



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

THAI PRESIDENT FOODS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : THAI PRESIDENT FOODS PUBLIC COMPANY LIMITED

Symbol : TFMAMA

Address : 304 Srinakarin Road, Huamark Subdistrict, Bangkapi District

Province : Bangkok

Postcode : 10240

Business : The Company is principally engaged in the manufacture and distribution of instant noodles, semi-instant foods and biscuit products.

Registration Number : 0107560000397

Telephone : 0-2374-4730

Fax (if applicable) : 0-2374-7743

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

Email : tf@mama.co.th

Total Shares Sold (shares)

Common Stock : 329,704,014

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	26,481,735.00	27,663,979.00	29,606,005.00
Revenue from sales of noodles and semi-finished food (Thousand baht)	15,603,951.00	16,893,511.00	18,940,931.00
Other (Thousand baht)	10,877,784.00	10,770,468.00	10,665,074.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from sales of noodles and semi-finished food (%)	58.92	61.07	63.98
Other (%)	41.08	38.93	36.02

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	26,481,735.00	27,663,979.00	29,606,005.00
Domestic (Thousand baht)	20,447,264.00	21,670,295.00	22,435,325.00
International (Thousand baht)	6,034,471.00	5,993,684.00	7,170,680.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	77.21	78.33	75.78
International (%)	22.79	21.67	24.22

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	783,206.00	870,242.00	1,134,753.00
Other income from operations (Thousand baht)	361,546.00	279,083.00	385,160.00
Other income not from operations (Thousand baht)	421,660.00	591,159.00	749,593.00

Share of profit of joint ventures and associates accounted for using equity method

	2022	2023	2024
Share of profit (Thousand baht)	164,171.00	126,296.00	200,729.00

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2022	2023	2024
R&D expenses in the past 3 years	4,920.30	4,168.27	5,670.43

Risk Management

Risk Management

Risk Factors (2.2)

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

Environmental, Social and Governance Risk (ESG Risk)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Damage to company image and reputation
- Economic risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Climate change and disasters
- Inventory risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Financial Risk

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

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.mama.co.th/th/index.php>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2022	2023	2024
Diesel (Litres)	133,465.00	133,813.00	149,130.00
Fuel oil (Litres)	253,100.00	95,900.00	420,100.00
Natural gas (Standard cubic feet)	243,882,788.00	209,454,069.00	222,116,477.00
LPG (Kilograms)	291,124.00	331,238.00	338,917.00
Coal (Metric tonnes)	13,803.00	12,511.00	11,346.00

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	51,103,325.00	50,829,625.00	55,261,053.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	886,094.00	826,208.00	792,980.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	6,051,300.00	11,290,062.00	13,234,410.00
Hazardous waste (Kilograms)	6,314.00	17,120.00	6,100.00
Total waste generated (Kilograms)	6,057,614.00	11,307,182.00	13,240,510.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	44,063.00	39,936.00	39,005.00
Scope 2 (Tons of carbon dioxide equivalents)	70,098.00	66,493.00	57,022.00
Scope 3 (Tons of carbon dioxide equivalents)	27,129.00	25,123.00	17,521.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	141,290.00	131,552.00	113,548.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : ECEE Company Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2022	2023	2024
Number of male employees (Persons)	2,379	2,457	2,488
Number of female employees (Persons)	3,501	3,743	3,728
Total number of employees (Persons)	5,880	6,200	6,216

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	1,819,230,795.00	1,898,188,589.00	2,091,154,230.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	28.17	29.87	32.11
Employee development and training expenses (baht)	3,701,263.00	8,387,834.00	7,867,253.86

• Health, safety and work environment

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	39	41	44

• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	33.88	36.19	35.51

• **Significant labor dispute**

	2022	2023	2024
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.mama.co.th/th/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5>

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	15	100.00
Number of male directors	10	66.67
Number of female directors	5	33.33
Number of executive directors	2	13.33
Number of non-executive directors	13	86.67
Number of independent directors	5	33.33

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BOONSITHI CHOKWATANA Gender: Male Age: 87 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	16 Oct 2017	Human Resource Management, Marketing, Business Administration

