

#### Attachment 3

#### Criteria and Procedures on the Nomination of Directors

In nominating directors, the Company seeks out persons who have adequate knowledge, ability, experience, good working records, leadership qualities, farsightedness, morality, ethics and good attitude towards the Company. Such persons must dedicate adequate time to oversee the Company's business operations and have appropriate qualifications suitable to the Directors' composition and structure following the Company's business strategy. The nomination process shall be both transparent and credible to the shareholders.

In electing directors to the Board, the Nomination and Remuneration Committee is responsible for recruiting and selecting persons. However, the election of new directors shall be approved at a meeting of the Board of Directors and/or a shareholders' meeting (as the case may be). The person appointed as the Director shall be fully qualified under the Section 68 of the Public Limited Companies Act, B.E. 2535 (1992) (As amended).

In addition, the Nomination and Remuneration Committee will consider the proposal and recommendation from the minority shareholders to propose any candidates to be elect as a director in the Annual General Meeting of Shareholders as per the Company's criteria. The Company provided the opportunity to shareholders to propose the agenda items and nominate candidates for election as directors in advance for the 2024 Annual General Meeting of Shareholders during the period of 1 October 2023 to 31 January 2024. There were no shareholders proposed the agenda items and nominate candidates for appointment as directors for the 2024 Annual General Meeting of Shareholders.

The Company determined the definition of the Independent Director is more stringent than the prescribed by the Notification of the Capital Market Supervisory Board with the qualifications as follows:

- Holding shares not exceeding 0.75%\* of the total number of shares with voting rights of the Company, its parent company, subsidiaries, associates, major shareholders or controlling persons, including shares held by related persons of such independent director;
- 2. Neither being nor having been directors participating in the management, employees, staff or advisor receiving a regular salary from the Company, or controlling person of the Company, parent company, subsidiaries, associates, subsidiary company in the same level, major shareholders or controlling persons of the Company, unless the foregoing status has ended not less than 2 years. However, such prohibited characteristic shall not include the case where an independent director used to be a government official or an advisor of a government unit which is a major shareholder of or controlling person of the Company;
- Not being a person related by blood or legal registration as father, mother, spouse, sibling, and child, including the spouse of child, executive, major shareholder, controlling person, or persons to be nominated as executive or controlling person of the Company or its subsidiaries;

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4. Neither having or used to have a business relationship with the Company, parent company, subsidiaries, associates, major shareholders or controlling persons of the Company, in the manner which may interfere with his independent judgment, and neither being nor used to be significant shareholder or controlling person of any person having a business relationship with the Company, parent company, subsidiaries, associates, major shareholders or controlling persons of the Company, unless the foregoing relationship has ended not less than 2 years.

Such business relationships as stated in paragraph one include commercial transactions made in the ordinary course of business, renting or leasing property, transactions in relation to assets or services, granting or receipt of financial support by receiving or giving loans, guarantees, providing assets as collateral, and any other similar actions, which result in the Company or its counterparty being subject to indebtedness payable to the other party in the amount equivalent to 3% or more of the Company's net tangible assets or Baht 20 million or more, whichever is lower. The amount of such indebtedness shall be calculated according, *mutatis mutandis*, the method for calculation of value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions. Moreover, in considering such indebtedness, it shall include the indebtedness incurred during the period of 1 year prior to the date on which the business relationship with the same person commences;

- 5. Neither being nor having been the auditor of the Company, parent company, subsidiaries, associates, major shareholders or controlling persons of the Company, and not being a significant shareholder, controlling person or partner of an audit firm carrying out the audit of the Company, the parent company, subsidiaries, associates, major shareholders or controlling persons of the Company, unless the foregoing relationship has ended not less than 2 years;
- 6. Neither being nor having been a professional service provider, including legal advisor or financial advisor receiving fees exceeding Baht 2 million per annum from the Company, the parent company, subsidiaries, associates, major shareholders or controlling persons of the Company, and not being a significant shareholder, controlling person or partner of such professional service provider, unless the foregoing relationship has ended not less than 2 years;
- 7. Not being a director appointed to be a representative of directors of the Company, major shareholder or shareholder who is a related person of the major shareholder;
- 8. Not undertaking any business of similar nature to and which significantly competes with the Company or its subsidiaries, or not being a significant partner in a partnership or being a director participating in management, employee, staff, advisor receiving a regular salary or holding shares in a proportion exceeding 1% of the total number of shares with voting rights of another company operating a business of similar nature to and which competes with the Company or its subsidiaries; and
- 9. Not having any other characteristics which may prevent him or her from expressing an independent opinion on the Company's operations.
- Remarks: \* The Company determined the definition of the Independent Director is more stringent than the prescribed by the Notification of the Capital Market Supervisory Board which is holding shares not exceeding 1%.



