



Haadthip Public Company Limited

**Minutes of the 2022 Shareholders' Annual Regular Meeting via Electronic Media (E-AGM)**

Tuesday 26<sup>th</sup> April 2022 at 14.30 hrs.

Regency Meeting Rooms 3-4, the Hyatt Regency Hotel Bangkok, Sukhumvit

1 Soi Sukhumvit 13, Sukhumvit Road, Bangkok 10110

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The 2022 Shareholders' Annual Regular Meeting via Electronic Media (E-AGM) was held on Tuesday, April 26, 2022 at 14:30 hrs. and broadcast live from Regency Meeting Rooms 3-4, the Hyatt Regency Hotel Bangkok, Sukhumvit, 1 Soi Sukhumvit 13, Sukhumvit Road, Bangkok 10110. There were 7 of the 12 directors attending the Meeting, accounting for 58.33%. The executives and the auditors attending the Meeting in person and via online media were as follows:

**Directors attending the Meeting in person**

- |                                |  |
|--------------------------------|--|
| 1. Gen. Charan Kullavanijaya   | Independent Director/Chairman  |
| 2. Maj. Gen. Patchara Rattakul | Director/CEO   |
| 3. Mr. Prakrit Pradipasen      | Independent Director/Chairman of the Audit Committee   |
| 4. Mr. Yanyong Maethapanich    | Independent Director/Member of the Audit Committee/<br>Member of the Nomination and Remuneration Committee |

**Directors attending the Meeting via online media**

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|----------------------------------|---|
| 1. Mrs. Pariya Chirabandhu       | Director/Member of the Nomination and Remuneration<br>Committee |
| 2. Mr. Dumrongrugs Apibalsawasdi | Director  |
| 3. Mrs. Kerry-Ann Shipp          | Director  |

**Apologies**

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|------------------------------------|---|
| 1. Mrs. Yupares Thiengtham         | Director/Chairman of the Nomination and Remuneration<br>Committee   |
| 2. Miss Smornluk Mahasmiti         | Independent Director/Member of the Audit Committee/Member of the<br>Nomination and Remuneration Committee |
| 3. Mr. Johan Willem Maarten Jansen | Independent Director  |
| 4. Mr. Philipp Hugo Gutsche        | Director  |
| 5. M.L. Dhisana Sritavaj           | Director  |

**Executive attending the Meeting in person**

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|--------------------------|-------------------------------|
| Mr. Amrit Kumar Shrestha | Chief Financial Officer (CFO) |
|--------------------------|-------------------------------|

**Executives attending the Meeting via online media**

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|----|---------------------------------|---|
| 1. | Mr. Jose Henrique Zeitune       | Chief Operations Officer (COO)  |
| 2. | Mr. Riccardo Vrodom Sucharitkul | Vice President – Corporate Strategy                                     |
| 3. | Mr. Pongsakorn Thiengtham       | Financial Advisor to the CEO  |
| 4. | Miss Plempun Rutchakitprakarn   | Executive Assistant to the CEO  |
| 5. | Miss Nithinart Juntasurat       | Accounting Director in charge of accounting supervision<br>(accountant) |
| 6. | Mr. Sarapat Thiengtham          | Managing Director – HT Food & Beverages Co., Ltd. (HTFB)                |

**List of Online Attending Auditors from KPMG Phoomchai Audit Co., Ltd**

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|----|--------------------------|-----|
| 1. | Ms. Krittika Kongkerd    | CPA |
| 2. | Ms. Chatchanok Nuttawong | CPA |

**Legal representative and vote counting witness attending the Meeting in person**

Mr. Abdul Kosakijjalert	Lawyer
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**Volunteer to protect shareholders right from the Thai Investors Association attending the Meeting via online media**

Ms. Nitipan Wittayakul

The 2022 Shareholders' General Meeting, hosted by Miss. Thanarat Jaroenrat, was started at 14:30 hrs. and held via electronic media (E-AGM) of Haadthip Plc. Ltd.

Due to the spread of COVID-19, the Board of Directors is concerned about health and safety of all the Shareholders, proxy holders and working teams. For this reason, the Board of Directors' Meeting resolved to approve of organizing the 2022 Shareholders' General Meeting via electronic media (E-AGM).

Miss. Thanarat Jaroenrat, host of the Meeting, informed that 25 shareholders attended the Meeting in person, holding 16,801,814 shares in total, whereas 159 proxy holders held 130,295,192 shares in total. Therefore, 184 shareholders and proxy holders attended the Meeting, holding 147,097,006 shares in total, accounting for 73.1969%. (There are 8,052 shareholders at the Company, holding 200,960,500 shares in total.) The number of attendees was adequate for constituting a quorum, as specified in the Company's regulation No. 45. (stating that at least 25 shareholders and proxy holders (if any) or at least half of the total shareholders are required to attend each Shareholders' Meeting. Also, to constitute a quorum, at least one-third of the total count of sold-off shares is required.

The Company allowed the shareholders to exercise the right to propose the agendas of the 2022 Shareholders' General Meeting in advance from November 1, 2021 to December 31, 2021. None of the shareholders proposed any matters to be included in the agendas of the Meeting.

### **Regulations and Procedures of Casting and Counting Votes**

The regulations of vote casting and vote counting and the methods of asking questions and giving opinions are as follows:

1. All the participants qualified for attending the Meeting shall verify themselves to receive usernames and passwords via channels specified by the Company. The details and invitation letters of the Meeting shall be dispatched to the participants for their agreement to comply with the regulations for attending the Meeting via electronic channels. The participants can register by pressing the button "Register" to attend the Meeting, at this step, the numbers of complete registrations and shares held by the shareholders shall be counted to form a quorum.
2. The Meeting shall consider the matters in order of the agendas, as specified in the invitation letters. The information of each agenda shall be proposed and the shareholders shall be allowed to ask queries before a resolution is made. The score results shall be informed to the Meeting after the vote count at each agenda.
3. To cast votes, each shareholder has one vote per share. If any of the shareholders has specific stakes, he/she shall not be allowed to cast votes. Any of the shareholder wishing to cast votes shall vote in the Inventech Connect System. Any participant attending the Meeting via mobile phones or tablets can join the voting system via the link specified in the Chat Channel. Any of the shareholders attending the Meeting via computer equipment can press the button "Continue" on the right-hand side in the Multimedia Viewer function. After that, the emails and passwords received from your approval email shall be used for signing in or verified by asking for the OTPs in order to enter the voting system and press the Register button. Next, you are required to choose an agenda which you would like to vote for or against. The system displays 4 buttons for casting votes: 1. Agree (the green button) 2. Disagree (the red button) 3. Abstain from Voting (the orange button) and 4. Cancel the Most Recent Votes (the light blue button). If you choose to press either of the last two buttons, the Company will consider your vote as Agree at the agenda. Votes earlier cast can be changed until voting is closed. The Company allows spending 2 minutes casting votes in the system at each agenda.
4. In counting votes, the Company subtracts Disagree and Abstain from Voting votes from the total votes of shareholders attending the Meeting and having the right to vote. The difference obtained is counted as Agree votes.
5. A proxy holder for many shareholders shall press on the User icon and press the Alternate Accounts button in order to log in the other shareholders' accounts. Each shareholder shall be present until the end of each agenda and cast votes at each agenda. If any shareholder leaves the meeting room or logs out of the system before voting for resolution at each agenda is closed, his/her vote shall not be counted as a quorum and as a vote at that agenda. However, leaving the meeting room or logging out during each agenda shall not be regarded as disqualifying the shareholder or proxy holder from re-entering the meeting or expressing opinions.
6. Methods of asking queries and expressing opinions