2.	<p>Mr. PIPAT PANIANGVAIT</p> <p>Gender: Male</p> <p>Age: 85 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the board (Executive)</p> <p>Director type: Original director</p>	16 Oct 2017	Food & Beverage, Marketing, Business Administration, Human Resource Management, Governance/ Compliance
3.	<p>Mr. SUCHAI RATANAJIAJAROEN</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p>	16 Oct 2017	Food & Beverage, Risk Management, Business Administration
4.	<p>Dr. POJ PANIANGVAIT</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	16 Oct 2017	Risk Management, Data Management, Business Administration, Engineering
5.	<p>Mr. KAMTHORN TATIYAKAVEE</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	16 Oct 2017	Finance

6.	<p>Mr. APICHART THAMMANOMAI</p> <p>Gender: Male</p> <p>Age: 75 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	16 Oct 2017	<p>Law, Marketing, Human Resource Management, Business Administration</p>
7.	<p>Mr. BOONCHAI CHOKWATANA</p> <p>Gender: Male</p> <p>Age: 77 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	16 Oct 2017	<p>Marketing, Law, Human Resource Management, Business Administration</p>
8.	<p>Mr. VATHIT CHOKWATANA</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	16 Oct 2017	<p>Marketing, Engineering, Human Resource Management, Business Administration</p>
9.	<p>Ms. POJJANA PANIANGVAIT</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	16 Oct 2017	<p>Risk Management, Marketing, Business Administration</p>

10.	<p>Mrs. ORATHAI THONGMEEARKOM</p> <p>Gender: Female</p> <p>Age: 64 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	24 Apr 2019	Law
11.	<p>Dr. KULPATRA SIRODOM</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	16 Oct 2017	Internal Control, Accounting, Finance, Governance/ Compliance, Risk Management
12.	<p>Mr. KANICH PUNYASHTITI</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	15 Jan 2020	Law, Internal Control, Human Resource Management
13.	<p>Professor Dr. SUWIMON KEERATIPIBUL</p> <p>Gender: Female</p> <p>Age: 70 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	24 Apr 2019	Risk Management, Food & Beverage, Internal Control

14.	Mrs. TONGURAI LIMPITI Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	24 Apr 2019	Accounting, Internal Control, Governance/ Compliance, Risk Management
15.	Associate Professor Dr. AKACHAI APISAKKUL Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Hicenka Nova Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	13 Mar 2024	Accounting, Data Management, Engineering

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

General information	Position	Tenure	Replacement Director
1. Mr. KALIN SARASIN Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 17 Mar 2021 Date directorship ended: 13 Mar 2024	Associate Professor Dr. AKACHAI APISAKKUL Date position was assumed: 13 Mar 2024

Other Information pertaining to committees

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

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Dr. KULPATRA SIRODOM [1] Gender: Female Age: 68 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	16 Oct 2017	Internal Control, Accounting, Finance, Governance/ Compliance, Risk Management
2. Mr. KANICH PUNYASHTHITI Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	15 Jan 2020	Law, Internal Control, Human Resource Management
3. Associate Professor Dr. AKACHAI APISAKKUL [1] Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Hicenka Nova Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Additional and newly-appointed directors	13 Mar 2024	Accounting, Data Management, Engineering

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

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. KALIN SARASIN [1] Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 17 Mar 2021 Date directorship ended: 13 Mar 2024	Associate Professor Dr. AKACHAI APISAKKUL Date position was assumed: 13 Mar 2024

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

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. BOONSITHI CHOKWATANA Mr. PIPAT PANIANGVAIT Mr. KANICH PUNYASHTHITI	Chairman Member Member
Corporate Governance and Risk Management Committee	Professor Dr. SUWIMON KEERATIPIBUL Mrs. TONGURAI LIMPITI Mr. SUCHAI RATANAJIAJAROEN Dr. POJ PANIANGVAIT Ms. POJJANA PANIANGVAIT Ms. Hatairat Kwangchit-Aree Dr. Suwit Maesincee Mr. Pun Paniangvait Dr. Pojjanee Paniangvait	Chairman Member Member Member Member Member Member Member Member
Investment Committee	Mrs. TONGURAI LIMPITI Mr. Pun Paniangvait Mr. Wasan Boonsampankit Ms. Vimol Techakosol Mrs. Chalairat Sorasuchart	Chairman Member Member Member Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance and Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Risk Management Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Risk Management Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Dr. POJ PANIANGVAIT Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Science	PRESIDENT	16 Oct 2017	Risk Management, Data Management, Business Administration, Engineering
2. Mr. Pun Paniangvait Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Law	General Manager	1 Jun 2023	Food & Beverage, Law, Human Resource Management, Corporate Management
3. Dr. Pojjanee Paniangvait Gender: Female Age: 60 years old Highest level of education: Doctoral degree Major: Agricultural and Environmental Chemistry	Vice President Production & Product Development Function	16 Oct 2017	Food & Beverage, Business Administration, Corporate Management
4. Ms. Hatairat Kwangchit-Aree Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Business Administration	Assistant Vice President (Central Support)	16 Oct 2017	Food & Beverage, Business Administration, Corporate Management
5. Mrs. Sodsai Hanchana Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Marketing	Assistant Vice President (Product Development)	16 Oct 2017	Food & Beverage, Marketing, Business Administration