Profiles of the Nominated Candidates to Replace the Directors who will Retire by Rotation

4	Name Ormania		Ma Deeleele Teachtthiana		
1.	Name-Surname	:	Mr. Poolsak Tansitthipun		
	Age	:	66 years		
	Director Type	:	Independent Director		-
	Position	:	Vice Chairman of the Board	of Director	s ara
			Chairman of the Audit Comm	nittee	
			Member of the Risk Manager	ment Com	mittee
			Member of the Nomination a	nd Remun	eration Committee
	Appointment Date	of :	12 May 2011		
	Directorship		(Directorship tenure as of De	ecember 2	023 is 12 years and 7 months)
	Appointment Date	of :	12 May 2011		
	Independent Direct	tor	(Directorship tenure as of De	ecember 2	023 is 12 years and 7 months)
	Education	:	Master of Business Administ	ration Kase	etsart University
			Bachelor of Laws Ramkamhe	eang Unive	ersity
	Training Program f	for :	Anti-Corruption for Executive	Program	Class 13/2014
	Director		Role of the Chairman Program	m Class 3	5/2014
			Director Certification Program Class 144/2011		
			Audit Committee Program Cl	ass 31/20 <sup>-</sup>	10
			Directors Accreditation Prog	ram Class	50/2006
			by Thai Institute of Directors		
	Board Member/Ma	nagemei	nt in Other Listed Company: 2	2 Compan	ies
	2005 – Present	Chairm	an of the Audit Committee	Union P	etrochemical Public Company Limited
	2015 – 2021	Vice Ch	airman / Chairman of the	FN Fact	ory Outlet Public Company Limited
		Audit C	ommittee		
	Position / Other Or	ganizatio	ons: 4 Companies		
	Present	Director	r	C.E.O. F	Private Club Company Limited
	Present	Director	ſ	C.E.O. F	Private Park Company Limited
	1996 – Present	Director	ſ	Sappaki	t Dhurakarn Company Limited
	1989 – Present	Director	r	B. Broth	ers Company Limited
	Working Experience	e (Durin	g the past 5 years)		
	2015 – Present	Vice Cha	airman of the Board of Directo	rs /	Ananda Development Public Company Limited
		Chairma	an of the Audit Committee / Me	ember of	
		the Risk	Management Committee / Me	ember of	
		the Nom	ination and Remuneration Cor	mmittee	
	2005 – Present	Chairma	an of the Audit Committee		Union Petrochemical Public Company Limited
	Present	Director			C.E.O. Private Club Company Limited
	Present	Director			C.E.O. Private Park Company Limited

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1996 – Present	Director		Sappakit Dhurakarn Company Limited
1989 – Present	Director		B. Brothers Company Limited
Meeting Attendanc	e in 2023 :	The Board of Directors' Me	eeting 12/13 times (92.30%)
		The Audit Committee Meet	ting 17/17 times (100.00)
		The Risk Management Cor	mmittee Meeting 10/10 times (100.00)
		The Nomination and Remu	ineration Committee Meeting 4/4 times (100.00%)
Shareholding in ANAN's securities as of 31 December 202			- None -
Legal Dispute durir	ng the past 10 y	/ears:	- None -
Family Relationship	between Direc	ctors and Executives:	- None -

# Qualifications of Director:

The Board of Directors has carefully considered and opined that he is qualified for the business operation of the Company and he does not take any position in other organization that compete with/related to the Company. In addition, he has an expertise in legal, accounting, tax, business management and risk management and his qualifications has reviewed by the Nomination and Remuneration Committee.

# Qualifications of being an Independent Director over 9 years:

The Board of Directors has carefully considered and opined that he is qualified and beneficial to the Company. The Company is required to have an independent director with various background in legal so he is able to give opinions on the company projects which will provide benefits to the Company's business operations and his qualifications has reviewed by the Nomination and Remuneration Committee.

