and other tasks as specified by the law or the notification of the Capital Market Supervisory Board.

2. Roles and Responsibility of the Board of Directors

The Company requires the Board of Directors to comply with the Code of Best Practices in accordance with the guidelines of the Stock Exchange of Thailand. The Directors must understand and recognize their roles, duties, and responsibilities, and perform their duties in accordance with the law, the Company's objectives and the Articles of Association, and shareholders resolutions with integrity and honesty, with priority given to the best interests of the Company and its shareholders. Furthermore, The board of Directors also responsible for determining the policies, business goals, business plans, and the budget of the Company, along with governing the management division to efficiently and effectively perform in accordance with the policies, plans, and budget specified, for the best interests of the Company and its shareholders.

Chairman of Board of Directors Scope of Duties and responsibilities

The Company's regulation no.27:

"In the meeting of the Board of Directors, Chairman or the authorized person shall send the notice of the meeting to the director not less than 7 days prior to the meeting date. Unless urgent need to maintain the rights or benefits of the company. The meeting will be informed by other means and the meeting date will be earlier than that.

In the event that two or more directors request to convene the meeting. The Chairman has set the date and assign the meeting shall be held within 14 days from the date of such request. "

And to segregate the authority on the policy and management of the company for separate clearly. The Company requires the Chairman of the Board of Directors and Chairman of Executive Committee as a different person. The Scope Duties Chairman of the Board has the following:

1. Notification of the Board of Directors Meeting, as a Chairman of the Board of Directors and the shareholders' meeting and they are role in setting the agenda with the Chairman of the Executive Committee.

2. Have a role in controlling the meeting effectively. As a comply with the Company's regulations, support and allow the directors to express their opinions independently.

3. Support and promote the Board of Directors act as fully as possible, the scope of authority, responsibility and good corporate governance.

4. Supervise the management of the Board of Directors and other committees to achieve the objectives.

5. To be the casting vote of the meeting of the Board of Directors and both votes are equal.

Board of Directors Scope of Duties and responsibilities

1. The Board of Directors has the authority, duty, and responsibility in managing and operating Company business to be in accordance with the law, objectives, Articles of Association, and resolution of the shareholders' meeting with integrity and prudence, in order to maintain the interest of the Company.

2. Manage the preparation of balance sheet and profit and loss statement as at the end date of the Company's Accounting period, which the auditor shall audit and propose to the shareholders meeting for consideration and approval.

3. The Board of Directors will determine the goals, guidelines, policies, business operation plans, and budgets of the Company, and monitor and supervise the management and administration of the management division to ensure compliance with the specified policies, plans, and budgets with efficiency and effectiveness.

4. The Board of Directors will review, audit, and approve the Company vision, policy, direction, strategy, and business operation plan that is proposed by the management division.

5. The Board of Directors will continuously monitor the Company's operation to be in line with the operation plans and the budget.

6. The Board of Directors shall ensure that the Company implement appropriate and efficient accounting system as well as ensure the reliability of financial report and account auditing. Moreover, to ensure that the Company maintain adequate and appropriate internal control system and internal audit system.

7. The Board of Directors will determine a comprehensive Risk Management policy and monitor to ensure that the Company implements a system or procedure for managing risks with appropriate measures for dealing with and minimizing impact on the business of the Company.

8. The Board of Directors will determine the Management structure and have the authority to appoint the

   Executive Committee, Managing Director, and other Subcommittees as seen appropriate and to determine the scope of authority of the Executive Committee, Managing Director, and Subcommittees appointed. Authorization given under the scope of authority and duty specified shall not constitute authorization or sub-authorization that causes the Executive Committee, the Managing Director, or the committees to have the authority to consider and approve a transaction which may have conflict, interest or conflict of interest with the Company (if any), except in the case of approval of transactions consistent with the policy and criteria previously considered and approved by the Board of Directors.

9. Prepare annual report of the Board of Directors and will be responsible for preparing and disclosing financial statements to reflect the financial status and operating results of the previous year, and present to the shareholders meeting for consideration and approval

10. Supervise and manage the Company's operation to be in accordance with the policies that defined the law on securities and stock exchange, Notification of the Capital Market Supervisory Board and the terms of the Stock Exchange of Thailand such as conducting related transaction and acquisition or disposition of significant assets, as long as it does not goes against or contradict with other laws.

11. The Board of Directors may authorize one or more Directors or any other person to take any action on behalf of the Board of Directors under the supervision of the Board of Directors, or may authorize such person to have the authority deemed appropriate by the Board of Directors for the period deemed appropriate by the Board of Directors. The Board of Directors may cancel, revoke, change, or amend such authorization as deemed appropriate.

    Such authorization shall not constitute authorization or sub-authorization in a manner which causes the person to have the authority to consider and approve a transaction in which

they have a conflict, interest, or a conflict of interest in any other manner to be made with the Company or a subsidiary (if any) as defined in the notifications of the Capital Market Supervisory Board or the SET, and/or any other notifications of relevant agencies, except in the case of approval of transactions consistent with the policy and criteria previously considered and approved by the Board of Directors.

Authority of the Board of Directors

1. To approve preparation and announcement of organization chart.
2. To approve the changes in duties and responsibilities of the level of Assistant Managing Director upwards.
3. To approve the annual action plan and budget and operation plan (Including budget and expense budget).
4. To approve of investment budgets and fixed asset purchases in the amount exceeding the authority of the Executive Committee.
5. To approve the investment budget outside the budget plan in the amount exceeding the authority of the Executive Committee.
6. To approve the appointment of the Audit Committee and Executive Committee.
7. To approve the workforce that is not in the annual budget from the level of Assistant Managing Director upwards.
8. To approve the determination of the employment rate that is / is not in the annual budget of the level of Assistant Managing Director upward.
9. Approve the employment and recruitment of employees who are not in the annual budget from the level of Assistant Managing Director or higher.
10. To approve the performance evaluation and consideration of salary / bonus adjustment and annual promotion, level Chief Executive Officer.
11. To approve the appointment of the transfer of employees at the level of Assistant Managing Director upward.
12. To approve for termination of the position of Chief Executive Officer.
13. To approve of termination in case of compensation according to law Chief Executive Officer and no termination of employment compensation for the Managing Director and Chief Executive Officer.
14. To approve of purchase of machinery according to the investment budget and purchase other assets in an amount exceeding the authority of the Executive Committee.
15. To approve of advance payment to employees to be a company expense in the amount exceeding the authority of the Executive Committee.
16. To approve other expenses in the business of the company in an amount exceeding the authority of the Executive Committee.
17. To approving expenses outside the budget plan in the amount exceeding the authority of the Executive Committee.
18. To approving the formulation or change of financial policy.
19. To approve the appointment / change of authorized signatory of disbursements with banks / financial institutions and opening / closing deposit account with banks / financial institutions.
20. To. approval for setting / changing policies / accounting rules.
21. To approve write-off / disposal from bad assets of fixed assets and obsolete / depreciated assets in The amount exceeding the authority of the Executive Committee.

Scope of Duties and Responsibilities

1. To review the accuracy and sufficiency of the financial reports of the Company.
2. To review the Company to ensure that the internal control and internal audit systems are suitable, and effective, and to review the independence of internal audit section, including approving the appointment, transference, or termination of internal audit section supervisor (heads) or those of other workgroups responsible for internal audit.
3. To review the Company to ensure that its operation is in accordance with the laws

governing Securities and Exchange, regulations of the SET and laws concerning the business of the Company.

4. To consider, propose, appoint and lay-off independent persons who shall be assigned as the Company's auditor, to propose auditor's remuneration, and to participate in a meeting with the auditors at least once a year without management team.

5. To review connected transactions or any other transaction that may cause potential conflicts of interest in accordance with SET laws and SET regulations in order to ensure that those items are reasonable and of utmost benefits to the Company.

6. To prepare the Report of the Audit Committee and disclose the report in the Company's Annual Registration Statements. The Report of the Audit Committee must be signed by the Chairman of the Audit Committee and must at least contain the following information.

   (a) Opinions on accuracy, completeness and credibility of the Company's financial reports;
   (b) Opinions on sufficiency of the company's internal control system;
   (c) Opinions on the Company's compliance with the laws governing Securities and Exchange, regulations of the SET and laws concerning the business of the Company.
   (d) Opinions on suitability of auditors of the Company;
   (e) Opinions on transactions of possible conflicts of interest
   (f) The number of audit committee's meetings, and attendance of each audit committee member;
   (g) Opinions or observation by the audit committee during their auditing practice according to charter; and
   (h) Other transactions that shareholders and public investors should be informed under the scope of work and responsibilities assigned by the Company's board of directors.

7. To take care of any other action assigned by the board of directors with the consent of audit committee.

Independent Directors Qualification

Independent Director is an individual who possess a complete qualification imposed by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) as follows:

1. An Independent Director holds not more than 1% of all shares with voting rights of the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder or an Entity with Controlling Authority. This is inclusive of shares held by anyone who is affiliated with them.

2 An Independent Director is a Director, who is not involved in the management of work, Employees, staff, consultants with monthly salary or Entities with Controlling Authority over the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder or an Entity with Controlling Authority, either at the present time or within two years prior to his/her appointment as an Independent Director. Unless the foregoing status ended at least 2 years.

3. Has no blood relation or legal registration under the status of father, mother, spouse, sibling, son/daughter or spouse of son/daughter of other Director. Further, an Independent Director has no connection with an Executive, a Major Shareholder, an Entity with Controlling Authority or an individual who will be nominated as Director, Executive or Entity with Controlling Authority over the Company or the Subsidiary.

4. Have no or never had business relationship with the Company, its parent company, subsidiaries, a Joint/Associated Company, major shareholders, or entity with controlling with controlling authority in such a manner that may obstruct their exercise of independent discretion. Further, an Independent Director is not being or never been the significant shareholder or an Entity with Controlling Authority over a party of any person having business relationship with the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder or an Entity with Controlling Authority, unless the foregoing status ended at least 2 years.

5. Is not or has never been the auditor of the Company, the Parent Company, a Subsidiary,

a Joint/Associated Company, a Major Shareholder or an Entity with Controlling Authority, and is not a Significant Shareholder, an Entity with Controlling Authority or a partner to the auditing firm which is the auditor of the Company, Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder or an Entity with Controlling Authority are associated unless the foregoing status ended at least 2 years.

6. Is not or has never been a person rendering any professional service or a legal or financial consultant with received service fee of more than 2 million Baht per year from the Company, the Parent Company, a Subsidiary, a Joint Company, a Major Shareholder or an Entity with Controlling Authority, and is not the Significant Shareholder or an Entity with Controlling Authority over the Company or a partner to such professional service provider unless the foregoing status ended at least 2 years

7. Is not the director who is nominated to be the representative of directors of the Company, major shareholders, or any other shareholder related to the major shareholders.

8. Does not engage in a business of the same nature and is significantly competitive to that of the Company or its subsidiaries, or is not a significant partner to a partnership or a Director with involvement in the management of work, Employees, staff, consultants with monthly salary, or, who holds more than 1% of the total shares with voting rights of any other company which is engaged in a business of the same nature and which is significantly competitive to that of the Company or a Subsidiary.

9. Does not have any other characteristic which prevents him or her from giving independent opinion regarding the business operation of the Company such as business partner, creditors and trading partner which may cause conflict of interest.

10. Knowledge and understanding in Nature of Business and also has ability to business benefit of the Company.

11. Independent Directors has report to the Board of Director Directly, If any events that may be lacking qualification of independence as an Independent Director.

12. Independent Director has year of directorship not more than 9 years.

13. Independent Director has not as a Director in listed Company more than 5 Companies.

After the appoint as a Independent Director is according to the above characteristics. The Independent Director may be assign from Board of Director to decide for operation of the Company, Subsidiary, Associated Company, Affiliate, Major shareholder or controlling Authority and the decision can be made in a faculty.

Duties and Responsibilities of the Nomination and Compensation Committee

1. Review the structure, composition and the qualifications of the Board of Director.

2. Select and recruit individuals with knowledge and capabilities, suitable with Company's business; then propose to the Board of Director or Annual General Shareholders Meeting to consider and appoint. In case where the position is vacant such individuals should also be suitable to be nominated as the Directors.

3. Review development plan for the Board of Director succession plan.

4. Review and propose the structure of remuneration for the Board such as remuneration, pension, bonus, welfare, meeting allowance and other benefits both financial and others as agreed.

5. Assess the performance of the Board of Director and submitted the report to the board of director annually.

6. Consider and propose the chairman of the Executive board remuneration structures such as salary, bonus, provident fund, and social security.

7. Responsible for any other tasks related to the nomination and remuneration as assigned by the Board of Directors.

Guidelines for Nomination of Director

Guidelines have been set for determining and screening of candidates who will be nominated as Director of Nomination and Remuneration Committee. The following compositions are to be considered:

1. Required characteristic in each director
The Nomination and Remuneration Committee

has considered and specified characteristic of the individuals to be selected and nominated as a director in various field, such as

- Integrity and responsibility
- Making decision with information and reason
- Being a prudent and mature person and a good listener who is able to advance constructive debates and independent opinions
- Adhere to practice professionally with principle and standard
- Other significant characteristics

2. Knowledge and expertise required to have on the Board
   The Nomination and Compensation Committee should consider and formulate specific elements of competencies that the Board of Directors need, for the board to excel in formulating the business strategies and policies and implementing the devised strategies effectively.

3. Board Diversities
   In addition to the formulating of Directors' characteristics and Board's competencies, the Nomination Committee may consider and formulate guidelines related to the diversity of other characteristics of the Board of Directors. For example, the Board of Directors may consist of representatives from a variety of stakeholders, education backgrounds, age, gender and etc.

Board Diversity Policy

The Board of Directors is aware of the benefits of the diversity of the Board of Directors and sees it as an important factor in increasing the efficiency of decision making and the work of the Board of Directors

The diversity is not just limited to gender but also Age, Education, Professional experience, Skills and knowledge. Therefore, the recruitment and consideration of the company's Directors will be based on knowledge and capability and use of criteria for selection. Which takes into account the benefits of diversity.

Criteria for Selecting New Director

In recruiting Director, the Company will consider the diversity of the Board of Directors' characteristics. This is to support the operation to be in accordance with the business strategy and sustainable development of the Company. The Selection of the Board of Directors will base on the capability of the applicants. The criteria for determining are as follow:

- The applicants will be considered on the diversity of the Board characteristic which includes gender, age, qualification, experience, knowledge and expertise.
- Consider the leadership role, vision, ethics and integrity by upholding the highest principles of Good Corporate Governance.
- The applicant must not be blacklisted by any organization (Including The Securities and Exchange Commission) or have been convicted of a criminal offense.
- Applicant applying for independent directors must meet the criterion of independent directors.
- Consider from other qualifications that may be related, as appropriate.

Process of Appointing New Director

When appointing new Director (vacant in the director position or to increase the number of director in the Board of Director) the Board of Director will follow the procedure in selecting and appointing new director. The procedures are as follow:

- The Nomination and Compensation Committee will evaluate the skills, experience, expertise and the diversity of each member of the Board of Directors; as well as specified other qualification as they see appropriate. This is to be in comply with the organization's business operation strategy and to fulfill other necessary qualifications that is still lacking. This is done by considering the appropriate number of independent directors in the board of director as well as considering the Corporate Governance principle specified by Stock Exchange of Thailand
- Nomination and Compensation Committee may select appropriate individuals to sit in the position of Director through the Board of Director members' and the Chief executive officers' personal channel. The Company may hire outsources in recruiting or uses committee database from IDO.
- When Nomination and Compensation Committee has screen the applicant, each eligible candidate will be selected.

- Nomination and Compensation Committee propose the name of new directors to the Board of Director to propose to the shareholders' meeting to approve and appoint. In the case where the position is vacant due to other reasons apart from retirement by rotation, propose to the Board of Director for consideration, approval and temporary appointment.

Moreover, If the Company has strategy of operate new business without from the original business. The nomination director is necessary nomination who has attribute and direct experience with new business will proceed. To consider to Board of Director and/or shareholder meeting to approval as the case.

The Orientation of New Director

The Board of Director assign the orientation of new director to create knowledge and understanding of the nature of business and to prepare for the duties of the Board of Directors. Meanwhile, to be enhance knowledge and new perspectives for all directors. Whether the good corporate governance, business, industry conditions, new technology or innovation for support the effective performance of the directors. The Company secretary is the coordinator for various matters are as follows.

1. Nature of Business, Business Structure, Director Structure include scope, authority and various laws that should be known.
2. Operation guidelines, Historical performance overview.
3. The prepare meeting with Chairman, Chairman of Executive Committee and Managing Director to inquire in-depth information about the business operations of the company.

In order to conduct the Company's business more efficiency, the Company is required to increase the number of directors from 7 directors to 9 directors and the election of a new director, that is Ms.Trithip Sivakriskul and Mr.Suphot Leenanurak. The Nomination and Compensation Committee has reviewed and opined that he is knowledgeable, capable, fully qualified, and does not possess prohibited characteristic under Public Limited Company Act B.E. 2535 (as amended), Securities and Exchange Act B.E. 2535 (as amended), and relevant regulations of Securities and Exchange Commission. Ms.Trithip Sivakriskul and Mr.Suphot Leenanurak has well-experienced which will benefits to the Company in its operations.

Scope of Authority, Duties and Responsibilities of Executive Committee

1. Consider and determine the proposal of Management team and propose goals, policies and business plan, including the Company's annual budget to the Board of Directors for consideration and approval.
2. To supervise and monitor the Company's operating results to be in accordance with the policies, goals, business plan and specified budgets as well as supervise the operation to maintain quality and efficiency.
3. To consider approving tasks related to normal business transactions such as investing according to the investment budget or the budget as approved by the Board of Directors and etc. Financial limit of each transaction shall be in accordance with the table of authority of approval, which was approved by the Board of Directors.
4. Propose organization structure appropriate for the Company operation to the Board of Directors to consider and approve, including to consider the raise of salaries and bonuses of employees ranging from the Assistant managing Director down.
5. To consider profit and loss of the Company, proposal for payment of interim dividend or annual dividend for submission to the Board of Directors for approval.
6. Has the authority to appoint or hire consultants that are related to the internal management of the Organization to achieve maximum efficiency.
7. To have the authority to authorize any one or more persons to take any action under the supervision of the executive committee or to assign authority to such person as deemed appropriate by the executive committee, and for the period deemed appropriate by the executive committee. The executive committee may cancel, revoke, replace, or change the authorized person or the authorization as deemed appropriate.

8. To perform other actions or operations as assigned by Board of Directors from time to time. Authorization of duty and responsibility of the executive committee shall not constitute authorization or sub-authorization that enable the person authorized by the executive committee to approve a transaction in which they or other persons likely with a conflict (as defined by the notifications of the Capital Market Supervisory Board and/or the SET and/or relevant organizations) have an interest or any other conflict of interest with the Company, subsidiary, and/or related company. The executive committee does not have the authority to approve such matter but shall propose to the board of directors meeting and/or shareholders meeting (as the case may be) for approval, except for approval of transactions with respect to normal business, with normal commercial conditions in accordance with the notifications of the Capital Market Supervisory Board, and/or the SET, and/or relevant organizations.

Duties and Responsibilities of the Risk Management

1. Support the company to maintain Good Corporate Governance procedure, to perform transparently and to have sufficient, appropriate and effective internal control system.
2. Formulate policies for risk appetite level and risk tolerance level as well as propose risk management policies to the Board of Directors to be approved. Which cover all aspect of significant risk such as strategic risk, credit risk, market risk, liquidity risk, operational risk, concentration risk, compliance risk, emerging risk and corporate reputation risk.
3. Review risk management strategy to be in conform to risk management policy. The committee should be able to assess, monitor and control risk at the appropriate level, especially significant risk.
4. Monitor, measure and evaluate risk management as well as ensure that the company operates in accordance with the specified risk management policies; along with performing in accordance with the formulated regulatory.
5. Consider adjust and revise as well as give opinion on the policies, work plan and risk management process on different aspect; including to propose to the Board of Director to consider and approve.
6. Regularly report the Company's risk status and the guidelines that need to be rectified to the Risk Management Committee and notify the audit committee of the things that need to be rectified in order to be in confirm with the formulated policy and strategy.

