


Enclosure 3

Biography of nominated persons to be elected as the Company's directors

No. of years in position and number of shares held and % shareholding as of 31 December 2024

Name	: MS. PARNSIREE AMATAYAKUL	
Position	: Independent Director Chairman of the Risk Management Committee Member of the Audit Committee	
Nationality	: Thai	
Age	: 54 years	
Education	: Master of Business Administration, Anderson School of Management, UCLA, the University of California, USA Bachelor of Business Administration, Faculty of Commerce and Accountancy, Chulalongkorn University	
Starting date	: 10 May 2021	
No. of years in position	: 3 years 8 months	
Family Relationship among Directors and Executives:	-None-	
Shareholdings	: -None- shares, equivalent to - % of paid-up capital	
	Personal : -None- shares Spouse : -None- shares Minor Child : -None- shares	

Positions in other listed companies:

2022 - Present:	Independent Director, Member of the Audit and Corporate Governance Committee, Member of the Nomination and Remuneration Committee, Central Pattana PCL.
2021 - Present:	Independent Director, Member of the Corporate Governance Committee, Bangkok Bank PCL.
2019 - Present:	Independent Director, Member of Audit Committee, Member of Remuneration Committee, Member of Environmental Sustainability Development Committee, The Siam Cement PCL.
2018 - Present:	Independent Director, Member of Strategic and Innovation Committee, Member of the Sustainability Committee, Thai Wah PCL.

Positions in other organization: -None-

Work experience:

2019 - February 2021:	General Manager, Sales, Enterprise and Commercial, IBM ASEAN
2011 – 2018:	Managing Director, IBM Thailand Company Limited

Position in other organizations that have conflicts to the Company: -None-

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Training/Seminar Course related to Directorship:

- Risk Management Program for Corporate Leaders (RCL), Thai Institute of Directors Association (RCL 36/2024)
- Cyber Armor: Capital Market Board Awareness (Topic: Cyber Incident Management: The Board's Essential Role) / The Securities and Exchange Commission (2023)
- Money Laundering Trends and Measures to Prevent and Suppress Money Laundering in the Future by Anti-Money Laundering Office / Bangkok Bank PCL. (2023)
- Webinar IOD & SET: Hot Issue: Climate Governance / The Stock Exchange of Thailand & Thai Institute of Directors Association 2023
- ESG for Sustainability by The Stock Exchange of Thailand at The Siam Cement PCL. 2022
- IT & Cyber Security Risk Management / Bangkok Bank PCL. (2022)
- Advance Audit Committee Program, Thai Institute of Directors Association (AACP 40/2021)
- Independent Director Forum / Thai Institute of Directors Association (no.1/2019)
- Directors Certification Program organized, Thai Institute of Directors Association (DCP 99/2008)

Type of director nominated for election: Independent Director

Criteria and procedure for nomination: Considered and reviewed by the Nomination, Remuneration and Corporate Governance Committee and the Board of Directors.

Meeting Attendance in the Year 2024 (between 1 January 2024 - 31 December 2024)

Meeting	No. of Attendance
The Board of Directors	8/8 meetings (100%)
The Risk Management Committee	4/4 meetings (100%)
The Audit Committee	8/8 meetings (100%)
The Non-Executive Director	1/1 meeting (100%)

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Name : DR. THAMNOON ANANTHOTHAI

Position : Independent Director

Chairman of the Nomination, Remuneration and
Corporate Governance Committee

Member of the Audit Committee

Member of the Risk Management Committee



Nationality : Thai

Age : 67 years

Education : Ph.D. International Management, Walden University, USA

Master of Business Administration (Management), University of Sarasota, USA

Bachelor of Business Administration (Accountancy & Management), Eckerd College-
St. Petersburg, USA

Starting date : 22 March 2010

No. of years in position : 14 years 9 months

Family Relationship among Directors and Executives: -None-

Shareholdings : -None- shares, equivalent to - % of paid-up capital

Personal : -None- shares

Spouse : -None- shares

Minor Child : -None- shares

Positions in other listed companies:

2007 - Present: Independent Director, Chairman of Audit Committee, Better World Green PCL.

