



# **Annual Registration Statement / Annual Report**

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

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

**NR INSTANT PRODUCE PUBLIC COMPANY LIMITED**

**Fiscal Year End 31 December 2023**



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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 : NR INSTANT PRODUCE PUBLIC COMPANY LIMITED

Symbol : NRF

Address : No. 99/1 Moo 4, Kaerai, Krathumbaen

Province : Samut Sakhon

Postcode : 74110

Business : NRF is a manufacturer, supplier and distributor of seasonings, ready-to-eat meal kits, recipe mixes, plant-based foods, instant beverages and water.

Registration Number : 0107562000483

Telephone : 0-3484-9576-80

Fax (if applicable) : 0-3484-9586

Website : <https://www.nrinstant.com/>

Email : [IR@nrinstant.com](mailto:IR@nrinstant.com)

#### Total Shares Sold (shares)

Common Stock : 1,417,657,291

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	2,318,243.20	2,619,682.63	3,078,678.63
Ethics / Pet Food Business (Thousand baht)	1,411,239.77	1,521,583.04	1,850,091.40
Direct to Consumer Business (Thousand baht)	386,111.53	547,078.85	855,893.07
Climate Action Business (Thousand baht)	302,675.64	225,729.88	213,911.68
Other (Thousand baht)	218,216.26	325,290.86	158,782.48

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Ethics / Pet Food Business (%)	60.88	58.08	60.09
Direct to Consumer Business (%)	16.66	20.88	27.80
Climate Action Business (%)	13.06	8.62	6.95
Other (%)	9.41	12.42	5.16

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	2,318,243.20	2,619,682.63	3,078,678.63
Domestic (Thousand baht)	553,728.52	892,355.86	739,276.10
International (Thousand baht)	1,764,514.68	1,727,326.77	2,339,402.53

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	23.89	34.06	24.01
International (%)	76.11	65.94	75.99

#### Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2021	2022	2023
Share of profit (Thousand baht)	0.00	0.00	0.00

## 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 : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	0.00	0.00	0.00

# Risk Management

# Risk Management

## Risk Factors (2.2)

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

**Risk from Sufficiency of Raw Materials, Price volatility of main raw materials, and the quality of raw materials that may not meet the standards set by the company**

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters

**Risk of relying on large customers**

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

**Risks from expanding online channels (NRF E-commerce Platform)**

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk



- Behavior or needs of customers / consumers
- Competition risk

#### **Risk from exchange rate volatility, and maturity repayment of debentures**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

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

#### **Geopolitical risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

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

Financial Risk

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

#### **Risk from trade measures and obstacles from importing countries**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Policies or international agreements related to business operations

Compliance Risk

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

**Risk from having a group of major shareholders and shareholders involved in the management (Strategic shareholder) who have authority to determine management policies.**

**Risk Management Measures:** Yes

**Related Risk Topics**

Operational Risk

- Systems or internal control system

#### **Human capital risk**

**Risk Management Measures:** Yes

**Related Risk Topics**

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

#### **Cyber Risk**

**Risk Management Measures:** Yes

**Related Risk Topics**

Operational Risk

- Human error in business operations
- Information security and cyber-attack
- System disruption risk

#### **The risk from the Personal Data Protection Act B.E. 2019**

**Risk Management Measures:** Yes

**Related Risk Topics**

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

- Corporate Governance

### Climate Action Towards Net Zero Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

### Human Rights Due Diligence

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Impact on human rights

Compliance Risk

- Corporate Governance

### Corruption Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Corruption

Compliance Risk

- Corporate Governance

## **Risk to Securities Holder (2.2.2)**

### **Investment risks of securities holders**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Return from investment of securities holder

## **Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)**

### **Risks of investing in foreign securities**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Foreign Investment Risk

# 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.nrinstant.com/th/sustainability/sustainable-development-policy>

### Environmental Aspect (3.3)

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

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://hub.optiwise.io/th/documents/110016/nrf-one-report-2023-th.pdf>

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

	2021	2022	2023
Diesel (Litres)	36,322.60	39,004.00	40,721.13
Gasoline (Litres)	N/A	N/A	17,193.59
Fuel oil (Litres)	838,500.00	737,800.00	779,800.00
LPG (Kilograms)	2,535.00	2,910.00	2,490.00

###### • Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	3,295,098.19	3,220,844.68	3,467,737.21

## Water management

### • Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	166,353.00	159,773.00	160,773.00

## Waste management

### • Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	17,200.00	14,767.00	28,013.75
Hazardous waste (Kilograms)	540.00	175.00	342.00
<b>Total waste generated (Kilograms)</b>	<b>17,740.00</b>	<b>14,942.00</b>	<b>28,355.75</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	2,966.00	2,648.00	2,791.00
Scope 2 (Tons of carbon dioxide equivalents)	1,190.00	1,167.00	1,282.00
Scope 3 (Tons of carbon dioxide equivalents)	5,081.76	6,557.41	5,540.85
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>9,237.76</b>	<b>10,372.41</b>	<b>9,613.85</b>

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

Third-party verification : Yes

Name of verifying organization : School of Energy and Environment University of Phayao

## 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, Non-discrimination

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

#### Information about employees

##### • Total number of employees

	2021	2022	2023
Number of male employees (Persons)	341	323	347
Number of female employees (Persons)	538	518	539
<b>Total number of employees (Persons)</b>	<b>879</b>	<b>841</b>	<b>886</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	66,763,346.19	66,424,682.49	68,339,286.85

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	6.61	8.05	18.00
Employee development and training expenses (baht)	97,746.13	396,433.18	247,800.00

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

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	4	8	5



• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	61.32	73.96	39.84

• **Significant labor dispute**

	2021	2022	2023
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.nrinstant.com/storage/document/cg-policy/2022/good-corporate-governance-principles-th.pdf>

#### 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

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

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

### Board of Directors (7.2)

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

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	7	77.78
Number of female directors	2	22.22
Number of executive directors	4	44.44
Number of non-executive directors	5	55.56
Number of independent directors	4	44.44

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

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. KESARA MANCHUSREE Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Original director	13 Jul 2018	Food & Beverage, Accounting, Finance, Strategic Management, Marketing, Human Resource Management, Corporate Management, Governance/ Compliance, Risk Management, Sustainability, Corporate Social Responsibility, Agribusiness

2.	Mr. DAN PATHOMVANICH Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	22 Sep 2017	Food & Beverage, Economics, Accounting, Finance, Marketing, Strategic Management, Sustainability, Digital Marketing, IT Management, Information & Communication Technology, Agribusiness
3.	Mr. TEERAPONG LORRATCHAWEE Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	22 Sep 2017	Agribusiness, Food & Beverage, Information & Communication Technology, Law, Marketing, Accounting, Finance, Human Resource Management, Sustainability, IT Management, Corporate Management, Strategic Management, Risk Management, Governance/ Compliance
4.	Ms. PENHURAI CHAICHATCHAVAL Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	22 Sep 2017	Food & Beverage, Agribusiness, Finance, Accounting, Law, Information & Communication Technology, IT Management, Governance/ Compliance, Risk Management
5.	Mr. UDOMKARN UDOMSAB Gender: Male Age: 48 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	23 Feb 2018	Agribusiness, Food & Beverage, Accounting, Finance, Corporate Management, Human Resource Management, Governance/ Compliance

6.	Mr. DHAS UDOMDHAMMABHAKDI Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Social Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	23 Feb 2018	Agribusiness, Food & Beverage, Accounting, Finance, Strategic Management, Marketing, Human Resource Management, Corporate Management, Law, Governance/ Compliance, Risk Management
7.	Mr. YEO KOK TONG Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Marketing Thai nationality: No Residing in Thailand: No	Director (Executive)  Director type: Original director	23 Feb 2018	Agribusiness, Food & Beverage, Accounting, Finance, Human Resource Management, Corporate Management, Governance/ Compliance
8.	Mr. TAI-CHUAN LIN Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Re-elected as director	19 Nov 2018	Food & Beverage, Agribusiness, Accounting, Finance
9.	Mr. KORAWUT LEENABANCHONG Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Additional and newly-appointed directors	24 Apr 2023	Business Administration, Economics

## Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

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

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : 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. Mr. YEO KOK TONG Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Marketing Thai nationality: No Residing in Thailand: No	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	23 Feb 2018	Agribusiness, Food & Beverage, Accounting, Finance, Human Resource Management, Corporate Management, Governance/ Compliance
2. Mr. UDOMKARN UDOMSAB Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	23 Feb 2018	Agribusiness, Food & Beverage, Accounting, Finance, Corporate Management, Human Resource Management, Governance/ Compliance



3.	Mr. DHAS UDOMDHAMMABHAKDI [1] Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Social Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Re-elected as director	23 Feb 2018	Agribusiness, Food & Beverage, Accounting, Finance, Strategic Management, Marketing, Human Resource Management, Corporate Management, Law, Governance/ Compliance, Risk Management
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[1] A director with the accounting expertise needed to review financial statements

## Executive Committee

### List of executive committee members

General information	Position	Date position was assumed
1. Mr. DAN PATHOMVANICH Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	22 Sep 2017
2. Mr. TEERAPONG LORRATCHAWEE Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Sep 2017
3. Ms. PENHURAI CHAICHATCHAVAL Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Sep 2017

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
NOMINATION AND REMUNERATION COMMITTEE	Mr. UDOMKARN UDOMSAB	Chairman
	Mr. DHAS UDOMDHAMMABHAKDI	Member
	Mr. YEO KOK TONG	Member
RISK MANAGEMENT COMMITTEE	Mr. DHAS UDOMDHAMMABHAKDI	Chairman
	Mr. DAN PATHOMVANICH	Member
	Mr. TEERAPONG LORRATCHAWEE	Member
	Ms. PENHURAI CHAICHATCHAVAL	Member
INVESTMENT COMMITTEE	Mr. UDOMKARN UDOMSAB	Chairman
	Mr. TAI-CHUAN LIN	Member
	Mr. DAN PATHOMVANICH	Member
	Ms. PENHURAI CHAICHATCHAVAL	Member
	Mr. KORAWUT LEENABANCHONG	Member
CORPORATE GOVERNANCE AND SUSTAINABILITY COMMITTEE	Mrs. KESARA MANCHUSREE	Chairman
	Mr. DHAS UDOMDHAMMABHAKDI	Member
	Mr. DAN PATHOMVANICH	Member
	Mr. TEERAPONG LORRATCHAWEE	Member

### Roles of Sub-committees

Sub-committees responsible for risk management	: RISK MANAGEMENT COMMITTEE
Sub-committees responsible for nomination	: NOMINATION AND REMUNERATION COMMITTEE
Sub-committees responsible for remuneration	: NOMINATION AND REMUNERATION COMMITTEE
Sub-committees responsible for corporate governance	: CORPORATE GOVERNANCE AND SUSTAINABILITY COMMITTEE
Sub-committees responsible for corporate sustainability development	: CORPORATE GOVERNANCE AND SUSTAINABILITY 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. Mr. DAN PATHOMVANICH Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Economics	CEO	22 Sep 2017	Food & Beverage, Economics, Accounting, Finance, Marketing, Strategic Management, Sustainability, Digital Marketing, IT Management, Information & Communication Technology, Agribusiness
2. Mr. TEERAPONG LORRATCHAWEE Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Chief Operating Officer	22 Sep 2017	Agribusiness, Food & Beverage, Information & Communication Technology, Law, Marketing, Accounting, Finance, Human Resource Management, Sustainability, IT Management, Corporate Management, Strategic Management, Risk Management, Governance/ Compliance
3. Ms. PENHURAI CHAICHATCHAVAL [1][2] Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial and Investment Officer	22 Sep 2017	Food & Beverage, Agribusiness, Finance, Accounting, Law, Information & Communication Technology, IT Management, Governance/ Compliance, Risk Management
4. Mr. Prasertsak Apornwichanop Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Marketing	Sales Director	21 Apr 2021	Marketing

5.	Mr. Panchai Thaidomlongdaj Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration	Finance Director	17 Oct 2022	Business Administration, Accounting
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[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration policy for executives