Before the resolution at each agenda, the Chairman allows the participants to ask queries or express opinions on aspects related to the agenda as appropriate. Queries can be asked via the following 2 channels:

1. Any participant wishing to ask queries via messages can choose the Ask Queries menu and then choose the agenda where he/she wishes to ask queries before typing queries or opinions and pressing the Send button. The Company will reply to queries in the meeting room at the agenda related to the queries. However, if a lot of queries have been given, the Company shall reserve the right to choose queries as appropriate.

2. Any participant wishing to ask queries via VDO Conference in the Inventech Connect System can choose an agenda where he/she wishes to ask queries. After that, please press the button to reserve the order of queries via VDO Conference and turn on the camera and microphone. Whenever receiving the signal for asking queries, please always inform your name and surname and your status either as a shareholder or as a proxy holder before asking queries so that the Company can record your information in the minutes correctly and completely.

The Company reserves the right to remove pictures and sounds of any shareholder asking impolite queries, expressing impolite opinions, defaming others or violating any law, including violating rights of other people, disturbing the meetings or causing trouble to other participants.

7. To keep the meeting time, any shareholder wishing to ask too many queries via VDO Conference in the Inventech Connect System should ask them via messages so that the staff can manage to reply to the queries, reply to your queries before the end of the meeting or reply to the queries on the Company's website.

8. As for shareholders assigning their proxy holders to attend the Meeting and cast votes as required by the shareholders, the Company will include their Agree, Disagree and Abstain from Voting votes in the registration for resolution.

9. If any shareholder has problems in entering the meeting or voting system, please study and follow the suggestions attached to the invitation letters or contact the Inventech Call Center at 02-931-9134.

10. In case of problems arising at the system during the Meeting, the shareholders will receive emails so that they can re-enter the meeting via another system.

11. The host will inform the results of vote counting to the Meeting. At each agenda, the latest number of shares held by the participants of that agenda is used.

12. The resolutions of this Shareholders' Meeting consist of different types of voting as follows:

Agendas 1, 3, 4, 5 and 7 shall be resolved for approval by the majority votes of the shareholders attending the Meeting and casting votes.

Agenda 2 shall be acknowledged, not resolved.

Agenda 6 shall be given at least two-thirds of the total votes of shareholders attending the Meeting and having the right to vote.

The host informed the Meeting of Privacy Notice, as shown in the Personal Information Protection Act B.E. 2562, the objectives and necessity of personal information collection of are to comply with laws, with reference to Public Company Law, Securities and Stock Market Law, E-Meeting Act and related announcements. The Company shall prepare registers for shareholders and collect and record sounds or both pictures and sounds of all the participants throughout the Meeting, including information, usernames, passwords, dates of the Meeting, starting and ending time

of the Meeting, shareholders' IP address information for disclosure and processing of shareholders' and/or proxy holders' personal information for the 2022 Shareholders' General Meeting via Electronic Media (E-AGM). Relevant documents, processing, voting for resolution, and any matter related to the Shareholders' Meeting that include the shareholders' and/or proxy holders' personal information. The Company would like to inform that we will keep and disclose such information, as specified by laws, taking into account privacy protection and personal information at most.

Moreover, Haadthip is determined to help reduce global warming and greenhouse gas by participating in the CareThe Bear Project of the Stock Exchange of Thailand. Therefore, at this online meeting, we would like to invite the Board of Directors, the executives, the shareholders, the proxy holders and all related persons to be part of this project by scanning the QR Code as shown and give short answers to the questions, so that the information obtained will be calculated and processed for your knowledge at the last part of the Meeting, revealing the amount of carbon footprint that can be reduced by this project.

After that, the host asked Ge. Charan Kullavanijaya, Independent Director/Chairman, to chair the Meeting and open the 2022 Shareholders' Annual Regular Meeting via Electronic Media (E-AGM).

The Chairman welcomed the participants opened the Meeting, consisting of 8 agendas, and proposed different matters to be considered by the Meeting in order of the agendas as follows:

**Agenda 1**      **To adopt the Minutes of the Annual General Shareholder Meeting for the year 2021.**

The Chairman presented the copy of the 2021 Shareholders' General Meeting held on Monday, April 26, 2021 and asked the Meeting to adopt the copies of the minutes, which had been dispatched to the shareholders along with the invitation letters in the attachment No. 3. The Board of Directors agreed to certify the minutes correct in accordance with the the resolution of the Meeting. The details are shown in the copies of the minutes.

After that, the Chairman allowed the shareholders to send queries in the online system. Since none of the shareholders sent any queries at this agenda, the Chairman asked the Meeting to consider voting.

After consideration, the Meeting resolved to adopt the minutes of the 2022 Shareholders' General Meeting held on Monday, April 26, 2022 with unanimous votes as follows: 1.

Resolutions of the Meeting	Number of Votes	Percentage
Agree	147,335,104	99.9999
Disagree	1	0.0000
<b>Total</b>	<b><u>147,336,107</u></b>	-
Abstain from Voting	1,002	-
Spoilt Votes	0	-

N.B.: At this agenda, another 5 shareholders attended the Meeting, holding 239,101 shares in total. Therefore, this meeting was attended by 189 shareholders, holding 147,336,107 shares, which accounted for 73.3160% of all the sold-off shares of the Company.

