

## Summary of the Performance of the Committees for Last Year

The Board of Directors has an important role in determining the Company's key policies and, together with the Executive Board and other senior Executives/Managers, in defining the Company's values, corporate culture, vision and mission, corporate objectives, financial policy, risk management policy, strategy, operating business plans, and annual budgets. They also oversee the operations activities so as to ensure that the defined strategies and annual business plans correspond to the established core corporate objectives and goals; whereby in determining the strategies and annual business plans, a full analysis of the operating business environment, the challenges and opportunities that may impact the Company's business operations have been undertaken, increase competitive advantage, supervision of the adequacy of the internal control system, so that the outcome will be a well-defined set of strategic objectives and core operating corporate objectives to which the organization has focused for the next 5 years.

### The Board of Directors' Meeting

The Board of Directors scheduled the meeting for the whole year and notified the directors in advance in which the meeting will be held at least every quarter with additional meeting if necessary as specified in the Charter of Board of Directors. For each meeting and agenda for The Board of Directors' meeting, each director was able to propose agenda, and the Chairman together with the Managing Director shall consider the matter to be brought into the meeting. After that, the Company Secretary sent out meeting invitation letter, meeting agenda, and relevant meeting documents, to the directors not less than 7 days in advance, to allow them sufficient time to review the information prior to the meeting.

All directors considered as their duties to attend the meeting each time, unless unable to do so due to significant obligation or illness. During the meeting, The Chairman allowed the directors to present opinions and comments freely. The company has set a policy of minimum quorum of the committee to vote at the meeting of the Committee that must have directors not less than 2 out of 3 of all members. While those directors having conflict of interests would not be allowed to attend or cast votes at such meetings. The Company Secretary recorded the meeting minutes and then classified those minutes in a systematic manner, to facilitate easy references.

The Board of Directors supported the joint meeting between The Board of Directors and The Executive Board at least once a year, to deliver yearly strategic targets and operation plans of the company, as well as to build good relationships between directors and executives. In addition, Chief Financial Officer has joined The Board of Directors' meeting at all times.

The Audit Committee has scheduled meetings with external auditors and report this to the Board of Directors every quarter.

During 2022, The Board of Directors held 5 meetings with all directors attending at 100% of the meetings for the whole year. and non-executive directors held 1 meeting on February 24, 2022, without any management in attendance.

In addition, in 2022 has set scheduled of the Board of Director meeting for the year 2023 in advance (this schedule is subject to change.) excluding the agenda of the special meeting as follows:

Number	The Board of Director's Meeting
1	January 19, 2023
2	February 23, 2023
3	May 11, 2023
4	July 13, 2023
5	August 10, 2023
6	November 9, 2023
7	December 21, 2023

### Board and Management Development

The Board of Directors has set up a policy to promote and support those training activities seeking to promote further knowledge for the directors, managers, and all parties concerned on a consistent basis. So, as to gain better effective skills and understanding regarding their duty assignments. These activities included the programs organized by Thai Institute of Directors Association (IOD) and other agencies concerned (See the details under the heading "Board of Directors Information"), as well as the meeting to exchange opinions with The Board of Directors and the managers of other organizations, in order to apply the knowledge and experience gained to develop the Company.

The Board of Directors participated in training programs organized by Association of Thai Institute of Directors (IOD)

Name	DAP	DCP	RCC	RMP	RCP	ACP
1. Mr.Boonkiet Chokwatana	3/2003	41/2004	-	-	-	-
2. Mrs.Tipaporn Chokwatana	3/2003	68/2005	-	-	-	-
3. Mr.Thirasak Vikitset	3/2003	68/2005	-	-	-	-
4. Dr.Atthakorn Glankwamdee	3/2003	68/2005	-	-	-	-
5. Mrs.Kaewta Ongsaranakom	-	27/2003	10/2010	-	-	-
6. Prof.Dr.Malyn Ungsurungsie	17/2004	-	-	-	-	-
7. Mrs.Chitraporn Vikitset	66/2007	-	-	-	-	-
8. Mrs.Teerada Ambhanwong	3/2003	51/2004	-	-	-	-
9. Mr.Suthep Dansiriviroj	32/2005	60/2005	-	5/2014	-	-
10. Admiral Apichart Pengsritong	82/2010	-	-	-	-	-
11. Mrs.Pismai Chandrubeksa	82/2010	-	-	-	-	-
12. Mr.Amorn Asvanunt	4/2003	-	-	-	-	-
13. Mrs.Pradittha Chongwattana	-	5/2001	-	-	-	-
14. Pol.Gen.Somchai Prabhasabhakdi	25/2004	51/2004	-	-	12/2005	2/2004
15. Assist.Prof.Dr.Pongchai Athikomrattanakul	162/2019	283/2019	-	-	-	-