Positions in other organizations:

2015 - Present: Director, The Princess Mother's Medical Volunteer Foundation

2014 - Present: Executive Director, Merchant Partners Asset Management Ltd.

2013 - Present: Executive Director, Merchant Partners Co., Ltd.

2004 - Present: Executive Director, Merchant Partners Securities PCL.

Work experience:

2016 - 2020: Independent Director and Audit Committee, After you PCL.

2012 - 2013: Independent Director, Pakfood PCL.

2008 - 2014: Director and Audit Committee, Bangkok University

2007 - 2014: Chairman of the Board, Vintage Engineering PCL.

2006 - 2014: Chairman of Audit Committee, Eastern Printing PCL.

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- 2005 - 2015: Audit Committee/Chairman of Nomination and Remuneration Committee, Property Perfect PCL.
- 1998 - 2002: President and CEO, DBS Vickers Securities (Thailand) Co., Ltd.
- 1997 - 2002: Associate Judge, Central Intellectual Property and International Trade Court
- 1994 - 1997: Deputy CEO (Securities), Srimitr Securities PCL.
- 1990 - 1995: Thailand Representative of Nomura Office (Securities Company from Japan)

Position in other organizations that have conflicts to the Company: -None-

Training/Seminar Course related to Directorship:

- Understanding the Fundamental of Financial Statement organized, Thai Institute of Directors Association (UFS 7/2007)
- Directors Certification Program organized, Thai Institute of Directors Association (DCP 70/2006)
- The Role of Chairman Program organized, Thai Institute of Directors Association (RCP 14/2006)
- Audit Committee Program organized, Thai Institute of Directors Association (ACP 10/2005)
- Directors Accreditation Program organized, Thai Institute of Directors Association (DAP 48/2005)

Type of director nominated for election: Independent Director

Criteria and procedure for nomination: Considered and reviewed by the Nomination, Remuneration and Corporate Governance Committee and the Board of Directors.

Meeting Attendance in the Year 2024 (between 1 January 2024 - 31 December 2024)

Meeting	No. of Attendance
The Board of Directors	8/8 meetings (100%)
The Nomination, Remuneration and Corporate Governance Committee	4/4 meetings (100%)
The Audit Committee	8/8 meetings (100%)
The Risk Management Committee	4/4 meetings (100%)
The Non-Executive Director	-/1 meeting (-%)

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Name : **MR. HIROYASU SATO**

Position : Non-Executive Director

Nationality : Japanese

Age : 53 years

Education : Bachelor of Economics, Keio University, Japan

Starting date : 3 May 2023

No. of years in position : 1 years 8 months



Family Relationship among Directors and Executives: -None-

Shareholdings : -None- shares, equivalent to - % of paid-up capital

Personal	:	-None-	shares
Spouse	:	-None-	shares
Minor Child	:	-None-	shares

Positions in other listed companies: -None-

Positions in other organizations:

2023 – Present:	President, Mitsubishi Company (Thailand) Ltd.
2023 – Present:	President, Thai – MC Company Limited
2023 – Present:	Director, IVICT (Thailand) Co., Ltd.
2023 – Present:	Director, Tri Petch Isuzu Sales Co., Ltd.
2023 – Present:	Director, Tri Petch Isuzu Leasing Co., Ltd.
2023 – Present:	Director, Bridgestone Sales (Thailand) Co., Ltd.
2023 – Present:	Director, Thai Bridgestone Co., Ltd.
2023 – Present:	Director, Mitsubishi Corporation LT (Thailand) Co., Ltd.
2023 – Present:	Director, MCT Holding Co., Ltd.
2023 – Present:	Director, MCT Management Co., Ltd.

Work experience:

2019 – April 2023:	Managing Director, Isuzu UTE Australia Pty Ltd
2017 – 2019:	General Manager, Isuzu Business Division, Mitsubishi Corporation
2016 – 2017:	Vice President, Tri Petch Isuzu Sales Co., Ltd.
2013 – 2016:	Vice President, Jiangxi Isuzu Motors Co., Ltd., (China)
2006 – 2012:	Non Executive Director, Isuzu Andaman Sales Co., Ltd.,

Position in other organizations that have conflicts to the Company: -None-

Training/Seminar Course related to Directorship:

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- Aspen Executive Seminar (Japan) / The Aspen Institute Japan 2021
- Management Accreditation Program (Japan) / International Accreditation Japan (IA Japan) 2018

Type of director nominated for election: Director

Criteria and procedure for nomination: Considered and reviewed by the Nomination, Remuneration and Corporate Governance Committee and the Board of Directors.