Scope of Authorities, Duties and Responsibilities of Managing Director

1. Supervise daily business operation and/or management of the Company.
2. Compile policies, business plan, business strategies and Company annual budget to propose to the Executive Committee and the Board of Director for consideration and approval.
3. Supervise and monitor the Company operation and performance to be in accordance with the policies, work plans, and budget as approved by the Board of Directors including audit, monitor and evaluate the Company performance to be in line with the specified policies. The Managing Director shall report the operational performance management and operation progress to the Executive Committee, Audit Committee and the Board of Directors.
4. To consider approving tasks related to normal business transactions according to the investment budget or the budget as approved by the Board of Directors. Financial limit of each transaction shall be in accordance with the table of authority of approval, which was approved by the Board of Directors but shall not exceed the annual budget that was approved by the Board of Directors as well as entering into contracts related to such matter.
5. Has the authority to authorize expenditure incurring from normal business operation in accordance with the budget approved by the Board of Directors and in line with the approval authority that was approved by the Board of Directors.

6. Has the authority to approve manpower, employment and employee placement, determine rate of salary, appoint and transfer employee, determine duties and responsibilities of each department and employee with position lower than the Management division as approved by the Board of director.

7. Has the authority to order and determine regulations, notices and records in relation to business operation of the Company to be in accordance with Company's policies and for the Company's interest, including to maintain good order within the organization.

8. To have the authority to authorize any one or more persons to take any action under the supervision of the Managing Director or to assign authority to such person as deemed appropriate by the Managing Director, and for the period deemed appropriate. The Managing Director may cancel, revoke, replace, or change the authorized person or the authorization as deemed appropriate.

9. To perform other actions or operations as assigned by Board of Directors or the Executive Committee. In performing any task that the Managing Director or person authorized by the Managing Director or person likely with conflict of interest (as defined by the notifications of the Capital Market Supervisory Board and/or the SET and/ or relevant organizations) have an interest or any other conflict of interest with the Company and/or subsidiary, and/or related company. The Managing Director does not have the authority to approve the operation of such matter but shall propose to the board of directors meeting and/or shareholders meeting (as the case may be) for approval, except for approval of transactions with respect to normal business, with normal commercial conditions in accordance with the notifications of the Capital Market Supervisory Board, and/or the SET, and/or specified relevant organizations.

Policy on Conflicts of Interest

The company has determined measures to prevent conflict of interest that may occur during the process of the Company related transactions and any person who may have conflicts. The measures prohibited stakeholders on any circumstance from participating in authorizing such transaction. The Board of Directors shall supervise the Company to practice in accordance with the related laws, regulations, orders and notification of the Securities and Exchange of Thailand or the related regulations of the Capital Market Supervisory Board and Exchange of Thailand. The Board of Directors is responsible for supervising to ensure that the Company practice in accordance with the regulations concerning the disclosure of related party transactions as well as the sale and acquisition of the Company significant assets, which also includes to strictly practice in accordance with the accounting standards set by the Association of Accountants.

In addition, the company may assign the Audit Committee, auditor or independents experts to audit and comment on the appropriateness of the price and the reasonability of the transactions. Such related transaction shall be audited or reviewed by the auditors of the company and will be disclosed in the financial statement notes i nForm 56-1 One Report .

Internal Control System

The company is highly attentive to the internal control system, for both Executive and operational levels, and has clearly specified scope of duties and authorities in writing. The Company also conducts the control of assets usage for the highest benefits and set apart the responsibilities in approving the record of transaction and data information, storing and ministering the assets; in order to create appropriate check and balance between one and another. Moreover, the Company also established internal controls that are related to financial system by established financial report that propose to the Executives in the responsible field of work. Even though at present the Company has not established

Internal Auditing division of its own yet, never the less the outsourced independent internal auditor has been hired to audit the Company's internal control system, according to the details shown in number 13. Internal Control and Risk Management. The auditor shall report the results directly to the Audit Committee.

The Company sets clear and measurable goal for the business operation where the management and administration team will monthly compare the real operational performance with the set goal. Both internal and external risk factors that occurred during the operation will be evaluated. Factors that caused risks are analyzed measure for monitoring the cause of risk factors and measure for reducing risk is established. The Company assigned any related division to continuously monitor such risk and report the progress to the Board of Directors.

3. The Board of Directors Meeting

Based on the Company's policy, the Board of Directors must hold a meeting at least once every three months. However, some additional or special meetings may be necessary. The Company's secretary has scheduled the Board of Directors meeting for the year 2019 in advance and had informed all the Directors to acknowledge of such meeting schedule. Each meeting contains a very clear meeting agenda, and the invitation letter with details of the meeting shall be sent 7 days in advance for the Board of Directors to have sufficient time to study the information before the meeting. Minutes of meeting are taken and the certified minutes from the Board of Directors are stored for any further review or audit by the boards of Director and any related parties.

In year 2021, the Company has set scheduled the Board of Directors meeting for the year 2021 (For schedule the meeting is may to change) Which does not include meetings on special agenda are as follow:

No	Board of Director Meeting	Audit Committee Meeting	Nomination and Compensation Meeting	Risk Management Meeting
1/2021	9 February 2021	18 February 2021	18 February 2021	29 July 2021
2/2021	18 February 2021	13 May 2021	21 October 2021	15 December 2021
3/2021	13 May 2021	13 August 2021		
4/2021	13 August 2021	11 November 2021		
6/2021	21 October 2021			
7/2021	11 November 2021			

Meetings of the Non-Executive Directors

The Company has a policy for Non-Executive Directors (Non-Executive Director: NED) have the opportunity to meet among themselves. To discuss problems or suggestions such as Management strategies ,Sustainable growth, Other risk factors without the management team at least 1 time per year. For the year 2021, a meeting was held on 21 October 2021 to support the management of the management.

4. Directors and Executives' Remuneration

The Directors and Executives' Remunerations are set and are paid at an appropriate level and at a sufficient rate that can motivate and maintain qualified Directors and Executive without having to pay excessive remuneration. The remuneration rate can be compare with other companies that are in the same group of industry.

The Company has determined remuneration for the Directors and Executives at an appropriate level, which is sufficient to maintain competent Directors and Executives. While the Company avoids paying excessive remuneration, it remains the rate at the level comparable to companies in the same group of industry. Factors to be considered include experience, duties, and scope of roles and responsibilities. The Directors' remuneration payment must be approved by the company's shareholders. Furthermore, the Executives' remunerations will be in accordance with the principles and policies as determined by the Board of Directors in which the consideration will be made based on duties, responsibilities, performance of each Executive and Company's operational performance.

5. Development of Directors and Executives

The Board of Directors has a policy to facilitate and support all parties related to corporate governance by providing knowledge and training. This policy also applied to Directors, audit committee, Executive and company secretary in order to maintain continuous improvement of their performance. The training includes courses provided by the Thai Institute of Directors (IOD), etc.

In 2021, The Board of Directors, Executive Committee, Management and Company Secretary to attend seminar as follow:

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List	Position	Course/ Organized by
1. Mr. Suphot Leenanurak	Executive Committee, Deputy Managing Director, Sales & Marketing Division	• Risk Management Program for Corporate Leaders (RCL) Class 25/2021 By IOD
2. Ms. Hatsaya Charuwitayanan	Executive Committee and Assistant	• R&D Performance Management-Managing Director-Operation support 7th Edition Marcus Evans • HBDI batch1 By IEQ Center • Strategic Management and Planning By Strategic Business Development Center
3. Ms. Panjaporn Roeksomboon	Company Secretary	• Company Secretary Refreshment Training Program 2021 By IOD • Assessment of the Annual General Meeting of Shareholders "full intensity 100

Good Governance Assessment

The Company has a result of a good level for Corporate Governance Report of Thai Listed Companies (CGR) 2020. The report published by Thai Institute of Directors (IOD) which Thai Listed Companies attended 692 companies; SET Group 77% of companies and Mai Group 23% of companies. The Company was socre 90% (Excellent level).The results as following.

Year	Result (%)		
	Point of TACC	Level	Average point of Thai Listed Companies
2021	90%	Excellent	84%
2020	90%	Excellent	83%
2019	88%	Very Good	82%
2018	87%	Very Good	81%

Year	Result (%)		
	Point of TACC	Level	Average point of Thai Listed Companies
2017	79%	Good	80%
2016	70%	Good	78%

Annual General Meeting of Shareholders Assessment

The Company has a result of Annual General Meeting of Shareholders with the assessment point of 100 point (very good) which the AGM Checklist 2021 project held by Thai Investors Association. The results as following.

Year	Result (Total 100 Point)		
	Point of TACC	Level	Average point of Thai Listed Companies
2021	100	Very Good	94.80
2020	100	Very Good	93.10
2019	99	Very Good	93.70
2018	97	Very Good	92.42
2017	98	Very Good	91.97
2016	97.25	Very Good	91.62

Self-Assessment of the Board of Director

As a Good Corporate Governance for Listed Companies which The Board of Directors shall conduct self-assessments of the Board of Directors, Subcommittee and individual Directors and of all established committees at least once a year, in order to use the assessment results for reviewing performances, problems or challenges experienced over the previous year. In 2020, the Company arranged for all the Directors to conduct 3 performance assessments, as follows:-

1 Self-assessment of the collective Board of Directors

2) Self-assessment of the Subcommittee (Audit Committee, Nomination and Compensation Committee, Risk Management Committee and Executive Committee)

3) Self-assessment of the Board of Directors and Subcommittee (individual)

Assessment Process and Criteria

At each year-end, the Company Secretary sends assessment forms to members of the Board and all committees. Directors, upon completing their annual self-assessments, shall return the forms to the Company Secretary or respective committee secretaries. Assessment results of each committee's annual performance are then summarized and reported to the Board of Directors for acknowledgement. The results are assessed in percentage terms based on the following criteria:-

0 = Strongly disagree or never conduct on such matter
1 = Disagree or seldom conducted on such matter
2 = Agree moderately conducted on such matter
3 = Quite agree or good conducted on such matter
4 = Strongly agree or excellent conducted on such matter

Assessment results of each committee can be summarized as follows:-

1) Self-assessment of the collective Board of Directors, Average score 3.85 was rated Good consisting of 4 sections, namely:-

Section	Topic	Average Score
1	Structure and qualification of Board of Directors	3.90
2	Board of Directors Meeting3.83	
3	Roles, duties and responsibilities of the Board of Directors	3.80
4	Other	3.89

According to the assessment results, the overall performance of the collective Board of Directors on 4 sections was rated Good. The section with the highest average score was Section 1: Structure and qualification of Board of Directors while. The number of independent directors in the Board of Directors is appropriate. and the appointment of sub-committees is appropriate and sufficient The category with the lowest average score. The section with the lowest average score was Section 3, Roles, duties and responsibilities of the Board of Directors, The topics that received the least points were Whistleblowing Policy which covers tracking protection of whistleblowers, etc.

2) Self-assessment of the Subcommittee (Audit Committee, Nomination and Compensation Committee, Risk Management Committee and Executive Committee) Average score 3.84 was rated Good consisting of 3 sections, namely:-

Section	Topic	Average Score
1	Structure and qualification of Subcommittee	3.84
2	Subcommittee Meeting	3.83
3	Roles, duties and responsibilities of Subcommittee:	3.61

According to the assessment results, the overall performance of the Self-assessment of the Subcommittee on 3 sections was rated Good. The section with the highest average score was Section 1: Structure and qualification of Subcommittee, while the topics with highest score was The number of committees is appropriate, The sub-committees consist of persons who are knowledgeable, experienced and suited to effectively perform the duties prescribed by the Charter. . The section with the lowest average score was Section 3: Roles, duties and responsibilities of Subcommittee are as follow:-

2.1) Audit Committee, Average score 3.43 was rated Good

The topics with highest score was reviewed the financial statement correctly credible, follow the law and regulations properly. The topic with the lowest average score was consider connected transactions and transactions with conflicts of interest in accordance with the rules and commenting on the appointment Remove the head of the internal audit department.

2.2) Nomination and Compensation Committee, Average score 3.61 was rated Good

The topics with highest score was set qualify of Director or Top Management to nominate accord to the rule and nature of business, Consider the guidelines for determining the remuneration of directors and high-level executives. Both monetary and non-monetary compensation Determine methods and rules for setting fair compensation. The topic with the lowest average score was the development continuous training of Directors.

2.3) Risk Management Committee, Average score 3.80 was rated Good

The topics with highest score was determine the policy, acceptable level of risk and the highest level of risk that the organization will accept, covers various types of important risks and is controlled, monitored, audited and assessed risk management according to the risk management policy set by the company. as well as complying with the rules set by the regulator.

Executive Committee, Average score 3.61 was rated Good

The topics with highest score was control, supervise and monitor the Company's performance to be on target Policies and Business Plans and the budget set and supervise the quality and efficiency of operations. The topic with the lowest average score was the consider and approve the operations that are normal business transactions of the Company, such as various investments according to the investment budget or the budget received from the Board of Directors.

3) Self-assessment of the Board of Directors and Subcommittee (individual) Average score 3.90 was rated Good consisting of 3 sections, namely:-

Section	Topic	Average Score
1	Structure and qualification of Board of Directors and Subcommittee (individual)	3.94
2	Board of Directors and Subcommittee (individual) Meeting	3.83
3	Roles, duties and responsibilities of Board of Directors and Subcommittee (individual)	3.91

According to the assessment results, the overall performance of the Self-assessment of the Board of Directors and Subcommittee (individual) on 3 sections was rated Good. The section with the highest average score was Section 1: Structure and qualification of Board of Directors and Subcommittee (individual). While the topics with highest score was Directors have qualify, knowledge and experience for business of the Company.

Evaluated the performance of CEO

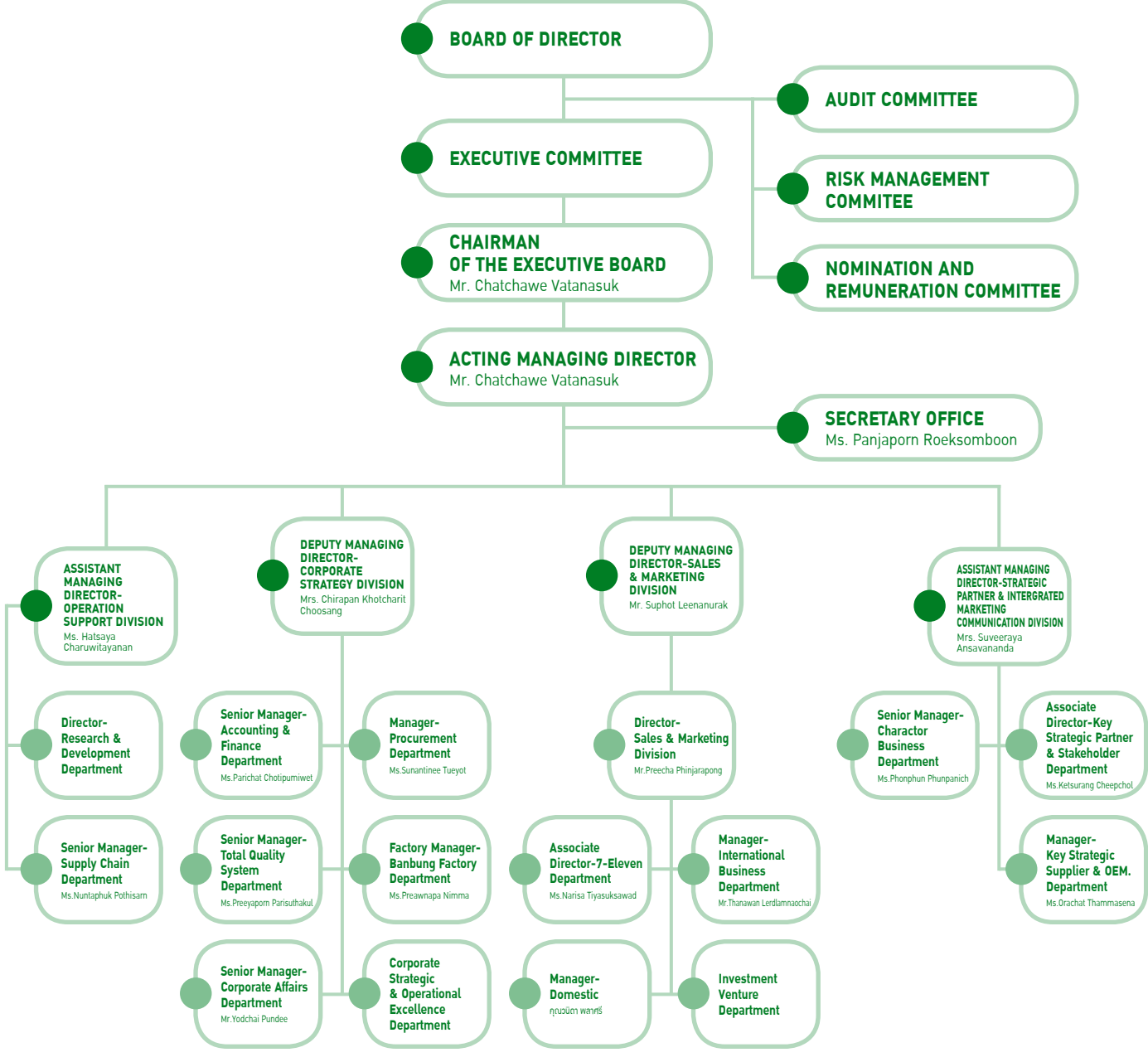
In year 2021, The Board of Director evaluated the performance of CEO. The evaluation topics are in accordance with the SET guidelines, consisting of 10 areas as follows:

1. Leadership
2. Strategy formulation
3. Strategy implementation
4. Financial planning and performance
5. Relationship with the board
6. Relations with external parties
7. Administration and relations with personnel
8. Succession
9. Knowledge of products and services
10. Personal features

The overall performance evaluation of CEO was rated Good. He has a commitment and clear vision that will lead the organization to grow according to its goals with the initiative to find new businesses to supplement or extend the company's core business to have progress and keep up with the changes in the needs of customers and consumers have the ability to analyze situations and adjust the organization's strategy quickly and appropriate to the situation In which the Company intends to evaluate the performance of CEO annually. This is in accordance with the principles of good corporate governance. The next assessment of the performance of CEO will be in 2022.

7. CORPORATE GOVERNANCE STRUCTURE AND IMPORTANT INFORMATION OF THE BOARD OF DIRECTORS, COMMITTEES, EXECUTIVE EMPLOYEES AND OTHERS

CORPORATE GOVERNANCE STRUCTURE



BOARD OF DIRECTORS

As at 31 December 2021, The Board of Directors has a total of 9 Directors consisted, which are as follow:

Name and Last name	Position
1. ADM Apichart Pengsritong	Chairman of the Board of Directors and Independent Director
2. Assoc.Prof. Kitti Siripullop	Chairman of the Audit Committee and Independent Director
3. Mrs. Paktra Suriyapee	Audit Committee and Independent Director
4. Mr. Komsak Wattanasriroj	Audit Committee and Independent Director
5. Mr. Chanit Suwanparin	Director
6. Ms.Trithip Sivakriskul	Independent Director
7. Mr. Chatchawe Vatanasuk	Director
8. Mrs. Chirapan Khotcharit Choosang	Director
9. Mr. Suphot Leenanurak	Director

Note : 1) Director No. 6 and No.9 appointed as the Director on 22 April 2021 onwards.

