



# **Annual Registration Statement / Annual Report**

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

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

**NR INSTANT PRODUCE PUBLIC COMPANY LIMITED**

**Fiscal Year End 31 December 2022**



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : 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 : 1,417,654,142

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping\*

|   | 2020         | 2021         | 2022         |
|---|--------------|--------------|--------------|
| Total (Thousand baht)                       | 1,444,186.78 | 2,318,243.20 | 2,619,682.63 |
| Ethics / Pet Food Business (Thousand baht)  | 1,251,460.39 | 1,411,239.77 | 1,521,583.04 |
| Direct to Consumer Business (Thousand baht) | 0.00         | 386,111.53   | 547,078.85   |
| Climate Action Business (Thousand baht)     | 156,888.74   | 302,675.64   | 225,729.88   |
| Other income (Thousand baht)                | 35,837.65    | 218,216.26   | 325,290.86   |

|                                 | 2020   | 2021   | 2022   |
|---------------------------------|--------|--------|--------|
| Total (%)                       | 100.00 | 100.00 | 100.00 |
| Ethics / Pet Food Business (%)  | 86.66  | 60.88  | 58.08  |
| Direct to Consumer Business (%) | 0.00   | 16.66  | 20.88  |
| Climate Action Business (%)     | 10.86  | 13.06  | 8.62   |
| Other income (%)                | 2.48   | 9.41   | 12.42  |

#### By Geographical Area or Market\*

|                               | 2020         | 2021         | 2022         |
|-------------------------------|--------------|--------------|--------------|
| Total (Thousand baht)         | 1,444,186.78 | 2,318,243.20 | 2,619,682.63 |
| Domestic (Thousand baht)      | 235,172.52   | 553,728.52   | 892,355.86   |
| International (Thousand baht) | 1,209,014.26 | 1,764,514.68 | 1,727,326.77 |

|              | 2020   | 2021   | 2022   |
|--------------|--------|--------|--------|
| Total (%)    | 100.00 | 100.00 | 100.00 |
| Domestic (%) | 16.28  | 23.89  | 34.06  |

|                   |       |       |       |
|-------------------|-------|-------|-------|
| International (%) | 83.72 | 76.11 | 65.94 |
|-------------------|-------|-------|-------|

\*Excluding the profit margins in the associated companies

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

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

# 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 competition in the OEM manufacturing market**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

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

**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 labor or key personnel**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Reliance on employees in key positions

### **Risk from the popularity of plant-based protein products may change which may cause the Company to loss of the Company's investment value in this business**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

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

Operational Risk

- Delays in the development of future projects
- Climate change and disasters

Financial Risk

- Fluctuation in return on assets or investment

### **Risk of relying on large customers**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Reliance on large customers or few customers

**Risk of expanding online channels (E-commerce Platform companies) may not be successful**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers

**Risk from exchange rate volatility, financial cost 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

#### **Technology risks in the food production process**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

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

**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

# 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 : No

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

##### Energy management

###### • Fuel consumption

|                   | 2020  | 2021  | 2022  |
|-------------------|-------|-------|-------|
| Fuel oil (liters) | 64.00 | 61.60 | 61.80 |

###### • Electricity consumption

|                                       | 2020   | 2021   | 2022   |
|---------------------------------------|--------|--------|--------|
| Amount of electricity purchased (kWh) | 234.50 | 249.80 | 271.60 |

##### Water management

###### • Water consumption

|                                  | 2020  | 2021  | 2022  |
|----------------------------------|-------|-------|-------|
| Water consumption (cubic meters) | 12.70 | 12.60 | 13.38 |

## Waste management

### • Waste from operations

|                          | 2020 | 2021  | 2022  |
|--------------------------|------|-------|-------|
| Non-hazardous waste (kg) | N/A  | 17.40 | 16.85 |
| Hazardous waste (kg)     | N/A  | 0.45  | 0.10  |
| <b>Total (kg)</b>        | N/A  | 17.85 | 16.95 |

## Greenhouse gas management

### • Greenhouse gas emissions

|   | 2020     | 2021     | 2022      |
|---|----------|----------|-----------|
| GHG emission target                               | N/A      | N/A      | N/A       |
| Scope 1 (Tons of carbon dioxide equivalents)      | 3,303.00 | 2,966.00 | 2,649.00  |
| Scope 2 (Tons of carbon dioxide equivalents)      | 1,575.00 | 1,190.00 | 1,168.00  |
| Scope 3 (Tons of carbon dioxide equivalents)      | 54.00    | 5,094.00 | 6,558.00  |
| <b>Total (Tons of carbon dioxide equivalents)</b> | 4,932.00 | 9,250.00 | 10,375.00 |