## Agenda 2      To Acknowledge the Board of Directors' Reports on the 2021 Operating Results

Gen. Charan Kullavanijaya asked Maj. Gen. Patchara Rattakul, Director/CEO, to inform the Meeting of the 2021 Operating results and Mr. Amrit Kumar Shrestha, Chief Financial Officer (CFO), to give additional details on the financial report as follows:

Maj. Gen. Patchara Rattakul, Director/CEO, informed the Meeting of the 2021 operating results. It is widely known that Thailand has not overcome the problems and obstacles caused by the spread of coronavirus. Especially after last Songkran, the disease spread more widely, having direct effects on our business, because our customers and consumers seriously got economic impacts. More importantly, many of our customers have closed their businesses, whereas some of them have shut down their businesses permanently, due to lack of capital to open businesses. Therefore, we have lost many of our customers. Our consumption has decreased because our products are luxurious, not daily necessities. Since customers have less money to spend, they need to prioritize their urgent spending as much as possible. This situation then greatly affects sales and revenues of the Company. However, the Management and I have a faith in determination and perseverance of Thai people to fight against all obstacles. I believe that the economy of our country will continue, as long as we still have faiths in ourselves, our families, our nation, our monarchy, and our respectful religions that help us do things rightly and morally every day. When we possess these qualities, I think that we can overcome all problems, whatever they are, I think that we will finally overcome the problems and can return to increase business operating results after the situation has passed. Before I tell you the details of last year's overview, I would like you to watch a short VTR so that the opening of this Meeting will be more colorful.

The video shown revealed our determination to perform our duties or tasks for stakeholders, including customers, employees, suppliers or members of our work community. We have been trying to improve their quality of life, especially that of the underprivileged.

### An Overview of the Company's Business

I would like to spend this short period of time for new investors unfamiliar with our business. Our core business consists of production, sale and distribution of products of Coca-Cola Company, USA. Our core brands include Coca-Cola, Fanta and other brands in the sparkling beverage category: Schweppes, which is a mixer, and A&W. HT's non-sparkling beverages include juice products (Minute Maid, Splash and Pulpy) and one tea product (Fuzetea), Haadthip drinking water and Bon Aqua, Coca-Cola's only one brand in Thailand, sold simply in Southern Thailand. At present, the Company sells its products in 9 brands, 163 SKU and 34 pack sizes, operating business in 14 provinces in Southern Thailand from Chumphorn to Narathiwat, where approximately 10 million people live. The product distribution area is about 70,000 square kilometers. We have 19 product distribution centers or branches in these 14 provinces and 14 lines of production machinery at our two factories: one at Hatyai and the other at Suratthani. We also have 3 machines for making plastic beads used as preforms to be blown into plastic bottles. About 56,000 customers are active in the system, selling products with trucks. Our 10,000 refrigerators are believed to be

important engines for our total sale, and we are rapidly having an increasing number of refrigerators. In the next few years, the number of vending machines will increase considerably. We believe that in crowded and hasty cities vending machines can satisfy customers' needs. For example, in Japan, there are a lot of vending machines. We have about 200 selling trucks, 50 trucks with 18-22 wheels and 200 vehicles outsourced each day.

Last year, the company needed to diversify investment for sustainable growth and earn new revenues using potential and good relation with Southern Thai communities, both government and private sectors, and generate income from our non-performing assets. We have expanded our business into 3 affiliates. First, Haadthip Commercial Co., Ltd., is a distributor responsible for distributing fast-moving consumer goods (FMCG), serving 13 customers. 40% of its revenue is earned from mother and child products. Second, we operate food business, which started during the spread of COVID-19, including 3 brands: Miss Mamon, a bakery shop with 3 branches in Bangkok; Taroto, a dessert shop with 2 branches in Bangkok; and Khieng, a joint venture with Zen Corporation Group Plc. Ltd., which is in the Stock Exchange of Thailand, operating business in Southern Thailand and Bangkok and selling an inexpensive spicy newly-cooked dish called Rice Topped with Basil Leaves, served in a cozy atmosphere. We need to slow down our food business until the pandemic gets better. When we are ready, we will rapidly expand this business. We have our own brand, which is a cloud kitchen, cooking and serving Southern Thai food. We have operated this experimental project at Hatyai with good operating results; and, third, we operate a housing estate company to satisfy needs in the New Normal and next Normal Eras because more people need to work from home. This project was operated at Hatyai, using our existing assets as non-performing assets. We expect that this project will be completed within 1-2 years and sold in the 3<sup>rd</sup> quarter of the year 2022, consisting of 65 units. When the situation becomes better, these three companies will help increase revenues for our core business.

Awards and Recognition The Company was given 4 stars (very good) for Corporate Governance and has been chosen to be Thailand's Sustainability Investment Index since 2018, aiming to enter the Dow Jones Sustainability Indices (DJSI). Moreover, we have been in the ESG100 (the company with outstanding performance in environmental, social and governance) for 3 consecutive years. Moreover, the Company was chosen by the United Nations in early 2022 for equality, especially giving honor and opportunities to women regarding career advancement. The Company gives priority to equality, regardless of genders, religions and beliefs, but performance, ethics and morals. Moreover, the Company received the 2021 Human Rights Award from Gen. Prayut Chan-o-cha, Prime Minister.

New Products Most of our new products are in the no-sugar product category, due to a change in consumers' behavior, including No Sugar Fanta, Coca-Cola, No Sugar Coca-Cola, and No Sugar Cherry Coke, as well as Fanta and Starshine Coke for new generations, as if it was Coke from the Space.

Non-Alcoholic Ready to Drink (NARTD) Market in Southern Thailand in the year 2021 The market value of Non-Alcoholic Ready to Drink (NARTD) products in Southern Thailand decreased by 10.6%, compared with that of the previous year, whereas the market value of Non-Alcoholic Ready to Drink (NARTD) products in Thailand decreased by 5.6%, compared with that of the previous year, due to the spread of COVID-19. Since the southern region relies mainly on tourism, many businesses have collapsed, such as coach rent, hotels, etc. The soft drink market decreased by 9.7%, compared with that of the previous year, whereas the juice product market declined by 17.1%, compared with that of the previous year. However, the decrease rate was lower than that of 2020, due to the fact that our customers have made some adaptation and Haadthip Company has adapted its business operation through different methods, such as use of telesales, faster product distribution, social media, Salesforce

Automation System and Stock Management System. Therefore, we can provide better and faster customer service to satisfy their needs and the reduction rate of performance became slightly better, compared with that of the previous year. Haadthip's soft drink market share value was at 26.1%, resulting from market execution for customer service and a 6.8% increase in the market share of drinking water.

Thailand's Non-Alcoholic Ready to Drink (NARTD) market from January to February 2022 decreased by 0.1% only, compared with that of the previous year, whereas the Non-Alcoholic Ready to Drink (NARTD) market in the southern region decreased by 1.9%, compared with that of the previous year. The situation seemed to improve continually. The Company's market share in Southern Thailand was at 25.9%, compared with that of the previous year, whereas the market share of soft drink products was at 81.5%. We have been supported by Southern Thai customers and tourists worldwide. We hope that we can maintain our soft drink leadership by at least 80%.