Meeting Attendance in the Year 2024 (between 1 January 2024 - 31 December 2024)

Meeting	No. of Attendance
The Board of Directors	8/8 meetings (100%)
The Non-Executive Director	1/1 meeting (100%)

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Name : **MR. SHUE CHUNG CHAN**

Position : Executive Director

Member of the Nomination, Remuneration and
Corporate Governance Committee*

Member of the Risk Management Committee

Member of the Sustainable Development Committee



Nationality : Chinese

Age : 49 years

Education : Master of Business Administration, Bangkok University

Bachelor of Construction Engineering and Management, Oregon State University, USA

Starting date: 30 April 2001

No. of years in position : 23 years 8 months

Family Relationship among Directors and Executives: -None-

Shareholdings : 12,295,272 shares, equivalent to 0.28% of paid-up capital

Personal	:	12,295,272	shares
Spouse	:	-None-	shares
Minor Child	:	-None-	shares

Positions in other listed companies:

2021 - Present: Director, Member of Nomination Remuneration and Corporate Governance Committee, i-Tail Corporation PCL.

2002 - Present: Director, Member of the Risk Management Committee, Thai Union Feedmill PCL.

Positions in other organizations:

2024 - Present: Director, Food and Beverage United Co., Ltd.

2022 - Present: Director, Star Union Packaging Co., Ltd.

2022 - Present: Director, Thai Union Europe SAS (France)

2021 - Present: Director, Thai Union Lifescience Co., Ltd.

2021 - Present: Director, Thai Union Manufacturing Co., Ltd.

2020 - Present: Director, Thai Union South East Asia Pte. Ltd. (Singapore)

2018 - Present: Director, EHS Training and Services Co., Ltd.

2018 - Present: Director, Biz Dimension Co., Ltd.

2018 - Present: Director, Thoon Thanasiri (Songkhla) Co., Ltd.

2017 - Present: Director, Thoon Thanasiri Co., Ltd.

2015 - Present: Director, Thai Union Seafood Co., Ltd.

2014 - Present: Director, Thai Union Graphic Co., Ltd.

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Position in other organizations that have conflicts to the Company: -None-

Training/Seminar Course related to Directorship:

- Hot Issue for Directors: Empowering Boards: Enhancing Governance, Standards, and Financial Insights / Thai Institute of Directors Association (2/2024)
- Agriculture and Cooperatives Executive Program, Ministry of Agriculture and Cooperatives. (ACE 2/2022)
- Executive Development Program, Thai Listed Companies Association (EDP 1/2009)
- Ethical Leadership Program, Thai Institute of Directors Association & Thai CAC (ELP 6/2016)
- Directors Certification Program organized, Thai Institute of Directors Association (DCP 16/2002)

Type of director nominated for election: Director

Criteria and procedure for nomination: Considered and reviewed by the Nomination, Remuneration and Corporate Governance Committee and the Board of Directors.

Meeting Attendance in the Year 2024 (between 1 January 2024 - 31 December 2024)

Meeting	No. of Attendance
The Board of Directors	8/8 meetings (100%)
The Risk Management Committee	4/4 meetings (100%)
The Sustainable Development Committee	2/2 meetings (100%)

*At the Board of Directors meeting No. 7/2024 on 11 December 2024, a resolution was approved to appoint Mr. Shue Chung Chan as a Member of the Nomination, Remuneration and Corporate Governance Committee. However, no meetings of the Nomination, Remuneration and Corporate Governance Committee were held in 2024 after his appointment.

Definition and qualification of Independent Director

An independent director is a qualified and independent person according to the Company's Corporate Governance Policy established by the Board. Moreover, the Company's criteria are stricter than "the criteria" required by the Stock Exchange of Thailand and the Securities Exchange Commission.