### • 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 : 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

|                                      | 2020       | 2021       | 2022       |
|--------------------------------------|------------|------------|------------|
| Number of male employees (persons)   | 339        | 341        | 323        |
| Number of female employees (persons) | 527        | 538        | 518        |
| <b>Total (persons)</b>               | <b>866</b> | <b>879</b> | <b>841</b> |

##### • Employee development and training

|  | 2020 | 2021 | 2022 |
|--|------|------|------|
| Average training hours of employees (hour / person / year) | 6    | 7    | 8    |

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

|  | 2020 | 2021 | 2022 |
|--|------|------|------|
| Number of employee work injuries leading to employee absence (times) | 30   | 5    | 34   |

##### • Employee retention

|  | 2020  | 2021  | 2022  |
|--|-------|-------|-------|
| Percentage of employees who voluntarily resigned (%) | 53.35 | 61.32 | 73.96 |

##### • Significant labor dispute

|                           | 2020 | 2021 | 2022 |
|---------------------------|------|------|------|
| Significant labor dispute | No   | No   | No   |



# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.nrinstant.com/th/corporate-governance/corporate-governance-policy>

#### 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

**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          | 6                 | 75.00          |
| Number of female directors        | 2                 | 25.00          |
| Number of executive directors     | 3                 | 37.50          |
| Number of non-executive directors | 5                 | 62.50          |
| Number of independent directors   | 4                 | 50.00          |

#### 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 Manthusree<br>Gender: Female<br>Age: 62 years old<br>Highest level of education:<br>Master's degree<br>Major: Finance<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Chairman of the board<br>(Non-executive,<br>Independent director)<br><br>Director type: Re-elected<br>as director | 13 Jul 2018               | Food & Beverage, Accounting,<br>Finance, Strategic<br>Management, Marketing, Human<br>Resource Management,<br>Corporate Management,<br>Governance/ Compliance, Risk<br>Management, Sustainability,<br>Corporate Social<br>Responsibility,<br>Agribusiness |

|    |   |  |             |   |
|----|---|--|-------------|---|
| 2. | Mr. Dan Pathomvanich<br>Gender: Male<br>Age: 47 years old<br>Highest level of education: Master's degree<br>Major: Economics<br>Thai nationality: Yes<br>Residing in Thailand: Yes                        | Director<br>(Executive)<br><br>Director type: Re-elected as 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<br>Gender: Male<br>Age: 53 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes    | Director<br>(Executive)<br><br>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<br>Gender: Female<br>Age: 62 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Executive)<br><br>Director type: Original director                                | 22 Sep 2017 | Food & Beverage, Agribusiness, Finance, Accounting, Law, Information & Communication Technology, IT Management, Governance/ Compliance, Risk Management   |
| 5. | Mr. Yeo Kok Tong<br>Gender: Male<br>Age: 66 years old<br>Highest level of education: Bachelor's degree<br>Major: Marketing<br>Thai nationality: No<br>Residing in Thailand: No                            | Director<br>(Non-executive, Independent director)<br><br>Director type: Re-elected as director | 23 Feb 2018 | Agribusiness, Food & Beverage, Accounting, Finance, Human Resource Management, Corporate Management, Governance/ Compliance   |

|    |   |   |             |   |
|----|---|---|-------------|---|
| 6. | Dr. Dhas Udomdhammabhakdi<br>Gender: Male<br>Age: 64 years old<br>Highest level of education:<br>Doctoral degree<br>Major: Social Science<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director | 23 Feb 2018 | Agribusiness, Food &<br>Beverage, Accounting,<br>Finance, Strategic<br>Management, Marketing, Human<br>Resource Management,<br>Corporate Management, Law,<br>Governance/ Compliance, Risk<br>Management |
| 7. | Mr. Udomkarn Udomsab<br>Gender: Male<br>Age: 47 years old<br>Highest level of education:<br>Master's degree<br>Major: Finance<br>Thai nationality: Yes<br>Residing in Thailand: Yes             | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director | 23 Feb 2018 | Agribusiness, Food &<br>Beverage, Accounting,<br>Finance, Corporate<br>Management, Human Resource<br>Management, Governance/<br>Compliance  |
| 8. | Mr. Tai Chuan Lin<br>Gender: Male<br>Age: 46 years old<br>Highest level of education:<br>Master's degree<br>Major: Economics<br>Thai nationality: No<br>Residing in Thailand: No                | Director<br>(Non-executive)<br><br>Director type: Original<br>director                          | 19 Nov 2018 | Food & Beverage,<br>Agribusiness, Accounting,<br>Finance  |

