

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, the Board of Directors has carried out the important matters as follows:

- **Vision and mission**

The Board of Directors has set the vision and mission of the company, with yearly revision. The 2024 vision and mission of the company was reviewed by The Board of Directors' meeting no. 6/2023 on December 21, 2023, that vision was still appropriate with current business engagement. Moreover, the Board of Directors also approved strategy, target, and annual plan of the company proposed by the management. In addition, they were required to ensure that there were adequate mechanisms in supervising, monitoring the implementation of the company's strategies. The Board of Directors required the management to report the results of the operation according to the strategy set twice a year in July and December of each year in addition to the report of operation, performance and other issues to the Board of Directors' Meeting acknowledged on a quarterly basis and evaluating performances of the management, so as to meet the targets contributing to further value to the company, with concern to the interests of all stakeholders concerned.

- **Supervision over internal control and audit systems**

The Board of Directors has placed much emphasis on the internal control systems, company operation, and corporate supervision, by assigning "The Internal Audit Section" to supervise over the audit, review, and monitoring of those operations results. Furthermore, The Internal Audit Office has also provided recommendations to ensure independent and effective practices according to those guidelines with independent and balanced manner.

Accordingly, the Board of Directors has instructed the Internal Audit Section to usually direct report to the Audit Committee, which the Audit Committee be able to review and ensure sufficient internal control system and the results of the assessment of the sufficiency of the internal control system for the year 2024 have been reported as being appropriate and adequate to the Board of Directors.

- **Risk management**

The Board of Directors has placed emphasis on risk management affecting the organization's goals by having risk management process in a systematic and in compliance with the company's policies.

The Board of Directors has appointed the Risk Management Committee to supervise the risk management to be effective and meet the standard with risk assessment and monitoring risk management plan, as well as reporting to the Board of Directors on twice a year in August and December . In 2024, the Board of Directors emphasized the conduct of sustainable business. Therefore, they have introduced an analysis of emerging risks that may arise from unforeseen changes. This analysis considers risks stemming from external and internal factors, including global economic and political volatility, shifts in social structures, and advancement in technology and innovation, all of which could alter risk factors.

Nomination, development, assessment of the performance of the Board of Directors

1. Nomination of Directors and Chief Executive Officer

Nomination of Directors

The Board of Directors has conducted the nomination of directors transparently in accordance with the good corporate governance code so that the structure of the Board of Directors consists of directors with diverse qualifications and is in line with the strategic direction of the company's business, including the qualifications as specified in the Charter of the Board of Directors.

At present, The Board of Directors consists of 15 directors. In the 2024 general meeting of shareholders no. 45, there were 5 directors who retired upon term completion, namely:

- | | | | |
|---------------------|--------------|--------------------|----------------|
| 1. Dr.Atthakorn | Glankwamdee | 4. Mrs.Pismai | Chandrubeksa |
| 2. Mrs.Kaewta | Ongsaranakom | 5. POL.GEN.Somchai | Prabhasabhakdi |
| 3. Admiral Apichart | Pengsritong | | |

In this regard, Dr.Atthakorn Glankwamdee indicated his intention not to seek re-nomination.

The Board of Directors, excluding those directors with possible conflict of interests, considered the composition of The Board of Directors according to the Board Skill Matrix to determine the necessary qualifications for the nomination of directors. After that, The Board of Directors considered and screened the qualifications of those persons being nominated as directors on an individual basis according to the criteria and process for the selection of directors such as board diversity.The nominated candidates for the director position were qualified and aligned with the company's business strategy.They possessed knowledge, skills, and experience that would be beneficial to the organization. Accordingly, The Board of Directors resolved to endorse the proposal by The Nominating Committee, to nominate the 4 retiring directors to the shareholders' general meeting, for re-election to serve another term as directors and to consider Mrs.Thongsuk Upathambhakul to be a director in replace of Dr.Atthakorn Glankwamdee, the retiring director who wished not to seek re-nomination

The company disclosed details about the criteria and process for the selection of directors and independent directors, chief executive officer, and the management under the heading 6. 1. 1 “Policy and Guidelines for the Board of Directors”.

Nomination of Chief Executive Officer

The Nominating Committee shall consider and nominate the Chief Executive Director to propose to The Board of Directors' meeting for consideration of appointment. See details about the nomination method for the person to be appointed the Chief Executive Officer under the heading 6.1.1 “Policy and Guidelines for The Board of Directors”.