#### Additional Qualifications of Nominated Independent Director:

The Board of Directors has carefully considered that he can express his opinions independently and prescribe by the relevant regulations which has been reviewed by the Nomination and Remuneration Committee.

#### Relationship of the Candidate for Independent Director Nomination:

The present and past 2 years relationship between the candidate and the Company, parent company, subsidiary company, associate company, major shareholder or controlling person of the Company are as follows:

	Relationship	Yes	No
1.	Being a director that has a management authority, staff, employee or advisor on regular		$\checkmark$
	retainer		
2.	Being a professional service provider (such as auditor or legal advisor)		$\checkmark$
3.	Having business relationship (such s sale and purchase raw material/ goods/ service/ lease		$\checkmark$
	or lease out the property/provide or receive financial support etc.) which incur debt to the		
	Company or contract party amounting to Baht 20 million up. This threshold is applicable to		
	all indebtedness incurred within one year prior to the date of having such business		
	relationship.		
4.	Being as a significant shareholder or a controlling person of the party having businesses		$\checkmark$
	relationship as mentioned in clause 3.		

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2.	Name-Surname	:	Mr. Wiboon Rasmeepaisarn	
	Age	:	63 years	251
	Director Type	:	Independent Director	
	Position	:	Member of the Risk Management Committe	e a a a a a a a a a a a a a a a a a a a
			Member of the Audit Committee	
			Member of the Nomination and Remuneration	on Committee
	Appointment Date of	:	12 May 2011	
	Directorship		(Directorship tenure as of December 2023 i	s 12 years and 7 months)
	Appointment Date of	:	12 May 2011	
	Independent Director		(Directorship tenure as of December 2023 i	s 12 years and 7 months)
	Education	:	Master of Business Administration Thamma	sat University
			Bachelor of Accounting Chulalongkorn Univ	versity
	Training Program for	:	Corporate Secretary Program (CSP) Class	132/2022
	Director		Anti-Corruption for Executive Program Class	s 13/2014
			Role of the Chairman Program Class 35/201	4
			Monitoring Fraud Risk Management รุ่นที่ 8/2	2012
			Monitoring of the Quality of Financial Repor	ting Class 16/2012
			Monitoring the Internal Audit Function Class	13/2012
			Monitoring system of Internal Control and R	isk Management 13/2012
			Audit Committee Program Class 41/2012	
			Director Certification Program Class 147/20	11
			Role of the Compensation Committee Class	13/2011
			Directors Accreditation Program Class 28/2	004
			by Thai Institute of Directors	
	Board Member/Manager	mer	nt in Other Listed Company: 3 Companies	
	2024 – Present	In	ndependent Director / Member of the Audit	Thai Stanley Electric Public Company
		С	ommittee	Limited
	2018 - Present	С	hairman of the Audit Committee	Mena Transport Public Company Limited
	2003 – Present	Μ	lember of the Risk Management Committee	NFC Public Company Limited
	Position / Other Organiz		-	
	2009 – Present		irector	Eltek Power Company Limited
	1992 – Present		irector and Managing Director	Warach Paisarn Company Limited
			5 5	Professional Laboratory Management
	2021 – Present	Di	irector	Corp Company Limited
	2021 – Present	Di	irector	Sinuses Technology Company Limited
	Working Experience (Du	ıring	g the past 5 years)	
	2015 – Present		ember of the Risk Management Committee	Ananda Development Public Company
		/ N	Member of the Audit Committee / Member of	Limited.
		th	e Nomination and Remuneration Committee	
	2024 – Present	In	dependent Director / Member of the Audit	Thai Stanley Electric Public Company



	Committee	Limited
2018 - Present	Chairman of the Audit Committee	Mena Transport Public Company Limited
2003 – Present	Member of the Risk Management Committee	NFC Public Company Limited
2009 – Present	Director	Eltek Power Company Limited
1992 – Present	Director and Managing Director	Warach Paisarn Company Limited
2021 – Present	Director	Professional Laboratory Management
2021 – Fleseni	Director	Corp Company Limited
2021 – Present	Director	Sinuses Technology Company Limited
Meeting Attendance in 2	<b>022</b> : • The Board of Directors' Meeting 13/	/13 times (100.00%)
	The Audit Committee Meeting 17/17	7 times (100.00)
		A 1' 40/40 1' (400 00)

- The Risk Management Committee Meeting 10/10 times (100.00)
- The Nomination and Remuneration Committee Meeting 4/4 times (100.00%)

Shareholding in ANAN's securities as of 31 December 2023:	- None -
Legal Dispute during the past 10 years:	- None -
Family Relationship between Directors and Executives:	- None -

# Qualifications of Director:

The Board of Directors has carefully considered and opined that he is qualified for the business operation of the Company and he does not take any position in other organization that compete with/related to the Company. In addition, he has an expertise in legal, accounting, tax, business management and risk management and his qualifications has reviewed by the Nomination and Remuneration Committee.