6.	Mrs. Suchada Paniangvait Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Computer Science	Assistant Vice President (Production)	16 Oct 2017	Food & Beverage, Engineering
7.	Ms. Sararath Tangsirimongkol [2] Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Science	Accounting Department	16 Oct 2017	Business Administration, Food & Beverage, Accounting, Internal Control
8.	Mr. Wasan Boonsampankit [1] Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance	Chief Financial Officer (CFO)	16 Oct 2017	Finance

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 2,488

Number of female employees (persons) : 3,728

Total number of employees (persons) : 6,216

Employee Remuneration

Total employee remuneration : 2,091,154,230.00

Provident fund

Total number of employees (persons) : 6,216

Number of employees contributing to the PVD (persons) : 3,874

Percentage of employees who are members (%) : 62.32

Other Significant Information (7.6)

Other significant information

Assigned persons

• Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Sararath Tangsirimongkol	sararath.t@mama.co.th	02 3744730 ต่อ 1090

• Company secretary

General information	Email	Telephone
1. Ms. Sararath Tangsirimongkol	sararath.t@mama.co.th	023744730 ต่อ 1090

• Head of internal audit

General information	Email	Telephone
1. Ms. Ariya Tangcheevinsirikul	ariya.t@mama.co.th	023744730 ต่อ 1772

• Head of investor relations

General information	Email	Telephone
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1. Mr. Wasan Boonsampankit

wasan.b@mama.co.th

023744730 ต่อ 1025

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mrs SAIFON INKAEW Email: saifon.Inkaew@th.ey.com Telephone: -</p> <p>2. Mrs. SATIDA RATANANURAK Email: Satida.ratananurak@th.ey.com Telephone: -</p> <p>3. Mrs. KAMONTIP LERTWITWORATEP Email: Kamontip.Lertwitworatep@th.ey.com Telephone: -</p>	3,000,000.00	<p>Details: Investment Promotion Project Card Verification Fee Total service fee (baht): 560,000.00</p>

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Dr. POJ PANIANGVAIT Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 16 Oct 2017	Risk Management, Data Management, Business Administration, Engineering
2. Mr. VATHIT CHOKWATANA Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 16 Oct 2017	Marketing, Engineering, Human Resource Management, Business Administration
3. Ms. POJJANA PANIANGVAIT Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 16 Oct 2017	Risk Management, Marketing, Business Administration

4.	Dr. KULPATRA SIRODOM Gender: Female Age: 68 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 16 Oct 2017	Internal Control, Accounting, Finance, Governance/ Compliance, Risk Management
5.	Mr. KANICH PUNYASHTHITI Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 15 Jan 2020	Law, Internal Control, Human Resource Management

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Associate Professor Dr. AKACHAI APISAKKUL Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Hicenka Nova Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 13 Mar 2024	Accounting, Data Management, Engineering

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. BOONSITHI CHOKWATANA	Director	Non-participating
Mr. PIPAT PANIANGVAIT	Chairman of the board	Non-participating
Mr. SUCHAI RATANAJIAJAROEN	Vice Chairman	Participating
Dr. POJ PANIANGVAIT	Director	Participating

Mr. KAMTHORN TATIYAKAVEE	Director	Non-participating
Mr. APICHART THAMMANOMAI	Director	Non-participating
Mr. BOONCHAI CHOKWATANA	Director	Non-participating
Mr. VATHIT CHOKWATANA	Director	Participating
Ms. POJJANA PANIANGVAIT	Director	Participating
Mrs. ORATHAI THONGMEEARKOM	Director	Non-participating
Dr. KULPATRA SIRODOM	Director	Participating
Mr. KANICH PUNYASHTHITI	Director	Participating
Professor Dr. SUWIMON KEERATIPIBUL	Director	Participating
Mrs. TONGURAI LIMPITI	Director	Participating
Associate Professor Dr. AKACHAI APISAKKUL	Director	Participating
Mr. KALIN SARASIN	Director	Non-participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 12