2. Development for the Directors and the Management

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	AACP
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. Prof.Dr.Malyn	Ungsurungsie	17/2004	-	-	-	-	-	-
5. Mrs.Kaewta	Ongsaranakom	-	27/2003	10/2010	-	-	-	-
6. Mrs.Chitraporn	Vikitset	66/2007	-	-	-	-	-	-
7. Thongsuk	Upathambhakul	-	372/2024	-	-	-	-	-
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.Anantachai	Yoonprathom	-	-	-	-	-	-	-
13. Mr.Amorn	Asvanunt	4/2003	-	-	-	-	-	-
14. Pol.Gen.Somchai	Prabhasabhakdi	25/2004	51/2004	-	-	12/2005	2/2004	-
15. Assist.Prof.Dr.Pongchai	Athikomrattanukul	162/2019	283/2019	-	-	-	-	51/2024

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 2024

Name		Training Course/Seminar
Mr.Thirasak	Vikitset	<ul style="list-style-type: none"> - Business Technology Transformation - Business Strategy (2025 - 2030) - DATA SCIENCE - Anti-Corruption and Business Ethic
Prof.Dr.Malyn	Ungsurungsie	<ul style="list-style-type: none"> - Business Strategy (2025 - 2030) - Patent - Anti-Corruption and Business Ethic
Mrs.Kaewta	Ongsaranakom	<ul style="list-style-type: none"> - Business Technology Transformation - Business Strategy (2025 - 2030) - Anti-Corruption and Business Ethic
Mrs.Thongsuk	Upathambhakul	<ul style="list-style-type: none"> - Director Certification Program (DCP) 372/2024 : Association of Thai Institute of Directors (IOD) - ESG DNA For Employees course ESG101 , P01 : The Stock Exchange of Thailand - Business Technology Transformation - Business Strategy (2025 - 2030) - Anti-Corruption and Business Ethic
Mrs.Teerada	Ambhanwong	<ul style="list-style-type: none"> - CEO Club No. 3/2024 “Human Strategy in the Age of AI” - AI-X for Leader Practice AI Class fot Leader : FutureSkill
Mr.Amorn	Asvanunt	<ul style="list-style-type: none"> - Key Concerns of Audit Committee – In the age of great transformation : EY
Assist.Prof.Dr.Pongchai	Athikomrattanakul	<ul style="list-style-type: none"> - Advance Audit Committee Program (AACP) : Association of Thai Institute of Directors (IOD)
Mr.Bo Nystrup Nielsen		<ul style="list-style-type: none"> - Business Strategy (2025 - 2030)
Mr.Praj	Srichandra	<ul style="list-style-type: none"> - ESG DNA For Employees course ESG101 , P01 : The Stock Exchange of Thailand - Business Strategy (2025 - 2030) - Anti-Corruption and Business Ethic
Mr.Varith	Tritrapun	<ul style="list-style-type: none"> - CFO Refresher Course 2024 “Generative AI Issues Impacting Finance and Accounting of Listed Companies.” : The Stock Exchange of Thailand - “How to preparing ESG data should be prepared to make it more appealing to analysts and investors” : The Stock Exchange of Thailand - ESG DNA For Employees course ESG101 , P01 : The Stock Exchange of Thailand - CFO Forum : EY - Anti-Corruption and Business Ethic

Name		Training Course/Seminar
Mrs.Patchara	Pongwichan	<ul style="list-style-type: none"> - ESG DNA For Employees course ESG101 , P01 : The Stock Exchange of Thailand - Business Technology Transformation - Business Strategy (2025 - 2030) - Anti-Corruption and Business Ethic
Mrs.Daranee	Ajjaneeyakul	<ul style="list-style-type: none"> - Director Certification Program (DCP) 372/2024 : Association of Thai Institute of Directors (IOD) - ESG DNA For Employees course ESG101 , P01 : The Stock Exchange of Thailand - Business Technology Transformation - Business Strategy (2025 - 2030) - Anti-Corruption and Business Ethic
Mr.Arucha	Budsakornbhinanda	<ul style="list-style-type: none"> - ESG DNA For Employees course ESG101 , P01 : The Stock Exchange of Thailand - Business Technology Transformation - Business Strategy (2025 - 2030) - Anti-Corruption and Business Ethic
Mr.Chadchon	Tantivejkul	<ul style="list-style-type: none"> - ESG DNA For Employees course ESG101 , P01 : The Stock Exchange of Thailand - Business Technology Transformation - Business Strategy (2025 - 2030) - Anti-Corruption and Business Ethic
Mr.Sumit	Khopaiboon	<ul style="list-style-type: none"> - CFO Refresher Course 2024 "Generative AI Issues Impacting Finance and Accounting of Listed Companies." : The Stock Exchange of Thailand - ESG DNA For Employees course ESG101 , P01 : The Stock Exchange of Thailand - CFO Forum : EY - Business Technology Transformation - Business Strategy (2025 - 2030) - Anti-Corruption and Business Ethic