Board of Directors Structure

The Company has set in the Company's Articles of Association that the Board of Directors must consist of at least one Director 5 members and not less than half of the total number of Directors must reside in the Kingdom. The ratio of Independent Directors to total Directors 5 : 4 is 55.55% and the ratio of Non-Executive Directors to total directors 6 : 3 is 66.66% is a different person, the Chairman of the Executive Committee and is an Independent Director.

Ms. Panjaporn Roeksomboon, act as the Company Secretary, who was appointed by the Board of Directors Meeting No. 2/2015 on 17 February 2015.

Authorized Director Signatory Representing the Company

Mr. Chatchawe Vatanasuk signed together with Mrs. Chirapan Khotcharit Choosang,a total of 2 persons and affix the corporate seal.

AUDIT COMMITTEE

As at 31 December 2021, The Audit Committee consisted of 3 members, which are as follow:

Name and Last name	Position
1. Assco.Prof. Kitti Siripullop	Chairman of the Audit Committee and Independent Director
2. Mrs. Paktra Suriyapee	Audit Committee and Independent Director
3. Mr. Komsak Wattanasriroj	Audit Committee and Independent Director

Assoc.Prof. Kitti Siripullop and Mr. Komsak Wattanasriroj are the Audit Committee, who posse adequate knowledge and experience to perform duties in auditing the reliabilities of financial Statement.

Assoc.Prof. Kitti Siripullop, graduated with Master degree in Business Administration (Finance and Banking) from Chulalongkorn University, graduate with bachelor degree in Accounting (Second Class Honors) from Chulalongkorn University. He has appointed in accordance with the Board of Directors Meeting resolution No. 3/2017 on 14 June 2017.

Mr. Komsak Wattanasriroj graduated with master degree in business administration from Srinakharin Wirot University and Bachelor of Accounting from Ramkhamhaeng University. He has experienced in working as a chief Financial officer, Mono Technology Public Company Limited. Mr. Komsak Wattanasriroj were appointed in accordance with the Board of Directors Meeting resolution No. 6/2016 on 16 December 2016.

Ms. Panjaporn Roeksomboon is the Audit Committee Secretary, who was appointed by the Audit Committees Meeting No. 2/2015 on 14 May 2015.

NOMINATION AND COMPENSATION COMMITTEE

As at 31 December 2021, The Nomination and Compensation Committee consisted of 3 members, which are as follow:

Name and Last name	Position
1. Mrs. Paktra Suriyapee	Chairman Nomination and Compensation Committee
2. Mr. Komsak Wattanasriroj	Nomination and Compensation Committee
3. Mr. Chanit Suwanparin	Nomination and Compensation Committee

Ms. Panjaporn Roeksomboon is the Secretary of Nomination and Compensation Committee.

RISK MANAGEMENT COMMITTEE

As at 31 December 2021, The Risk Management Committee consisted of 5 members which are follow:

Name-Last name	Position
1. Mr. Komsak Wattanasriroj	Chairman of the Risk Management Committee
2. Mr. Chanit Suwanparin	Risk Management Committee
3. Ms. Trithip Sivakriskul	Risk Management Committee
4. Mrs. Chirapan Khotcharit Choosang	Risk Management Committee
5. Mr. Suphot Leenanurak	Risk Management Committee

Note : Risk Management Committee No.3 and No.5 appointed as the Director on 13 August 2021 onwards.

Ms. Panjaporn Roeksomboon is the Secretary of Risk Management Committee.

Former Risk Management Committee resigned during the year 2021 as follow:

Name and Last name	Position
1. Mr. Chatchawe Vatanasuk	Risk Management Committee
2. Ms. Parichat Chotipumiwet	Risk Management Committee

Note : The Change new Risk Manage Committee for the appropriateness of the risk management work of the organization.

EXECUTIVE COMMITTEE

As at 31 December 2021, The Executive Committee consisted of 7 members which are follow:

Name-Last name	Position
1. Mr.Chatchawe Vatanasuk	Chairman of the Executive Committee
2. Mrs.Chirapan Khotcharit Choosang	Executive Committee
3. Mr.Suphot Leenanurak	Executive Committee
4. Mrs.Suveeraya Ansavananda	Executive Committee
5. Ms.Hatsaya Charuwitayanan	Executive Committee
6. Ms.Preawnapa Nimma	Executive Committee
7. Ms.Parichat Chotipumiwet	Executive Committee

RISK MANAGEMENT SUB COMMITTEE

As at 31 December 2021, The Company has Risk Management Sub Committee Consisted of 10 members, which are as follow:

Name and Last name	Position
1. Mr. Suphot Leenanurak	Chairman of Risk Management Sub Committee
2. Mrs. Chirapan Khotcharit Choosang	Vice Chairman of the Risk Management Sub Committee
3. Mrs. Suveeraya Ansavananda	Risk Management Sub Committee
4. Ms. Hatsaya Charuwitayanan	Risk Management Sub Committee
5. Mrs. Preawnapa Nimma	Risk Management Sub Committee
6. Mr. Yodchai pundee	Risk Management Sub Committee
7. Ms. Parichat Chotipumiwet	Risk Management Sub Committee
8. Ms. Preeyaporn Parisuthakul	Risk Management Sub Committee
9. Ms. Nunthaphuk Phothisarn	Risk Management Sub Committee
10. Mr.Preecha Phinjirapong	Risk Management Sub Committee

MANAGEMENT

As at 31 December 2021, The Company has 12 Managements, which are as follow:

Name-Last name	Position
1. Mr. Chatchawe Vatanasuk	Chairman of the Executive Board and Acting Managing Director
2. Mrs. Chirapan Khotcharit Choosang	Deputy Managing Director, Corporate Strategy Division
3. Mr. Suphot Leenanurak	Deputy Managing Director, Sales & Marketing Division
4. Mrs.Suveeraya Ansavananda	Assistant Managing Director, Strategic Partner and Integrated Marketing Communication Division
5. Ms. Hatsaya Charuwitayanan	Assistant Managing Director, Operation Support Division
6. Mr. Preecha Phinjirapong	Associate Director, Sales & Marketing Division
7. Ms. Narisa Tiyasuksawad	Associate Director, 7-Eleven Department
8. Mrs. Preawnapa Nimma	Associate Director, Procurement Division and Acting Factory Manager Bangbung Factory Department
9. Ms. Parichat Chotipumiwet	Senior Manager, Accounting and Finance Division
10. Mr. Yodchai Pundee	Senior Manager, Corporate Affairs Department
11. Ms. Nunthaphuk Pothisarn	Senior Manager, Supply Chain Department
12. Ms. Phonphun Phunpanich	Senior Manager, Character Business Department

Note : "Executives" by the definition in the Declaration regarding the issuance and offering of the company's securities starting from the Managing Director, Vice President, Executive vice President by which the 4 Executives will be the Senior Manager level which is the same level as Senior Manager-Supply Chain. Moreover, this also include Accounting Manager and Financial Manager.

PERSONNEL

Number of Personnel

As at 31 December 2021, the Company has the total of 157 employee (exclude 13 Managements) by separated into the main field of work, which are as follow:

Department	No. of Employee (Person)		
	Full-Time Employee	Day Labor	Total
1. Procurement Division	4	-	4
2. Operation Support Division			
• Research and Development Department	16	-	16
• Supply Chain	8	-	8
3. Corporate Strategy Division			
• Total Quality System Department	6	-	6
• Corporate Affairs Department	12	-	12
• Accounting and Finance Department	7	-	7
• Corporate Strategy Business Department			

Department	No. of Employee (Person)		
	Full-Time Employee	Day Labor	Total
4. Investment Venture Department	1	-	1
5. Strategic Partner and Integrated Marketing Communication	-	-	0
• Character Business Department	3	-	3
• Key Strategic Supplier and OEM Department	-	-	0
6. Sales and Marketing Division			
• 7-Eleven Department	9	-	9
• International Business Department	2	-	2
• Domestic and Equipment Department	7	-	7
7. Secretary Office	3	-	3
8. Factory Division	47	32	79
Total	**125**	**32**	**157**

Significant Labor dispute for the part 3 years.

-None-

Employee Remuneration

Financial Remuneration

In 2020 and 2021, the Company paid remuneration to the employee (exclude Executives) at Baht 49.08 million and Baht 57.03 million respectively. The remuneration are the form of salary, commission, bonus, allowance, contribution to social security fund, contributions to provident fund and other welfare.

Personnel Development Policies

The Company recognized the importance of personnel within the organization therefore has established training and personnel development policy with the purpose to enhance knowledge, skills and expertise including the efficiency in performing task of all level of employee. Guess speakers from a well-known institute were invited to lecture and share more knowledge to employee. The Company regularly revised and improve training course to be up to date and appropriate. Training and personnel development are directly considered as the supervisor responsibilities to plan and closely monitor the results of the employee development. The Company will thoroughly and fairly nurtures the employee career path by considering from the employee's level of knowledge, skills and competence. Moreover, the Company will consider sending employee and Executives in different field to participate in the trainings and seminars on subject related to job performance.

Number of average hour for Training of employee in the year 2021

Internal Training	Number of employee attend to tanning (person)	Training period Hours
1. Whole Brain Thinking (Internal)	14	48
2. SMEs. Online Package by SkillLane	10	103
3. Online Learning Full Package by SEAC.	15	678
4. English Listening Speaking Reading and Writing	25	1,000
5. Commercial Hemp Cultivation	2	30
6. Food Laws and Food Permissions	2	10
7. How to properly label and advertise food	3	15
8. Tips for preparing and presenting a simple cash flow statement	1	8
9. Business accounting and key issues according to NPAEs accounting principles	1	8
10. FSSC 22000 VER5.1 Food safety management systems auditor/lead aditor	1	40
11. Business Value Chain Analysis for First Time Manager	3	27
Total		**1,967**

Note : the Company has 1 internal training course overall 48 hours, total 124 hours and 10 external training course, overall 1,919 hours.

Develop the Board of Directors and Executives

The Board of Directors continuously support and develop directors' knowledge, skills and enhance the view point which will help the directors to lead the organization in reaching the set goal; including new director orientation that provide knowledge and understanding of the role of responsibilities, nature of business and policies. The purpose of the orientation is for every employee to continuously develop and improve their performance as well as to appropriately adjust and utilize their knowledge to perform their task efficiently.

For the Board of Director and Management, the Company focuses in supporting and developing knowledge and skills of the Executives in different aspects, whether it's training or seminar. The Executives then can use such knowledge and skills to adjust and applied in their managing and developing the Company to grow sustainably. In 2021, there are Managements and Managers that training are as follow:

- Risk Management program for Corporate Leaders
- R&D Performance Management
- Engagement Mobile Application Assessment. To be able to measure the relationship between employees and the company, In order for the company to be able to understand and directly solve the problems of employees by reporting important information to the Executive Committee on a monthly basis. The project aims to make everyone work happily and make the job more effective as

Employees Treatment, compensation with appropriate welfare

The Company emphasize that employees are valuable resources for the success of the organization. Caused by the company having employees with knowledge and ability. So, to being ready for the body is healthy and healthy with morale and motivation to use knowledge, ability to perform tasks for maximum efficiency and effectiveness. The Company believes in it and emphasize to the development and maintenance of the organization's resources seriously and continuously.

Providing fair returns

The Company regularly reviews the compensation and welfare allocation for employees. To ensure that the compensation of the Company at a level that is competitive in the same industry and in accordance with the Company's goals. The Company has a policy regarding progressing and developing employees according to the career path and having talent personnel planning and development for replacement and / or supporting the expansion of the Company.

Providing appropriate welfare for employees

Employees of the company also receive other benefits in order to reduce the cost of living, reduce worries and promote the welfare of the well-being of employees that cover the family of employees. Which will be beneficial to the operation and the life of the employees Classified into 12 types as follows.

- Benefit from grants such as grants for employees or parents and children of employee's religious donation donation Grants and other grants.
- Health and life insurance such as annual health check for employees as appropriate for each age and gender group health insurance and group accident insurance.
- Loan benefits such as loans for continuing education of employees necessary loans or emergencies, both personal and family of employees.
- Funds such as provident funds and social security compensation fund.
- Employee Joint Investment Program (EJIP)
- Cheerful Piggy Bank Project
- Welfare insurance for protection against the epidemic of COVID-19 and insurance for allergies against Covid-19 vaccines.
- Welfare benefits for working from home (WFH)
- Employee welfare benefits In the event that the accommodation is affected by the factory explosion, Soi King Kaew, Samut Prakan Province
- The Prrovided vaccinations to prevent COVID-19, consisting of:
- AstraZeneca vaccine for 1st and 2nd doses received quota from the Social Security Office. both the head office and the factory
- Sinophram vaccine for the 1st and 2nd doses purchased from Ramkhamhaeng Hospital. For employees and their families both the head office and the factory
- Moderna vaccine for the 3rd dose purchased from the Bangpakok-Piyavet Hospital Group for employees and their families. both the head office and the factory
- The World Health Organization (WHO) four-strain flu vaccine to all employees. and place an air purifier in the office area.

Succession plan of senior Executives

The Company has assigned executives at similar levels or secondary levels to be the acting supervisors in such positions. Until recruiting, selecting and appointing according to the procedures set by the Nomination and Compensation Committee to ensure.

The Company has executives with knowledge, ability and experience sufficient to perform the following duties.

1) Nomination and Compensation Committee consider the knowledge, ability and experience of each position. In order to select executives with qualifications as specified can inherit the work of each position.

2) The Managing Director has evaluated the performance and knowledge of the qualified executives. An analysis of individual strength strengths of the executives is organized in order to know the strengths or what is their true potential. In order to develop that ability

3) Assign the Corporate Affairs Manager take care of follow-up training and develop knowledge. The ability of the successor to the Managing Director.

4) Building Future Leader, To prepare for successor in middle term and long term. The Top Management 5 selected 15 people who participated in the project, divided into a group of 12 department managers and 3 other outstanding talents by teaching the whole brain thinking process.

Best Practice Guideline for Workplace Health & Safety During work

The Company realizes the importance of the safety and hygiene in the workplace. Safety is the key factor in stepping towards the Company's success, therefore safety activities along with productivity activities are promoted. The Company organizes and trained on the safety in workplace rules, fire prevention and suppression plan to be in comply with the related standard and laws. The Company as well monitor and evaluate the environment in workplace. Every employee cooperate in accordance to the safety and hygiene in workplace guidelines. Safety helps decrease loss, reduce production costs and reinforce the employee welfare; in order to develop into quality resources and effectively response to manufacturing policies. The Company has compile safety in work place manual to share knowledge and give advises on working safely guideline and raise awareness in safety that occurs to the employees.

In 2021, there was 1 accident from the work of the employee in the factory and the company headquarters as follow:

No.	Date	Accident Natural	Cause	Sex	Injury	Treatment
1	9/7/2021	slipping during work	careless staff	Male	fractured wrist	Take medication and stay at home for 3 days.

Policies or Guidelines that will not involve in violation of human rights

The Company respect and places great importance on human rights as well as treat employees equally and fairly; whether it is the differences in race, religion, gender or physical condition. The Company adheres to the Organizational Culture for employees to abide by as a guideline in performing task. The Organizational Culture will allow the employees to accept one another and work well together under happy working environment. The Company promotes its employee to participate in the activities that are useful and will benefit the society, both directly and indirectly.

Whistleblowing Policies

In order for the company to maintain Good Corporate Governance and to give the rights to all employees and all stakeholders to be able to report on fraud or corruption, report or launch complain on any malpractice concerning unlawful or unethical conduct or opinion on business operation. The Company provides channel to report on any illegal, deceptive conduct or corruption, through E-mail: whistleblower@tacconsumer.com Report of the unlawful or deceptive conduct, corruption and any suggestions will be taken into consideration and will proceed appropriately. Each case will be considered on a case-by-case basis and protection measures for complainant and whistleblowers are provided. The Company will effectively safeguard your information and will consider the safety of the whistleblowers as well as the cooperator in examining the truth. The company ensures that all related parties will not be effect by the whistleblowing act. (The more detail on topic Corporate Governance Section: The Role of Stakeholders)

Securities Trading and Usage of Inside Information Policies

The Company is committed to maintain good corporate governance and treating all stakeholders with transparency and fairness. Being the directors or executives may allow one to have access to the Company inside information which may affect the decision making in securities trading before outsider or other investors who may have no knowledge of such information. Therefore, directors or executives of the Company should avoid trading company's securities that one holds the position of directors or executives. However, if one is to trade company's securities, one should perform with due care, by not using inside information that has not been disclosed in the Stock Exchange. Usage of inside information is considered as taking advantage of general investors and may be against the law as well. When the trading of securities have been made there should be a report of such trade and ensure that such act is in comply with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission. In order to prevent the misuse of the Company's inside information and seek benefits for personal or others in a wrongful way, the Company has established principles and guidelines for directors, executives, employees and related parties to adhere to; which are as follow:

1) No person shall use the Company's inside information for his own or other person's benefit in trading the Company's securities.

2) Directors and Executives are responsible for the compilation and disclosure reports on securities holding submitted to the Stock Exchange of Thailand and the Securities and Exchange Commission as well as to deliver such reports to the company.

3) Directors and Executives must report any changes in the holding of securities to The Securities and Exchange Commission, Thailand under Section 59 of the Securities and Exchange Act BE 2535.

4) Directors and Executives have the duty to report the holding of securities and report of any changes in securities holding to the Board of Directors Meeting and to acknowledge the Board of every changes.

5) Directors and executives have the duty to compile and disseminate reports on conflict of interest to the Company.

COMPANY SECRETARY

At the Board of Directors Meeting No. 2/1015 on 17th February 2015, The Board of Director has resolution to appoint Miss Panjaporn Roeksomboon as the Company Secretary in be in accordance with section 89/15 of the Securities and Exchange ACT B.E. 2535, revised by the Securities and Exchange Act (No. 4) BE 2551. In addition, the Board of Directors Meeting No. 5/2015 on 5th August 2015, has specified the Company Secretary duties and responsibilities, which are as follow:

1) Provide preliminary advice and recommendations to the Directors and Executives on being compliance with Company laws, requirements, rules and regulations as well as monitor to ensure the accurate and regular implementations.

2) Responsible for organizing the Board of Directors Meeting and Shareholders Meeting as well as supervise and coordinate to ensure the implementation of the resolution of the aforementioned meetings.

3) Supervised the disclosure of information and information technology report in the responsible to be in accordance with the regulations and the requirements of Stock Exchange of Thailand and The Capital Market Supervisory Board including relevant laws.

4) Compile and store the following documents

   4.1) Director Registration
   4.2) Notice of the Meeting of the Board of Director and Minutes of the Board of Directors meeting.
   4.3) Notice of meeting of Shareholders and the Minutes of the Shareholders Meeting.
   4.4) The Company Annual Report
   4.5) Report on conflict of interest of Executive Director

5) Performing other actions in line with the laws or the specified of the Notification of the Capital Market Supervisory Board.

Internal Audit

The Company assigns Mr. Thanabhat Wongwit, the position of Internal Auditor, to supervise the compliance with the regulations of the official units governing the Company's business operations with the qualifications of the person holding the position of internal auditor appears in attachment 3.

Investor Relations

The Company has established an Investor Relations unit responsible for disclosing information to shareholders, investors, and stock analysts through its website www.tacconsuner.com under the tab entitled Investor Relations. Which contain the information sent to the Stock Exchange of Thailand and the Securities and Exchange Commission, shareholders information, quarterly performance, corporate governance and stock price movement. The information is regularly updated to investor and interested person can access information quickly and equally. The information obtained from the Company is accurate, complete, transparent, and timely, Especially important information that may have an impact on the Company's stock price. Those who receive the information can use the information to make an investment decision more efficiently. Which will reflect the true value and suitable according to the situation in each period.