Date of AGM meeting : 25 Apr 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. BOONSITHI CHOKWATANA (Director)	-	12/12	Participating	Did not hold the meeting
2.	Mr. PIPAT PANIANGVAIT (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
3.	Mr. SUCHAI RATANAJIAJAROEN (Vice Chairman)	-	12/12	Participating	Did not hold the meeting

4.	Dr. POJ PANIANGVAIT (Director)	-	12/12	Participating	Did not hold the meeting
5.	Mr. KAMTHORN TATYAKAVEE (Director)	-	12/12	Participating	Did not hold the meeting
6.	Mr. APICHART THAMMANOMAI (Director)	-	12/12	Participating	Did not hold the meeting
7.	Mr. BOONCHAI CHOKWATANA (Director)	-	11/12	Participating	Did not hold the meeting
8.	Mr. VATHIT CHOKWATANA (Director)	-	12/12	Participating	Did not hold the meeting
9.	Ms. POJJANA PANIANGVAIT (Director)	-	12/12	Participating	Did not hold the meeting
10.	Mrs. ORATHAI THONGMEEARKOM (Director)	-	12/12	Participating	Did not hold the meeting
11.	Dr. KULPATRA SIRODOM (Director)	-	12/12	Participating	Did not hold the meeting
12.	Mr. KANICH PUNYASHTHITI (Director)	-	12/12	Participating	Did not hold the meeting
13.	Professor Dr. SUWIMON KEERATIPIBUL (Director)	-	12/12	Participating	Did not hold the meeting
14.	Mrs. TONGURAI LIMPITI (Director)	-	12/12	Participating	Did not hold the meeting
15.	Associate Professor Dr. AKACHAI APISAKKUL (Director)	-	12/12	Participating	Did not hold the meeting
16.	Mr. KALIN SARASIN (Director)	13 Mar 2024	0/0	Non-participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. BOONSITHI CHOKWATANA (Director)	-	1,662,000.00	N/A	No
2.	Mr. PIPAT PANIANGVAIT (Chairman of the board)	-	1,686,000.00	N/A	No

3.	Mr. SUCHAI RATANAJIAJAROEN (Vice Chairman)	-	1,362,000.00	N/A	No
4.	Dr. POJ PANIANGVAIT (Director)	-	1,242,000.00	N/A	No
5.	Mr. KAMTHORN TATIYAKAVEE (Director)	-	1,242,000.00	N/A	No
6.	Mr. APICHART THAMMANOMAI (Director)	-	1,242,000.00	N/A	No
7.	Mr. BOONCHAI CHOKWATANA (Director)	-	1,226,000.00	N/A	No
8.	Mr. VATHIT CHOKWATANA (Director)	-	1,242,000.00	N/A	No
9.	Ms. POJJANA PANIANGVAIT (Director)	-	1,242,000.00	N/A	No
10.	Mrs. ORATHAI THONGMEEARKOM (Director)	-	1,242,000.00	N/A	No
11.	Dr. KULPATRA SIRODOM (Director)	-	1,242,000.00	N/A	No
12.	Mr. KANICH PUNYASHTHITI (Director)	-	1,242,000.00	N/A	No
13.	Professor Dr. SUWIMON KEERATIPIBUL (Director)	-	1,242,000.00	N/A	No
14.	Mrs. TONGURAI LIMPITI (Director)	-	1,242,000.00	N/A	No
15.	Associate Professor Dr. AKACHAI APISAKKUL (Director)	-	1,242,000.00	N/A	No
16.	Mr. KALIN SARASIN (Director)	13 Mar 2024	0.00	N/A	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 8

	List of directors	Termination date	Number of the audit committee meeting
1.	Dr. KULPATRA SIRODOM (Chairman of the audit committee)	-	8/8
2.	Mr. KANICH PUNYASHTHITI (Audit committee)	-	8/8

3.	Associate Professor Dr. AKACHAI APISAKKUL (Audit committee)	-	8/8
4.	Mr. KALIN SARASIN (Audit committee)	13 Mar 2024	0/0