

## Board Accountability

The Company places importance on the accountability of the board of directors through governance practices, ensuring the alignment with the long-term interests of the shareholders. With the board performance reviews are in place, the Company enhances board performance by aligning corporate governance practices such as the board of directors' other mandates with 13 of our board members with 4 or less other mandates, the board of directors meeting has the average attendance of 98.61% (target is above 75%), and bylaw changes requires shareholders' approval.

The [CEO succession plan](#) has also been established to ensure leadership continuity. This structured approach ensures that our directors remain accountable for overseeing business operations in line with established policies, strategic targets, and the long-term value creation objectives that serve our shareholders' interests.

## Average Board Meeting Attendance is 98.61%

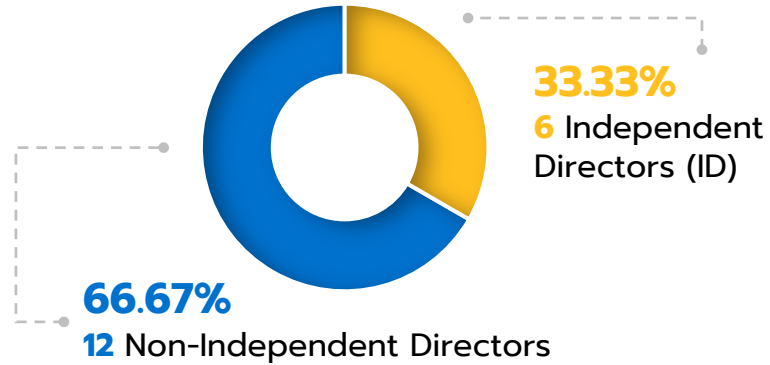
No.	List of the board of directors	Meeting attendance of the Board of Directors		Average	AGM Meeting attendance		Average	EGM Meeting attendance	Average
		Attendance (times)	Meeting rights (times)		Attendance (times)	Meeting rights (times)			
1	Mr. Suphachai Chearavanont	8	8	100%	1	1	100%	N/A	-
2	Mr. Ralph Robert Tye	8	8	100%	1	1	100%	N/A	-
3	Adj. Prof. Rawat Chamchalerm	8	8	100%	1	1	100%	N/A	-
4	Mrs. Kannika Ngamsopee	8	8	100%	1	1	100%	N/A	-
5	Mr Jukr Boon-Long	8	8	100%	1	1	100%	N/A	-
6	Adj. Prof. Prasobsook Boondech	8	8	100%	1	1	100%	N/A	-
7	Mr. Auttapol Rerkpiboon	5	5	100%	0	0	-	N/A	-
8	Mr. Korsak Chairasmisak	6	8	75%	1	1	100%	N/A	-
9	Mr. Narong Chearavanont	8	8	100%	1	1	100%	N/A	-
10	Mr. Tanin Buranamanit	8	8	100%	1	1	100%	N/A	-
11	Dr. Prasert Jarupanich	7	7	100%	1	1	100%	N/A	-
12	Mr. Pittaya Jearavisitkul	8	8	100%	1	1	100%	N/A	-
13	Mr. Piyawat Titasattavorakul	8	8	100%	1	1	100%	N/A	-
14	Mr. Adirek Sripratak	8	8	100%	1	1	100%	N/A	-
15	Mr. Umroong Sanphasitvong	8	8	100%	1	1	100%	N/A	-
16	Mrs. Saowaluck Thithapant	8	8	100%	1	1	100%	N/A	-
17	Dr. Teerapon Tanomsakyut	5	5	100%	0	0	-	N/A	-
18	Mr. Tanit Chearavanont	4	4	100%	0	0	-	N/A	-
				98.61%			100%		

# Board Performance Review

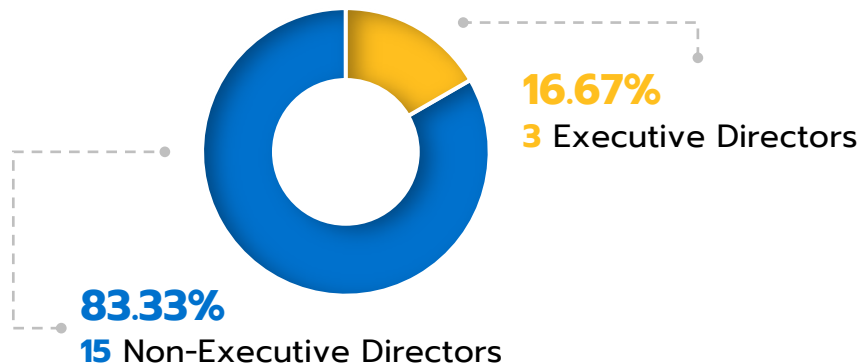
List of Directors	Assessment Form	Grade / Average Score Received	Grade / Full Score
Board of Directors	Group assessment	98.90	100.00
	Self-assessment	99.10	100.00
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	99.70	100.00
	Self-assessment	100.00	100.00
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	100.00	100.00
	Self-assessment	100.00	100.00
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainable Development Committee	Group assessment	100.00	100.00
	Self-assessment	100.00	100.00
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	97.80	100.00
	Self-assessment	98.60	100.00
	Cross-assessment (assessment of another director)	None	None