The Audit Fee

The Company has hired "EY Office Limited" as the Company's Auditor which has been approved by the Annual General Meeting of Shareholders for the year 2021 as an Independent Auditor reliable and has no relationship and/or Have interests in the Company, Directors, Executives, Major Shareholders or related persons

In this year, the Audit fee is paid to the Auditor or Auditing Company in the amount of 1,560,000 baht. The Company does not have any other service fees paid to the Auditor or the Auditing Company.

8. REPORT OF SIGNIFICANT OPERATION OF THE CORPORATE GOVERNANCE

SUMMARY OF THE BOARD OF DIRECTORS' PERFORMANCE WITHIN THE PAST YEAR.

A table showing meeting attendance of the Board member in 2021

No.	Name	BOD[1]	AC[2]	NC[3]	RMC[4]	AGM[5]
1	ADM Apichart Pengsritong	7/7				1/1
2	Assoc. Prof.Kitti Siripullop	7/7	4/4			1/1
3	Mrs. Paktra Suriyapee	7/7	4/4	2/2		1/1
4	Mr. Komsak Wattanasriroj	7/7	4/4	2/2	2/2	1/1
5	Mr. Chanit Suwanparin	7/7		2/2	2/2	1/1
6	Ms. Trithip Sivakriskul	5/5			1/1	1/1
7	Mr. Chatchawe Vatanasuk	5/6			1/1	1/1
8	Mrs. Chirapan Khotcharit Choosang	6/6			2/2	1/1
9	Mr. Suphot Leenanurak	4/4			1/1	1/1
10	Ms. Parichat Chotipumiwet				1/1	1/1
	Number of meeting attendees	**9**	**3**	**3**	**7**	**10**

[1] Board of Director "BOD" consists of 9 members.
With ADM Apichart Pengsritong as a Chairman of the Board of Directors.

[2] Audit Committee, "AC" consists of 3 members.
Assoc. Prof.Kitti Siripullop as a Chairman of the Audit Committee.

[3] Nomination and Compensation Committee, "NC" consists of 3 members.
With Mrs. Paktra Suriyapee as a Chairman of the Nomination and Compensation Committee.

[4] Risk Management Committee, "RMC" consists of 5 members.
With Mr. Komsak Wattanasriroj as a Chairman of the Risk Management Committee.
Director No.7 and 10 resigned of this position. Due to change of Risk Management Committee member to adequacy.

[5] Annual General Meeting for the year 2021, "AGM" was held of 22 April 2021
With ADM Apichart Pengsritong as a Chairman of the meeting.

Note : 1. The Board of Director meeting consist 1 time as a Non Executive Director meeting.
2. Director No.6 and 9 appoint as a Director, effective date 22 April 2021 onward.

Director and Executives Remuneration

Financial Remuneration

Directors Remuneration

The Company has set adjusting the Directors' Remuneration Policy annual 4 year. The Annual General Meeting of shareholders year 2021 on 22 April 2021 have the resolution to determine the Directors remuneration for the year 2021, which are as follow:

1) Meeting Fee

Unit : Baht

Position	Meeting fee/person/times
Chairman of the Board of Director	38,000
Directors	31,000
Chairman of the Audit Committee	31,000
Audit Committee	25,000
Chairman of the Nomination and Compensation Committee	19,000
Nomination and Compensation Committee	12,000
Chairman of Risk Management Committee	10,000
Risk Management Committee	10,000

Note : 1) The remunerations will be paid only.
2) Directors who receive monthly salary as the employee of the Company and/or Subsidiaries will not be receive remuneration as the Board of Director.

In addition to the Directors' Remuneration of the above, Independent Directors and Non-Executive Directors also received remuneration in other benefits such as expenses for training courses of IOD and other. This is in accordance with the Company's regulations.

2) The Annual Incentive

The Company will pay The Annual Incentive to the Board of Directors and due to the consideration of appointing two additional new Directors, it is therefore appropriate to increase at the amount not exceed 2,500,000 million Baht. The Board of Director will consider and allocate as appropriate.

For the year 2021, the Company paid meeting fee to the Board of Directors according to the detail as follow

Unit: Baht

No.	Name of Directors	Position	Year 2021					
			Meeting Fee				Incentive Bonus	Total Remuneration
			Director	Audit Committee	Nomination and Compensation Committee	Risk Management Committee		
1	Admiral Apichart Pengsritong	Chairman of the Board of Directors and Independent Director	266,000	-	-	-	480,000	746,000
2	Assoc. Prof Kitti Siripullop	Chairman of the Audit Committee and Independent Director	217,000	124,000	-	-	410,000	751,000
3	Mrs. Paktra Suriyapee	Audit Committee, Independent Director and Chairman of the Nomination and Compensation Committee	217,000	100,000	38,000	-	380,000	735,000
4	Mr. Komsak Watanasriroj	Audit Committee, Independent Director, Nomination and Compensation Committee and Chairman of the Risk Management Committee	217,000	100,000	24,000	20,000	380,000	741,000
5	Mr. Chanit Suwanparin	Director, Nomination and Compensation Committee and Risk Management Committee	217,000	-	24,000	20,000	350,000	611,000
6	Ms. Trithip Sivakriskul	Independent Director and Risk Management Committee	155,000	-	-	10,000	-	165,000
7	Mr. Chatchawe Vatanasuk	Director	-	-	-	-	-	-
8	Mrs. Chirapan Khotcharit Choosang	Director and Risk Management Committee	-	-	-	-	-	-
9	Mr. Suphot Leenanurak	Director and Risk Management Committee	-	-	-	-	-	-
		Total of Remuneration	**1,289,000**	**324,000**	**86,000**	**50,000**	**2,000,000**	**3,749,000**

Note : 1. Director No.7-9 are Directors that received monthly salary as the Company employee, thus did not receive remuneration as a Directors.
2. Director No. 6 and No. 9 appoint as a Director held on 22 April 2021 onward.

Management Remuneration

In 2020 and 2021, the Company paid remuneration to the Management at the amount of Baht 55.01 million and Baht 54.83 million, respectively. Such remuneration includes salary, bonus and contribution to provident fund.

Year	No. of Executives (Person)	Remuneration (Baht)
2020	12	55,015,795.80
2021	14	54,826,903.31

Note : Number of Managements in the table included Mr.Chatchawe Vatanasuk, Chairmand of the Executive Committee.

Other Remuneration

-None-

9. INTERNAL CONTROL AND RELATED TRANSACTIONS

INTERNAL CONTROL AND RISK MANAGEMENT

The Company has managements align with Good Corporate Governance, Risk Management and Internal Control to achieve business operation properly and efficiently. The efficiency internal control is an important management tools to the Company goals. The procedures are aligned with the internal integrated framework of the Committee of Sponsoring Organization of the Treadway Commission (COSO) to apply in operations management. The Audit Committee has evaluate the sufficient of 2021 Company's internal control system by making inquiries from the executive division and summarized the evaluation of the Company's internal control system into 5 different aspects, as follow:

1. Control Environment

- The Company has established clear vision, mission and purpose as a practice for the Management and employees of all levels, as well as setting Key Performance Indicators (KPIs) with Individual KPIs and Corporate KPIs. In this year, The Company used key competency of employee in a part of implementation and monitoring of results against the targets to ensure accomplishment of goal.
- The Board of Directors consists of 57.14 Independent Directors which allow independence from management in assessment and decision making for effective internal control.
- The Company has set corporate governance structure include Board of Directors and Sub Committee such as Audit Committee, Nomination and Compensation Committee, Risk Management Committee and Executive Committee. The Director has responsibility to shareholders for operation business and corporate governance for management in line with the target for the best benefit of the shareholders. There are scope of good ethic and social responsibility. Moreover, The Company emphasize with the development of Good Corporate Governance continuously. In this year, There are received Corporate Governance Report of Thai was a excellent score continuously from previous year.
- The Company has established Company structure, appropriate responsibilities and segregate of duties to achieve effectiveness of internal control for business conditions.
- The Company has define code of conducts and business ethics for the Directors and employees as practice guidelines. Which The document has been made for employees to sign the annual acknowledgment of the code of conduct and business ethics.
- The Board of Directors and Management recognize the importance of the employee that are precious resources of the organization. The Company has promoted the development, The annual internal and external training plan and consider revenue, welfare of their employees appropriately.

2. Risk Assessment

- The Company has appointed Risk Management Committee and Risk Management Sub Committee which including Management and Manager with risk management strategy consistent Risk Policy. Especially, The key risk as the corporate level and report key risk indicator of all department in the Risk Management Sub-Committee meeting per quarterly.
- The Company has identifies risks that may affect the business operation which control, monitor, check and evaluated risk management and submit to approve from the Risk Management Committee and Board of Directors.
- Epidemic of Covid-19 as a external factor impact to the Company. In this year, The Company has arrange the meeting together with all department prepare The Covid-19 Impact Assessment and overall of the Company to risk assessment and prepare for the future situation and the overall aspect of the organization continuously from the previous year to assess the risks view business trends and directions and be prepared for future situations.

3. Control Activities

- The Board of Director has appointed Sub Committee 4 Committee include Audit Committee, Nomination and Compensation Committee, Risk Management Committee and Executive Committee. Which all Sub Committee are perform under Scope, Authority and function to the control operate of management. Moreover, the Audit Committee to consider review and approve audit plan of the year and reviewed that the company has an appropriate and efficient internal control system to cover all process of operate has high risk.
- The Company has set up a policy for control a management system from procedure and work instruction of each party. There is always a review and set up authorization approval for the management to appropriate operations.
- The Company has implemented and maintained Business Continuity Plan including the event of an uncontrollable emergency situation to ensure continuous business operation.
- The Company is committed to continually developing and inventing good quality products and pay more attention to product research and development. The RD department is considered the heart of the organization. There is an investment in a team of knowledgeable personnel. Diversity in beverage product development and RD Lab with a wide range of tools and equipment of international standards. This year, the Company received the Superior Taste Award from the International Taste Institute, Belgium continuously previous year. It is the international leader in the evaluation and certification of food and beverage flavors. Which is considered a prestigious global standard award

4. Information & Communication

- The Company has implemented efficient information system. Which to be accurate, complete and timely to support the business operations. Including systematic and easy to find information.
- The Company has arrange channels of internal communication (Intranet) through the intranet system such as policy, working regulations, knowledge base, activity and news.

- The Company has set whistle blower procedures to corporate communication to all employee and external communicated through the Company's website by to be inform whistleblower@tacconsumer.com
- The Company has procedure of corporate communication and reviewed annual year with cover internal communication and external communication. As well as stakeholder group of the company such as Director, Management, Customer, Consumer and Investor etc.
- The prior to a scheduled committee meeting, each committee members will receive an invitation to meeting and supplements containing necessary and sufficient information in a timely manner. Even during the epidemic situation of COVID-19 the meeting is still being conducted online under the specified rules In addition meeting minutes will be recorded for reference and auditing.

5. Monitoring Activities

- The Company has nominated EY office Limited, an independent auditor, to be an external auditor for the quarterly and financial year 2021 which reporting informed to the Audit Committee. In this regard, it has opined that there was no n this regard, it has opined that there was no material deficiency in the Company's internal control system.
- P&L Internal Audit Company Limited was hired to audit internal control system since 2014 up to present, in order for the Company's internal control system to be efficient. P&L internal Audit Company Limited has appointed Mr. Thanapat Vongwit, with the position of Assistant Vice President, to act as an internal audit supervisor. The aforementioned internal auditor continuously and quarterly compiled report on Company's assessment results and audit the internal control system then directly presents the report to the audit committee to acknowledge. The Company has invariably adjusted and improved performance system of different departments in accordance with the internal auditor's suggestions. The Company aims to continuously hire an outsource internal auditors to ensure the efficiency of the Company's internal control system.
- The Company has assessed its internal control system in 2021 using the guidelines from the Securities and Exchange Commission (SEC) and reported the assessment results to the Audit Committee.

The Audit committee is responsible for reviewing to ensure that the Company has appropriate and effective internal control system and internal audit, along with reviewing the Company's performance to be in line with the laws on Securities and Stock Exchange and laws related to the Company's business operation. The Audit committee shall set a meeting at least every quarter to consider and implement accurate financial report. Furthermore, to disclose adequate and complete information, as well as considered related transactions or transactions that might have conflict of interest, in accordance with the laws and regulation of the Capital Market Supervisory Board and the stock Exchange. The auditors will join the meeting to provide audit observations.

RELATED TRANSACTIONS

There are no related transactions as of December 31, 2021.

FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of T.A.C. Consumer Public Company Limited

Opinion

I have audited the accompanying financial statements of T.A.C. Consumer Public Company Limited (the Company), which comprise the statement of financial position as at 31 December 2021, and the related statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of T.A.C. Consumer Public Company Limited as at 31 December 2021, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. 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 as issued by the Federation of Accounting Professions as relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were 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 these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond for this matter are described below.

Revenue recognition

Sales are significant accounting transactions as the volume of transactions and the amounts recognised in each period are material and directly affect profit or loss of the Company. In addition, the Company's sales transactions are made with local and overseas customers and there is a variety of arrangements and conditions, pertaining to matters such as sales promotions, discounts and special discounts to boost sales. As a result, the Company's recognition of revenue from sales regarding sale promotions and discounts are complex. I therefore focused my audit on the revenue recognition of the Company.

I examined the Company's revenue recognition by assessing and testing the Company's internal controls with respect to the revenue cycle by making inquiries of responsible executives, gaining an understating of the controls and selecting representative samples to test the operation of the designed controls. In addition, I applied a sampling method to select sales transactions occurring during the year and near the end of the accounting period to examine the supporting documents and reviewed credit notes that the Company issued after the period-end. I also performed analytical procedures on disaggregated data

to detect possible irregularities in sales transactions throughout the period, particularly for accounting entries made through journal vouchers.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Company, but does not include the financial statements and my auditor's report thereon. The annual report of the Company 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 do 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 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 of the Company, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

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 Thai Financial Reporting Standards, 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 Thai Standards on Auditing 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 Thai Standards on Auditing, I exercise professional judgement 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entity or business activities within the group to express an opinion on the financial statements, in which the equity method is applied. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

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, related safeguards.

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.

I am responsible for the audit resulting in this independent auditor's report.

S. Ratananurak

Satida Ratananurak
Certified Public Accountant (Thailand) No. 4753
EY Office Limited
Bangkok: 24 February 2022

STATEMENT OF FINANCIAL POSITION

T.A.C. Consumer Public Company Limited

As at 31 December 2021

(Unit: Baht)

	Note	Financial statements in which the equity method is applied	Separate financial statements	
		2021	2021	2020
Assets				
Current assets				
Cash and cash equivalents	*7*	136,499,407	136,499,407	203,566,425
Trade and other receivables	*8*	261,803,433	261,803,433	241,624,361
Inventories	*9*	57,215,274	57,215,274	34,920,104
Other current financial assets	*10*	446,629,901	446,629,901	396,463,090
Other current assets		2,454,126	2,454,126	2,864,519
Total current assets		904,602,141	904,602,141	879,438,499
Non-current assets				
Investment in associate	*11*	28,616,337	30,000,000	-
Property, plant and equipment	*12*	90,556,496	90,556,496	98,347,463
Right-of-use assets	*13*	22,419,853	22,419,853	20,842,899
Intangible assets	*14*	992,838	992,838	56,224
Deferred tax assets	*20*	13,116,058	13,116,058	8,540,129
Other non-current financial assets		4,305,000	4,305,000	4,281,200
Total non-current assets		160,006,582	161,390,245	132,067,915
Total assets		1,064,608,723	1,065,992,386	1,011,506,414

The accompanying notes are an integral part of the financial statements.

STATEMENT OF FINANCIAL POSITION (CONTINUED)

T.A.C. Consumer Public Company Limited

As at 31 December 2021

(Unit: Baht)

	Note	Financial statements in which the equity method is applied	Separate financial statements	
		2021	2021	2020
Liabilities and shareholders' equity				
Current liabilities				
Trade and other payables	*16*	236,397,257	236,397,257	214,430,573
Advance received from customers		5,706,996	5,706,996	5,287,741
Current portion of lease liabilities	*13*	5,625,384	5,625,384	4,991,881
Income tax payable		31,636,732	31,636,732	23,490,568
Other current liabilities		6,495,596	6,495,596	6,321,804
Total current liabilities		285,861,965	285,861,965	254,522,567
Non-current liabilities				
Lease liabilities, net of current portion	*13*	14,957,681	14,957,681	15,663,158
Provision for long-term employee benefits	*17*	21,359,031	21,359,031	18,632,301
Total non-current liabilities		36,316,712	36,316,712	34,295,459
Total liabilities		322,178,677	322,178,677	288,818,026
Shareholders' equity				
Share capital				
Registered				
608,000,000 ordinary shares of Baht 0.25 each		152,000,000	152,000,000	152,000,000
Issued and fully paid up				
608,000,000 ordinary shares of Baht 0.25 each		152,000,000	152,000,000	152,000,000
Share premium		426,988,701	426,988,701	426,988,701
Retained earnings				
Appropriated - statutory reserve	*18*	15,200,000	15,200,000	15,200,000
Unappropriated		148,241,345	149,625,008	128,499,687
Total shareholders' equity		742,430,046	743,813,709	722,688,388
Total liabilities and shareholders' equity		1,064,608,723	1,065,992,386	1,011,506,414

The accompanying notes are an integral part of the financial statements.

STATEMENT OF COMPREHENSIVE INCOME

T.A.C. Consumer Public Company Limited

For the year ended 31 December 2021

(Unit: Baht)

	Note	Financial statements in which the equity method is applied	Separate financial statements	
		2021	2021	2020
Profit or loss:				
Revenues				
Sales and service income		1,341,141,236	1,341,141,236	1,314,737,938
Gain on exchange		7,033,233	7,033,233	-
Other income		4,734,336	4,734,336	2,002,797
Total revenues		1,352,908,805	1,352,908,805	1,316,740,735
Expenses	*19*			
Cost of sales and services		831,254,537	831,254,537	869,490,793
Selling and distribution expenses		164,305,910	164,305,910	140,915,611
Administrative expenses		88,058,638	88,058,638	72,307,614
Loss on exchange		-	-	134,475
Total expenses		1,083,619,085	1,083,619,085	1,082,848,493
Operating profit		269,289,720	269,289,720	233,892,242
Share of loss from investment in associate	*11*	(1,383,663)	-	-
Finance income		607,965	607,965	1,988,815
Finance cost		(1,076,888)	(1,076,888)	(1,185,735)
Profit before income tax expenses		267,437,134	268,820,797	234,695,322
Income tax expenses	*20*	(53,197,775)	(53,197,775)	(46,314,753)
Profit for the year		214,239,359	215,623,022	188,380,569
Other comprehensive income:				
Other comprehensive income for the year		-	-	-
Total comprehensive income for the year		214,239,359	215,623,022	188,380,569
Basic earnings per share	*21*			
Profit for the year		0.35	0.35	0.31
Weighted average number of ordinary shares (shares)		608,000,000	608,000,000	608,000,000

The accompanying notes are an integral part of the financial statements.

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

T.A.C. Consumer Public Company Limited

For the year ended 31 December 2021

(Unit: Baht)

	Financial statements in which the equity method is applied				
	Issued and paid up share capital	Share premium	Retained earnings: Appropriated - statutory reserve	Retained earnings: Unappropriated	Total
Balance as at 1 January 2021	152,000,000	426,988,701	15,200,000	128,499,687	722,688,388
Profit for the year	-	-	-	214,239,359	214,239,359
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	214,239,359	214,239,359
Dividend paid (Note 24)	-	-	-	(194,497,701)	(194,497,701)
Balance as at 31 December 2021	152,000,000	426,988,701	15,200,000	148,241,345	742,430,046

The accompanying notes are an integral part of the financial statements.