#### Qualifications of being an Independent Director over 9 years:

The Board of Directors has carefully considered and opined that he is qualified and beneficial to the Company. The Company is required to have an independent director with various background in accounting and finance so he is able to give opinions on the company projects which will provide benefits to the Company's business operations and his qualifications has reviewed by the Nomination and Remuneration Committee.

# Additional Qualifications of Nominated Independent Director:

The Board of Directors has carefully considered that he can express his opinions independently and prescribe by the relevant regulations which has been reviewed by the Nomination and Remuneration Committee.

#### Relationship of the Candidate for Independent Director Nomination:

The present and past 2 years relationship between the candidate and the Company, parent company, subsidiary company, associate company, major shareholder or controlling person of the Company are as follows:

	Relationship	Yes	No
1.	Being a director that has a management authority, staff, employee or advisor on regular retainer		$\checkmark$
2.	Being a professional service provider (such as auditor or legal advisor)		$\checkmark$
3.	Having business relationship (such s sale and purchase raw material/ goods/ service/ lease or		$\checkmark$
	lease out the property/provide or receive financial support etc.) which incur debt to the Company		
	or contract party amounting to Baht 20 million up. This threshold is applicable to all indebtedness		
	incurred within one year prior to the date of having such business relationship.		
4.	Being as a significant shareholder or a controlling person of the party having businesses		$\checkmark$
	relationship as mentioned in clause 3.		

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3. Name-	Surname :	:	Ms. Patcharavalai Ruangkritya
Age	:	:	43 years
Directo	or Type :	:	Authorized Director
Positio	n :	:	Director
			Member of Executive Committee
Appoir	ntment Date of	:	12 May 2011
Directo	orship		(Directorship tenure as of December 2023 is 12 years and 7 months)
Educa	iton :	:	Bachelor of Hospitality Administration, Boston University, U.S.A.
Trainin	g Program for :	:	Directors Accreditation Program Class 85/2010
Directo	or		by Thai Institute of Directors

# Board Member/Management in Other Listed Company: - None -

# Position / Other Organizations : 5 Companies

2018 – Present	Director	ADC-JV 26 Co., Ltd.
2018 – Present	Director	Ananda Apac 1 Co., Ltd.
2017 – Present	Director	Ananda APAC Phrama 9 Two Co., Ltd.
2016 – Present	Director	JV-CO1 Co., Ltd.
2016 – Present	Director	ADC-JV 7 Co., Ltd.

# Working Experience (During the past 5 years)

2020 – Present	Director / Member of	Ananda Development Public Company Limited.
	Executive Director	
2018 – Present	Director	ADC-JV 26 Co., Ltd.
2018 – Present	Director	Ananda Apac 1 Co., Ltd.
2017 – Present	Director	Ananda APAC Phrama 9 Two Co., Ltd.
2016 – Present	Director	JV-CO1 Co., Ltd.
2016 – Present	Director	ADC-JV 7 Co., Ltd.

Meeting Attendance in 2023 :	The Board of Directors' Meeting 12/13 times (92.30%)
	The Executive Committee Meeting 34/41 times (82.92%)

Shareholding in ANAN's securities as of 31 December 2023:	Held common stock (ANAN) in an amount of
	207,062,625 shares or 4.970%
Legal Dispute during the past 10 years:	- None -
Family Relationship between Directors and Executives:	Mr. Chanond Ruangkritya's younger sister

#### Qualifications of Director:

The Board of Directors have carefully considered and opined that she is qualified for the business operation of the Company and she does not take any position in other organization that compete with/related to the Company. In addition, she has an expertise in real estate business, business management and business strategy, and her qualifications has reviewed by the Nomination and Remuneration Committee.