



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

KCE ELECTRONICS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : KCE ELECTRONICS PUBLIC COMPANY LIMITED

Symbol : KCE

Address : 72-72/1-3 Soi Chalong Krung 31, Kwang Lumplatew, Lat Krabang

Province : Bangkok

Postcode : 10520

Business : A manufacturer and distributor of electronic circuit boards.

Registration Number : 0107535000354

Telephone : 0-2326-0196-9

Fax (if applicable) : 0-2326-0300

Website : www.kce.co.th

Email : information@kce.co.th

Total Shares Sold (shares)

Common Stock : 1,182,088,596

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	15,329,768.00	18,786,590.00	16,683,361.00
Printed Circuit Board (Thousand baht)	13,183,607.00	16,301,574.00	14,503,576.00
Prepreg and Laminate business (Thousand baht)	1,152,494.00	1,408,020.00	1,188,956.00
Chemical Business (Thousand baht)	601,679.00	746,747.00	651,098.00
Other (Thousand baht)	391,988.00	330,249.00	339,731.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Printed Circuit Board (%)	86.00	86.77	86.93
Prepreg and Laminate business (%)	7.52	7.49	7.13
Chemical Business (%)	3.92	3.97	3.90
Other (%)	2.56	1.76	2.04

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	15,329,768.00	18,786,590.00	16,683,361.00
Domestic (Thousand baht)	715,081.00	1,287,601.00	1,493,383.00
International (Thousand baht)	14,614,687.00	17,498,989.00	15,189,978.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	4.66	6.85	8.95
International (%)	95.34	93.15	91.05

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	391,988.00	330,249.00	339,731.00
Other income from operations (Thousand baht)	391,988.00	330,249.00	339,731.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00
Sales of scrap materials (Thousand baht)	150,804.00	193,699.00	160,738.00
Gains from FX & Hedging (Thousand baht)	189,750.00	105,858.00	153,420.00
Miscellaneous income (Thousand baht)	51,434.00	30,692.00	25,573.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	47,833.00	56,615.00	53,450.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Strategic Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Changes in technologies
- Competition risk
- Economic risk
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Human error in business operations
- Information security and cyber-attack
- Impact on the environment
- Impact on human rights
- Pandemic risk

Compliance Risk

- Violations of laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20231220-kce-sustainable-development-policy-th.pdf>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Diesel (Litres)	47,777.00	55,753.00	244,257.00
Gasoline (Litres)	1,582.00	1,988.00	12,129.00
Natural gas (Standard cubic feet)	38,730,620.00	39,797,477.00	90,576,709.00
LPG (Kilograms)	N/A	N/A	221,755.00

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	141,858,299.00	155,333,315.00	208,821,000.00

Remark : 2021–2022 the number of disclosures is 1 Company

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	3,114,889.00	3,507,471.00	5,002,021.00

Remark : 2021–2022 the number of disclosures is 1 Company

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	7,462,000.00	7,333,653.00	10,721,636.00
Hazardous waste (Kilograms)	12,276,115.00	13,613,960.00	18,853,969.00
Total waste generated (Kilograms)	19,738,115.00	20,947,613.00	29,575,605.00

Remark : 2021–2022 the number of disclosures is 1 Company

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	2,829.00	3,101.00	7,403.00
Scope 2 (Tons of carbon dioxide equivalents)	64,275.00	69,965.00	109,615.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	67,104.00	73,066.00	117,018.00

Remark : 2021–2022 the number of disclosures is 1 Company

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : SGS (Thailand) Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20231115-kce-human-rights-and-worker-practice-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	2,707	2,791	2,759
Number of female employees (Persons)	2,325	2,340	2,268
Total number of employees (Persons)	5,032	5,131	5,027

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,208,935,755.59	1,325,694,374.63	2,393,276,000.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	11.00	16.00	21.00
Employee development and training expenses (baht)	966,494.00	2,103,921.00	2,854,085.00

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	18	27	11
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	5.54	6.31	5.53