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

T.A.C. Consumer Public Company Limited

For the year ended 31 December 2021

(Unit: Baht)

	Separate financial statements				
	Issued and paid up share capital	Share premium	Retained earnings: Appropriated - statutory reserve	Retained earnings: Unappropriated	Total
Balance as at 1 January 2020	152,000,000	426,988,701	15,200,000	104,277,675	698,466,376
Profit for the year	-	-	-	188,380,569	188,380,569
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	188,380,569	188,380,569
Dividend paid (Note 24)	-	-	-	(164,158,557)	(164,158,557)
Balance as at 31 December 2020	152,000,000	426,988,701	15,200,000	128,499,687	722,688,388
Balance as at 1 January 2021	152,000,000	426,988,701	15,200,000	128,499,687	722,688,388
Profit for the year	-	-	-	215,623,022	215,623,022
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	215,623,022	215,623,022
Dividend paid (Note 24)	-	-	-	(194,497,701)	(194,497,701)
Balance as at 31 December 2021	152,000,000	426,988,701	15,200,000	149,625,008	743,813,709

The accompanying notes are an integral part of the financial statements.

CASH FLOW STATEMENT

T.A.C. Consumer Public Company Limited

For the year ended 31 December 2021

(Unit: Baht)

	Financial statements in which the equity method is applied	Separate financial statements	
	2021	2021	2020
Cash flows from operating activities			
Profit before tax	267,437,134	268,820,797	234,695,322
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:			
Depreciation and amortisation	23,810,908	23,810,908	23,094,832
Increase (decrease) in allowance for expected credit losses	94,055	94,055	(430,179)
Reduction of inventories to net realisable value	1,063,081	1,063,081	(3,941,853)
Share of loss from investments in associate	1,383,663	-	-
(Gain) loss on sales of other current financial assets	(1,101,021)	(1,101,021)	6,290,866
Gain on fair value adjustment of other current financial assets	(6,480,659)	(6,480,659)	(507,541)
Gain on disposals of equipment	(6,554)	(6,554)	-
Loss on write-off of equipment and intangible assets	35	35	47,768
Allowance for impairment loss on property, plant and equipment	6,184,579	6,184,579	562,250
Provision for long-term employee benefits	3,016,158	3,016,158	3,097,344
Unrealised (gain) loss on exchange	(2,020,198)	(2,020,198)	211,426
Finance income	(607,965)	-607,965	-1,988,815
Finance cost	1,076,888	1,076,888	1,185,735
Profit from operating activities before changes in operating assets and liabilities	293,850,104	293,850,104	262,317,155
Operating assets decrease (increase):			
Trade and other receivables	-20,520,034	(20,520,034)	61,157,969
Inventories	-23,358,251	(23,358,251)	8,653,004
Other current assets	410,393	410,393	8,824,153
Other non-current financial assets	-23,800	(23,800)	(30,382)
Operating liabilities increase (decrease):			
Trade and other payables	21,128,412	21,128,412	(52,891,861)
Advance received from customers	419,255	419,255	(2,118,675)
Other current liabilities	173,792	173,792	(2,127,857)
Cash from operating activities	272,079,871	272,079,871	283,783,506
Cash paid for long-term employee benefits	(289,428)	(289,428)	(3,040,093)
Interet received	866,721	866,721	2,286,281
Interest paid	-	-	(27,568)
Corporate income tax paid	-49,627,540	(49,627,540)	(48,552,337)
Net cash from operating activities	223,029,624	223,029,624	234,449,789

The accompanying notes are an integral part of the financial statements.

CASH FLOW STATEMENT (CONTINUED)

T.A.C. Consumer Public Company Limited

For the year ended 31 December 2021

(Unit: Baht)

	Financial statements in which the equity method is applied	Separate financial statements	
	2021	2021	2020
Cash flows from investing activities			
Increase in investments in associate	(30,000,000)	(30,000,000)	-
Cash paid for purchase of other current financial assets	(1,362,248,659)	(1,362,248,659)	(1,698,933,864)
Proceed from sales of other current financial assets	1,321,671,877	1,321,671,877	1,837,071,401
Acquisitions of plant and equipment	(16,450,660)	(16,450,660)	(15,752,030)
Proceeds from disposals of equipment	6,556	6,556	-
Increase in intangible assets	(1,005,300)	(1,005,300)	(20,660)
Net cash from (used in) investing activities	(88,026,186)	(88,026,186)	122,364,847
Cash flows from financing activities			
Repayments of lease liabilities	(8,411,027)	(8,411,027)	(5,960,188)
Dividend paid	(193,659,429)	(193,659,429)	(163,382,814)
Net cash used in financing activities	(202,070,456)	(202,070,456)	(169,343,002)
Net increase (decrease) in cash and cash equivalents	(67,067,018)	(67,067,018)	187,471,634
Cash and cash equivalents at beginning of year	203,566,425	203,566,425	16,094,791
Cash and cash equivalents at end of year (Note 7)	136,499,407	136,499,407	203,566,425
Supplemental cash flows information			
Non-cash transactions			
Acquisition of right-of-use assets under lease contracts	7,262,165	7,262,165	3,611,883
Dividend payable	838,272	838,272	775,743

The accompanying notes are an integral part of the financial statements.

NOTES TO FINANCIAL STATEMENTS

T.A.C. Consumer Public Company Limited

For the year ended 31 December 2021

1. General information

1.1 Corporate information

T.A.C. Consumer Public Company Limited ("the Company") was incorporated as a limited company under Thai laws and registered the change of its status to a public limited company under the Public Limited Companies Act on 26 August 2015. The Company operates in Thailand and its principal activity is the manufacture and distribution of beverage, with the registered office address at 9/231-233, 23rd Floor, UM Tower, Ramkhamhaeng Road, Suanluang, Bangkok, and its factory address is at 99/112 Moo 1, Nongmaidaeng, Banbueng, Chonburi.

1.2 COVID-19 pandemic

A new wave of the COVID-19 pandemic has slowed down the economic recovery, adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the Company operates. The Company's management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

2. Basis of preparation

The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Company has adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Company's financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2022

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2022. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and, for some standards, providing temporary reliefs or temporary exemptions for users.

The management of the Company believes that adoption of these amendments will not have any significant impact on the Company's financial statements.

4. Significant accounting policies

4.1 Revenue and expense recognition

a) Sales of goods

Revenue from sales of goods is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting goods returns, discounts and allowances.

When a contract provided a customer with a right to return the goods within a specified period, the Company recognises the amount ultimately expected they will have to return to customers as a refund liability and recognises the right to recover the goods expected to be returned by customers as a right of return asset in the statement of financial position. The right of return asset is measured at the former carrying amount of the inventory, less any expected costs to recover the goods, including any potential decreases in the value of the returned goods.

b) License fee

Revenue from license of cartoon character is recognised systematically over the contract period.

The obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer is presented under the caption of "Advance received from customers" in the statement of financial position, which is recognised as revenue when the Company performs under the contract.

c) Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

d) Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Inventories are valued at the lower of cost (first-in, first-out method) and net realisable value. Cost of finished goods and work in process comprises all production costs and attributable factory overhead.

Raw materials and packing materials are charged to production costs whenever consumed.

The net realisable value of inventory is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

4.4 Investment in associate

Investment in associate is accounted for in the financial statements in which the equity is applied method using the equity method.

Investment in associate is accounted for in the separate financial statements using the cost method.

4.5 Property, plant and equipment and depreciation

Land is stated at cost. Plant and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of plant and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Building	-	20	years
Building improvement	-	3 - 20	years
Machinery and plant equipment	-	5 - 10	years
Furniture and office equipment	-	3 - 5	years
Selling tools and equipment	-	5	years
Motor vehicles	-	5	years

Depreciation is included in determining income. No depreciation is provided on land and assets under installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.6 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

4.7 Intangible assets and amortisation

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

	Useful lives
Computer software	2 - 5 years

4.8 Leases

At inception of contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease when the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company as lessee

The Company applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Company recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Building and building improvement	5 - 8	years
Machinery plant and equipment	3 - 10	years
Furniture and office equipment	3 - 5	years
Motor vehicles	5	years

If ownership of the leased asset is transferred to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Company discounted the present value of the lease payments by the interest rate implicit in the lease or the Company's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

Leases of property, plant or equipment which transfer substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lower of the fair value of the leased assets and the present value of the minimum lease payments. The outstanding rental obligations, net of finance charges, are included in long-term payables, while the interest element is charged to profit or loss over the lease period. The assets acquired under finance leases is depreciated over the useful life of the asset.

Leases of property, plant or equipment which do not transfer substantially all the risks and rewards of ownership are classified as operating leases. Operating lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term.

4.9 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associates, and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

4.10 Foreign currencies

The financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

4.11 Impairment of non-financial assets

At the end of each reporting period, the Company performs impairment reviews in respect of the property, plant and equipment, right-of-use assets and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in the profit or loss.

In the assessment of asset impairment if there is any indication that the previously recognised impairment losses may no longer exist or may have decreased, the Company estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the profit or loss.

4.12 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company's contributions are recognised as expenses when incurred.

Defined benefit plans

The Company has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Company treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits are recognised immediately in other comprehensive income.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Company recognises restructuring-related costs.

4.13 Provisions

Provisions are recognised when the Company has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.14 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Company recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Company reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.15 Financial instruments

The Company initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income (“FVOCI”), or fair value through profit or loss (“FVTPL”). The classification of financial assets at initial recognition is driven by the Company’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Company measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Company has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Company's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Company takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Company has transferred substantially all the risks and rewards of the asset, or the Company has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Company recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Company considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or default when contractual payments are 90 days past due. However, in certain cases, the Company may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables and unbilled revenues, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.16 Derivatives

The Company uses derivative financial instruments, such as forward currency contracts to hedge its foreign currency risks.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes is recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivative is presented as a derivatives asset in non-current asset or a derivatives liability in non-current liability if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as derivatives assets in current assets or derivatives liability in current liabilities.

4.17 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 buyer and seller (market participants) at the measurement date. The Company applies a quoted market price in an active market to measure its assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Company measures fair value using valuation techniques that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Company determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Reduction of inventories to net realisable value

In determining the net realisable value of inventories, the management needs to make judgement and estimates of loss that may be incurred from substandard or deteriorated inventories, and the effect from the reduction of the selling price of inventories.

Property, plant and equipment and depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

6. Related party transactions

During the years, the Company had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

Directors and management's benefits

During the years ended 31 December 2021 and 2020, the Company had employee benefit expenses payable to its directors and management as below.

(Unit: Million Baht)

	2021	2020
Short-term employee benefits	45.9	48.6
Post-employment benefits	2.9	2.8
Total	48.8	51.4

7. Cash and cash equivalents

(Unit: Thousand Baht)

	2021	2020
Cash	20	20
Bank deposits	136,467	203,407
Cash in private fund	12	139
Total cash and cash equivalents	136,499	203,566

As at 31 December 2021, bank deposits in savings carried interests between 0.04 and 0.13 percent per annum (2020: between 0.04 and 0.55 percent per annum).

8. Trade and other receivables

(Unit: Thousand Baht)

	2021	2020
Trade accounts receivable - unrelated parties		
Aged on the basis of due dates		
Not yet due	256,432	229,393
Past due		
Up to 3 months	3,806	4,510
3 - 6 months	622	189
6 - 12 months	425	-
Over 12 months	220	284
Total	261,505	234,376
Less: Allowance for expected credit losses	(227)	(60)
Total trade accounts receivable - unrelated parties - net	261,278	234,316
Other receivables		
Other receivables - unrelated parties	645	7,243
Less: Allowance for expected credit losses	(181)	(254)
Total other receivables - unrelated parties - net	464	6,989
Interest receivable	61	319
Total other receivables - net	525	7,308
Total trade and other receivables - net	261,803	241,624

Set out below is the movements in the allowance for expected credit losses of trade and other receivables.

(Unit: Thousand Baht)

	2021	2020
Beginning balance	314	744
Increase (decrease) in allowance for expected credit losses	94	(430)
Ending balance	408	314

9. Inventories

(Unit: Thousand Baht)

	Cost		Reduce cost to net realisable value		Inventories - net	
	2021	2020	2021	2020	2021	2020
Finished goods	59,417	40,654	(15,033)	(14,661)	44,384	25,993
Work in process	259	151	-	-	259	151
Raw and packing materials	14,720	10,232	(2,307)	(1,615)	12,413	8,617
Goods in transit	159	159	-	-	159	159
Total inventories	74,555	51,196	(17,340)	(16,276)	57,215	34,920

During the current year, the Company reduced cost of inventories by Baht 1.1 million (2020: Baht 5.9 million), to reflect the net realisable value. This was included in cost of sales. In the year 2020, the Company reversed the write-down of cost of inventories by Baht 9.9 million, and reduced the amount of inventories recognised as expenses.

10. Other current financial assets

As at 31 December 2021 and 2021, other current financial assets consisted of the following:

(Unit: Thousand Baht)

	2021	2020
Fixed deposits at amortised cost	62,650	1
Debt instrument at fair value through profit or loss		
Investments in mutual fund	383,980	396,462
Total other current financial assets	446,630	396,463

The Company had set up a private fund for its investments which is managed by an asset management company. The investments include convertible bonds and trust securities of foreign companies or corporates.

As at 31 December 2021, the Company assessed the fair value of such investments by referring to the value quoted by the asset management company in which the fair value increased Baht 6.5 million. The change in the fair value of such securities is included in profit or loss in the statement of comprehensive income.

11. Investment in associate

11.1 Details of associate

(Unit: Thousand Baht)

Company's name	Nature of business	Country of incorporation	Shareholding percentage		Investment			
					Financial statements in which the equity method is applied		Separate financial statements in which the cost method is applied	
			2021	2020	2021	2020	2021	2020
			(%)	(%)				
Thai Canatech Innovation Company Limited	Manufacture and distribute herbal extracts	Thailand	30	-	28,616	-	30,000	-
Total					28,616	-	30,000	-

During the current year, the Company has entered into the purchase share agreement for an investment in Thai Canatech Innovation Company Limited at 30 percent of share capital, 15,000 shares or equivalent to Baht 30 million.

11.2 Share of loss from investment in associate

During the year ended 31 December 2021, the Company recognised its share of loss from investment in associate of Baht 1.4 million in the financial statements in which the equity method is applied.

11.3 Summarised financial information about associate

Summarised information about financial position

(Unit: Thousand Baht)

	2021
Thai Canatech Innovation Company Limited	
Current assets	94
Non-current assets	13,991
Current liabilities	19,178
Net assets	(5,093)
Shareholding percentage (%)	30
Carrying amounts of joint venture based on equity method	(1,527)

Summarised information about comprehensive income

(Unit: Thousand Baht)

	2021
Thai Canatech Innovation Company Limited	
Selling expenses	565
Administrative expenses	4,047
Loss	4,612
Total comprehensive income	4,612

12. Property, plant and equipment

(Unit: Thousand Baht)

	Land	Buildings and building improvement	Machinery and plant equipment	Furniture and office equipment	Selling tools and equipment	Motor vehicles	Assets under installation	Total
Cost								
1 January 2020	25,578	38,252	14,097	15,939	48,424	6,186	12,257	160,733
Additions	-	7,536	2,866	2,986	-	-	2,364	15,752
Transfer in (transfer out)	-	-	-	65	210	-	(275)	-
Write-off	-	(223)	(58)	(111)	-	-	-	(392)
31 December 2020	25,578	45,565	16,905	18,879	48,634	6,186	14,346	176,093
Additions	-	6,077	3,396	1,469	1,575	-	3,933	16,450
Transfer in (transfer out)	-	148	2,185	3,701	882	-	(6,916)	-
Disposal/write-off	-	-	(674)	(61)	-	-	-	(735)
31 December 2021	25,578	51,790	21,812	23,988	51,091	6,186	11,363	191,808
Accumulated depreciation								
1 January 2020	-	11,090	6,935	12,044	28,822	1,018	-	59,909
Depreciation for the year	-	3,217	1,884	1,900	9,684	934	-	17,619
Depreciation on write-off	-	(178)	(55)	(111)	-	-	-	(344)
31 December 2020	-	14,129	8,764	13,833	38,506	1,952	-	77,184
Depreciation for the year	-	4,814	2,534	2,142	7,657	910	-	18,057
Depreciation on disposal/write-off	-	-	(674)	(61)	-	-	-	(735)
31 December 2021	-	18,943	10,624	15,914	46,163	2,862	-	94,506
Allowance for impairment loss								
1 January 2020	-	-	-	-	-	-	-	-
31 December 2020	-	-	-	-	-	-	562	562
Increase during the year	-	-	1,797	-	-	-	4,387	6,184
31 December 2021	-	-	1,797	-	-	-	4,949	6,746
Net book value								
31 December 2020	25,578	31,436	8,141	5,046	10,128	4,234	13,784	98,347
31 December 2021	25,578	32,847	9,391	8,074	4,928	3,324	6,414	90,556

Depreciation for the year	
2020 (Baht 4.7 million included in cost of sales, and the balance in selling and administrative expenses)	17,619
2021 (Baht 7.3 million included in cost of sales, and the balance in selling and administrative expenses)	18,057

As at 31 December 2021, certain equipment items have been fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 49.0 million (2020: Baht 20.7 million).

The Company has mortgaged land with structures thereon with net book value as at 31 December 2021 amounting to approximately Baht 15.7 million (2020: Baht 16.1 million) as collateral for bank overdrafts and credit facilities granted by a commercial bank as discussed in Note 15.

13. Lease

The Company as lessee, has lease contracts for various items of assets used in its operations. Leases generally have lease terms between 1 - 10 years.

13.1 Right-of-use assets

Movements of right-of-use assets for the years ended 31 December 2021 and 2020 are summarised below.

(Unit: Thousand Baht)

	Building and building improvement	Machinery and plant equipment	Furniture and office equipment	Motor vehicles	Total
As at 1 January 2020	18,917	76	1,093	2,394	22,480
Additions	567	1,779	1,266	-	3,612
Depreciation for the year	(3,283)	(452)	(938)	(576)	(5,249)
As at 31 December 2020	16,201	1,403	1,421	1,818	20,843
Additions	-	-	1,472	5,790	7,262
Depreciation for the year	(3,315)	(594)	(929)	(847)	(5,685)
As at 31 December 2021	12,886	809	1,964	6,761	22,420

13.2 Lease liabilities

Lease liabilities as at 31 December 2021 and 2020 are presented below.

(Unit: Thousand Baht)

	2021	2020
Lease payment	23,085	23,103
Less: Deferred interest expenses	(2,502)	(2,448)
Total	20,583	20,655
Less: Portion due within one year	(5,625)	(4,992)
Lease liabilities - net of current portion	14,958	15,663

Movements in lease liabilities during the years ended 31 December 2021 and 2020 are summarised below.

(Unit: Thousand Baht)

	2021	2020
Balance at beginning of year	20,655	21,845
Additions	7,262	3,612
Accretion of interest	1,077	1,158
Repayments	(8,411)	(5,960)
Balance at end of year	20,583	20,655

A maturity analysis of lease payments is disclosed in Note 27 under the liquidity risk.

13.3 Expenses relating to leases that are recognised in profit or loss

The following are the amounts relating to lease contracts recognised in profit or loss for the years ended 31 December 2021 and 2020 are as follows:

(Unit: Thousand Baht)

	2021	2020
Depreciation expenses of right-of-use assets	5,685	5,249
Interest expenses on lease liabilities	1,077	1,158
Expense relating to short-term leases	81	76
Expenses relating to leases of low-value assets	228	186

13.4 Others

The Company had total cash outflows for leases for the year ended 31 December 2021 of Baht 7.1 million (2020: Baht 6.7 million), including the cash outflow related to short-term lease and leases of low-value assets.