The Company directors and managers paid much attention to attend training courses or seminars designed to promote their management abilities.

### Training and seminar attended by the Board of Directors and Management in 2022

Name		Training Course/Seminar
Mr.Thirasak	Vikitset	- Extension of Anti-Corruption for Corporate Sustainable Development for business partners (Online) : Mr.Thanakrit Peompoonkantisuk - Understanding about business sustainability : Mr.Anantachai Yoonprathom
Mrs.Kaewta	Ongsaranakom	- Understanding about business sustainability : Mr.Anantachai Yoonprathom
Mrs.Chitraporn	Vikitset	- Understanding about business sustainability : Mr.Anantachai Yoonprathom
Prof.Dr.Malyn	Ungsurungsie	- Understanding about business sustainability : Mr.Anantachai Yoonprathom
Mr.Bo NYSTRUP NIELSEN		- Understanding about business sustainability : Mr.Anantachai Yoonprathom
Mrs.Thongsuk	Upathambhakul	- Understanding about business sustainability : Mr.Anantachai Yoonprathom
Mr.Praj	Srichandra	- Understanding about business sustainability : Mr.Anantachai Yoonprathom
Mr.Varith	Tritrapun	- CFO Refresher Course “Sustainable Business (ESG) Issues Related to Disclosure Operations Strategy and financial reports of listed companies” : The Stock Exchange of Thailand
Mrs.Patchara	Pongwichan	- Understanding about business sustainability : Mr.Anantachai Yoonprathom
Mrs.Daranee	Ajjaneeyakul	- Understanding about business sustainability : Mr.Anantachai Yoonprathom

#### Orientation for new directors

The company hosted the orientation course for new directors, to properly prepare them for director assignments. The company arranged factory tour, organized presentations on company background, business perspective and business policies for these new directors. The company also provided them with the manual for directors for listed company, clearly summarizing and comparing the provision in the company regulations, with those in The Securities and Exchange Act, The Public Company Act, Good Governance Practice Principles, as well as the charter for each respective Committee and the corporate governance policies, corporate governance principles, business ethics, and code of conduct for the company directors, the management, and employees, anti-corruption policy and other regulations. In addition to related regulations issued by concerned agencies in supervising over listed companies, to serve as their practice guidelines during the directorship term.

#### Assessment of the performance of the Board of Directors

The assessment of the Board of Directors performance for the year 2023 has been carry out, in which the assessment was set to conduct yearly. Each of the directors will be given opportunity to assess the performance both individuals and the board as a whole to review performance results, problems, and obstacles faced during the past year, in order to contribute to better effective performances by The Board of Directors.

There is a process in which the evaluation as follows: the Company Secretary sent out an evaluation of the performance of the Board of Directors form, an assessment of the performance of the directors individually form, and an assessment of the performance of the Sub-Committees Directors form (Only directors who are members of the committees

of the Board) to all directors. Every director was independent in taking such assessment. The assessment form was returned to the Company Secretary once completed to be collected, summarized, and reported to The Board of Directors at The Board of Directors' meeting

The percentage score criteria was set as follows

Criteria	Score
Excellent	Over 80 percent
Good	70 – 79 percent
Fair	60 – 69 percent
Improve	Less than 60 percent

#### Yearly Performance Assessment of the Board of Directors

The Board of Directors carried out the board's performance assessment, which divided in to 3 aspects as follow:

1. Role, Duty, and Responsibility of the board
2. Independence of director
3. Relationship with the management and stakeholders

In 2022, the assessment result was in "Excellent" criteria with the average score of 91%

