

รายงาน
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ANNUAL
REPORT

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KCE **ELECTRONICS**
Public Company Limited

TABLE OF CONTENTS

	Page
About KCE	2
Financial Highlights	3
Awards for Success	4
2024 Director's Report	6
Board of Directors	13
Management Team	30

PART 01

BUSINESS OPERATION AND OPERATING RESULTS

1. Organizational structure and operation of the group of companies	34
1.1. Policy and business overview	34
▪ Vision and Mission	35
▪ Key changes and developments	36
▪ The objective of money spending	41
▪ Other obligations	41
▪ Manufacturing facilities	41
1.2 Nature of business	42
▪ Revenue structure	42
▪ Detail of the Products	43
▪ Industry status and Competition	46
▪ Market and Competition	53
▪ Assets used in business undertaking	59
1.3 Company group structure and Shareholding structure	60
▪ Company Group Structure	60
▪ Relationship with major shareholders' business	61
1.4 Capital Structure & Major Shareholders	63
▪ Registered capital and Paid-up capital	63
▪ Shareholders	63
1.5 Other Securities	64
1.6 Dividend Policy	64
2. Risk Management	65
2.1 Risk Management Policy and Plan	65
2.2 Risk Factors and Risk Management	66
3. Business sustainability development	72
3.1 Policy and objectives of sustainable management	73
3.2 Management of impacts on stakeholders in the business value chain	77
3.3 Management of sustainability in environmental dimensions	82
3.4 Sustainability management in the social dimension	113
3.5 Sustainability Management in Corporate Governance and Economic Dimension	159
4. Management Discussion and Analysis (MD&A)	182
5. General information and other material facts	191

PART 02

CORPORATE GOVERNANCE

6. Corporate Governance Policy	197
7. Corporate governance structure and material facts related to the board, subcommittees, executives, employees and others	232
8. Report of the Sub-Committee	251
▪ Report of the Audit Committee	251
▪ Report of the Environmental, Social, Governance and Sustainability Development Committee	254
▪ Report of the Nomination and Remuneration Committee	256
▪ Report of the Enterprise Risk Policy Committee	258
9. Internal Control and Connected Transaction	259

PART 03

FINANCIAL REPORTS

Report on Responsibilities for Financial Reports of the Board of Directors	270
Independent Auditor's Report	272
Financial Statements & Notes to the Financial Statements	276

ATTACHMENTS :

Attachment 1 :	346
Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, and the Company's secretary	
Attachment 2 :	357
Details of the directors of the Company and subsidiaries	
Attachment 3 :	358
Details of the heads of the internal audit and compliance units	
Attachment 4 :	362
Assets for business undertaking and details of asset appraisal	
Attachment 5 :	366
Policy and guidelines on corporate governance and code of business conduct	
Attachment 6 :	375
GRI Content Index	

ABOUT KCE

KCE Electronics Public Company Limited (KCE) was established on Nov. 5, 1982 with an initial registered capital of Bt12 million. The Company's core business is the production and distribution of printed circuit boards (PCBs), under the "KCE" trademark.

The Company listed on the Stock Exchange of Thailand in August 1988, and converted its status from a limited company to a limited public company in December 1992. As of Dec.30, 2024, the Company's registered capital was Bt591,044,298 with paid-up capital of Bt591,044,298.

KCE Electronics PCL and its subsidiaries are involved in the manufacturing and distributing of printed circuit boards (PCBs), which are the foundation component for a wide range of electronic devices. Its key customer base includes manufacturers of automotive electronic equipment, telecommunication devices, computer networks, industrial equipment, medical equipment and consumer product. Almost all of the Company's production is for exporting worldwide; Europe, United States of America and Asia.