14. Intangible assets

The net book value of intangible assets, which are computer software, as at 31 December 2021 and 2020 is presented below.

(Unit: Thousand Baht)

	2021	2020
Cost	6,720	5,715
Less: Accumulated amortisation	(5,727)	(5,659)
Net book value	993	56

A reconciliation of the net book value of intangible assets for the years 2021 and 2020 is presented below.

(Unit: Thousand Baht)

	2021	2020
Net book value at beginning of year	56	262
Acquisitions - at cost	1,005	21
Amortisation for the year	(68)	(227)
Net book value at end of year	993	56

15. Bank overdrafts

The bank overdrafts are secured by the mortgage of the Company's land with structures thereon.

As at 31 December 2021, the Company had bank overdrafts which had not yet been drawn down amounting to Baht 89.8 million (2020: Baht 119.8 million).

16. Trade and other payables

(Unit: Thousand Baht)

	2021	2020
Trade payables - unrelated parties	120,601	128,380
Other payables - unrelated parties	43,416	42,998
Accrued expenses	72,380	43,053
Total trade and other payables	236,397	214,431

17. Provision for long-term employee benefits

Provision for long-term employee benefits, which represents compensation payable to employees after they retire from the Company, was as follows:

(Unit: Thousand Baht)

	2021	2020
Provision for long-term employee benefits at beginning year	18,632	18,575
Included in profit or loss:		
Current service cost	2,701	2,819
Interest cost	315	278
Benefit paid during the year	(289)	(3,040)
Provision for long-term employee benefits at end of year	21,359	18,632

The Company does not expect to pay long-term employee benefits during the next year (2020: Baht 2.0 million).

As at 31 December 2021, the weighted average duration of the liabilities for long-term employee benefits is 11 years (2020: 11 years).

Significant actuarial assumptions are summarised below.

	2021	2020
	(% per annum)	(% per annum)
Discount rate	1.61	1.61
Salary increase rate	5.00	5.00
Staff turnover rate (depending on age of employees)	3 - 34	3 - 34

The results of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2021 and 2020 are summarised below.

(Unit: Million Baht)

	As at 31 December 2021	
	Increase 1%	Decrease 1%
Discount rate	(1.5)	1.7
Salary increase rate	1.9	(1.7)
	Increase 20%	Decrease 20%
Staff turnover rate	(2.1)	2.5

(Unit: Million Baht)

	As at 31 December 2020	
	Increase 1%	Decrease 1%
Discount rate	(1.5)	1.7
Salary increase rate	1.7	(1.5)
	Increase 20%	Decrease 20%
Staff turnover rate	(1.8)	2.1

18. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

19. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Thousand Baht)

	2021	2020
Purchases of finished goods and changes in inventories of finished goods and work in process	604,588	653,582
Raw materials and consumables used	179,889	161,361
Advertising and promotion expenses	54,118	55,582
Salaries and wages and other employee benefits	133,530	113,592
Transportation expenses	37,338	35,156
Depreciation and amortisation	23,811	23,095
Consulting fees	7,871	2,571

20. Income tax

20.1 Income tax expenses for the years ended 31 December 2021 and 2020 are made up as follows:

(Unit: Thousand Baht)

	2021	2020
Current income tax:		
Current income tax charge	57,774	45,562
Deferred tax:		
Relating to origination and reversal of temporary differences	(4,576)	753
Income tax expenses reported in profit or loss	53,198	46,315

20.2 The reconciliation between accounting profit and income tax expenses is shown below.

(Unit: Thousand Baht)

	Financial statements in which the equity method is applied	Separate financial statements	
	2021	2021	2020
Accounting profit before tax	267,437	268,821	234,695
Applicable tax rate	20%	20%	20%
Accounting profit before tax multiplied by income tax rate	53,487	53,764	46,939
Effects of:			
Non-deductible expenses	620	343	639
Additional expense deductions allowed	(909)	(909)	(1,263)
Total	(289)	(566)	(624)
Income tax expenses reported in profit or loss	53,198	53,198	46,315

20.3 The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Thousand Baht)

	Statements of financial position	
	2021	2020
Deferred tax assets		
Allowance for expected credit losses	82	63
Allowance for diminution in inventory value	3,468	3,255
Accrued expenses	3,468	1,291
Allowance for goods returns	46	46
Allowance for impairment of property, plant and equipment	1,349	112
Lease	150	72
Provision for long-term employee benefits	4,272	3,726
Others	308	2
Total	13,143	8,567
Deferred tax liabilities		
Right of return assets	(27)	(27)
Total	(27)	(27)
Deferred tax assets - net	13,116	8,540

21. Earnings per share

Basic earnings per share is calculated by dividing profit for the year (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

22. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as Managing Director.

The Company organised into business units based on its products and services and the sales of license of cartoon characters. At present, the Company is engaged in two operating segments, which are the manufacture and distribution of beverage and the sales of license of cartoon characters. Its operations are carried on only in geographical area of Thailand. For the year 2021, the operation of the sales of license of cartoon characters represented 2 percent of total sales (2020: 2 percent of total sales). The Company's distribution channel includes both in domestic and overseas markets. For the year 2021, domestic sales represented 98 percent of total sales (2020: 98 percent of total sales).

Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss and assets in the financial statements. As a result, all of the revenues, operating profits and assets as reflected in these financial statements pertain to the aforementioned reportable operating segments and geographical area.

Major customers

For the year 2021, the Company had revenue from one major customer, with revenue of 95 percent of the Company's revenues (2020: 95 percent).

23. Provident fund

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Company contribute to the fund monthly at the rate of 5 percent of basic salary. The fund, which is managed by AIA Co., Ltd., will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2021 amounting to approximately Baht 3.7 million (2020: Baht 3.1 million) were recognised as expenses.

24. Dividends

Dividends	Approved by	Total dividends (Million Baht)	Dividend per share (Baht)
2020			
Interim dividends for 2020	Board of Directors' meeting on 25 March 2020	85.1	0.14
Interim dividends for 2020	Board of Directors' meeting on 6 August 2020	79.0	0.13
Total for 2020		164.1	
2021			
The final dividend for 2020	Annual General Meeting of the shareholders on 22 April 2021	103.4	0.17
Interim dividends for 2021	Board of Directors' meeting on 13 August 2021	91.1	0.15
Total for 2021		194.5	

25. Commitments

25.1 Operating lease commitments

The Company has entered into several operating lease agreements in respect of the lease of equipment which are short-term leases and leases of low-value assets and other related service contracts. The terms of the agreements are generally between 1 and 3 years.

As of 31 December 2021 and 2020, future minimum payments required under these contracts were as follows:

(Unit: Million Baht)

	2021	2021
Payable		
In up to 1 year	1.5	4.3
In over 1 year and up to 3 years	-	0.1

25.2 Merchandise sub-license commitments

On 19 October 2017, the Company entered into a merchandise sub-license agreement with an overseas company. Under the terms of the agreement, the Company is granted the privilege to sell licenses of the characters. The Company agrees to pay royalty fee at the percentage of gross license fee receipts as specified in the agreement. The agreement is for a period of 5 years, from 1 January 2018 to 31 December 2022.

The Company entered into the merchandise sub-license agreements with creators and copyright holders in Thailand. Under the terms of the agreement, the Company is granted the privilege to sell licenses of the characters. The Company agrees to pay royalty fee at the percentage of gross license fee receipts as specified in the agreement which are summarised below.

Date	Agreement's term	Agreement's period
25 January 2021	2 years	25 January 2021 - 15 January 2023
30 March 2021	2 years	1 April 2021 - 31 March 2023

26. Fair value hierarchy

As at 31 December 2021 and 2020, the Company had the assets that were measured at fair value using different levels of inputs as follows:

(Unit: Million Baht)

	2021	2020
	Level 2	Level 2
Financial assets measured at fair value		
Investments in mutual fund	384	396

During the years 2021 and 2020, there were no transfers within the fair value hierarchy.

27. Financial instruments

27.1 Derivatives

(Unit: Thousand Baht)

	2021	2020
Derivative assets		
Derivative assets not designated as hedging instruments		
Forward exchange contracts	-	56
Total derivative assets	-	56

Derivatives not designated as hedging instruments

The Company uses forward exchange contracts to manage some of its transaction exposures. The forward exchange contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally within 12 months.

27.2 Financial risk management objectives and policies

The Company's financial instruments, principally comprise cash and cash equivalents, trade and other receivables, other current financial assets, trade and other payables and lease liabilities. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Company is exposed to credit risk primarily with respect to trade and other receivables, deposits with banks and financial institutions and other financial instruments. Except for derivatives, the maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position. The Company's maximum exposure relating to derivatives is noted in the liquidity risk topic.

Trade and other receivables

The Company manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade and other receivables are regularly monitored and any shipments to major customers are generally covered by letters of credit or other forms of credit insurance obtained from reputable banks and other financial institutions. Credit term provided to customers normally is between 30 days and 60 days.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of customer segments with similar credit risks. The Company classifies customer segments by customer type and rating. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade and other receivables are written-off when there are no movement and past due for more than one year and not subject to enforcement activity.

Financial instruments and cash deposits

The Company manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits may be updated throughout the year subject to approval of the Company's Board of Directors. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments and derivatives is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Market risk

There are two types of market risk comprising foreign currency risk and interest rate risk.

Foreign currency risk

The Company's exposure to the foreign currency risk relates primarily to its purchasing transactions and investment in private fund that are denominated in foreign currencies.

The Company manages its foreign currency risk by hedging purchasing transactions that are expected to occur within a maximum 12-month period for hedges of forecasted sales and purchases and 24-month period for net investment hedges.

When a derivative is entered into for the purpose of being a hedge, the Company negotiates the terms of the derivative to match the terms of the hedged exposure. For hedges of forecast transactions, the derivative covers the period of exposure from the point the cash flows of the transactions are forecasted up to the point of settlement of the resulting receivable or payable that is denominated in the foreign currency.

As at 31 December 2021, the Company had no outstanding of forward exchange contracts outstanding.

Forward exchange contracts outstanding as at 31 December 2020 are summarised below.

	2020		
Foreign currency	Sold amount	Contractual exchange rate for amount sold	Contractual maturity date
	(Thousand)	(Baht per 1 foreign currency unit)	
US dollar	40	31.4300	7 April 2021

The balances of financial assets denominated in foreign currencies as at 31 December 2021 and 2020 are summarised below.

Foreign currency	Financial assets		Average exchange rate	
	2021	2020	2021	2020
	(Million)	(Million)	(Baht per foreign currency unit)	
US dollar	2	2	33.1920	29.8674

Foreign currency sensitivity

The following tables demonstrate the sensitivity of the Company's profit before tax to a reasonably possible change in US dollar exchange rates, with all other variables held constant. The impact on the Company's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2021 and 2020.

	2021		2020	
Currency	Change in FX rate	Effect on profit before tax	Change in FX rate	Effect on profit before tax
	(%)	(Thousand Baht)	(%)	(Thousand Baht)
US dollar	+5	3,020	+5	3,144
	-5	(3,020)	-5	(3,144)

Interest rate risk

The Company's exposure to interest rate risk relates primarily to its cash at banks and lease liabilities. Most of the Company's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rates.

As at 31 December 2021 and 2020, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

	As at 31 December 2021					
	Fixed interest rates					
	Within 1 year	1 - 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate
						(% per annum)
Financial assets						
Cash and cash equivalents	-	-	130	6	136	0.04 - 0.13
Trade and other receivables	-	-	-	262	262	-
Other current financial assets	63	-	-	384	447	0.02 - 0.45
	63	-	130	652	845	
Financial liabilities						
Trade and other payables	236	-	-	-	236	-
Lease liabilities	6	15	-	-	21	4.32 - 7.83
	242	15	-	-	257	

(Unit: Million Baht)

	As at 31 December 2020					
	Fixed interest rates					
	Within 1 year	1 - 5 years	Floating interest rate	Non-interest bearing	Total	Interest rate
						(% per annum)
Financial assets						
Cash and cash equivalents	62	-	135	7	204	0.04 - 0.55
Trade and other receivables	-	-	-	242	242	-
Other current financial assets	-	-	-	396	396	-
	62	-	135	645	842	
Financial liabilities						
Trade and other payables	-	-	-	214	214	-
Lease liabilities	5	16	-	-	21	3.96 - 11.12
	5	16	-	214	235	

Liquidity risk

The Company manages liquidity risk to meet its business obligations by maintains an adequate level of cash to meet its liquidity requirements. The Company had working capital cover the liquidity needs and its liquidity risk is low.

The table below summarises the maturity profile of the Company's non-derivative financial liabilities and derivative financial instruments as at 31 December 2021 and 2020 based on contractual undiscounted cash flows:

(Unit: Thousand Baht)

	As at 31 December 2021			
	Less than 1 year	1 - 5 years	Over 5 years	Total
Trade and other payables	236,397	-	-	236,397
Lease liabilities	6,666	16,419	-	23,085
Total	243,063	16,419	-	259,482

(Unit: Thousand Baht)

	As at 31 December 2020			
	Less than 1 year	1 - 5 years	Over 5 years	Total
Trade and other payables	214,431	-	-	214,431
Lease liabilities	5,953	16,814	336	23,103
Total	220,384	16,814	336	237,534

27.3 Fair values of financial instruments

Since the majority of the Company's financial instruments are short-term in nature or carrying interest rates closed to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

28. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value.

The Company manages its capital position with reference to its debt-to-equity ratio. As at 31 December 2021, the Company's debt-to-equity ratio was 0.4 :1 (2020: 0.4:1).

29. Event after the reporting period

On 24 February 2022, the meeting of the Board of Directors of the Company No. 1/2022 approved the payment of final dividend for 2021 to the Company's shareholders at Baht 0.18 per share or a total dividend of Baht 109.44 million.

The dividend payment will later be proposed for approval in the Annual General Meeting of the Company's shareholders.

30. Approval of financial statements

These financial statements were authorised for issue by the board of directors of the Company on 24 February 2022.

CERTIFICATION OF INFORMATION ACCURACY

The Company has reviewed the information in this Annual Report Statement with prudence and hereby certify that the said information is accurate, true, and does not mislead the audience or lack the material information. In addition, the Company certify that

(1) The financial statements and financial information shown in the Annual Report Statement describe the material content accurately regarding the financial status, operation result, and cash flow of the Company and its subsidiaries.

(2) The Company has prepared a good information disclosure system to ensure that the essential information and its subsidiaries are disclosed wholly and accurately. The Company also supervises to ensure compliance with such a system.

(3) The Company has provided an excellent internal control system and oversees to ensure compliance with the system. The Company has already informed the internal control assessment result as of 21 February 2022 to the auditor and the Audit Committee of the Company, which cover the defect and major change of the internal control, including the wrongful act that may infringe the preparation of financial statements of the Company and its subsidiaries.

In this regard, to affirm that the whole documents are the same set of which the Company has verified the accuracy, the Company has assigned Mrs.Chirapan Khotcharit Choosang to sign his name affixing all pages. Any pages without the signature of Mrs.Chirapan Khotcharit Choosang are not counted as the statement verified accuracy by the Company as mentioned above.

T.A.C.Consumer Public Company Limited

Name	Position	Signature
1. Mr.Chatchawe Vatanasuk	Authorized Director	.....
2. Mrs.Chirapan Khotcharit Choosang	Authorized Director	.....

Authorized person

Mrs.Chirapan Khotcharit Choosang	Authorized Director	.....

ATTACHMENT 1

Details of Director, Executives, Controlling Persons and Company Secretary

Board of Directors

ADM Apichat Pengsrithong Age 72 Years

Chairman and Independent Director

Date of Appointment	• 10 February 2015
Education	• Master's Degree, National Defence College, The Joint State. • Bachelor of Science Royal Thai Naval Academy.
Credential of Thai Institute of Directors	• Risk Management Program for Corporate Leaders (RCL) Class 4/2016. • Directors Accreditation Program (DAP) Class 82/2010.

Experiences

Positions in Listed Companies

- 2015-Present Chairman and Independent Director, T.A.C. Consumer Public Company Limited.
- 2015-Present Chairman and Chairman of the Audit Committee, JKN Global Media Public Company Limited.
- 2012-Presen Chairman, Independent Director and Chairman of the Nomination and Compensation, Muangthai Capital Public Company Limited.
- 2010-Present Independent Director, S&J International Enterprise Public Company Limited.

Other Current Position (Non-Listed Companies)	• None
Shareholding in the Company (%) as of December 31, 2021	• None
Relationship between Director & Executive family	• None

Assoc. Prof. Kitti Siripullop Age 70 Years

Chairman of Audit Committee and Independent Director

Date of Appointment
- 14 July 2017

Education
- Master of Business Administration (Finance and Banking), Chulalongkorn University.
- Master of Business Administration (Marketing), National Institute of Development Administration.
- Bachelor of Accounting (Second Class Honors), Chulalongkorn University.

Credential of Thai Institute of Directors
- Directors Accreditation Program (DAP) Class 172/2020

Experiences

Positions in Listed Companies
- July 2017-Present Chairman of Audit Committee and Independent Director, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)
- None

Shareholding in the Company (%) as of December 31, 2021
- None

Relationship between Director & Executive family
- None

Mrs. Paktra Suriyapee Age 62 Years

Audit Committee, Independent Director and Chairman of the Nomination and Compensation Committee

Date of Appointment
- 10 February 2015

Education
- Master of Science Program in Human Resource and Organization Development, National Institute of Development Administration.
- Bachelor of Arts / Humanities, Ramkhamhaeng University.
- Micro Master of Business Administration Program, Chulalongkorn University.

Credential of Thai Institute of Directors
- Directors Accreditation Program (DAP) Class 116/2015.

Experiences

Positions in Listed Companies
- 2015-Present Audit Committee, Independent Director and Chairman of the Nomination and Compensation Committee, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)
- 2009-Present Managing Director, Management Division, Chokpana Co., Ltd.
- 2008-Present Director, PLUS 5 Co., Ltd.

Shareholding in the Company (%) as of December 31, 2021
- None

Relationship between Director & Executive family
- None

Mr. Komsak Wattanasriroj Age 53 Years

Audit Committee, Independent Director, Nomination and Compensation Committee and Chairman of Risk Management Committee

Date of Appointment
- 21 December 2016

Education
- Master of Business Administration, Srinakharinwirot University.
- Bachelor of Accounting, Ramkhamhaeng University.

Credential of Thai Institute of Directors
- Board Nomination & Compensation Program (BNCP) Class 8/2019
- Advance Audit Committee Program (AACP) Class 29/2018
- Directors Certification Program (DCP) Class 105/2008.

Experiences

Positions in Listed Companies

• December 2016-Present	Audit Committee, Independent Director, Nomination and Compensation Committee and Chairman of Risk Management Committee, T.A.C. Consumer Public Company Limited.
• 2005-April 2020	Director, Executive Director and CFO, Mono Technology Public Company Limited.

Other Current Position (Non-Listed Companies)
- None

Shareholding in the Company (%) as of December 31, 2021
- None

Relationship between Director & Executive family
- None

Mr. Chanit Suwanparin Age 57 Years

Director, Nomination and Compensation Committee and Risk Management Committee

Date of Appointment
- 19 August 2011

Education
- Master of Business Administration, Chulalongkorn University.
- Bachelor of Business Administration (Marketing), Assumption University.

Credential of Thai Institute of Directors
- Directors Accreditation Program (DAP) Class 112/2014.

Experiences

Positions in Listed Companies

• 2011-Present	Director, Nomination and Compensation Committee and Risk Management Committee, T.A.C. Consumer Public Company Limited.
• June 2019-Present	Senior Vice President, Customer Experience Department, Banpu NEXT Co., Ltd.
• 2011-1 March 2019	Managing Director, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)
- None

Shareholding in the Company (%) as of December 31, 2021
- None

Relationship between Director & Executive family
- None

Ms. Trithip Sivakriskul Age 55 Years

Independent Director and Risk Management Committee

Date of Appointment
- 22 April 2021

Education
- Master of Business Administration, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Bachelor of Finance and Banking, Chulalongkorn University.

