



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

NR INSTANT PRODUCE 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 : 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 meals, recipe mixes, egg- and dairy-free vegetarian foods, plant-based protein products, and ready-to-drink beverages in powder and liquid form.

Registration Number : 0107562000483

Telephone : 0-3484-9576-80

Fax (if applicable) : 0-3484-9586

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

Email : 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

	2022	2023	2024
Total revenue from operations (Thousand baht)	2,619,682.63	3,078,678.63	4,486,178.48
Ethics / Pet Food Business (Thousand baht)	1,521,583.04	1,850,091.40	2,300,163.76
Direct to Consumer Business (Thousand baht)	547,078.85	855,893.07	1,311,406.10
Climate Action Business (Thousand baht)	225,729.88	213,911.68	223,799.47
Other (Thousand baht)	325,290.86	158,782.48	650,809.15

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Ethics / Pet Food Business (%)	58.08	60.09	51.27
Direct to Consumer Business (%)	20.88	27.80	29.23
Climate Action Business (%)	8.62	6.95	4.99
Other (%)	12.42	5.16	14.51

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	2,619,682.63	3,078,678.63	4,486,178.48
Domestic (Thousand baht)	2,157,939.13	2,296,241.51	2,687,386.78
International (Thousand baht)	461,743.50	782,437.12	1,798,791.69

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	82.37	74.59	59.90
International (%)	17.63	25.41	40.10

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	325,290.86	158,782.48	650,809.15
Other income from operations (Thousand baht)	325,290.86	158,782.47	650,809.15
Other income not from operations (Thousand baht)	0.00	0.01	0.00

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

	2022	2023	2024
Share of profit (Thousand baht)	-72,646.12	-28,397.56	-118,129.90

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)	2022	2023	2024
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)

Risks from sufficiency, volatility prices, and quality of raw materials and packaging that may not meet the standards specified by the company

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Climate change and disasters

Operational Risk

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

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

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Competition risk

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

Strategic Risk

- Corporate ownership structure risk
- ESG risk

Operational Risk

- Systems or internal control system
- Corruption

Compliance Risk

- Corporate Governance

Investment Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

Financial Risk

- Insufficient sources of funding
- Liquidity risk

Human capital risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Risk of relying on big customers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

Cyber Threat risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Exchange rate fluctuation risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk of repayment of debentures at maturity

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding
- Liquidity risk

Risks from measures and trade barriers 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
- Violations of laws and regulations

Risk from the Personal Data Protection Act B.E. 2019

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations
- Legal risk

Climate Action Towards Net Zero Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Climate change and disasters

- Impact on the environment

Compliance Risk

- Change in laws and regulations

Sustainability & Environmental Regulations Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations
- Competition risk
- ESG risk

Compliance Risk

- Change in laws and regulations

Human Rights risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- Competition risk
- ESG risk

Operational Risk

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

Compliance Risk

- Legal risk

Geopolitical Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Compliance Risk

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

Financial Risk

- Default on payment or exchange of goods
- Liquidity risk
- Income volatility

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>
(if applicable)

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>
(if applicable)

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2022	2023	2024
Diesel (Litres)	39,004.00	40,721.13	62,188.43
Gasoline (Litres)	N/A	17,193.59	27,527.17
Fuel oil (Litres)	737,800.00	779,800.00	1,279,823.00
LPG (Kilograms)	2,910.00	2,490.00	5,250.00

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	3,220,844.68	3,467,737.21	9,994,577.54

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	159,773.00	160,773.00	262,533.60

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	14,767.00	28,013.75	63,142.43
Hazardous waste (Kilograms)	175.00	342.00	2,030.00
Total waste generated (Kilograms)	14,942.00	28,355.75	65,172.43

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	3,347.00	3,580.00	5,115.00
Scope 2 (Tons of carbon dioxide equivalents)	1,571.00	1,702.00	5,133.00
Scope 3 (Tons of carbon dioxide equivalents)	10,743.37	10,082.42	33,514.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	15,661.37	15,364.42	43,762.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : BSI Group (Thailand) Co., Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.nrinstant.com/storage/document/cg-policy/2024/human-rights-policy-th.pdf>

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)	323	347	331
Number of female employees (Persons)	518	539	534
Total number of employees (Persons)	841	886	865

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	207,187,424.81	230,303,808.78	239,041,197.30

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	8.05	7.97	11.70
Employee development and training expenses (baht)	396,433.18	247,800.00	223,089.08

• Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	8	5	19
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	58.62	39.84	35.95

• **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.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, 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	8	100.00
Number of male directors	7	87.50
Number of female directors	1	12.50
Number of executive directors	3	37.50
Number of non-executive directors	5	62.50
Number of independent directors	3	37.50

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. DHAS UDOMDHAMMABHAKDI Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Social Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	23 Feb 2018	Food & Beverage, Accounting, Governance/ Compliance, Audit, Business Administration