# Board Composition

## Portion of Independent Directors (ID)

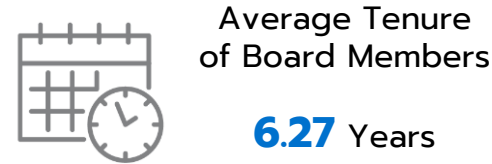


## Portion of Non-Executive Directors

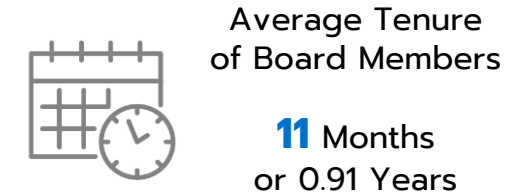


# Board Average Tenure

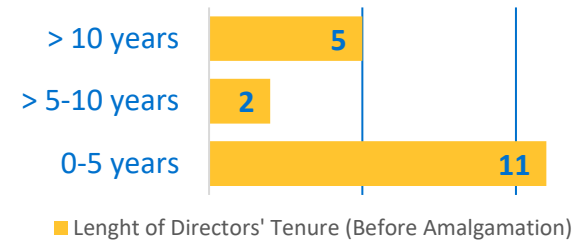
## Pre-amalgamation



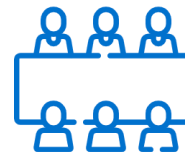
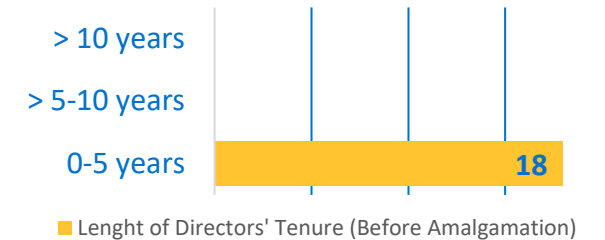
## Post-amalgamation



## Length of Directors' Tenure (Before Amalgamation)



## Length of Directors' Tenure (After Amalgamation)



**13** Board Members  
with 4 or less  
other mandates



**16** Male

**88.89%**



**2** Female

**11.11%**

# Board Industry Experience (Board Skills Matrix)

No.	List of the board of directors	Independent Directors	Non-executive Directors	Female Director	Educations and Experiences								
					Industry Experience						Risk & Crisis Management		
					Engineering	Food Science	Business Administration	Economics	Innovation / IT / Online Market	Food Distributors, Retail, Hypermarket <i>(Industry expert)</i>	Accounting / Finance	Legal	Political Science
1	Mr. Suphachai Chearavanont		✓				✓		✓				
2	Mr. Ralph Robert Tye	✓	✓				✓				✓		
3	Adj. Prof. Rawat Chamchalerm	✓	✓									✓	
4	Mrs. Kannika Ngamsopee	✓	✓	✓			✓				✓	✓	
5	Mr Jukr Boon-Long	✓	✓					✓				✓	✓
6	Adj. Prof. Prasobsook Boondech	✓	✓									✓	
7	Mr. Auttapol Rerkpiboon	✓	✓		✓		✓	✓					
8	Mr. Korsak Chairasmisak		✓				✓	✓		✓	✓		
9	Mr. Narong Chearavanont		✓				✓		✓	✓			✓
10	Mr. Tanin Buranamanit						✓			✓	✓		
11	Dr. Prasert Jarupanich		✓		✓		✓			✓			
12	Mr. Pittaya Jearavisitkul		✓				✓	✓		✓			
13	Mr. Piyawat Titasattavorakul		✓				✓			✓			
14	Mr. Adirek Sripratak		✓			✓	✓	✓			✓		
15	Mr. Umroong Sanphasitvong		✓				✓				✓		
16	Mrs. Saowaluck Thithapant			✓			✓			✓	✓	✓	
17	Dr. Teerapon Tanomsakyut		✓		✓		✓		✓				
18	Mr. Tanit Chearavanont						✓		✓	✓			
	Total	6	15	2	3	1	15	5	4	8	7	5	2

# Management Ownership

Position and Name		Multiple of Remuneration or Base Salary
<b>Chief Executive Officer</b>		
	Tanin Buranamanit	0.22
<b>Executive Committee Members</b>		
	Suphachai Chearavanont	3.76
	Narong Chearavanont	0.00
	Umroong Sanphasitvong	0.44
	Pittaya Jearavisitkul	1.17
	Piyawat Titasattavorakul	0.05
<b>Total of other executive committee members</b>		<b>5.42</b>
<b>Average of other executive committee members</b>		<b>1.08</b>

*Remark:* Reference data from E-One Report 56-1 page 174-181, 220-223, and E-One Report Part : Attachment 1 (<https://eonemedia.setlink.set.or.th/report/1887/2024/1742944346553.pdf>)

# Management Ownership Requirements

The company requires CEO and executives committee members to hold stock ownership in the company of not less than 0.2 and 0.5 times of their remuneration or annual base salary, respectively.

Position and Name	Multiple of Remuneration
Chief Executive Officer	0.20
Executive Committee Members	0.50