Credential of Thai Institute of Directors
- Directors Certification Program (DCP) Class 158/2012.
- Successful Formulation and Executive the Strategy (SFE) Class 3/2009.
- Directors Accreditation Program (DAP) Class 31/2005.

Experiences

Positions in Listed Companies

• 22 April 2021-Present	Independent Director and Risk Management Committee T.A.C. Consumer Public Company Limited.
• December 2019-Present	Independent Director and Chairman of the Audit Committee, TQR Public Company Limited.
• 2018-Present	Director, Super Energy Corporation Public Company Limited.
• 2015-Present	Independent Director and Audit Committee, SISB Public Limited.

Other Current Position (Non-Listed Companies)

• 2021-Present	Director, SRT Asset Co., Ltd.
• 2019-Present	Director, Expressway Authority of Thailand.
• October 2018-Present	Director, State Railway of Thailand.

Shareholding in the Company (%) as of December 31, 2021
- None

Relationship between Director & Executive family
- None

Mr. Chatchawe Vatanasuk Age 48 Years

Director, Chairman of the Executive Committee and Acting Managing Director (Authorized Director)

Date of Appointmen
- 3 January 2005

Education
- Master of Business Administration, University of San Diego, USA.
- Bachelor of Business Administration, Assumption University.

Credential of Thai Institute of Directors
- Directors Accreditation Program (DAP) Class 112/2014.

Experiences

Positions in Listed Companies

• 2005-Present	Director, and Chairman of the Executive Committee, T.A.C. Consumer Public Company Limited.
• 1 March 2019-Present	Acting Managing Director, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)

• 2010-Present	Director, SP Intermach Co., Ltd.
• 2010-Present	Director, C.A. General Co., Ltd.
• 2017-Present	Director, Proplayer online Co., Ltd.

Shareholding in the Company (%) as of December 31, 2021
- 24.62% (149,707,998 shares)

Relationship between Director & Executive family
- None

Mrs. Chirapan Khotcharit Choosang Age 52 Years

Director, Risk Management Committee and Deputy Managing Director-Corporate Strategy Division (Authorized Director)

Date of Appointment
- 1 September 2015

Education
- Master of Business Administration, University of South Alabama, USA.
- Bachelor of Arts (Political Science), Chulalongkorn University.

Credential of Thai Institute of Directors
- How to Develop a Risk Management Plan (HRP) Class 14/2017.
- Directors Accreditation Program (DAP) Class 124/2016.
- Financial Statements for Directors (FSD) Class 31/2016.

Experiences

Positions in Listed Companies

- 2018-Present Director, Risk Management Committee and Deputy Managing Director -Corporate Strategy Division, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)
- None

Shareholding in the Company (%) as of December 31, 2021
- 0.67% (4,071,793 shares)

Relationship between Director & Executive family
- None

Mr. Suphot Leenanurak Age 52 Years

Director, Risk Management Committee, Deputy Managing Director, Sales & Marketing Division

Date of Appointment
- 22 April 2021

Education
- Master of Business Administration (MBA), University of St. Thomas, Houston, Texas.
- Bachelor Degree of Business Administration (BBA), University of Thai Chamber of Commerce, Bangkok.

Credential of Thai Institute of Directors
- Risk Management Program for Corporate Leaders (RCL) Class25/2021
- Directors Accreditation Program (DAP) Class 169/2020.

Experiences

Positions in Listed Companies

- February 2020-Present Director, Risk Management Committee and Deputy Managing Director, Sales & Marketing Division, T.A.C. Consumer Public Company Limited.
- November 2019-2020 Assistant Managing Director-Joint Venture Business Department, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)

- 2005-September 2019 Channel & Trade Management Leader, Thai Samsung Electronics Co., Ltd.

Shareholding in the Company (%) as of December 31, 2021
- 0.06% (406,648 shares)

Relationship between Director & Executive family
- None

EXECUTIVE COMMITTEE

Mrs. Suveeraya Ansavananda Age 51 Years

Assistant Managing Director-Strategic Partner & Intergraded Marketing Communication

Education
- Master of Marketing Communication & Advertising, Emerson College, USA.
- Bachelor of Advertising, University of Hartford, USA.
- Certificate of Business Administration, Harvard Extension School, USA.

Credential of Thai Institute of Directors
- Directors Accreditation Program (DAP) Class 131/2016.
- Financial Statements for Director (FSD) Class 31/2016.

Experiences

Positions in Listed Companies
- May 2019-Present Assistant Managing Director- Strategic Partner & Intergraded Marketing Communication, T.A.C. Consumer Public Company Limited.
- 2013-April 2019 Division Director-Commercial 1 and Corporate Communications Division, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)
- July 2015-Present Director, Sunleaf Co., Ltd.

Shareholding in the Company (%) as of December 31, 2021
- 0.03% (201,570 shares)

Relationship between Director & Executive family
- None

Ms. Hatsaya Charuwitayanan Age 40 years

Assistant Managing Director-Operation Support Division

Education
- Master of Management Agro-Industry, Kasetsart University.
- Bachelor of Agro-Industry, Kasetsart University.

Credential of Thai Institute of Directors
- None

Experiences

Positions in Listed Companies
- May 2019-Present Assistant Managing Director-Operation Support Division, T.A.C. Consumer Public Company Limited.
- 2016-April 2019 Division Director – Commercial 3, Research and Development Division, T.A.C. Consumer Public Company Limited.
- 2010-2017 Associate Director-Business Development 1 Department & Research and Development Department, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)
- None

Shareholding in the Company (%) as of December 31, 2021
- 0.01% (59,293 shares)

Relationship between Director & Executive family
- None

Mrs. Preawnapa Nimma Age 56 Years

Associate Director-Procurement Division and Acting Factory Manager-Banbung Factory Department

Education
- Bachelor of Management, Suan Dusit Rajabhat University.

Credential of Thai Institute of Directors
- None

Experiences

Positions in Listed Companies
- May 2019-Present Associate Director-Procurement Division and Acting Factory Manager-Banbung Factory Department, T.A.C. Consumer Public Company Limited.
- 2013-April 2019 Senior Manager-Supply Chain, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)
- 2005-Present Director All In One Manufactory Co., Ltd.

Shareholding in the Company (%) as of December 31, 2021
- 0.0015% (9,114 shares)

Relationship between Director & Executive family
- None

Mr. Preecha Phinjirapong Age 45 Years

Director of Sales & Marketing Division

Education
- Master of Business Administration (MBA) in Finance, Texas A&M University.
- Certificate in Marketing, New York University.
- Bachelor of Business Administration (Marketing), Assumption University

Credential of Thai Institute of Directors
- None

Experiences

Positions in Listed Companies
- February 2021-Present Director of Sales and Marketing Division, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)
- December 2012-January 2021 Group Key Account Manager, Dairy Plus Company Limited.

Shareholding in the Company (%) as of December 31, 2021
- None

Relationship between Director & Executive family
- None

Ms. Parichat Chotipumiwet Age 39 Years

Senior Manager Accounting and Finance Department

Education
- Master of Business Administration (Management and Strategy), College of Management Mahidol University.
- Bachelor of Accounting, Thammasat University.
- Certified Public Accountant, Federation of Accounting Professions.

Credential of Thai Institute of Directors
- Board Reporting Program (BRP) Class 27/2018.
- How to Develop a Risk Management Plan (HRP) Class 14/2017.
- Company Secretary Program (CSP) Class 60/2014.

Experiences

Positions in Listed Companies
- 2017-Present Senior Manager Accounting and Finance Department, T.A.C. Consumer Public Company Limited.
- 2014-2016 Manager Accounting Department, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)
- None

Shareholding in the Company (%) as of December 31, 2021
- 0.02% (127,479 shares)

Relationship between Director & Executive family
- None

Ms. Narisa Tiyasuksawad Age 44 Years

Associate Director-7-Eleven Department

Education
- Master of Management, Mahidol University.
- Bachelor of Business Administration (Marketing), Assumption University.

Credential of Thai Institute of Directors
- None

Experiences

Positions in Listed Companies
- May 2019-Present Associate Director-7-Eleven Department, T.A.C. Consumer Public Company Limited.
- April 2015-April 2019 Senior Manager Strategic Partner Department, T.A.C. Consumer Public Company Limited.

Other Current Position (Non-Listed Companies)
- None

Shareholding in the Company (%) as of December 31, 2021
- 0.0057% (34,880 shares)

Relationship between Director & Executive family
- None

Mr. Yodchai Pundee Age 51 Years

Senior Manager-Corporate Affairs Department

Education	• Bachelor of Business Administration (Management), Phranakhon Rajabhat University.
Credential of Thai Institute of Directors	• None
Experiences	
Positions in Listed Companies	
• April 2019-Present	Senior Manager-Corporate Affairs Department, T.A.C. Consumer Public Company Limited.
• February 2012-March 2019	Manager-Human Resource Department, T.A.C. Consumer Public Company Limited.
Other Current Position (Non-Listed Companies)	• None
Shareholding in the Company (%) as of December 31, 2021	• 0.0024% (14,292 shares)
Relationship between Director & Executive family	• None

Ms. Phonphun Phunpanich Age 41 Years

Senior Manager-Character Business Department

Education	• Master of Marketing, Mahanakorn University of Technology.
Credential of Thai Institute of Directors	• None
Experiences	
Positions in Listed Companies	
• May 2019-Present	Senior Manager-Character Business Department, T.A.C. Consumer Public Company Limited.
• December 2013-April 2019	Key Account Manager, T.A.C. Consumer Public Company Limited.
Other Current Position (Non-Listed Companies)	• None
Shareholding in the Company (%) as of December 31, 2021	• 0.0021% (12,912 shares)
Relationship between Director & Executive family	• None

Ms. Nunthaphuk Pothisarn Age 38 Years

Senior Manager-Supply Chain Department

Education	• Bachelor of Business Administration (Management), Rajamangala University of Technology Thanyaburi.
Credential of Thai Institute of Directors	• None
Experiences	
Positions in Listed Companies	
• April 2019-Present	Senior Manager-Supply Chain Department, T.A.C. Consumer Public Company Limited.
• March 2016-March 2019	Manager-Supply Chain, T.A.C. Consumer Public Company Limited.
• March 2014-February 2016	Manager-Production Planning Department, T.A.C. Consumer Public Company Limited.
Other Current Position (Non-Listed Companies)	• None
Shareholding in the Company (%) as of December 31, 2021	• 0.0019% (11,452 shares)
Relationship between Director & Executive family	• None

COMPANY SECRETARY

Ms. Panjaporn Roeksomboon Age 36 Years

Secretary Company and Manager Investor Relations Department

Education	• Master of Business Administration (Financial), Rajamangala University of Technology Phra Nakhon. • Bachelor of Accounting, Rajamangala University of Technology Phra Nakhon.
Credential of Thai Institute of Directors	• Company Secretary Refreshment Training Program 2021. • Engaging your stakeholders through effective communication 2019. • Role of Company Secretary in shipping Corporate culture 2019. • Board Reporting Program (BRP) Class 27/2018. • How to Develop a Risk Management (HRP) Class 27/2017. • Effective Minute Taking (EMT) Class 27/2016. • Company Secretary Program (CSP) Class 27/2013.
Experiences	
Positions in Listed Companies	
• 2020-Present	Company Secretary and Manager Investor Relations Department, T.A.C. Consumer Public Company Limited.
• 2015-2019	Company Secretary and Investor Relations Department, T.A.C. Consumer Public Company Limited.
Other Current Position (Non-Listed Companies)	• None
Shareholding in the Company (%) as of December 31, 2021	• 0.0027% (16,315 shares)
Relationship between Director & Executive family	• None

Duties and Responsibilities of Company Secretary

1. Provide preliminary advice and recommendations to the Directors and Executives on being Compliance with Company laws, requirements, rules and regulations as well as monitor to ensure the accurate and regular implementations.
2. Responsible for organizing the Board of Directors Meeting and Shareholders Meeting as well as supervise and coordinate to ensure the implementation of the resolution of the aforementioned meetings.
3. Supervised the disclosure of information and information technology report in the responsible to be in accordance with the regulations and the requirements of Stock Exchange of Thailand and The Capital Market Supervisory Board including relevant laws.
4. Compile and store the following documents
   - 4.1 Director Registration.
   - 4.2 Notice of the Meeting of the Board of Director and Minutes of the Board of Directors meeting.
   - 4.3 Notice of meeting of Shareholders and the Minutes of the Shareholders Meeting.
   - 4.4 The Company Annual Report.
   - 4.5 Report on conflict of interest of Executive Director.
5. Performing other actions in line with the laws or the specified of the Notification of the Capital Market Supervisory Board.

ATTACHMENT 2

Information on Directors of Subsidiaries

Directorship information of Directors, Executives, Controlling Persons of the Company, its Subsidiaries and Other Connected Companies

Name	Positon	Related Companies													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
ADM Apichat Pengsrithong	C	C, AC	AC, /	C												
Assoc. Prof. Kitti Siripullop	/, AC															
Mrs. Paktra Suriyapee	/, AC				/	/										
Mr. Komsak Wattanasriroj	/, AC															
Mr. Chanit Suwanparin	/															
Ms. Trithip Sivakrikul	/									AC, /	/	/	/	/	/	
Mr. Chatchawe Vatanasuk	/, //,M						/	/	/							
Mrs. Chirapan Khotcharit Choosang	/, ///, M															
Mr. Suphot Leenanurak	/, ///, M															
Mrs. Suveeraya Ansavananda	///, M															
Ms. Hatsaya Charuwitanan	///, M															
Mrs. Preawnapa Nimma	///, M															/
Ms. Parichat Chotipumiwet	///, M															
Mr. Preecha Phinjirapong	M															
Ms. Narisa Tiyasuksawad	M															
Mr. Yodchai Pundee	M															
Ms. Phonphun Phunpanich	M															
Ms. Nunthaphuk Pothisarn	M															

Note : C= Chairman
//= Chairman of the Executive
AC= Audit Committee
///= Executive Director Committee
/= Director
M= Executive Director

The list of related companies is as follows:

1. JKN Global Media Public Company
2. S&J International Enterprise Public Company Limited.
3. Muangthai Capital Public Company Limited.
4. Chokpana Co., Ltd.
5. PLUS 5 Co., Ltd.
6. SP Intermach Co., Ltd.
7. Director, C.A. General Co., Ltd.
8. Proplayer Online Co., Ltd.
9. TQR Public Company Limited.
10. Super Energy Corporation Public Company
11. SISB Public Limited.
12. SRT Asset Co., Ltd.
13. Expressway Authority of Thailand.
14. State Railway of Thailand.
15. All In One Manufactory Co., Ltd.

ATTACHMENT 3

About the Chief of Internal Audit Supervisor and Chief Compliance Officer

Topic	Detail
Internal Audit	P&L Corporation Co., Ltd.
Head of Internal Audit	Mr. Thanabhat Wongwit Assistant Vice President
Education background	• Studying Master Degree in Corporate Governance (MSCG) Faculty of Commerce and Accountancy Chulalongkorn University • Bachelor of Accounting Program in Accounting, Faculty of Accounting, Dhurakij Pundit University
Work Experience	2015-Present Assistant Vice President, P&L Corporation Co., Ltd. **History of being the Head of the Internal Audit Team** • Head of Inspection team for other private companies such as restaurant business, fashion business, and educational institution. • Head of inspection team for companies listed on the Stock Exchange of Thailand, such as airline business, food & non food business, trading business and hospital business • Head of the inspection team of companies preparing to list in the Stock Exchange of Thailand (IPO), including telecommunications business. Real estate business Production business (Food & Non food) Biomass energy business 2013-2014 nternal audit Supervisor, P&L Group 2011-2012 Senior Internal Audit, P&L Group 2009-2010 Internal audit , P&L Group 2015-Present Director, P&L Training Center Co., Ltd. **Consulting history** • Consultant for the Thai Private Sector Collective Action against Corruption (CAC) project, a listed company on the Stock Exchange of Thailand and limited company
Related Tranning	• Thai Internal Auditor Certificate Program - CPIAT (Class No. 21) • Training project "Internal audit to prepare to be an internationally licensed internal auditor. Pre - CIA Class No. 27 by Chulalongkorn UniversityIPO Focus "Effective Internal Control for success IPO" by IOD • Training course on working paper for anti-corruption measures in the organization • Federation of Accounting Professions • Internal Control in the era Thailand 4.0 - Federation of Accounting Professions • Intergrated Audti 1/2018- Federation of Accounting Professions • CAC SME Executive Briefing Part Corruption by IOD • International Conference Internal Audit Student Exchange 2021 - IIA
Responsibility	• Prepare an annual audit plan to consider proposing and seeking approval from the Audit Committee • Reviewing the audit program (Audit Program) of each matter audited according to the annual audit plan. • Assessment of adequacy reliability and timeliness of the Company's internal control system according to the COSO principle. • Review the audit report and follow up on the performance according to the recommendations. • Prepare an audit report to present to the management and the Audit Committee

ATTACHMENT 4

Business Operating Assets and Details Regarding Asset Valuation

DETAILS REGARDING BUSINESS OPERATING ASSETS

As of December 31, 2021, the Company has business operating assets as following,

Asset Type	Ownership Type	Obligation	Net Book Value (Million Baht)
Land : Ban Bueng District, Chonburi Province • Title deed no. 36129, total area 1 rai 1 ngan 55 square wa	Owned	Mortgage to a commercial bank	10.70
• Title deed no. 36130, total area 1 rai 1 ngan 53 square wa		-	14.88
Buildings and building renovation	Owned	-	27.98
	Mortgage to a commercial bank	4.86	
Machines and factory equipment	Owned	-	9.39
Office equipment and supplies	Owned	-	8.07
Sales tools and supplies	Owned	-	4.93
Vehicles	Owned	-	3.33
Assets under installation	Owned	-	6.42
	Total		**90.56**

As of December 31, 2021, the Company has business operating right-of-use assets as following,

Asset Type	Ownership Type	Obligation	Net Book Value (Million Baht)
Buildings and building renovation	Operating lease x 3 years	Operating lease	12.89
Office equipment and supplies	Operating lease x 3 years	Operating lease	0.14
	Hire purchase	Financial lease	1.82
Vehicles	Operating lease x 5 years	Operating lease	0.81
	Hire purchase	Financial lease	6.76
	Total		**22.42**

SUMMARY OF CRUCIAL AGREEMENTS IN BUSINESS OPERATION

1.1 Original Equipment Manufacturer Agreement

OEM No. 1

Agreement Date	:	December 16, 2014
Relationship With the Company	:	-None-
Agreement Type	:	The Company hires the contractor to produce products according to its specified formulas.
Terms of Termination	:	The Company may terminate this agreement if any of the following events occur. • The contractor breaches any agreement terms. The Company will notify the contractor to rectify within 45 days. If the contractor fails to rectify within that period, the Company has the right to immediatly terminate the agreement. • The contractor cannot deliver products within 30 days from the scheduled delivery date. • The contractor was confiscated, goes into receivership, or becomes bankrupt by the court's order. • The contractor breaches specified conditions in the agreement twice or more within 6 months. • Either party can give a termination notice 6 months prior the agreement's expiration date.
Terms of Confidentiality	:	Both parties, including their respective person, agree not to disclose any confidential information to third parties or use the confidential information for purposes that are not stated in the agreement, unless a written notice is authorized by the other party.
Other Terms	:	• If the contractor cannot deliver products within a specified time, the contractor must compensate the Company for 0.5% of the product price • The contractor will not sign an agreement with other parties for producing same products that it delivers to the Company's customers, unless a written consent is issued the Company.