Summary of the 2021 Operating Results the sale figure of the Company was THB 61.9 million cases: 57.9 million cases sold to our customers and 4.0 million cases sold to Thai Namthip Co., Ltd. The market share of soft drink products in the southern region was at 81.5%, whereas that of the Non-Alcoholic ready to Drink (NARTD) products in the southern region was at 26.1%, compared with that of the previous year. The market share of Namthip drinking water was at 6.8%, increasing by 5.4%. In 2020, drinking water earned small profits, due to its small amounts of sale. The competition in the drinking water market is high, and it is quite difficult to grow. However, I believe that Namthing drinking water will grow in the future. As for product distribution, despite the COVID-19 situation and closure of businesses, we still can open new stores and increase new customers by 21%. Tradition trade has increased by 12%, due to strict operation in the market to maintain safety from COVID-19 and preparedness for adjusting to the changing Thai habits, as a result of COVID-19. What should we do to increase the consumption opportunity and the utilization rate by 2% to 67% ? The total sale revenue was THB 6,518 million, increasing by 1.4%. The gross profit margin decreased by 1.4 ppts. from 41.8% to 40.3%, which did not decrease much, in spite of a continual increase in costs of raw materials, that is, an increase in prices of cans and plastic beads, resulting from effects of battles between Russia and Ukraine. The net profit earned by the company was THB 533 million, decreasing by 5.6%. The profit per share was THB 2.66 per share, decreasing by 6%, compared with that of the previous year. The net profit rate decreased by 0.6 ppts. from 8.8% to 8.2%.

Mr. Amrit Kumar Shrestha, Chief Financial Officer (CFO), gave additional details as follows:

The 2021 Financial Performance The sale grew by 4%, consisting of a 4% increase in sale in the southern region and a 2% decrease in made-to-order sale of products for Thai Namthip Co., Ltd. The sales revenue increased by 1%, lower than the sales increase rate. The main reason was that sale of products in large packs for home consumption increased. The gross profit margin decreased by 2%, due to higher costs of some raw materials. The selling, general and administrative (SG&A) expenses decreased by 2%, due to a decrease in staff and management expenses. The earnings before interest, tax, depreciation and amortization (EBITDA) were THB 948 million, almost the same as those of the previous year. The interest expenses decreased significantly, due to long-term bank payment. The tax payment increased by 42%, due to a decrease in tax benefits. The net profit was THB 533 million, decreasing by 6% from that of 2020.

The sales revenue was THB 6,518 million, increasing by 1.4% from that of 2020. During the past 4-5 years, the gross profit margin increased considerably. Despite a slight decrease in 2021, The selling, general and administrative (SG&A)



expenses, compared with the sales revenue, was at 30.8%, having a downward trend, compared with that of 2020. The gross profit margin was at 8.2%. During the past 4-5 years, the gross profit margin increased, although it decreased slightly in 2021.

The income statement and cash flow, assets and liabilities in 2021 were not significantly different from those in 2020. The total assets increased by 2%, due to an increase in vehicles. The total liabilities decreased by 3%, due to long-term bank payment. The number of shareholders increased, due to the profits earned. The amount of cash flow remained good at the end of the year 2021. The amount of operational cash flow was THB 755 million, THB 276 million from investment, and THB 523 million from financing activities, mainly due to dividend payment, capital expenses, and more investment in factory structures and production lines.

Important Financial Ratios The Return on Asset (ROA) rate was 11.9%, whereas the return on Equity (ROE) rate was 15.1%. During the last 4-5 years, the overview had a continual upward trend. The debt to equity (D/E) ratio was 0.5 time, whereas the interest bearing debt to equity (IBD/E) rate was 0.12 time. During the past 4-5 years, the overview had a continual upward trend.

Gen. Charan Kullavanijaya, Chairman, added that whatever obstacles the Company will face, its policy is to maintain humanity, human rights, equality, equivalence, honesty, moral and ethics.

Gen. Charan Kullavanijaya, Chairman, gave a summary on Haadthip's 2021 anti-corruption policies, stating that Haadthip has given priority to anti-corruption and bribery and organized activities as part of work culture of all the employees. The Board of Directors resolved to approve of Haadthip's co-signing to express intention of joining the Private Sector Collective Action Against Corruption: CAC) since 2013. The company was given the first certification in 2015, with a three-year term of certification and re-certified its second membership in 2021. Moreover, Haadthip abides by the No gift Policy at every festival, expecting all levels of personnel to operate at full capacity without anticipating any benefits in return. In 2021, the Company did not find any aspects of corruptive or unethical acts.

The Chairman allowed the shareholders to send queries in the online system.

Mr. Niwat Pornchaiworakul, shareholder, asked 4 questions and expressed opinions, replied by Gen. Patchara Rattakul, Director/CEO, and Mr. Amrit Kumar Shrestha, Chief Financial Officer (CFO), as follows:

Question 1 : In 2022, what is the gross profit margin that we aim to have ?

Answer: According to the business plan, we aim to maintain the same gross profit margin or higher, if possible.

Question 2: Our tax rate has increased quite a lot. From now on, at what percentage will our effective tax rate be ?

Answer: Due to a continual increase in tax rates for years and phases, we have been fully affected in the 4<sup>th</sup> quarter of this year. During the 3 years when sugar and excise taxes are calculated together, we had to pay more than THB 300 million on taxes. The Company still receives BOI benefits although some of them are gradually expiring. At present, the BOI has not given any support to plastic-related production machinery. However, we still have the same rights for the three southern border provinces (Narathiwat, Yala and Pattani) at 3% of the tax rate after expiry of the BOI benefits. We also have a tax mitigation plan to support disagreement with the taxes. However, as Thai citizens, we are willing to comply with the requirements.

Question 3: After our new factories start production, will our old factories decrease their productivity ?

Answer: We have a plan increase productivity. We think that there is no need to have these two factories during this critical situation. We will focus on investment at our factory at Suratthani. In the future, our factory at Hatyai will be closed and used as a major product distribution center for the lower southern region to eliminate redundancy for lower production costs. This year we also have a plan to expand our factory at Suratthani by installing at least 3 machines there. One of the ordered machines which will arrive late this year is a PET one. The total investment, as reported by the CFO, is worth THB 1,200 million in order to support growth in the future.

Question 4: What percentage is the ratio of the new sugar tax to our revenue ?

Answer: As some of you know, there will be phase 2, 3 and 4. Phase 3 starts next October, whereas Phase 4 starts in October, 2024. Phase 3 will have some impacts on our revenue by approximately 1%.