2.	Mr. DAN PATHOMVANICH Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	22 Sep 2017	Food & Beverage, Economics, Marketing, Digital Marketing, Business Administration
3.	Mr. TEERAPONG LORRATCHAWEE Gender: Male Age: 55 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	Accounting, Corporate Management, Risk Management, Governance/ Compliance, Business Administration
4.	Ms. PENHURAI CHAICHATCHAVAL Gender: Female Age: 64 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	Finance, Accounting, Law, Risk Management, Business Administration
5.	Mr. UDOMKARN UDOMSAB Gender: Male Age: 49 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: Re-elected as director	23 Feb 2018	Food & Beverage, Accounting, Finance, Corporate Management, Governance/ Compliance

6.	Mr. TAI-CHUAN LIN Gender: Male Age: 48 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
7.	Mr. HAI CHIENE HESTER ARTHUR CHEW Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Additional and newly-appointed directors	24 Apr 2024	Food & Beverage, Business Administration, Marketing, Human Resource Management
8.	Mr. SUN TAN Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 Mar 2025	Engineering, Food & Beverage, Accounting, Marketing, Business Administration

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

General information	Position	Tenure	Replacement Director
1. Mrs. KESARA MANCHUSREE Gender: Female Age: 64 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)	Date position was assumed: 13 Jul 2018 Date directorship ended: 1 Dec 2024	Mr. DHAS UDOMDHAMMABHAKDI Date position was assumed: 2 Dec 2024

2.	Mr. KORAWUT LEENABANCHONG	Director (Non-executive, Independent director)	Date position was assumed: 24 Apr 2023 Date directorship ended: 1 Dec 2024	Mr. SUN TAN Date position was assumed: 1 Mar 2025
	Gender: Male			
	Age: 58 years old			
	Highest level of education:			
	Master's degree			
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
3.	Mr. YEO KOK TONG	Director (Non-executive, Independent director)	Date position was assumed: 23 Feb 2018 Date directorship ended: 28 Feb 2025	No replacement director
	Gender: Male			
	Age: 68 years old			
	Highest level of education:			
	Bachelor's degree			
	Major: Marketing			
	Thai nationality: No			
	Residing in Thailand: No			

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. UDOMKARN UDOMSAB [1] Gender: Male Age: 49 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: Re-elected as director	23 Feb 2018	Food & Beverage, Accounting, Finance, Corporate Management, Governance/ Compliance
2. Mr. DHAS UDOMDHAMMABHAKDI [1] Gender: Male Age: 66 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: Original director	2 Dec 2024	Food & Beverage, Accounting, Governance/ Compliance, Audit, Business Administration

[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
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1.	Mr. YEO KOK TONG [1] Gender: Male Age: 68 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)	Date position was assumed: 23 Feb 2018 Date directorship ended: 28 Feb 2025	No replacement director
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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: 49 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: 55 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: 64 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
	Mr. YEO KOK TONG	Member
INVESTMENT COMMITTEE	Mr. UDOMKARN UDOMSAB	Member
	Mr. TAI-CHUAN LIN	Member
	Mr. DAN PATHOMVANICH	Member
	Ms. PENHURAI CHAICHATCHAVAL	Member
	Mr. HAI CHIENE HESTER ARTHUR CHEW	Chairman
	Mr. KORAWUT LEENABANCHONG	Chairman
CORPORATE GOVERNANCE AND SUSTAINABILITY COMMITTEE	Mr. DHAS UDOMDHAMMABHAKDI	Member
	Mr. DAN PATHOMVANICH	Member
	Mr. TEERAPONG LORRATCHAWEE	Member
	Mr. UDOMKARN UDOMSAB	Chairman
	Mrs. KESARA MANCHUSREE	Chairman

Roles of Sub-committees

Sub-committees responsible for risk management	: None
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: 49 years old Highest level of education: Master's degree Major: Economics	CEO	22 Sep 2017	Food & Beverage, Economics, Marketing, Digital Marketing, Business Administration
2. Mr. TEERAPONG LORRATCHAWEE Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Chief Operating Officer	22 Sep 2017	Accounting, Corporate Management, Risk Management, Governance/ Compliance, Business Administration
3. Ms. PENHURAI CHAICHATCHAVAL [1][2] Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial and Investment Officer	22 Sep 2017	Finance, Accounting, Law, Risk Management, Business Administration
4. Mr. Prasertsak Apornwichanop Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Marketing	Sale and Marketing Director	21 Apr 2021	Marketing, Food & Beverage, Digital Marketing
5. Mr. Waranyu Pinprapai Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Science	Director of Operations	1 Jun 2024	Food & Beverage, Engineering, Business Administration

[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

	2022	2023	2024
Total executive remuneration (baht)	24,415,020.00	30,650,098.00	31,465,945.00

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) : 331

Number of female employees (persons) : 534

Total number of employees (persons) : 865

Employee Remuneration

Total employee remuneration : 239,041,197.30

Provident fund

Total number of employees (persons) : 865

Number of employees contributing to the PVD (persons) : 191

Percentage of employees who are members (%) : 22.08

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. Urairut Boonmee	urairut@nrinstant.com	