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://investor.kce.co.th/th/sustainability/corporate-governance-policy>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	6	66.67
Number of female directors	3	33.33
Number of executive directors	3	33.33
Number of non-executive directors	6	66.67
Number of independent directors	4	44.44

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BANCHANGKOSIT Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: GRAPHIC DESIGN Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	29 Apr 1982	Business Administration, Automotive, Industrial Materials & Machinery, Electronic Components, Strategic Management, Data Management, Corporate Management, Leadership, Engineering, Audit, Project Management, Risk Management, Change Management, Economics, Data Analysis, Commerce, Marketing

2.	<p>Mr. PITHARN ONGKOSIT</p> <p>Gender: Male</p> <p>Age: 42 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Executive)</p> <p>Director type: Re-elected as director</p>	29 Apr 2014	<p>Business Administration, Economics, Finance & Securities, Automotive, Electronic Components, Finance, Strategic Management, Risk Management, Data Management, Corporate Management, Leadership, Industrial Materials & Machinery, Budgeting, Engineering, Audit, Project Management, Change Management, Data Analysis, Commerce, Marketing, Sustainability, Governance/ Compliance, Corporate Social Responsibility</p>
3.	<p>Mrs. CHANTIMA ONGKOSIT</p> <p>Gender: Female</p> <p>Age: 77 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	28 Apr 1983	<p>Business Administration, Strategic Management, Data Management, Corporate Management, Leadership, Project Management, Risk Management, Change Management, Sustainability, Governance/ Compliance, Corporate Social Responsibility, Health Care Services</p>
4.	<p>Mrs. VORALUKSANA ONGKOSIT</p> <p>Gender: Female</p> <p>Age: 72 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	27 Apr 1989	<p>Business Administration, Sustainability, Strategic Management, Governance/ Compliance, Data Management, Corporate Management, Leadership, Project Management, Risk Management, Change Management, Corporate Social Responsibility</p>

5.	<p>Mrs. SIRIPHAN SUNTANAPHAN</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: B.A</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	29 Apr 1992	<p>Business Administration, Electronic Components, Sustainability, Governance/ Compliance, Data Management, Corporate Management, Leadership, Automotive, Industrial Materials & Machinery, Project Management, Strategic Management, Risk Management, Change Management, Corporate Social Responsibility, Commerce, Marketing</p>
6.	<p>Mr. PAITON TAVEEBHOL</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	27 Apr 2012	<p>Business Administration, Economics, Sustainability, Risk Management, Strategic Management, Finance & Securities, Accounting, Finance, Governance/ Compliance, Data Management, Corporate Management, Leadership, Internal Control, Budgeting, Project Management, Change Management, Data Analysis, Corporate Social Responsibility, Law</p>
7.	<p>Mr. KANCHIT BUNAJINDA</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: MBA Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	28 Apr 2016	<p>Business Administration, Economics, Finance, Accounting, Strategic Management, Data Management, Corporate Management, Leadership, Internal Control, Finance & Securities, Budgeting, Project Management, Risk Management, Change Management, Data Analysis, Sustainability, Governance/ Compliance, Corporate Social Responsibility</p>

8.	Mr. SUTEE MOKKHAVESA Gender: Male Age: 48 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 Jan 2020	Business Administration, Economics, Finance & Securities, Insurance, Finance, Strategic Management, Data Management, Corporate Management, Leadership, Budgeting, Project Management, Risk Management, Change Management, Data Analysis, IT Management
9.	Mr. SANT SENADISAI Gender: Male Age: 36 years old Highest level of education: Master's degree Major: MBA with a concentration in Strategy Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	11 Jul 2023	Business Administration, Strategic Management, Data Management, Corporate Management, Leadership, Finance & Securities, Finance, Budgeting, Project Management, Risk Management, Change Management, Economics, Data Analysis, Information & Communication Technology, Marketing

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. PANJA SENADISAI Gender: Male Age: 75 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive)	Date position was assumed: 28 Apr 1983 Date directorship ended: 26 Jun 2023	Mr. SANT SENADISAI Date position was assumed: 11 Jul 2023