#### 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 : No

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

| General information   | Position  | Date position was assumed | Experience and expertise   |
|---|---|---------------------------|--|
| 1. Mr. Yeo Kok Tong<br>Gender: Male<br>Age: 66 years old<br>Highest level of education: Bachelor's degree<br>Major: Marketing<br>Thai nationality: No<br>Residing in Thailand: No                   | Chairman of the audit committee<br>(Non-executive, Independent director)<br>Director type: Re-elected as director | 23 Feb 2018               | Agribusiness, Food & Beverage, Accounting, Finance, Human Resource Management, Corporate Management, Governance/ Compliance  |
| 2. Dr. Dhas Udomdhammabhakdi [1]<br>Gender: Male<br>Age: 64 years old<br>Highest level of education: Doctoral degree<br>Major: Social Science<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Audit committee<br>(Non-executive, Independent director)<br>Director type: Original director                      | 23 Feb 2018               | Agribusiness, Food & Beverage, Accounting, Finance, Strategic Management, Marketing, Human Resource Management, Corporate Management, Law, Governance/ Compliance, Risk Management |
| 3. Mr. Udomkarn Udomsab<br>Gender: Male<br>Age: 47 years old<br>Highest level of education: Master's degree<br>Major: Finance<br>Thai nationality: Yes<br>Residing in Thailand: Yes                 | Audit committee<br>(Non-executive, Independent director)<br>Director type: Original director                      | 23 Feb 2018               | Agribusiness, Food & Beverage, Accounting, Finance, Corporate Management, Human Resource Management, Governance/ Compliance  |

[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<br>Gender: Male<br>Age: 47 years old<br>Highest level of education: Master's degree<br>Major: Economics<br>Thai nationality: Yes<br>Residing in Thailand: Yes                        | Chairman of the executive committee | 22 Sep 2017               |
| 2. Mr. Teerapong Lorratchawee<br>Gender: Male<br>Age: 53 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes    | Member of the executive committee   | 22 Sep 2017               |
| 3. Ms. Penhurai Chaichatchaval<br>Gender: Female<br>Age: 62 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>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 |
|                                       | Dr. Dhas Udomdhammabhakdi | Member   |
|                                       | Mr. Yeo Kok Tong          | Member   |



|   |                             |          |
|---|-----------------------------|----------|
| Risk Management Committee                         | Dr. 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   |
| Corporate Governance and Sustainability Committee | Mrs. Kesara Manchusree      | Chairman |
|   | Dr. 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<br>Gender: Male<br>Age: 47 years old<br>Highest level of education: Master's degree<br>Major: Economics                               | Chief Executive Officer                | 22 Sep 2017               | Food & Beverage, Economics, Accounting, Finance, Marketing, Strategic Management, Sustainability, Digital Marketing, IT Management, Information & Communication Technology, Agribusiness  |
| 2. Mr. Teerapong Lorratchawee<br>Gender: Male<br>Age: 53 years old<br>Highest level of education: Master's degree<br>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]<br>Gender: Female<br>Age: 62 years old<br>Highest level of education: Master's degree<br>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<br>Gender: Male<br>Age: 57 years old<br>Highest level of education: Bachelor's degree<br>Major: Marketing                     | Sales Director                         | 21 Apr 2021               | Marketing   |

[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

### 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) : 323

Number of female employees (persons) : 518

Total (persons) : 841

#### Provident fund

Total number of employees (persons) : 841

Number of employees contributing to the PVD (persons) : 186

Percentage of employees who are members (%) : 22.12

# 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. Mrs. Kesara Manchusree<br>Gender: Female<br>Age: 62 years old<br>Highest level of education: Master's degree<br>Major: Finance<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Chairman of the board<br>(Non-executive, Independent director)<br><br>Director type: Re-elected as director | Date position was assumed:<br>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<br>Gender: Male<br>Age: 47 years old<br>Highest level of education: Master's degree<br>Major: Economics<br>Thai nationality: Yes<br>Residing in Thailand: Yes   | Director<br>(Executive)<br><br>Director type: Re-elected as director  | Date position was assumed:<br>22 Sep 2017 | Food & Beverage, Economics, Accounting, Finance, Marketing, Strategic Management, Sustainability, Digital Marketing, IT Management, Information & Communication Technology, Agribusiness                                       |
| 3. Mr. Yeo Kok Tong<br>Gender: Male<br>Age: 66 years old<br>Highest level of education: Bachelor's degree<br>Major: Marketing<br>Thai nationality: No<br>Residing in Thailand: No       | Director<br>(Non-executive, Independent director)<br><br>Director type: Re-elected as director              | Date position was assumed:<br>23 Feb 2018 | Agribusiness, Food & Beverage, Accounting, Finance, Human Resource Management, Corporate Management, Governance/ Compliance  |