**Ms. Natcha Jutasiriwong, shareholder, asked a question and expressed opinions, replied by Maj. Gen. Patchara Rattakul, Director/CEO, as follows:**

Question: Since 2016, the Company has earned a higher operating margin from less than 5% to 10% during the past 2 years. At present, due to higher costs of raw materials and other risks, is it possible that the Company's operating margin will be lower than 5%, as that before 2015 ?

Answer: Yes, it is. When costs increase, if we do not increase prices, margins will decrease. While we have not prices, we are trying to make the Efficiency Improvement Program in every aspect in order to reduce costs. In business administration, cost reduction is easy, but is it worth doing so ? What we are going to do is to increase our productivity, that is, to encourage Haadthip people to have multitasking skills, provide more sale channels, which have been changed rapidly, including online channels, reduce production costs, such as use of lighter plastic, and operate production more efficiently. We do these things to maintain margins. The last thing to do is that of demand/supply. If costs of raw materials rise, prices will certainly increase. However, at present, we have not increased prices yet because we sympathize our fellow citizens who are seriously suffering from income loss. We would like to inform all the shareholders that, if costs rise, and we cannot survive, we need to increase prices, and then our sale will certainly decrease.

**Mr. Piyapong Prasaththong, Shareholder, asked a question and expressed opinions, replied by Maj. Gen. Patchara Rattakul, Director/CEO, as follows:**

Question: Do the Coke beverages sold in the southern border provinces have the Halal sign ?

Answer: All our products have the Halal sign, and the production process has been constantly inspected so that our factories have been certified with the Halal sign.

The Meeting acknowledged the 2021 operating results, as shown in the details of the 2021 Annual Report and as summarized by Maj. Gen. Patchara Rattakul, Director/CEO, and Mr. Amrit Kumar Shrestha, CFO.

Since this agenda was for acknowledgement, no voting was made.

**Agenda 3 To Consider and Approve of the audited Financial Statement Ending on December 31, 2021**

The Chairman proposed that the Meeting consider and approve of the audited financial statement ending on December 31, 2021 after having been audited and certified by the auditors from KPMG Phoomchai Audit Co., Ltd. and approved by the Audit Committee. The audited financial statement included the Company's 2021 financial status and operating results, which can be summarized as follows:

**Statement of Financial Position and Statement of Loss and Profit** Unit: THB Million

Details	Companies and Subsidiaries	Companies
Total assets	5,427.93	5,206.50
Total liabilities	1,814.03	1,744.93
Sales revenue	6,517.95	6,358.18
Total revenue	6,544.55	6,580.17
Net profit*	533.32	568.67
Basic earnings per share (THB/share)	2.66	2.83

\*Net profit according to the total financial statement

The details of the information above are given in the financial statement in the 2021 Annual Report, downloadable from the QR Code on the Meeting Information Form in the Enclosure No. 9.

After that, the Chairman allowed the shareholders to submit their queries online and posting their questions at this agenda and then asked the Meeting for consideration and approval.

After consideration, the Meeting unanimously resolved to approve of the 2021 Audited Financial Statement ending on December 31<sup>st</sup>, 2021. The voting results are follows:

Resolutions of the Meeting	Numbers of Votes	Percentage
Agree	147,308,604	99.9999
Disagree	1	0.0000
<b>Total</b>	<b>147,336,107</b>	-
Abstain from Voting	27,502	-
Spoilt Votes	0	-

**Agenda 4 To Consider and Approve of Dividend Payment for the 2021 Operating Results**

The Chairman informed the Meeting of its policies of paying dividends at the rate of 50–80% of the remaining net profit after all types of reserve money have been subtracted, as specified by laws and the Company. This can be calculated from the net profit, according to the Company's consolidated income statement. However, the dividend payment depends on cash flow, investment plans, necessity and appropriateness in the future.

As for the Company's 2021 operating results, we earned the net profits as shown in the financial statement, totalling THB 533.32 million or THB 2.66 per share. After consideration, the Board of Directors agreed to pay dividends at the rate of THB 1.79 per share, totalling about THB 359.72 million or 67.4% of the profit for the year according to the consolidated income statement. The Company has paid interim dividends for the operating results during the first 6 months at the rate of THB 0.96 per share, totalling THB 192.92 million. The dividend payment at the rate mentioned complied with the Company's dividend payment policy. The dividend payment data during the past year are shown in the table below:

Details of Dividend Payment	Year 2021	Year 2020
Profit for the year on consolidated financial statements (million Baht)	533.32	568.67
Shares (million shares)	200.96	200.96
Basic earnings per share (Baht)	2.66	2.82
Total dividend paid (Baht/share)	1.79 Comprising 1) Interim dividend 0.83 Baht/share 2) Final dividend 0.96 Baht/share	1.90 Comprising 1) Interim dividend 0.78 Baht/share 2) Final dividend 1.12 Bahtshare
Total amount of dividends paid (million Baht)	359.72	381.82
Dividend as % of profit for the year (%)	67.40	67.59

The Board of Directors agreed to propose that the Meeting consider and approve of dividend payment for the 2021 operating results at the rate of THB 1.79 per share on September 23, 2021. The payment rate of the remaining dividend for the year 2021 to be approved was THB 0.96 per share.

The Board of Directors specified Thursday, May 5, 2022 as the Record Date and Wednesday, May 25, 2022 as the Dividend Payment Date.

After that, the Chairman allowed the shareholders to send queries online. Since none of the shareholders asked any queries at this agenda, the Chairman asked the Meeting for consideration and approval.

After consideration, the Meeting resolved to approve of dividend payment for the 2021 operating results with unanimous votes as follows:

Resolutions of the Meeting	Number of Votes	Percentage
Agree	147,336,104	99.9999
Disagree	1	0.0000
<b>Total</b>	<b>147,336,107</b>	-
Abstain from Voting	2	-
Spoilt Votes	0	-

**Agenda 5 To consider and approve the election of directors in replacement of those who will retire by rotation**

The Chairman informed the Meeting that, according to the Company's regulation No. 21, at each annual meeting, one-third of the directors shall retire. If the total number of directors cannot be divided by 3, the number closest to one-third shall retire. At this Shareholders' Annual General Meeting, there were 4 retired directors as follows:

- |    |                                 |  |
|----|---------------------------------|--|
| 1. | Mrs. Yupares Thiengtham         | Director/Chairman of the Nomination and Remuneration Committee |
| 2. | Mr. Johan Willem Maarten Jansen | Independent Director   |
| 3. | Mr. Dumrongrugs Apibalsawasdi   | Authorized Director/Good Corporate Governance Committee member |
| 4. | Mrs. Kerry-Ann Shipp            | Director   |

The Company had allowed the shareholders to propose the agendas and nominate director candidates in advance between November 1, 2021 and December 31, 2021, but none of the shareholders proposed any agenda or director candidates.