Remuneration policy for executives : Yes

### Remuneration

	2021	2022	2023
Total executive remuneration (baht)	N/A	N/A	39,005,626.00

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 347

Number of female employees (persons) : 539

**Total number of employees (persons) : 886**

## Employee Remuneration

Total employee remuneration	: 68,339,286.85
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## Provident fund

Total number of employees (persons)	: 886
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Number of employees contributing to the PVD (persons)	: 190
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Percentage of employees who are members (%)	: 21.44
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# 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. Ms. PENHURAI CHAICHATCHAVAL Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 22 Sep 2017	Food & Beverage, Agribusiness, Finance, Accounting, Law, Information & Communication Technology, IT Management, Governance/ Compliance, Risk Management
2. Mr. DHAS UDOMDHAMMABHAKDI Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Social Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 23 Feb 2018	Agribusiness, Food & Beverage, Accounting, Finance, Strategic Management, Marketing, Human Resource Management, Corporate Management, Law, Governance/ Compliance, Risk Management
3. Mr. TAI-CHUAN LIN Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 19 Nov 2018	Food & Beverage, Agribusiness, Accounting, Finance

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KORAWUT LEENABANCHONG Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Additional and newly-appointed directors	Date position was assumed: 24 Apr 2023	Business Administration, Economics

### Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. KESARA MANCHUSREE	Chairman of the board	Participating
Mr. DAN PATHOMVANICH	Director	Participating
Mr. TEERAPONG LORRATCHAWEE	Director	Participating
Ms. PENHURAI CHAICHATCHAVAL	Director	Participating
Mr. UDOMKARN UDOMSAB	Director	Participating
Mr. DHAS UDOMDHAMMABHAKDI	Director	Participating
Mr. YEO KOK TONG	Director	Participating
Mr. TAI-CHUAN LIN	Director	Participating
Mr. KORAWUT LEENABANCHONG	Director	Participating

Remark : Company's visit

### Directors' performance assessment

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



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

### Meeting attendance of the board of directors

Number of board meetings (times) : 15

Date of AGM meeting : 24 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mrs. KESARA MANCHUSREE (Chairman of the board)	-	15/15	Participating	Did not hold the meeting
2.	Mr. DAN PATHOMVANICH (Director)	-	14/15	Participating	Did not hold the meeting
3.	Mr. TEERAPONG LORRATCHAWEE (Director)	-	14/15	Participating	Did not hold the meeting
4.	Ms. PENHURAI CHAICHATCHAVAL (Director)	-	15/15	Participating	Did not hold the meeting
5.	Mr. UDOMKARN UDOMSAB (Director)	-	15/15	Participating	Did not hold the meeting
6.	Mr. DHAS UDOMDHAMMABHAKDI (Director)	-	15/15	Participating	Did not hold the meeting
7.	Mr. YEO KOK TONG (Director)	-	15/15	Participating	Did not hold the meeting
8.	Mr. TAI-CHUAN LIN (Director)	-	13/15	Participating	Did not hold the meeting
9.	Mr. KORAWUT LEENABANCHONG (Director)	-	11/11	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
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1.	Mrs. KESARA MANCHUSREE (Chairman of the board)	-	2,760,000.00	0.00	No
2.	Mr. DAN PATHOMVANICH (Director)	-	0.00	0.00	No
3.	Mr. TEERAPONG LORRATCHAWEE (Director)	-	0.00	0.00	No
4.	Ms. PENHURAI CHAICHATCHAVAL (Director)	-	0.00	0.00	No
5.	Mr. UDOMKARN UDOMSAB (Director)	-	1,440,000.00	0.00	No
6.	Mr. DHAS UDOMDHAMMABHAKDI (Director)	-	1,560,000.00	0.00	No
7.	Mr. YEO KOK TONG (Director)	-	1,800,000.00	0.00	No
8.	Mr. TAI-CHUAN LIN (Director)	-	600,000.00	0.00	No
9.	Mr. KORAWUT LEENABANCHONG (Director)	-	411,666.67	0.00	No

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

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

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. YEO KOK TONG (Chairman of the audit committee)	-	4/4
2.	Mr. UDOMKARN UDOMSAB (Audit committee)	-	4/4
3.	Mr. DHAS UDOMDHAMMABHAKDI (Audit committee)	-	4/4