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : Yes

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PAITON TAVEEBHOL [1] Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	27 Apr 2012	Business Administration, Economics, Sustainability, Risk Management, Strategic Management, Finance & Securities, Accounting, Finance, Governance/ Compliance, Data Management, Corporate Management, Leadership, Internal Control, Budgeting, Project Management, Change Management, Data Analysis, Corporate Social Responsibility, Law

2.	Mr. KANCHIT BUNAJINDA [1] Gender: Male Age: 56 years old Highest level of education: Master's degree Major: MBA Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Apr 2016	Business Administration, Economics, Finance, Accounting, Strategic Management, Data Management, Corporate Management, Leadership, Internal Control, Finance & Securities, Budgeting, Project Management, Risk Management, Change Management, Data Analysis, Sustainability, Governance/ Compliance, Corporate Social Responsibility
3.	Mr. SUTEE MOKKHAVESA [1] Gender: Male Age: 48 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Jan 2020	Business Administration, Economics, Finance & Securities, Insurance, Finance, Strategic Management, Data Management, Corporate Management, Leadership, Budgeting, Project Management, Risk Management, Change Management, Data Analysis, IT Management

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. BANCHANGKOSIT Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: GRAPHIC DESIGN Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	29 Apr 1982

2.	<p>Mrs. VORALUKSANA ONGKOSIT</p> <p>Gender: Female</p> <p>Age: 72 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice-chairman of the executive committee</p>	27 Apr 1989
3.	<p>Mr. PITHARN ONGKOSIT</p> <p>Gender: Male</p> <p>Age: 42 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	29 Apr 2014
4.	<p>Mr. Fredrick Gharapet Ohanian</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: B s c in Mechanical Eng</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 Jul 2013
5.	<p>Mrs. Wasara Chotithammarat</p> <p>Gender: Female</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: MBA International Business</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	6 Oct 2022
6.	<p>Mrs. SIRIPHAN SUNTANAPHAN</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: B.A</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	6 Oct 2022

7.	Mr. Lin Po-Chiung Gender: Male Age: 55 years old Highest level of education: Master's degree Major: MBA Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	6 Oct 2022
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Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Chairman of Enterprise Risk Policy Committee	Mr. KANCHIT BUNAJINDA	Chairman
	Mr. PAITON TAVEEBHOL	Member
	Mrs. SIRIPHAN SUNTANAPHAN	Member
	Mr. PITHARN ONGKOSIT	Member
	Mr. SUTEE MOKKHAVESA	Member
Nomination & Remuneration Committee	Mr. PAITON TAVEEBHOL	Chairman
	Mr. KANCHIT BUNAJINDA	Member
	Mrs. CHANTIMA ONGKOSIT	Member
Environmental, Social, Governance and Sustainability Development Committee Member	Mrs. SIRIPHAN SUNTANAPHAN	Chairman
	Mrs. VORALUKSANA ONGKOSIT	Member
	Mr. PAITON TAVEEBHOL	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Chairman of Enterprise Risk Policy Committee
Sub-committees responsible for nomination	: Nomination & Remuneration Committee
Sub-committees responsible for remuneration	: Nomination & Remuneration Committee
Sub-committees responsible for corporate governance	: Environmental, Social, Governance and Sustainability Development Committee Member
Sub-committees responsible for corporate sustainability development	: Environmental, Social, Governance and Sustainability Development Committee Member

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BANCHANGKOSIT Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: GRAPHIC DESIGN	CHAIRMAN OF EXECUTIVE BOARD	29 Apr 1982	Business Administration, Automotive, Industrial Materials & Machinery, Electronic Components, Strategic Management, Data Management, Corporate Management, Leadership, Engineering, Audit, Project Management, Risk Management, Change Management, Economics, Data Analysis, Commerce, Marketing
2. Mrs. VORALUKSANA ONGKOSIT Gender: Female Age: 72 years old Highest level of education: Bachelor's degree Major: Business Administration	Executive Vice Chairperson	27 Apr 1989	Business Administration, Sustainability, Strategic Management, Governance/ Compliance, Data Management, Corporate Management, Leadership, Project Management, Risk Management, Change Management, Corporate Social Responsibility