OEM No. 2

Agreement Date	:	December 1, 2014
Relationship With the Company	:	-None-
Agreement Type	:	The Company hires the contractor to produce products according to its specified formulas.
Agreement Period	:	1 year from the agreement date. If neither party notifies to terminate the agreement within 3 months prior to the agreement's expiration date, this agreement shall be automatically effective for another year.
Terms of Termination	:	The Company may terminate this agreement if any of the following events occur. • Either party breaches any agreement terms and does not rectify within 30 days. Either party has the right to immediatly terminate the agreement. • The contractor cannot deliver products within 30 days from the scheduled delivery date. • Either party was confiscated, goes into receivership, or becomes bankrupt by the court's order.
Terms of Confidentiality	:	Both parties, including their respective person, agree not to disclose any confidential information to third parties or use the confidential information for purposes that are not stated in the agreement, unless a written notice is authorized by the other party. Thus, the confidential information in this agreement shall be retained for another 3 years from the agreement expiration date.

OEM No. 3

Agreement Date	:	October 20, 2014
Relationship With the Company	:	-None-
Agreement Type	:	The Company hires the contractor to produce products according to its specified formulas.
Terms of Termination	:	The Company may terminate this agreement if any of the following events occur. • The contractor breaches any agreement terms. The Company will notify the contractor to rectify within days. If the contractor fails to rectify within that period, the Company has the right to immediatly terminate the agreement. • The contractor cannot deliver products within 30 days from the scheduled delivery date. • The contractor was confiscated, goes into receivership, or becomes bankrupt by the court's order. • The contractor breaches specified conditions in the agreement twice or more within 6 months.
Other Terms	:	• If the contractor cannot deliver products within a specified time, the contractor must compensate the Company for 2% of the product price. • The contractor will not sign an agreement with other parties for producing same products that it delivers to the Company's customers and/or other buyers. This includes the case where it produces mentioned products directly to the Company's customers, unless a written consent is issued the Company.
Terms of Confidentiality	:	Both parties, including their respective person, agree not to disclose any confidential information to third parties or use the confidential information for purposes that are not stated in the agreement, unless a written notice is authorized by the other party.

OEM No. 4

Agreement Date	:	November 1, 2014
Relationship With the Company	:	-None-
Agreement Type	:	The Company hires the contractor to produce products according to its specified formulas.
Terms of Termination	:	• Either party may terminate the agreement by giving a written notice to the other party at least 30 days in advance. • If either party breaches any agreement terms,the other party has the right to immediately terminate the agreement.
Terms of Confidentiality	:	The contractor must maintain formulas and production methods in products, provided by the Company as confidentiality only to production supervisors. It also ensures that those in charge of production must strictly abide by the terms of confidentiality.

OEM No. 5

Agreement Date	:	November 6, 2017
Relationship With the Company	:	-None-
Agreement Type	:	The Company hires the contractor to produce products according to its specified formulas.
Terms of Termination	:	• Either party may terminate the agreement by giving a written notice to the other party at least 30 days in advance. • If either party breaches any agreement terms, the other party has the right to immediately terminate the agreement.
Terms of Confidentiality	:	The contractor must maintain formulas and production methods in products, provided by the Company as confidentiality only to production supervisors. It also ensures that those in charge of production must strictly abide by the terms of confidentiality

OEM No. 6

Agreement Date	:	August 15, 2019
Relationship With the Company	:	-None-
Agreement Type	:	The Company hires the contractor to produce products according to its specified formulas.
Terms of Termination	:	• Either party may terminate the agreement by giving a written notice to the other party at least 180 days in advance. • If either party breaches any agreement terms, the other party has the right to immediately terminate the agreement.
Terms of Confidentiality	:	The seller must maintain formulas and production methods in products, provided by the Company as confidentiality only to production supervisors. It also ensures that those in charge of production must strictly abide by the terms of confidentiality.

OEM No. 7

Agreement Date	:	July 17, 2020
Relationship With the Company	:	-None-
Agreement Type	:	The Company hires the contractor to produce products according to its specified formulas.
Terms of Termination	:	• Either party may terminate the agreement by giving a written notice to the other party at least 60 days in advance. • If either party breaches any agreement terms, the other party has the right to immediately terminate the agreement.
Terms of Confidentiality	:	The seller must maintain formulas and production methods in products, provided by the Company as confidentiality only to production supervisors. It also ensures that those in charge of production must strictly abide by the terms of confidentiality.

1.2 Shipping Agreement

Counterparty : Blue & White 1989 Co., LTD.		
Agreement Date	:	March 1, 2014
Relationship With the Company	:	-None-
Agreement Type	:	The Company hires the contractor to deliver products from the date of receiving the products from the office or the Company's factory to the destination designated by the Company. All products are in the contractor's responsibility until they are correctly delivered to the recipient.
Agreement Period	:	1 year, starting from March 1, 2014 to February 29, 2015. If the employer does not notify to terminate the agreement within 30 days prior to the agreement's expiration date, this agreement shall be automatically effective for another year.
Other Terms	:	In the case that the products are lost or damaged during the transportation, including an accident or vehicle rollover, the contractor agrees to compensate the product's full value, according to the price shown in that tax invoice.

Counterparty : Thongnoppakhun Limited Partnership		
Agreement Date	:	July 1, 2016
Relationship With the Company	:	- None-
Agreement Type	:	The Company hires the contractor to deliver products from the date of receiving the products from the office or the Company's factory to the destination designated by the Company. All products are in the contractor's responsibility until they are correctly delivered to the recipient.
Agreement Period	:	1 year, starting from July 1, 2016 to June 30, 2017. If the employer does not notify to terminate the agreement within 30 days prior to the agreement's expiration date, this agreement shall be automatically effective for another year.
Other Terms	:	In the case that the products are lost or damaged during the transportation, including an accident or vehicle rollover, the contractor agrees to compensate the product's full value, according to the price shown in that tax invoice.

Counterparty	:	Tanyatip Express Co., Ltd.
Agreement Date	:	December 1, 2020
Relationship With the Company	:	- None-
Agreement Type	:	The Company hires the contractor to deliver products from the date of receiving the products from the office or the Company's factory to the destination designated by the Company. All products are in the contractor's responsibility until they are correctly delivered to the recipient.
Agreement Period	:	1 year, starting from December 1, 2020 to November 30, 2021. If the employer renews the agreement with the contractor, this agreement shall be effective for another year.
Other Terms	:	In the case that the products are lost or damaged during the transportation, including an accident or vehicle rollover, the contractor agrees to compensate the product's full value, according to the price shown in that tax invoice.

1.3 Lease Agreement

The Company has signed a lease agreement, a service agreement, and a common area service agreement at No. 9/231-234, 23rd Floor, UM Tower, Ramkhamhaeng Road, Suan Luang Subdistrict, Suan Luang District, Bangkok to be the Company's office with the details as following,

Lessor	:	H-Phoenix Property Co., LTD.
Agreement Date	:	November 22, 2019
Relationship With the Company	:	- None-
Area	:	Unit A2, No. 9/234, 23rd Floor, UM Tower, 1 room of 221.61 square meters.
Agreement Period	:	3 years, starting from November 1, 2019 to October 31, 2022.
Terms of Termination	:	If the tenant breach any agreement terms, the lessor has the right to immediately terminate the lease agreement.

Lessor	:	H-Phoenix Property Co., LTD.
Agreement Date	:	November 4, 2020
Relationship With the Company	:	- None-
Area	:	Units A1, B1, B2, No. 9/231-233, 23rd Floor, UM Tower, 3 rooms of 221.61, 185.16 and 172.16 square meters, the total of 578.93 square meters.
Agreement Period	:	3 years, starting from November 1, 2020 to October 31, 2023.
Terms of Termination	:	If the tenant breach any agreement terms, the lessor has the right to immediately terminate the lease agreement.

Lessor	:	H-Phoenix Property Co., LTD.
Agreement Date	:	August 13, 2020
Relationship With the Company	:	- None-
Area	:	22nd Floor, UM Tower, located at 9 Ramkhamhaeng Road, Suan Luang, Bangkok, 1 room of 13.50 square meters.
Agreement Period	:	3 years, starting from August 1, 2020 to July 31, 2023.
Terms of Termination	:	If the tenant breach any agreement terms, the lessor has the right to immediately terminate the lease agreement.

DETAILS REGARDING ASSET VALUATION

-None-

ATTACHMENT 5

The complete version of policy and practices of corporate governance and code of business ethics

The Company disseminates essential policies related to Good Corporate Governance via its website. Please visit:

https://www.tacconsumer.com/articles.php

ATTACHMENT 6

Report of Sub Committee, Audit Committee,
Nomination and Compensation Committee and Risk Management Committee

REPORT OF THE BOARD OF DIRECTORS'S RESPONSIBILITIES FOR FINANCIAL

Dear Shareholders

The Board of Directors recognizes its duties and responsibilities, as Directors of a Listed Company, for the Company's separate and consolidated financial reports, as well as other financial information appearing in the Annual Report. The financial statements have been prepared in accordance with generally accepted accounting principles in Thailand with appropriate accounting policies applied on a conservative and consistent basis. Where judgment and estimates were required, these were made with careful and reasonable consideration, and adequate disclosures have been made in the notes to the financial statements. So, that the shareholders, investors and the public obtain sufficient, accurate and timely information.

The Board of Directors has also adopted and maintained an appropriate and efficient system of risk management as well as internal control systems to ensure that the reliability and completeness of financial information are in place with ability to protect the Company's assets in order to prevent fraud or materially irregular operation.

In this regard, the Board of Directors has appointed an Audit Committee which comprises three Independent Directors who are responsible for reviewing and working with Internal and External Auditors on the financial reports, financial statements and a quarterly and yearly basis, internal control, related transactions. To make certain that the information in these financial reports is prepared according to the intended objectives and under the good corporate governance system.

The Board of Directors is therefore of the opinion that the Company has adequate and appropriate corporate governance, risk management system and internal control system, thus providing reasonable confidence that financial reports for the year ended December 31, 2021 and information of the Company has been prepared under the financial reporting standards, suitable and consistently-conformed accounting policies, with proper and prudent discretion, as well as with sufficient, accurate and timely information disclosure.

(ADM Apichart Pengsrithong)
Chairman of Board of Director

(Mr. Chatchawe Vatanasuk)
Chairman of the Executive Committee

REPORT OF AUDIT COMMITTEE

Dear Shareholders

The Audit Committee of T.A.C. Consumer Public Company Limited consists of three following Independent Directors with qualification and expertise in accounting, finance, marketing and management.

1. Asoc.Prof. Kitti Siripullop
   Chairman of the Audit Committee
2. Mrs.Paktra Suriyapee
   Member of the Audit Committee
3. Mr.Komsak Watanasriroj
   Member of the Audit Committee

The Audit Committee has performed its duties within the scope of responsibilities assigned and in accordance with the charter of the Audit Committee, which is in compliance with the regulation of the Stock Exchange of Thailand. In the accounting period year 2021. Audit Committee had arranged 4 meetings, each of which was attended with the management, internal audit and auditors to discuss relevant issue. There are also meetings that do not have management and auditors on matters related and report the meeting to the Board of Directors. The essence of the work performed can be summarized as follows:

Financial Statement Report

The Audit committee, the auditors and internal audit had reviewed the Company's quarterly and yearly financial statements as well as the financial statements of the Company. By considering from important aspect and consultation is free to ensure that the internal control process of the Company financial budget is accurate and reliable, as well as to ensure that the disclosure of important information is sufficient and timeliness for the financial statement users. Which is also in accordance with the laws and related notice as well as in accordance with the regulations of the Stock Exchange of Thailand and Securities and Exchange Commission and in comply with Financial Reporting Standards.

Related Transaction or Conflict of Interest Transaction

The Audit Committee had considered and given opinions about connected transactions or transactions that may give rise to a conflict of interest with the Company. The purpose is caution, rationality and taking into account the interest of the stakeholders and also includes adequate information in line with the conditions imposed by the Stock Exchange of Thailand.

Internal Control System and Risk Management

The Audit Committee reviewed the adequacy of the Company's Internal Control System and Risk Management by making inquiries and considering based on the report of the Internal Audit and Auditors, along with the implementation of solutions and streamline to significant issues. The purpose is to assess the appropriateness and the efficiency of the Company's Internal Control System, risk management and business operations of the management that are in line with the established policies and the delegation of the authority.

Oversight and evaluation of the internal audit

The Audit Committee had reviewed oversight and evaluation of the internal audit performance view of the annual internal audit plan and manpower to promote the independence of the internal audit function.

Regulatory Compliance and Regulations

The Audit Committee reviewed the Company's business operation to ensure that it is in line with the securities and exchange law, regulation of the Stock Exchange of Thailand and laws relation to the business of the Company and acknowledge the changing of regulations which have an effect on the Company's business operation.

Considering The Appointed Auditors and Compensation

The Audit Committee had selected and considered the remuneration of the Auditors of EY Office Company Limited by considering auditors qualifications, knowledge, capabilities, experiences, the audit quality of the period year, and the independence of the auditors which are in accordance with the regulations of The Stock Exchange of Thailand or any other related department. The Board of Directors proposed to the Annual General Meeting of Shareholders of the year 2021 to appoint EY Office Company Limited as the Company's auditors. The appoint auditor are:

1. Ms.Satida Ratananurak
   Auditor's License No. 4753 and/or
2. Mr.Wichart Lokatetekrawee
   Auditor's License No. 4451 and/or
3. Ms.Siriwan Suratepin
   Auditor's License No. 4604

The comparison of the fix the auditing fee Year 2020 and 2021.

Unit : Baht

List	2020	2021	%Change
Annual audit of financial Statement	1,020,000	1,080,000	-
Review report and interim Financial Statements (Total 3 Quarters)	480,000	480,000	-
Total	**1,500,000**	**1,560,000**	

Note : 1. The amount does not include other expense such as travel fee, document fee, fax fee etc.
2. In the year 2021, the Company has no other service fees paid to the auditors or the auditing company.

The Audit Committee deemed that during the accounting period ended on 31 December 2021, the Company had put in place the transparent, adequate and appropriate Internal Control Systems covering risky management and the Company had established procedures that helped build confidence in Company's operation in accordance with the related laws by having good corporate governance along with the compilation and disclosure of adequate and reliable Company's financial report information.

On behalf of the Audit Committee

(Assoc.Prof.Kitti Siripullop)
Chairman of the Audit Committee

REPORT OF NOMINATION AND COMPENSATION COMMITTEE

Dear Shareholders

The Board of Directors has appointed Nomination and Compensation Committee in accordance with the guidelines of Good Corporate Governance of listed companies. At present, the Nomination and Compensation Committee consists of 3 directors, namely, Mrs. Paktra Suriyapee, the Independent Director, who act as the Chairman of the Nomination and Compensation Committee; Mr. Komsak Wattanasriroj, the Independent Director, who act as the Nomination and Compensation Committee and Mr.Chanit Suwanparin, the Director, who act as Nomination and Compensation Committee.

Nomination and Compensation Committee has performed its duties in accordance with the Charter in considering criteria, guidelines and recruitment processes. Including considering appropriate Compensation for directors and sub-committees in order to propose to the Board of Directors for consideration and approval before presenting to the Shareholders Meeting for approval, annually. Moreover, considering the Compensation of the CEO and propose to the Board of Directors meeting for approval. The Nomination and Compensation Committee has held 2 meeting in the year 2021, to consider various matters. The essence of duties can be summarized as follows:

1. To considered and select qualified candidates for the position of the Board of Directors which is in compliance with the company's criteria and the recruitment process. Propose to appoint qualified individual to be a Director, in replacement of the Director who retired by rotation, at the Annual General Meeting of Shareholders. In order to conduct the Company's business more efficiency, the Company is required to increase the number of directors from 7 directors to 9 directors and the election of a new director, that is Ms.Trithip Sivakriskul and Mr.Suphot Leenanurak. The Nomination and Compensation Committee has reviewed and opined that he is knowledgeable, capable, fully qualified, and does not possess prohibited characteristic. The 2 new Directors has well-experienced which will benefits to the Company in its operations. Therefore, the Board of Directors deemed it appropriate to propose to the shareholders' meeting to approve the increase in the number of directors and election of a new directors.

2. To consider the Compensation of Directors and proposed to the shareholders' meeting for approval. The Board of Directors had determined the Compensation for Directors in 2021, by considering from the criteria for determining the Compensation of Directors that are appropriate and in accordance with the scope of duties and responsibilities of each Director. The Board of Directors ensure that the Directors are at the same level with the same industry which can be motivate and able to maintain directors with knowledge and quality in performing duties for the Company; and proposed to the Annual General Meeting of Shareholders for approval.

3. To consider the performance evaluation of the CEO. The evaluation topics are in accordance with the SET's guidelines in 10 areas such as Leadership Strategy, Formulation Strategy, Implementation financial planning and performance and Relations with the Board of Directors etc.

On behalf of the Nomination and Compensation Committee

(Mrs. Paktra Suriyapee)
Chairman of the Nomination and Compensation Committee

REPORT OF RISK MANAGEMENT COMMITTEE

Dear Shareholders

In order to support the committee of T.A.C. Consumer Public Company Limited in overseeing the organizational risk management, the Board of Directors appointed Risk Management Committee; to set policies and assist the Board of Directors in managing the Company's risks to cover the entire organization and meet the goals efficiently and effectively. Including, to supervise that the risk management system and process are appropriate in reducing the impact on the company's business. As well as creating confidence and credibility for investors and stakeholders in each group. The Risk Management Committee consists of Directors who have knowledge, competence, experience and understanding in business operations.

Risk Management Committee Performance for the year 2021

The Risk Management Committee has determined and reviewed the organizational risk management framework, Policy and risk management process in accordance with the roles and responsibilities in the Risk Management Committee Charter. Moreover, the committee has provided suggestions on appropriate risk management guidelines for effective business operations and in compliance with the operation strategies direction and business plans. For the year 2021, 2 meeting was held by the Risk Management Committee to consider significant matters which can be summarized as follows:

1. Considered the annual organization main risk management plan of the year, that the management team from all departments have assessed and classified the level of importance of risk as well as determined the impact that occurred and determined such risk management methods to be in an acceptable level or help reduce the likelihood that such risk will occur.

2. To consider managing the risk of the spread of COVID-19. The Risk Management Subcommittee has assigned all parties in the organization to jointly create a COVID-19 impact assessment form continuously from previous year. That it affects the self in any side and are taken into account together to include the overall picture of the organization and to make them aware of the future business direction assessment

3. Review the risk management report and revise the Risk Management Committee Charter, as well as proceed to ensure that the organization has appropriate risk management. In addition, to ensure that the company have adequate policies and risk management systems. Including the system effectiveness and practice in compliance with the specified policy.

4. Changes and appoints 2 new Risk Management Committee, namely Ms. Trithip Sivakritkul and Mr. Supot Leenanurak, who have the ability and experience to support risk management.

Risk Management Committee is of the opinion that in the year 2021, the Company has developed the organization's risk management system to cover risk factors in all aspect even during the COVID-19 situation. As well as, has continuous risk management and risk assessment which is in consistent with changing circumstances. The Risk Management Subcommittee meeting was held on a quarterly basis and the Risk Management Committee meeting was held on a semi-annual basis. The Company has managed significant risks at a corporate level efficiently and appropriately as well as control such risk to be at an acceptable level

On behalf of the Risk Management Committee

(Mr. Komsak Wattanasriroj)
Chairman of Risk Management Committee

Investor may additionally obtain the information of the issuing company from its annual filing (Form 56-1) showing in www.set.or.th, www.sec.or.th or in the website of T.A.C.Consumer Public Company Limited www.tacconsumer.com

T.A.C. Consumer PCL.

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Additional Information