- Company secretary

General information	Email	Telephone
1. Ms. Boontharika Boonkhum	NRF.comsec@nrinstant.com	0646505164

- Head of internal audit

General information	Email	Telephone
1. Mr. Sarroch Piriyasathidas	sarroch@magrouph.com	095-159-3646

- Head of compliance unit

General information	Email	Telephone
1. Mr. Paradorn Chumprasert	paradorn@nrinstant.com	0655048855

- Head of investor relations

General information	Email	Telephone
1. Ms. Rangsim Klabtavee	IR@nrinstant.com	0655089666

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1. EY OFFICE LIMITED	1. Mrs. MANEE RATTANABUNNAKIT	3,795,000.00	-
	Email: manee. rattanabunnakit@th.ey.com Telephone: -		
	2. Mr TERMPHONG OPANAPHAN		
	Email: termpong.opanaphan@th. ey.com Telephone: -		
	3. Mr KHITSADA LERDWANA		
	Email: khitsada.lerdwana@th. ey.com Telephone: -		
	4. Mrs. KOSUM CHA-EM		
	Email: kosum.cha-em@th.ey.com Telephone: -		

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. Mr. DHAS UDOMDHAMMABHAKDI Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Social Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 23 Feb 2018	Food & Beverage, Accounting, Governance/ Compliance, Audit, Business Administration
2. Mr. DAN PATHOMVANICH Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 22 Sep 2017	Food & Beverage, Economics, Marketing, Digital Marketing, Business Administration
3. Mr. TEERAPONG LORRATCHAWEE Gender: Male Age: 55 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	Accounting, Corporate Management, Risk Management, Governance/ Compliance, Business Administration

4.	Mr. UDOMKARN UDOMSAB Gender: Male Age: 49 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: Re-elected as director	Date position was assumed: 23 Feb 2018	Food & Beverage, Accounting, Finance, Corporate Management, Governance/ Compliance
5.	Mr. TAI-CHUAN LIN Gender: Male Age: 48 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 to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUN TAN Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Mar 2025	Engineering, Food & Beverage, Accounting, Marketing, Business Administration

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. HAI CHIENE HESTER ARTHUR CHEW Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Additional and newly-appointed directors	Date position was assumed: 24 Apr 2024	Food & Beverage, Business Administration, Marketing, Human Resource Management

Development of directors over the past year

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

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 22

Date of AGM meeting : 24 Apr 2024

EGM meeting : Yes

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. DHAS UDOMDHAMMABHAKDI (Chairman of the board)	-	22/22	Participating	Participating
2.	Mr. DAN PATHOMVANICH (Director)	-	22/22	Participating	Participating
3.	Mr. TEERAPONG LORRATCHAWEE (Director)	-	22/22	Participating	Participating
4.	Ms. PENHURAI CHAICHATCHAVAL (Director)	-	22/22	Participating	Participating
5.	Mr. UDOMKARN UDOMSAB (Director)	-	21/22	Participating	Participating
6.	Mr. TAI-CHUAN LIN (Director)	-	19/22	Participating	Participating
7.	Mr. HAI CHIENE HESTER ARTHUR CHEW (Director)	-	16/16	Non-participating	Participating
8.	Mr. SUN TAN (Director)	-	0/0	Non-participating	Non-participating
9.	Mrs. KESARA MANCHUSREE (Chairman of the board)	1 Dec 2024	19/19	Participating	Participating
10.	Mr. KORAWUT LEENABANCHONG (Director)	1 Dec 2024	19/19	Participating	Participating
11.	Mr. YEO KOK TONG (Director)	28 Feb 2025	21/22	Participating	Non-participating

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. DHAS UDOMDHAMMABHAKDI (Chairman of the board)	-	530,000.00	0.00	No
2.	Mr. DAN PATHOMVANICH (Director)	-	0.00	N/A	No
3.	Mr. TEERAPONG LORRATCHAWEE (Director)	-	0.00	N/A	No
4.	Ms. PENHURAI CHAICHATCHAVAL (Director)	-	0.00	N/A	No
5.	Mr. UDOMKARN UDOMSAB (Director)	-	360,000.00	N/A	No
6.	Mr. TAI-CHUAN LIN (Director)	-	360,000.00	N/A	No
7.	Mr. HAI CHIENE HESTER ARTHUR CHEW (Director)	-	246,000.00	N/A	No
8.	Mr. SUN TAN (Director)	-	0.00	N/A	No
9.	Mrs. KESARA MANCHUSREE (Chairman of the board)	1 Dec 2024	2,200,000.00	N/A	No

10.	Mr. KORAWUT LEENABANCHONG (Director)	1 Dec 2024	330,000.00	N/A	No
11.	Mr. YEO KOK TONG (Director)	28 Feb 2025	360,000.00	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) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. UDOMKARN UDOMSAB (Audit committee)	-	4/4
2.	Mr. DHAS UDOMDHAMMABHAKDI (Audit committee)	-	4/4
3.	Mr. YEO KOK TONG (Chairman of the audit committee)	28 Feb 2025	4/4