3.	<p>Mr. PITHARN ONGKOSIT</p> <p>Gender: Male</p> <p>Age: 42 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>President and Chef Executive Officer</p>	29 Apr 2014	<p>Business Administration, Economics, Finance & Securities, Automotive, Electronic Components, Finance, Strategic Management, Risk Management, Data Management, Corporate Management, Leadership, Industrial Materials & Machinery, Budgeting, Engineering, Audit, Project Management, Change Management, Data Analysis, Commerce, Marketing, Sustainability, Governance/ Compliance, Corporate Social Responsibility</p>
4.	<p>Mr. Fredrick Gharapet Ohanian</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: B s c in Mechanical Eng</p>	<p>Executive Vice President of Operations</p>	16 Jul 2013	<p>Automotive, Electronic Components</p>
5.	<p>Mrs. Wasara Chotithammarat [1]</p> <p>Gender: Female</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: MBA International Business</p>	<p>Senior Vice President of Accounting & Finance</p>	1 Jul 2022	<p>Business Administration, Accounting, Finance</p>
6.	<p>Mr. Athasidh Ongkosit</p> <p>Gender: Male</p> <p>Age: 43 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Science</p>	<p>Senior Vice President of Information Technology</p>	1 Aug 2013	<p>IT Management</p>
7.	<p>Mr. Pairoj Tarawatcharasart</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Industrial Computer</p>	<p>Vice President of Engineering</p>	2 Jan 2014	<p>Business Administration</p>

8.	Mr. Viboon Sunthornwiwath Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Master of Science in Human Resource Management	Senior Vice President of Human Resources	10 Jan 2017	Human Resource Management
9.	Mr. Boonchuan Immaraporn Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Chemical	Senior Vice President of Manufacturing Engineer	14 Feb 2022	Engineering, Industrial Materials & Machinery, Electronic Components
10.	Mrs. Patcharin Balankura [2] Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Finance and Banking	General accounting & Group Consolidation manager	1 Jan 2012	Accounting

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	37,646,737.00	38,646,574.00	35,192,542.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : Yes

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 2,759
Number of female employees (persons)	: 2,268
Total number of employees (persons)	: 5,027

Employee Remuneration

Total employee remuneration	: 2,393,276,000.00
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Provident fund

Total number of employees (persons)	: 5,027
Number of employees contributing to the PVD (persons)	: 1,262
Percentage of employees who are members (%)	: 58.00

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. Patcharin Balankura	kce-acc3@kce.co.th	023260196

- Company secretary

General information	Email	Telephone
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1.	Mrs. Wasara Chotithammarat	wasara.c@kce.co.th	023260196
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• Head of internal audit

General information	Email	Telephone
1. Ms. Chayanee Chaidetkhajorn	chayanee.c@kce.co.th	023260196

• Head of investor relations

General information	Email	Telephone
1. Mrs. Niraphat Tiranakwit	niraphat@kce.co.th	023260196
2. Mrs. Wasara Chotithammarat	wasara.c@kce.co.th	023260196

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	<p>1. Mr. Sumate Jangsamsee Email: sumate@kpmg.co.th Telephone: 026772000</p> <p>2. Mr. Chokechai Ngamwutikul Email: chokechai@kpmg.co.th Telephone: 026772000</p> <p>3. Mr. Veerachai Ratanajaratkul Email: veerachai@kpmg.co.th Telephone: 026772000</p> <p>4. Mr. Teerawat Witthayaphalert Email: treerawat@kpmg.co.th Telephone: 026772000</p>	4,490,000.00	<p>Details: Compliance with investment promotion certificate conditions fee</p> <p>Total service fee (baht): 710,000.00</p>