The Chairman informed the Meeting that the Nomination and Remuneration Committee (excluding stakeholder directors) had made careful consideration and selection and agreed that all the 4 retired directors were experts with knowledge, capability, and good qualifications, having worked efficiently and always proposed good ideas and suggestions to the Board of Directors and the Company. Mr. Johan Willem Maarten Jansen had been an independent director, having held office for more than 3 consecutive terms and being experienced directors for the Company's core business. During his office, Mr. Jansen could give opinions freely in accordance with the related principles. For this reason, the Nomination and Remuneration Committee proposed that the Board of Directors consider nomination of all the 4 retired directors so that the Meeting will elect the 4 candidates for another term of office. The general information of the 4 retired directors and the proposal to reappoint them directors for another term of office have been delivered to the shareholders together with the invitation letters, as shown in the Enclosure No. 4.

Moreover, all the 4 Directors had never been dismissed or discharged due to malpractice, and imprisoned due to fraudulent property crimes, and had not operated any business or been partners or shareholders at other legal entities operating in the same line and competing with the Company's business.

The Board of Directors, excluding the stakeholding ones, made careful consideration of the 4 directors' qualifications, after they had passed the nomination and qualification review process operated by the Nomination and Remuneration Committee. After that, the Board resolved to agree with the Committee's opinions and propose the

Shareholders' Meeting to consider re-electing new directors to replace the retired ones, namely, Mrs. Yupares Thiengtham, Mr. Johan Willem Maarten Jansen, Mr. Dumrongrugs Apibalsawasdi and Mrs. Kerry-Ann Shipp to hold another term of office. Mr. Johan Willem Maarten Jansen will also be an independent director.

After that, the Chairman allowed the shareholders to send queries online. Since none of the shareholders asked any questions at this agenda, the Chairman asked the Meeting for consideration and resolution.

After consideration, the Meeting passed the resolution to reelect all the 4 retired Directors for another term individually by a majority vote of the shareholders attending the Meeting. The voting results were as follows:

**1. Mrs. Yupares Thiengtham: Director/Chairman of the Nomination and Remuneration Committee**

Resolutions of the Meeting	Number of Votes	Percentage
Agree	146,314,135	99.3220
Disagree	998,688	0.6779
<b>Total</b>	<b>147,336,107</b>	-
Abstain from Voting	23,284	-
Spoilt Votes	0	-

**2. Mr. Johan Willem Maarten Jansen: Independent Director**

Resolutions of the Meeting	Number of Votes	Percentage
Agree	146,315,319	99.3220
Disagree	998,788	0.6779
<b>Total</b>	<b>147,336,107</b>	-
Abstain from Voting	22,000	-
Spoilt Votes	-	-

**3. Mr. Dumrongrugs Apibalsawasdi: Authorized Director/ Good Corporate Governance Committee member**

Resolutions of the Meeting	Number of Votes	Percentage
Agree	146,315,419	99.3220
Disagree	998,688	0.6779
<b>Total</b>	<b>147,336,107</b>	-
Abstain from Voting	22,000	-
Spoilt Votes	0	-

4. Mrs. Kerry-Ann Shipp: Director

Resolutions of the Meeting	Number of Votes	Percentage
Agree	146,315,419	99.3220
Disagree	998,688	0.6779
<b>Total</b>	<b>147,336,107</b>	-
Abstain from Voting	22,000	-
Spoilt Votes	0	-

**Agenda 6** To consider and approve the directors' remuneration and sub - committee Members' remuneration for the year 2022

The Chairman informed the Meeting that, according to the Company's Regulation No. 28, the Directors are eligible for receiving remunerations from the Company, as considered and resolved by the Shareholders' Meeting with at least two-thirds of the total votes cast by the shareholders attending the Meeting. The amount of remuneration may be fixed or based either on occasionally or permanently effective criteria, until the Shareholders' Meeting resolves to make changes.

The Nomination and Remuneration Committee considered and specified the remunerations for the directors in compliance with the Company's operating results and their responsibilities. The amount of remuneration will be at appropriate levels, when compared with that of other companies in the same industry, and adequate for attracting our quality directors to work for the Company. The Board of Directors proposed that the Shareholders' Meeting consider and approve of the remuneration of the year 2022 for the Board of Directors and the sub-committees at the same rates as those of the year 2021 as follows.

1. Cash Remunerations

1.1 Remunerations for the Board of Directors and the Sub-Committees

Detail	Positions	Year 2022		Year 2021	
		Remuneration (Baht/person/year)	Meeting Allowance (Baht/person/year)	Remuneration (Baht/person/year)	Meeting Allowance (Baht/person/year)
Board of Directors	Chairman	253,000	20,000	253,000	20,000
	Member	181,500	20,000	181,500	20,000
Audit Committee	Chairman	253,000	5,000	253,000	5,000
	Member	181,500	5,000	181,500	5,000
Nomination and Remuneration Committee	Chairman	40,000	5,000	40,000	5,000
	Member	20,000	5,000	20,000	5,000

Detail	Positions	Year 2022		Year 2021	
		Remuneration (Baht/person/year)	Meeting Allowance (Baht/person/year)	Remuneration (Baht/person/year)	Meeting Allowance (Baht/person/year)
Good Corporate Governance Committee	Chairman	40,000	5,000	40,000	5,000
	Member	20,000	5,000	20,000	5,000
Risk Management and Sustainable Development Committee	Chairman	40,000	5,000	40,000	5,000
	Member	20,000	5,000	20,000	5,000

## 2. Non-cash Remuneration: Directors' and Officers' liability Insurance (D&O)

The Board of Directors considered and resolved to agree with the Nomination and Remuneration Committee's opinions and proposed that the Shareholders' Meeting consider and approve of the remuneration of the year 2022 for the Board of Directors and the sub-committees, as shown in the details above, which was the same as that of the year 2021.