KCE Group consists of the Company, Subsidiaries and Associated Companies as follows :

SUBSIDIARY COMPANIES

1. KCE Technology Co., Ltd.
2. Thai Laminate Manufacturer Co., Ltd.
3. KCE (Thailand) Co., Ltd.
4. Chemtronic Technology (Thailand) Co., Ltd.
5. Chemtronic Products Co., Ltd.
6. KCE Singapore Pte., Ltd.
7. KCE America Inc.
8. Circuit Holding Co., Ltd. (Since October 18, 2024)

INDIRECT SUBSIDIARY COMPANIES

1. Chemtronic Chemical Co., Ltd.
2. CTC Chemical Co., Ltd.
3. KCE America Partners LLC.
4. International Circuits Ltd.

ASSOCIATED COMPANIES

- KCE Taiwan Co., Ltd.



FINANCIAL HIGHLIGHTS

Unit : Million Baht

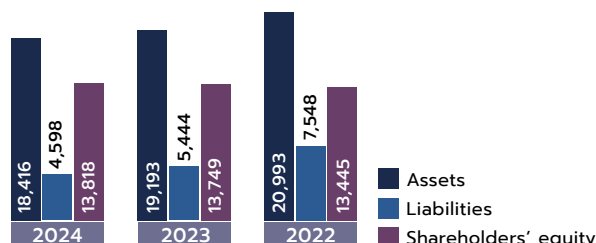
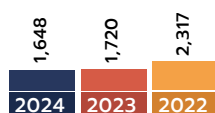
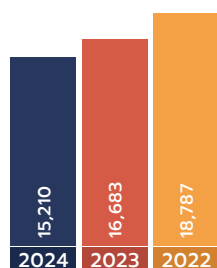
	2024	2023	2022
Sales and Services Income	14,832.85	16,343.63	18,456.34
Total Revenues	15,210.44	16,683.36	18,786.59
Gross Margin	3,261.66	3,403.00	4,201.99
EBITDA	2,910.94	3,071.05	3,635.22
Operating profit before interest and tax	1,844.31	1,975.49	2,553.32
Net profit	1,648.46	1,719.58	2,317.23
Earnings per share (in Baht)	1.39	1.45	1.96
Weighted average number of shares outstanding (Thousand Shares)	1,182,089	1,182,064	1,181,792
Dividend Payout ratio* (%)	86.05%	89.36%	81.61%
Total assets	18,415.68	19,193.32	20,993.48
Total liabilities	4,597.62	5,444.04	7,548.17
Total shareholders' equity	13,818.06	13,749.28	13,445.31
Issued and paid up capital	591.04	591.04	590.98
Net cash from operating activities	3,310.20	4,213.82	2,035.91

* The proposed dividend in the 2024 Annual Shareholders' Meeting

TOTAL REVENUES

NET PROFIT

Unit : Million Baht



Financial Ratios	2024	2023	2022
Gross Profit Margin / Total Sales	21.99%	20.82%	22.77%
EBIT / Total Sales	12.43%	12.09%	13.83%
Net profit / Total Sales	11.11%	10.52%	12.56%
Return on Shareholders' Equity	11.93%	12.51%	17.23%
Return on Assets	8.95%	8.96%	11.04%
Net cash from operating activities / Sales	22.32%	25.78%	11.03%
Net cash from operating activities/Shareholders' equity	23.96%	30.65%	15.14%
Earning Per Share (Baht)	1.39	1.45	1.96
Dividend Per Share* (Baht)	1.20	1.30	1.60
Book Value Per Share (Baht)	11.69	11.63	11.38
Liquidity Ratios(times)	2.25	2.21	1.77
Debt to Equity Ratios (times)	0.33	0.40	0.56
Gearing Ratio (times)	0.08	0.16	0.28

* The proposed dividend in the 2024 Annual Shareholders' Meeting

AWARDS FOR SUCCESS

Excellent CG Scoring



Corporate Governance Report of Thai Listed Company (CGR 2024)

- Excellent CG Scoring 10th Year of Achievement



SET ESG Ratings 2024 : A



ESG Score: 3.5
ICB Supersector: Industrial Goods & Services
Percentile rank: 62

FTSE Russell ESG Scores 2024 : Score 3.5

FTSE Industry Classification Benchmark (ICB) :
Industrials - Industrial Goods & Services -
Electronic & Electrical Equipment - Electrical
Components & Equipment