## Development of directors over the past year

| List of directors           | Position              | Participated in director development program |
|-----------------------------|-----------------------|--|
| Mrs. Kesara Manthusree      | Chairman of the board | Participating                                |
| Mr. Dan Pathomvanich        | Director              | Participating                                |
| Mr. Teerapong Lorrachawee   | Director              | Participating                                |
| Ms. Penhurai Chaichatchaval | Director              | Participating                                |
| Mr. Yeo Kok Tong            | Director              | N/A  |
| Dr. Dhas Udomdhammabhakdi   | Director              | Participating                                |
| Mr. Udomkarn Udomsab        | Director              | N/A  |
| Mr. Tai Chuan Lin           | Director              | N/A  |

## 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) : 12

Date of AGM meeting : 22 Apr 2022

EGM meeting : No

| List of directors                                    | Termination date | Number of Board Meeting | AGM meetings  | EGM meetings             |
|--|------------------|-------------------------|---------------|--------------------------|
| 1. Mrs. Kesara Manthusree<br>(Chairman of the board) | -                | 11/12                   | Participating | Did not hold the meeting |

|    |   |   |       |               |                          |
|----|---|---|-------|---------------|--------------------------|
| 2. | Mr. Dan Pathomvanich<br>(Director)        | - | 12/12 | Participating | Did not hold the meeting |
| 3. | Mr. Teerapong Lorrachawee<br>(Director)   | - | 10/12 | Participating | Did not hold the meeting |
| 4. | Ms. Penhurai Chaichatchaval<br>(Director) | - | 12/12 | Participating | Did not hold the meeting |
| 5. | Mr. Yeo Kok Tong<br>(Director)            | - | 12/12 | Participating | Did not hold the meeting |
| 6. | Dr. Dhas Udomdhammabhakdi<br>(Director)   | - | 12/12 | Participating | Did not hold the meeting |
| 7. | Mr. Udomkarn Udomsab<br>(Director)        | - | 12/12 | Participating | Did not hold the meeting |
| 8. | Mr. Tai Chuan Lin<br>(Director)           | - | 10/12 | Participating | Did not hold the meeting |

#### Remuneration for company directors

|    | List of directors                                 | Termination date | Meeting allowance<br>(baht) | Other monetary<br>remuneration<br>(baht) | Other non-<br>monetary |
|----|---|------------------|-----------------------------|--|------------------------|
| 1. | Mrs. Kesara Manthusree<br>(Chairman of the board) | -                | 2,760,000.00                | N/A                                      | No                     |
| 2. | Mr. Dan Pathomvanich<br>(Director)                | -                | 0.00                        | N/A                                      | No                     |
| 3. | Mr. Teerapong Lorrachawee<br>(Director)           | -                | 0.00                        | N/A                                      | No                     |
| 4. | Ms. Penhurai Chaichatchaval<br>(Director)         | -                | 0.00                        | N/A                                      | No                     |
| 5. | Mr. Yeo Kok Tong<br>(Director)                    | -                | 1,800,000.00                | N/A                                      | No                     |
| 6. | Dr. Dhas Udomdhammabhakdi<br>(Director)           | -                | 1,560,000.00                | N/A                                      | No                     |
| 7. | Mr. Udomkarn Udomsab<br>(Director)                | -                | 1,440,000.00                | N/A                                      | No                     |
| 8. | Mr. Tai Chuan Lin<br>(Director)                   | -                | 600,000.00                  | 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) : 5

| List of directors |   | Termination date | Number of the audit committee meeting |
|-------------------|---|------------------|---------------------------------------|
| 1.                | Mr. Yeo Kok Tong<br>(Chairman of the audit committee) | -                | 5/5                                   |
| 2.                | Dr. Dhas Udomdhammabhakdi<br>(Audit committee)        | -                | 5/5                                   |
| 3.                | Mr. Udomkarn Udomsab<br>(Audit committee)             | -                | 5/5                                   |