Maj. Gen. Patchara Rattakul, Director/CEO, added to the Meeting that, since at Agenda 5, where re-election for new directors to replace retired ones was made, about 0.7% of the shareholders cast Disagree votes, I would like to assure all the shareholders that all the 4 retired directors are experts with qualifications, knowledge, intention and capability that help operate the Company's business well. If we had lost one of them, the Company could not have fought against the COVID-19 situation. The first person is Mrs. Yupares Thiengtham, Director/Chairman of the Nomination and Remuneration Committee. At this time, the Company is giving the most priority to people, especially when customers' behavior has changed. If Mrs. Thiengtham had not employed new generations to work for the Company, we could not have survived the current situation. The second person is Mr. Johan Willem Maarten Jansen, who was the CEO of many beverage business companies worldwide and in China. Mr. Jansen could help promote our business considerably. The third person is Mr. Dumrongrugs Apibalsawasdi, who has been working for the Company for 30-40 years and was the Head of the Marketing and Sales Department. Our customers in the southern region know Mr. Apibalsawasdi well. His experience contributes a lot to the Company. The last one is Mrs. Kerry-Ann Shipp, a financial expert who gives very good advice to the directors. All the directors give the Company straightforward advice and work ethically. It is lucky that all the directors work for the Company. In the future, some of the directors may be replaced. However, at this time all the directors are working at full capacity for all the stakeholders.

After that, the Chairman allowed the shareholders to send queries online. Since none of the shareholders asked any questions at this agenda, the Chairman asked the Meeting for consideration and resolution.

After consideration, the Meeting resolved to approve of the remuneration for the Board of Directors and the sub-Committees by over two-thirds of the total votes cast by the shareholders attending the Meeting and having the right to vote as follows:



Resolutions of the Meeting	Number of Votes	Percentage
Agree	147,335,104	99.9993
Disagree	3	0.0000
<b>Total</b>	1,000	0.0006
Abstain from Voting	<u>147,336,107</u>	<u>100.0000</u>
Spoilt Votes	0	-

**Agenda 7 To Consider Nomination of Auditors and Determination of Audit Fees of the Year 2022**

The Chairman informed the Meeting that the Audit Committee had considered and chosen KPMG Phoomchai Audit Co., Ltd. to conduct auditing for the Company and its subsidiaries for the fiscal year ending on December 31, 2022, due to the reputation, potential, good work standards, and auditing experiences and proficiency of this audit company, including its efficient auditing process or tools, business knowledge and understanding, and good operation. One of the following certified public accountants in the namelist below will be chosen and appointed to conduct auditing, give comments and sign the financial statement of the Company.

1. Miss Krittika Kongkerd CPA No. 10634  
(having signed the Company's 2021 financial statements); or
2. Mr. Thanit Osathalert CPA No. 5155  
(having signed the Company's financial statements between 2018 and 2020); or
3. Miss Marisa Tharathornbanpakul CPA No. 5752  
(Never signed any of the Company's financial statements)

All the CPAs aforementioned were the same team working for the subsidiaries, having no connection or stakes with the Company/its subsidiaries/the executives/major shareholders, or people related with persons.

Therefore, it was advisable that the Shareholders' Meeting consider and approve of audit fees for the fiscal year ending on December 31, 2022 for auditing both separate and consolidated financial statements and reviewing the quarterly financial statements. The total audit fees were THB 1.69 million, increasing from those of the year 2021 by THB 40,000 or by 2.42%. The details of the audit fees are shown in the table below.

Unit: Baht

Type of Fee	Year 2022	Year 2021	Increase	%
1. Audit Fee				
- Annual audit fee	1,360,000.00	1,320,000.00		
- Quarterly review fee (total 3 quarters)	330,000.00	330,000.00		
Total audit fee	1,690,000.00	1,650,000.00	40,000.00	2.42
2. None - Audit Fee	- None -	- None -	-	-

After consideration, the Board of Directors resolved to agree with the Audit Committee's suggestions and propose that the Shareholders' Meeting consider and approve of nominating the CPAs from KPMG Phoomchai Audit Co., Ltd., namely, Miss Krittika Kongkerd, CPA No. 10634; Mr. Thanit Osathalert, CPA No. 5155; or Miss Marisa Tharathornbanpakul, CPA No. 5752 to be the auditor for the Company for the accounting period ending on December 31, 2022 and approve of the audit fees of the year 2022 for auditing both separate and consolidated financial statements and reviewing the quarterly financial statements. The total audit fees were THB 1.69 million, without any other service fees.

After that, the Chairman allowed the shareholders to send queries online. Since none of the shareholders asked any queries at this agenda, the Chairman asked the Meeting for consideration and approval.

After consideration, the Shareholders' Meeting unanimously resolved to approve of nomination of Miss Krittika Kongkoet, CPA No. 10634; Mr. Thanit Osathalert, CPA No. 5155; or Miss Marisa Tharathornbanpakul, CPA No. 5752 to be the auditor for the Company for the accounting period ending on December 31, 2022 and approve of the audit fees of the year 2022 for auditing both separate and consolidated financial statements and reviewing the quarterly financial statements. The total audit fees were THB 1.69 million, without any other service fees. The voting results were as follows:

Resolutions of the Meeting	Number of Votes	Percentage
Agree	147,312,919	99.9842
Disagree	23,187	0.0157
<b>Total</b>	<b>147,336,107</b>	-
Abstain from Voting	1	-
Spoilt Votes	0	-

#### **Agenda 8 Other Matters (if any)**

At this agenda, the Chairman gave all the shareholders equal opportunities to ask queries and propose ideas fully. After that, the Chairman allowed the shareholders to send queries online.

Mr. Pakpoom Suksumwat, shareholder, ask 3 questions and express opinions, replied by Maj. Gen. Patchara Rattakul, Director/CEO, as follows.

Question 1: Is logistic business still included in the plan to be continued ? If yes, when will it be started approximately? Please tell us about the scope and concept of the business being considered by Haadthip.

Answer: Logistic business has not been excluded, like a shadow business at Haadthip. Since we think we are not prepared for separation into subsidiaries, we are confident that, besides product transportation and distribution, we have enough assets for distributing other kinds of products, in order to generate income for our core business. Therefore, I am sure that in the future we will separate this type of business into a loguistic company, which I mean B2B (sale between business and business) and B2C (sale between business and consumers). We look not only at

Thailand but also Southeast Asia. It may take a long time and there may be partners to join us. We expect that logistics can generate income for groups in the future.

Question 2: How many units are there at the first project of our real estate business at Hatyai ? After all the phases have been finished, how many units will there be ? When all the phases have been finished, what is its estimated value ?

Answer: We plan to open the first phase for sale in the 3<sup>rd</sup> quarter, which consists of fewer than 10 units. After two and a half years, all the phases will be finished, consisting of 65 units in total. The total value will be over THB 300 million. We do not expect high profits, but we want to become famous and build our signature and trust, and create offers or products that Southern Thai people have never received from other businesses at reasonable prices.

Question 3: What concept and scope does the Company use for doing food and beverage business ? For example, does it have a concept of manufacturing frozen food or ready meals, like those seen at convenience stores ? We may need more investment but still can have better quality control and product distribution than we have now.