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PITHARN ONGKOSIT Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re-elected as director	Date position was assumed: 29 Apr 2014	Business Administration, Economics, Finance & Securities, Automotive, Electronic Components, Finance, Strategic Management, Risk Management, Data Management, Corporate Management, Leadership, Industrial Materials & Machinery, Budgeting, Engineering, Audit, Project Management, Change Management, Data Analysis, Commerce, Marketing, Sustainability, Governance/ Compliance, Corporate Social Responsibility
2. Mrs. CHANTIMA ONGKOSIT Gender: Female Age: 77 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 28 Apr 1983	Business Administration, Strategic Management, Data Management, Corporate Management, Leadership, Project Management, Risk Management, Change Management, Sustainability, Governance/ Compliance, Corporate Social Responsibility, Health Care Services

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SANT SENADISAI Gender: Male Age: 36 years old Highest level of education: Master's degree Major: MBA with a concentration in Strategy Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 11 Jul 2023	Business Administration, Strategic Management, Data Management, Corporate Management, Leadership, Finance & Securities, Finance, Budgeting, Project Management, Risk Management, Change Management, Economics, Data Analysis, Information & Communication Technology, Marketing

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. BANCHANGKOSIT	Chairman of the board	Participating
Mr. PITHARN ONGKOSIT	Vice Chairman	Participating
Mrs. CHANTIMA ONGKOSIT	Director	Participating
Mrs. VORALUKSANA ONGKOSIT	Director	Participating
Mrs. SIRIPHAN SUNTANAPHAN	Director	Participating
Mr. PAITON TAVEEBHOL	Director	Participating
Mr. KANCHIT BUNAJINDA	Director	Participating
Mr. SUTEE MOKKHAVESA	Director	Participating
Mr. SANT SENADISAI	Director	Participating
Mr. PANJA SENADISAI	Vice Chairman	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 12

Date of AGM meeting : 27 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. BANCHANGKOSIT (Chairman of the board)	-	10/12	Participating	Did not hold the meeting
2. Mr. PITHARN ONGKOSIT (Vice Chairman)	-	12/12	Participating	Did not hold the meeting
3. Mrs. CHANTIMA ONGKOSIT (Director)	-	12/12	Participating	Did not hold the meeting
4. Mrs. VORALUKSANA ONGKOSIT (Director)	-	12/12	Participating	Did not hold the meeting
5. Mrs. SIRIPHAN SUNTANAPHAN (Director)	-	10/12	Participating	Did not hold the meeting
6. Mr. PAITON TAVEEBHOL (Director)	-	12/12	Participating	Did not hold the meeting
7. Mr. KANCHIT BUNAJINDA (Director)	-	12/12	Participating	Did not hold the meeting
8. Mr. SUTEE MOKKHAVESA (Director)	-	10/12	Participating	Did not hold the meeting
9. Mr. SANT SENADISAI (Director)	-	5/5	Non-participating	Did not hold the meeting

10.	Mr. PANJA SENADISAI (Vice Chairman)	26 Jun 2023	6/6	Participating	Did not hold the meeting
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Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. BANCHANGKOSIT (Chairman of the board)	-	520,000.00	2,200,000.00	No
2.	Mr. PITHARN ONGKOSIT (Vice Chairman)	-	460,000.00	1,100,000.00	No
3.	Mrs. CHANTIMA ONGKOSIT (Director)	-	460,000.00	1,100,000.00	No
4.	Mrs. VORALUKSANA ONGKOSIT (Director)	-	460,000.00	1,100,000.00	No
5.	Mrs. SIRIPHAN SUNTANAPHAN (Director)	-	460,000.00	1,100,000.00	No
6.	Mr. PAITON TAVEEBHOL (Director)	-	460,000.00	1,100,000.00	No
7.	Mr. KANCHIT BUNAJINDA (Director)	-	460,000.00	1,100,000.00	No
8.	Mr. SUTEE MOKKHAVESA (Director)	-	460,000.00	1,100,000.00	No
9.	Mr. SANT SENADISAI (Director)	-	200,000.00	1,100,000.00	No
10.	Mr. PANJA SENADISAI (Vice Chairman)	26 Jun 2023	220,000.00	0.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 6

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PAITON TAVEEBHOL (Chairman of the audit committee)	-	6/6
2.	Mr. KANCHIT BUNAJINDA (Audit committee)	-	6/6
3.	Mr. SUTEE MOKKHAVESA (Audit committee)	-	6/6