#### Yearly Performance Assessment of the Individual Director

The Board of Directors carried out the individuals' performance assessment, which divided in to 3 aspects as follow:

1. Role, Duty, and Responsibility of director
2. Duty fulfilment of director
3. Self-development of director

In 2022, the assessment result was in "Excellent" criteria with the average score of 91%

#### Yearly Performance Assessment of the Sub-Committee

The Board of Directors has set the assessment of performance of every Sub-Committees in 2022 that each member of the Sub-Committees assessment the work of his/her Sub-Committees as a whole. The result can be summarized as follow:

Sub-Committee	Assessment Result
The Corporate Governance Committee	98
The Corporate Social Responsibility Committee	94
The Executive Board	94
The Nominating Committee	90
The Audit Committee	88
The Remuneration Committee	84
The Risk Management Committee	84

With regard to the appraisal of the performances of the Managing Director, this would be carried out by the Chairman and the Board of Director, by considering and assessment the performances result from target of company every year.

## Board Members Attendance and Remuneration of Individual Director

### 1. Board Members Attendance

Name of the Board of Directors and Board Members Attendance for the Year 2022 (Number of meetings attended during the directorship period)

Name	Position	The Board of Director (5 times)	Attendance Proportion (%)	General Shareholders Meeting (1 time)
1. Mr.Boonkiet Chokwatana	Chairman	5/5	100	1/1
2. Mrs.Tipaporn Chokwatana	Vice Chairman	5/5	100	1/1
3. Mr.Thirasak Vikitset	Managing Director	5/5	100	1/1
4. Dr.Atthakorn Glankwamdee	Deputy Managing Director	5/5	100	1/1
5. Mrs.Kaewta Ongsaranakom	Director	5/5	100	1/1
6. Prof.Dr.Malyn Ungsurungsie	Director	5/5	100	1/1
7. Mrs.Chitraporn Vikitset	Director	5/5	100	1/1
8. Mrs.Teerada Ambhanwong	Director	5/5	100	1/1
9. Mr.Suthep Dansiriviroj	Director	5/5	100	1/1
10. Admiral Apichart Pengsritong	Independent Director	5/5	100	1/1
11. Mrs.Pismai Chandrubeksa	Independent Director	5/5	100	1/1
12. Mr.Amorn Asvanunt	Independent Director	5/5	100	1/1
13. Mrs.Pradittha Chongwattana	Independent Director	5/5	100	1/1
14. Pol.Gen.Somchai Prabhasabhakdi	Independent Director	5/5	100	1/1
15. Assist.Prof.Dr.Pongchai Athikomrattanakul	Independent Director	5/5	100	1/1

### 2. Number of Audit Committee Meetings

During 2022, the Audit Committee held a total of 7 meetings, with the Members attending every meeting as follow:

Name	Position	Number of Attendance
1. Mr.Amorn Asvanunt	Chairman, Audit Committee	7/7
2. Mrs.Pradittha Chongwattana	Director, Audit Committee	7/7
3. Pol.Gen Somchai Prabhasabhakdi	Director, Audit Committee	7/7
4. Assist.Prof.Dr.Pongchai Atikomrattanakul	Director, Audit Committee	7/7

### 3. Number of The Nominating Committee Meetings

During 2022, the Nominating Committee held a total of 2 meetings, with the Members attending every meeting as follows:

	Name	Position	Number of Attendance
1.	Mr.Boonkiet Chokwatana	Chairman of the Nominating Committee	2/2
2.	Mr.Thirasak Vikitset	Director of the Nominating Committee	2/2
3.	Dr.Atthakorn Glankwamdee	Director of the Nominating Committee	2/2
4.	Mrs.Kaewta Ongsaranakom	Director of the Nominating Committee	2/2
5.	Mrs.Chitraporn Vikitset	Director of the Nominating Committee	2/2

### 4. Number of The Remuneration Committee Meetings

During 2022, the Remuneration Committee held a total of 2 meetings, with the Members attending every meeting as follows:

	Name	Position	Number of Attendance
1.	Mr.Boonkiet Chokwatana	Chairman of the Remuneration Committee	2/2
2.	Mr.Thirasak Vikitset	Director of the Remuneration Committee	2/2
3.	Mrs.Kaewta Ongsaranakom	Director of the Remuneration Committee	2/2
4.	Mrs.Pismai Chandrubeksa	Director of the Remuneration Committee	2/2

### 5. Number of The Risk Management Committee Meetings

During 2022, the Risk Management Committee held a total of 4 meetings, with the Members attending every meeting as follows:

	Name	Position	Number of Attendance
1.	Assist.Prof.Dr.Pongchai Athikomrattanakul	Chairman of the Risk Management Committee	4/4
2.	Mrs.Pornpip Putipat	Director of the Risk Management Committee	4/4
3.	Mrs.Thongsuk Upathambhakul	Director of the Risk Management Committee	4/4
4.	Mr.Praj Srichandra	Director of the Risk Management Committee	4/4

	Name	Position	Number of Attendance
5.	Mrs.Daranee Ajjaneeyakul	Director of the Risk Management Committee	4/4
6.	Ms.Waraluck Punpairoj	Director of the Risk Management Committee	4/4

#### 6. Number of The Corporate Social Responsibility Committee Meetings

During 2022, the Corporate Social Responsibility Committee held a total of 4 meetings, with the Members attending every meeting as follows:

	Name	Position	Number of Attendance
1.	Prof.Dr.Malyn Ungsurungsie	Chairman of the Corporate Social Responsibility Committee	4/4
2.	Admiral Apichart Pengsritong	Director of the Corporate Social Responsibility Committee	4/4
3.	Mrs.Rujapa Srisurang	Director of the Corporate Social Responsibility Committee	4/4
4.	Mrs.Pranee Petcharayutpun	Director of the Corporate Social Responsibility Committee	4/4
5.	Ms.Natpitchaya Kitthamrongworakul	Director of the Corporate Social Responsibility Committee	3/4*
6.	Ms.Pornpanawan Boonrom	Director of the Corporate Social Responsibility Committee	4/4
7.	Ms.Usa Kingsubmanee	Director of the Corporate Social Responsibility Committee	4/4

\* Appointed on May 12, 2022

#### 7. Number of The Corporate Governance Committee Meetings

During 2022, the Corporate Governance Committee held a total of 4 meetings, with the Members attending every meeting as follows:

	Name	Position	Number of Attendance
1.	Pol.Gen.Somchai Prabhasabhakdi	Chairman of the Corporate Governance	4/4
2.	Mrs.Kaewta Ongsaranakom	Director of the Corporate Governance	4/4
3.	Mrs.Patchara Pongwichan	Director of the Corporate Governance	4/4
4.	Mr.Sumit Khopaiboon	Director of the Corporate Governance	4/4

Name	Position	Number of Attendance
5. Ms.Thatsruang Saengwichian	Director of the Corporate Governance	4/4
6. Mr.Jittipong Somyapukdee	Director of the Corporate Governance	3/4*

\* Appointed on May 12, 2022

#### 8. Number of The Executive Board Meetings

During 2022, the Executive Board held a total of 19 meetings, with the Members attending every meeting as follow:

Name	Position	Number of Attendance
1. Mr.Thirasak Vikitset	Chairman Of the Executive Board	19/19
2. Dr.Atthakorn Glankwamdee	Director Of the Executive Board	7/19**
3. Mrs.Kaewta Ongsaranakom	Director Of the Executive Board	18/19
4. Prof.Dr.Malyn Ungsurungsie	Director Of the Executive Board	18/19
5. Mrs.Chitraporn Vikitset	Director Of the Executive Board	19/19
6. Mrs.Thongsuk Upathambhakul	Director Of the Executive Board	19/19
7. Mr.Praj Srichandra	Director Of the Executive Board	16/19
8. Mrs.Patchara Pongwichan	Director Of the Executive Board	19/19
9. Mrs.Daranee Ajaneeyakul	Director Of the Executive Board	19/19
10. Ms.Kritsanarath Rassameesuriyan	Director Of the Executive Board	19/19
11. Mr.Sumit Khopai boon	Director Of the Executive Board	19/19
12. Ms.Yarin Arayatanitkul	Director Of the Executive Board	19/19

\*\* Retired on May 12, 2022