Answer: Our strategy is not certainly oriented to frozen food. We want to be a company with branded food shops, either our self-created or globally recognized brands, which we are searching for. We plan to focus on Bangkok first because we believe that most customers or purchasing power is in the capital city. When we are strong enough, we will expand our business to other cities. As I mentioned earlier, we started this business right when COVID-19 broke out. As you know, this business has been seriously affected. However, I believe that food and beverage business will certainly come back, if the food is of good brand and taste. It will become popular, grow rapidly and generate revenues for the company.

**Mr. Niwat Pornchaiworakul, shareholder, asked a question and expressed opinions, replied by Maj. Gen. Patchara Rattakul, Director/CEO, as follows:**

Question: During last Songkran, Thai people travelled actively. Has HTC started to see light at the end of the tunnel ? Is the growth of our revenues still aimed at 5-7% ? How ?

Answer: As you know, we did not see any spread of COVID-19 during last Songkran, compared with that of two years ago, since Omicron patients do not show many serious symptoms. I believe that Thailand's economy will recover better than last year's, especially from foreign visitors. More Thai people do travelling in Thailand and spend more on buying things. However, I think that we cannot make a margin up to 5-6% as expected, but we are still confident that, our market tours, good customer relation, consistent services, marketing and sales determination are likely to maintain the same margin it was last year.

**Mr. Chirachit Lertchaipattanakul, shareholder, asked 5 questions and expressed opinions, replied by Maj. Gen. Patchara Rattakul, Director/CEO, as follows:**

Question 1: What strategies do we use for accessing long-term targets holding 30% of the market share in the NARTD business and what do you regard as the drivers ?

Answer: The market share of our soft drink product has never been less than 80%. In the three southern border provinces, the market share is more than 95%. The most reasonable strategy is to increase types of our new products, which grow rapidly and make high profits, such as soy milk, dairy products, energy drinks and tea/coffee, all of which are Coca-Cola products. About 500 types of products can be chosen by the Company and reformulated to suit the taste of Thai people. We have been doing customer experiments with Coca-Cola Thailand Company. At the right time, we will see the figures obtained from the reliable investment analysis. We will adopt more of these innovations and expand our products, in order to gain 30% of the market share, which is higher than 26% at present.

Question 2: As we can see, what is the opportunity for medium and long-term growth of soft drink consumption that makes us consider expanding our production capacity among the health-conscious trend and very high penetration of soft drink business in Thailand, especially in the southern region? If utilization of our factory remains at 67%, at what Project IRR can we expect for our factory expansion project?

Answer: I believe that soft drink tends to grow considerably for a long time. Regarding the health-conscious trend, sugar produces energy. Good or bad health depends on consumption and exercising. Sugar is found in all kinds of food. The growth of soft drink products is not bad for health. All the ingredients of soft drink are natural, without any chemicals. Consumption of well-balanced diets, including sugar, is important. We are trying to make some adaptations, such as use of 300 ml bottles only in the southern region and use of 180 ml cans. Soft drink products can grow in various manners. I also believe that the global growth of soft drink products will continue, as it did 137 years ago. That utilization is at 67% does not mean that our machinery does nothing. Actually, due to a large number of Stock Keeping Units (SKUs), we have to change our production, such as bottle sizes or brands, and then clean the machines. As for investment, it is made before demands come, not demands come, but no products. We see where demands will be in the next 3-5 years, so we have invested at Suratthani.

Question 3: What approach and strategy do we use for expanding our non-carbonated beverages? The Management Team thinks whether our non-carbonated business can increase long-term revenue contribution from single to double digits now?

Answer: I believe that non-carbonated beverages are playing an important role. If you go to a convenience store, you will see a variety of beverages and consumers will choose their favorite products. There are a lot of non-carbonated beverages of Coca-Cola. We are searching for innovations to be sold in Thailand. However, this depends on the results of our research that will gradually create a wider range of our products.

Question 4: Does the Management Team think that the customer data in HTC's hands and online media development will help reduce the proportion between advertisement spending and long-term revenues by optimizing advertisement spending?

Answer: Certainly. In the next 10 years, televisions may be kept at museums because people can watch everything on mobile phones. Our advertisements on social media or other channels help reduce expenses on mainstream media

promote direct accessibility to consumers. Due to the rapidly changing society, we must be faster than the change. We can reduce a lot of expenses spent on advertising media and increase efficiency in the meantime.

Question 5: I would like the Management Team to share the stories of challenges in our food business expansion and product distribution during the past year and the approaches to medium and long-term business expansion. Please tell us how long it will take our new business to reach the break-even point.

Answer: Our main challenge was no customers. People had no money, ate at home, and rarely went out. In the short term, we had to increase efficiency, reduce expenses and rarely leave home. In the medium term, we had to find flagship brands to attract consumers or internationally accepted one from other countries to create cash flow for the Company.

Mr. Piyapong Prasaththong, shareholder, asked a question and expressed opinions, replied by Maj. Gen. Patchara Rattakul, Director/CEO, as follows.

Question: Do we use trains to transport our products?

Answer: Ten years ago, the Company tried transporting our products both by ship and by train, but we were not prepared for that. Many of our companies have tried doing so and become successful at Suratthani. This is still included in our plan. If the government is ready, the infrastructure is ready and the expenses decrease, we will use train transport. However, at present we still can control our transport expenses by using our own or outsourced trucks.

The host informed that, due to the time limit, the other 4 questions will be replied on the Company's website.

Gen. Charan Kullavanijaya, Independent Director/Chairman of the Meeting, thanked all the shareholders and the proxy holders for continuously support the Company. We hold a big meeting once a year. You have learned about global waves and disease waves that we are facing. The Company assures that we will overcome the obstacles. We insist that we will be loyal and honest to our customers, consumers, and shareholders who support us. We have a policy of helping the underprivileged and the victims. I saw Haadthip's staff rowing boats to help flood victims. Our boat was the first that arrived at the scene. We also provided relief during a plane crash. We strictly adhere to morals, ethics, good governance and humanity. Moreover, we have faith in our shareholders, customers and consumers. I would like to thank all of you for your trust in us. We will do our best to satisfy you. Thank you for your participation in this Meeting and support to the Company in the future. I guess that will be all for today. Thank you.

The host summarized the Care the Bear Project. At this Shareholders' Meeting, the amount of carbon footprint or global warming could be reduced by 1,060 kilograms carbondioxide equivalent, equalling CO<sub>2</sub> absorption by 118 trees.

The Meeting was adjourned at 17:30 hrs.

Gen. Charan Kullavanijaya  
Independent Director/Chairman of the Meeting

Miss Marisa Sandvoranit  
Secretary of the Company

The Secretary's Office  
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