3. Assessment of the performance of the Board of Directors

The assessment of the Board of Directors performance for the year 2024 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.

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. Structure and qualifications of the Board of Directors
2. Board of Directors' Meeting
3. Role, Duty, and Responsibility of the Board of Directors

- **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 directors
2. Duties of directors
3. Self-development of directors

Procedure and Assessment Results

The Company Secretary sent out the Board's performance assessment forms and individual's performance assessment form to all directors, through electronic system. Every director was independent in taking such evaluation. The company secretary summarizes the results and report to the Board of Directors at the Board of Directors' meeting. The Company Secretary once completed to be collected, summarized, and reported to The Board of Directors at The Board of Directors' meeting annually.

In 2024, the assessment results of the Board of directors and individuals Director are as follows:

Performance Assessment of the Board of Directors	% average score	Criteria
The Board of Directors	96	Excellent
The Individual Director	93	Excellent

The Company will use these assessment results to improve the efficiency of The Board of Directors' performance, for the utmost benefit in corporate governance.

- **Yearly Performance Assessment of the Sub-Committees**

The Board of Directors has set the annual assessment of performance of every sub-committees. The performance assessment was divided into 3 aspects as follows:

1. Structure and qualifications of the Sub-Committees
2. Sub-Committees' Meeting
3. Role, Duty, and Responsibility of the Sub-Committees

Procedure and Assessment Results

The Company Secretary and/or Secretary of the sub-committees sent out evaluation forms , through electronic system to each sub-committee to assess their overall performance in the sub-committees where he or she holds a position. Every director was independent in taking such evaluation. The company secretary summarizes the results sent to Secretary of the sub-committees and report to each the sub-committees for acknowledgment in the meetings of the sub-committees in which they hold positions and report to The Board of Directors' meetings annually. The Company will use the evaluation results to enhance the performance of the sub-committees for the utmost benefit of the organization.

In 2024, the assessment results of the Sub-Committees, are as follows:

Performance Assessment of the Sub-Committee	% average score	Criteria
The Audit Committee	99	Excellent
The Sustainability Committee	97	Excellent
The Executive Board	92	Excellent
The Corporate Governance Committee	91	Excellent
The Risk Management Committee	90	Excellent
The Nominating Committee	90	Excellent
The Remuneration Committee	90	Excellent

- **Yearly Performance Assessment of Managing Director**

The Board of Directors and the Executive Board, excluding Managing Director and Chairman of Executive Board are evaluate annually performance of Managing Director in order to determine the remuneration, by using assessment form of Managing Director that divided into 4 aspects as follows:

1. Leadership
2. Strategy determination and strategy implementation
3. Financial planning and performance
4. Relationship with the Board of Directors, company personnel and stakeholders

Procedure and Assessment Results

The Company Secretary sent out the Managing Director's performance assessment form to the Board of Directors and Executive Board through electronic system excluding interested directors. Then, the Company Secretary shall summarize and report to the Board of Directors and the Remuneration Committee to acknowledge the said evaluation which the result of evaluation was in the "Excellent" criteria.

Meeting Attendance and Remuneration of The Board of Directors

1. The Board of Directors' Meeting

The Board of Directors must attend meetings regularly to acknowledge and make decision on the Company's business operations which requires the meeting to be held at least once in a quarter by pre-scheduling the meeting annually and having a clear agenda and notify each director to allocate time to attend the meeting and there may be additional special meetings to consider urgent matters.

