2025 Average Board Meeting Attendance is 98.61%

No.	List of the boaArd of directors	Meeting attendance of the Board of Directors		Average	AGM Meeting attendance		Average	EGM Meeting attendance rate	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%**		

<u>Remark:</u> Data from 2025 Annual Report (56-1 e-One Report) page 305-306

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	IT / Innovation / Online Market	Food Distributors, Retail, Hypermarket *(Industry expert)*	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**	**5**	**10**	**7**	**5**	**2**

Board Average Tenure and Other Company Mandates

No.	List of the board of directors	Average Tenure		Other Company mandates (excluding CP Axtra)
		Tenure Start	Tenure Year	
1	Mr. Suphachai Chearavanont	18 February 2020	**6**	**4**
2	Mr. Ralph Robert Tye	20 April 2022	**4**	**2**
3	Adj. Prof. Rawat Chamchalerm	28 August 2019	**7**	**3**
4	Mrs. Kannika Ngamsopee	28 August 2019	**7**	**4**
5	Mr Jukr Boon-Long	28 August 2019	**7**	**3**
6	Adj. Prof. Prasobsook Boondech	November 2019	**7**	**1**
7	Mr. Auttapol Rerkpiboon	15 May 2024	**2**	**1**
8	Mr. Korsak Chairasmisak	5 July 2013	**13**	**1**
9	Mr. Narong Chearavanont	5 July 2013	**13**	**1**
10	Mr. Tanin Buranamanit	20 April 2022	**5**	**1**
11	Dr. Prasert Jarupanich	25 April 2005	**21**	**1**
12	Mr. Pittaya Jearavisitkul	5 July 2013	**13**	**1**
13	Mr. Piyawat Titasattavorakul	5 July 2013	**13**	**1**
14	Mr. Adirek Sripratak	5 July 2013	**13**	**2**
15	Mr. Umroong Sanphasitvong	5 July 2013	**13**	**1**
16	Mrs. Saowaluck Thithapant	December 2007	**19**	**0**
17	Dr. Teerapon Tanomsakyut	15 May 2024	**2**	**0**
18	Mr. Tanit Chearavanont	15 May 2022	**4**	**0**
			9.39	