An independent director must meet the following criteria:

- 1) Holds no more than 0.05% of total voting stocks of TUF including stocks held by connected persons of the independent director, as well as nominees.
- 2) Is not or has not ever been a major shareholder.
- 3) Is not or has not ever been board member of its parent company or an executive director, employee, staff, advisor who receives salary of a controlling person of TUF, its parent company, its subsidiaries, its associated companies.
- 4) Is not any professional advisor.
- 5) Has not or has not had a business relationship with the Company, its parent company, its subsidiaries, its associated companies or a juristic person who may have conflicts of interest, in the manner that may interfere with his independent judgment.
- 6) Does not represent the Company's or its major shareholder's board member or a shareholder who is related to the Company's major shareholder.
- 7) Not have any characteristics which make him or her incapable of expressing independent opinions with regard to the company's business affairs.

Therefore, the definition of an independent director, as outlined, is in accordance with the company's corporate governance policy and imposes stricter criteria than the qualification requirements for independent directors set by the Securities and Exchange Commission of Thailand, specifically concerning the shareholding limit in the company.

Appointment of Directors

The Nomination Committee shall appoint a director, whose qualifications are deemed appropriate and qualified pursuant to the Public Companies Limited Act. Such appointment can be made only in the event that directorship either expires by normal office term or prematurely falls vacant in consequence of whatever causes during the office term. A substitute director appointed to fill interim vacancy shall be in the office only for the remaining tenure. One third of directors shall retire and new directors shall be elected in an annual general meeting of shareholders according to criteria and procedures set forth below:

1. Each shareholder has a right to vote in proportion to share volume owned; the principle of "one share, one vote" is applied.
2. Each shareholder is required to cast the entire vote owned in 1 for one or more candidates but can not split the vote into portions.
3. Candidates shall be entitled to directorship based on votes received. Candidate with maximum votes is first entitled to directorship and followed by the other less voted, respectively. As a rule, the number of newly appointed directors must not exceed the number of new directors intended in that election.

Shareholders, if necessary, may pass resolutions to remove any director prior to statutory expiration of office term provided (a) three fourth of majority votes of all shareholders present at a meeting is reached; and (b) the aggregate share volume owned by shareholders in (a) must be greater than half of the aggregate share volume owned by all shareholders present at the meeting. Such case shall be effective only when the qualifications of all board members and the management comply fully with Section 68 of the Public Companies Limited Act of 1992 and the SEC's Regulation Governing the Rules, Conditions and Procedures for the Securities Offer and Permission dated May 18, 1992.

The board of directors shall appoint any person deemed professionally recognized and qualified to act as independent director provided that the appointee is (a) not an employee or staff member receiving regular salary from the company or its subsidiaries; (b) independent of major dominant shareholders; (c) a shareholder of not more than 0.05% of the respective paid-up capital of the company; and (d) able to equally protect the interests of minority shareholders.

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2024 Directors Meeting Attendance

Unit: Meeting

Name of Director	Meeting (Number of meeting attended / number of meeting)					
	Board of Director's Meeting 1 January – 31 December 2024				Annual General Meeting of Shareholder 9 April 2024	
	Number of meetings		Type of meeting		Total	
	Meeting	%	In person	Via electronic media	Meeting	%
1. Kirati Assakul	8/8	100	6/8	2/8	1/1	100
2. Cheng Niruttinanon	7/8	88	7/8	-	1/1	100
3. Thiraphong Chansiri	8/8	100	7/8	1/8	1/1	100
4. Rittirong Boonmechote	8/8	100	5/8	3/8	1/1	100
5. Nart Liuchareon	8/8	100	7/8	1/8	1/1	100
6. Thamnoon Ananthothai	8/8	100	4/8	4/8	1/1	100
7. Parnsiree Amatayakul	8/8	100	7/8	1/8	1/1	100
8. Pakapan Leevutinun	8/8	100	5/8	3/8	1/1	100
9. Hiroyasu Sato	8/8	100	5/8	3/8	1/1	100
10 Shue Chung Chan	8/8	100	7/8	1/8	1/1	100
11. Nakorn Niruttinanon	8/8	100	7/8	1/8	1/1	100
Total number of meeting in 2024	8				1	
Percentage of Directors' Participation	99 %				100%	