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 independently, 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 has supported the joint meeting between the Board of Directors and the Executive Directors at least twice a year, to deliver yearly strategic targets and operation plans of the company, as well as to build good relationships between directors and executives. During 2024, the joint meeting between the Board of Directors and the Executive Directors held 2 meetings. In addition, Chief Financial Officer has joined the Board of Directors' meeting at all times.

The Board of Directors has laid down a policy that non-executive directors arrange their own meeting, without executive directors or the management of the company, at least once a year so that non-executive directors can consider and discuss various issues about management or interested issues. The results of the meeting were informed to the Managing Directors.

During 2024, The Board of Directors convened total 5 meetings, whereby the meeting dates had been earlier decided throughout the entire year. The Board of Directors' meeting schedule of the year 2024 was informed to each director for acknowledgement in advance every year within December. In addition, non executive directors held 1 meeting on December 19, 2024, without the management in attendance, to discuss business-related issues of the company. The result of the meeting was reported to Chairman of Executive Board and Managing Director for acknowledgment.

Meeting Attendance of The Board of Directors for Year 2024

Name of directors	Position	Number of Meetings Attended / Meeting Attendance Rights			Meeting Attendance Proportion (%)	Attendance of the General Shareholders' Meeting (time)
		Total (times)	In Person (times)	By electronics means (times)		
1. Mr.Boonkiet Chokwatana	Chairman	5/5	5/5	-	100	1/1
2. Mrs.Tipaporn Chokwatana	Vice Chairman	5/5	4/5	1/5	100	1/1
3. Mr.Thirasak Vikitset	Managing Director	5/5	5/5	-	100	1/1
4. Prof.Dr.Malyn Ungsurungsie	Deputy Managing Director	5/5	4/5	1/5	100	1/1
5. Mrs.Kaewta Ongsaranakom	Director	5/5	5/5	-	100	1/1
6. Mrs.Chitraporn Vikitset	Director	4/5*	4/5	-	80	1/1
7. Mrs.Thongsuk Upthambhakul*****	Director	3/4*	3/4	-	75	1/1
8. Mrs.Teerada Ambhanwong	Director	5/5	-	5/5	100	1/1
9. Mr.Suthep Dansiriviroj	Director	5/5	5/5	-	100	1/1
10. Admiral Apichart Pengsritong	Independent Director	4/5*	4/5	-	80	1/1
11. Mrs.Pismai Chandrubeksa	Independent Director	5/5	3/5	2/5	100	1/1
12. Mr.Ananachai Yoonprathom***	Independent Director	4/4	2/4	2/4	100	1/1
13. Mr.Amorn Asvanunt	Independent Director	4/5*	4/5	-	80	0/1*
14. Pol.Gen.Somchai Prabhasabhakdi	Independent Director	5/5	5/5	-	100	1/1
15. Assist.Prof.Dr.Pongchai Athikomrattanakul	Independent Director	5/5	5/5	-	100	1/1
16. Dr.Atthakorn Glankwamdee****	Deputy Managing Director	1/1	-	1/1	100	0/1*
17. Mrs.Pradittha Chongwattana**	Independent Director	1/1	1/1	-	100	-

Remark : * leave of absence

** Resigned from the position in March 2024

*** Appointed in March 2024

**** Term expired in April 2024

***** Appointed in April 2024

2. The Audit Committee' Meetings

During 2024, the Audit Committee held total of 10 meetings, with the Members attending every meeting as follow:

Name		Position	Number of Meetings Attended / Meeting Attendance Rights
1. Mr.Amorn	Asvanunt	Chairman, Audit Committee	10/10
2. Pol.Gen Somchai	Prabhasabhakdi	Director, Audit Committee	9/10
3. Assist.Prof.Dr.Pongchai	Atikomrattanakul	Director, Audit Committee	10/10
4. Mrs.Pradittha	Chongwattana	Director, Audit Committee	1/1*

Remark : * Resigned from the position in March 2024

3. The Nominating Committee' Meetings

During 2024, the Nominating Committee held total of 2 meetings, with the Members attending every meeting as follow:

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

Remark : * Term expired in April 2024

4. The Remuneration Committee' Meetings

During 2024, the Remuneration Committee held total of 2 meetings, with the Members attending every meeting as follow:

Name		Position	Number of Meetings Attended / Meeting Attendance Rights
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	1/2

5. The Risk Management Committee' Meeting

During 2024, the Risk Management Committee held total of 6 meetings, with the Members attending every meeting as follow:

Name		Position	Number of Meetings Attended / Meeting Attendance Rights
1. Assist.Prof.Dr.Pongchai	Athikomrattanakul	Chairman of the Risk Management Committee	6/6
2. Mrs.Porntip	Putipat	Director of the Risk Management Committee	6/6
3. Mrs.Thongsuk	Upathambhakul	Director of the Risk Management Committee	5/6
4. Mr.Praj	Srichandra	Director of the Risk Management Committee	4/6
5. Mrs.Daranee	Ajjaneeyakul	Director of the Risk Management Committee	6/6
6. Mr.Chadchon	Tantivejkul	Director of the Risk Management Committee	3/3*
7. Ms.Waraluck	Punpairoj	Director of the Risk Management Committee	5/6
8. Mrs.Jariya	Thamvachiraporn	Director of the Risk Management Committee	6/6

Remark : * Appointed in May 2024

6. The Sustainability Committee' Meeting

During 2024, the Sustainability Committee held total of 4 meetings, with the Members attending every meeting as follow:

Name		Position	Number of Meetings Attended / Meeting Attendance Rights
1. Prof.Dr.Malyn	Ungsurungsie	Chairman of the Sustainability Committee	4/4
2. Admiral Apichart	Pengsritong	Director of the Sustainability Committee	4/4
3. Mr.Anantachai	Yoonprathom	Director of the Sustainability Committee	3/3*
4. Mrs.Rujapa	Srisurang	Director of the Sustainability Committee	4/4

Name		Position	Number of Meetings Attended / Meeting Attendance Rights
5. Mrs.Pranee	Petcharayutpun	Director of the Sustainability Committee	3/4
6. Ms.Natpitchaya	Kitthamrongworakul	Director of the Sustainability Committee	4/4
7. Ms.Pornpanawan	Boonrom	Director of the Sustainability Committee	4/4
8. Ms.Usa	Kingsubmanee	Director of the Sustainability Committee	4/4

Remark : * Appointed in March 2024

7. The Corporate Governance Committee' Meeting

During 2024, the Corporate Governance Committee held total of 4 meetings, with the Members attending every meeting as follow:

Name		Position	Number of Meetings Attended / Meeting Attendance Rights
1. Pol.Gen.Somchai	Prabhasabhakdi	Chairman of the Corporate Governance	4/4
2. Mr.Suthep	Dansiriviroj	Director of the Corporate Governance	3/3*
3. Mrs.Kaewta	Ongsaranakom	Director of the Corporate Governance	4/4
4. Mrs.Patchara	Pongwichan	Director of the Corporate Governance	4/4
5. Mr.Sumit	Khopaiboon	Director of the Corporate Governance	4/4
6. Ms.Thatsruang	Saengwichian	Director of the Corporate Governance	4/4
7. Mr.Jittipong	Somyapukdee	Director of the Corporate Governance	1/1**

Remark : * Appointed in May 2024

** Resigned from the position in July 2024

8. The Executive Board' Meeting

During 2024, the Executive Board held total of 23 meetings, with the Members attending every meeting as follow:

Name		Position	Number of Meetings Attended / Meeting Attendance Rights
1. Mr.Thirasak	Vikitset	Chairman of the Executive Board	23/23
2. Mrs.Kaewta	Ongsaranakom	Director of the Executive Board	21/23
3. Prof.Dr.Malyn	Ungsurungsie	Director of the Executive Board	20/23
4. Mrs.Chitraporn	Vikitset	Director of the Executive Board	20/23
5. Mrs.Thongsuk	Upathamhakul	Director of the Executive Board	23/23
6. Mr.Praj	Srichandra	Director of the Executive Board	21/23
7. Mrs.Patchara	Pongwichan	Director of the Executive Board	23/23

Name		Position	Number of Meetings Attended / Meeting Attendance Rights
8. Mrs.Daranee	Ajjaneeyakul	Director of the Executive Board	23/23
9. Ms.Kritsanarath	Rassameesuriyan	Director of the Executive Board	23/23
10. Mr.Sumit	Khopaiboon	Director of the Executive Board	23/23
11. Ms.Yarin	Arayatanitkul	Director of the Executive Board	22/23
12. Ms.Waraluck	Punpairoj	Director of the Executive Board	23/23