- CAC Certificate of membership 2023-2026
- CAC Change Agent Award 2024



2024 Excellence Practices Establishment
Labour Relations and Welfare National Level as
the 12th Year of Achievement



I-EA-T Sustainable Awards 2024
ISB Leader from Industrial Estate Authority
of Thailand



Award for Outstanding Business Establishment
and State Enterprise Excellence in Organization
Health 2024



Happy Moral Business Award 2024

2024 DIRECTORS REPORT

KEY STRATEGIC CHANGES IN FY2024

1. ESTABLISHMENT OF A NEW SUBSIDIARY - CIRCUIT HOLDING CO., LTD.

In October 2024, the company established Circuit Holding Co., Ltd., a new subsidiary with a registered capital of Bt200 million. The objective of this entity is to invest in new businesses and/or form strategic partnerships in projects that align with the company's long-term business direction and growth strategy. This move reflects the company's commitment to diversifying its business portfolio and exploring new growth opportunities.

2. STRENGTHENING DISTRIBUTION CHANNEL THROUGH STRATEGIC INVESTMENT IN SALE DISTRIBUTION COMPANIES

Also in October 2024, the group, through its subsidiary Circuit Holding Co., Ltd., invested in International Circuits Limited (ICL), a company incorporated under the laws of the United Kingdom, by acquiring 100% of its shares and voting interests. With this acquisition, the group obtained full control of ICL, which operate as a sales agent for foreign markets in Europe. The total investment value amounted to Bt784.1 million. (GBP 17.9 million)

This investment serves multiple strategic objectives :

- Enhancing sales operations by allowing the company to take direct control over pricing strategies and customer engagement.
- Strengthening market resilience by enabling agile adaptation to industry disruptions and intense competition.
- Maximizing synergy within the group, particularly in logistics, selling, and administrative cost management, to improve operational efficiency and enhance the company's overall financial performance.

Looking ahead, the group, through its subsidiary Circuit Holding Co., Ltd., plans to acquire another sales distribution entity in Germany by entering into an agreement to purchase 100% of the shares of KCE Printed Circuit Boards GmbH, a distributor of PCBs in Germany and Europe. The total investment value is expected to be approximately Bt380 million (EUR 10.65 million). The acquisition transaction is scheduled to be completed by Q2 2025.

This strategic move will grant the company full control over sales distribution in Europe, facilitating deeper market penetration and stronger support for customers in the region. This expansion aligns with the company's broader strategy of strengthening its global sales network and reinforcing its leadership in the PCB market.

These strategic actions mark a transformative shift in the company's sales and investment approach, reinforcing its positioning for sustainable growth and competitive advantage in the global electronics market.

3. STRATEGIC EXPANSION OF KEY RAW MATERIAL SUPPLY

In November 2024, the company's subsidiary, Thai Laminate Manufacturer Co., Ltd. (TLM), which specializes in producing key raw materials for PCB products, acquired land in Hi-Tech Industrial Estate, Ayutthaya, with a total investment value of Bt99 million. This investment is part of a strategic expansion plan to support the future growth of the PCB business by ensuring a stable and efficient supply of essential materials.

By securing this new location, TLM aims to enhance production capacity, supply chain resilience, and operational efficiency to meet the increasing demand for advanced PCB manufacturing. This move will further strengthen the company's competitive edge and long-term sustainability in the global market.

4. RESTRUCTURING BY ACQUISITION OF THE ENTIRE BUSINESS OF KCE INTERNATIONAL CO., LTD.

In August 2024, the company fully merged the business of KCE International Co., Ltd. (KCEI) through a complete business transfer. This transaction did not affect the direct or indirect shareholding proportions in the company's subsidiaries and associated companies and was treated as an internal corporate restructuring under common control, having no impact on the company's operations or financial status.

Additionally, the company sold the land and building of KCEI's old factory at the Bangpoo Industrial Estate because the facility was too small to support the new production process technology. This divestiture was part of the company's asset management strategy and contributed to an increase in gains on assets sold during the year.

BUSINESS REVIEW

For KCE Electronics PCL's the financial performance of the fiscal year 2024, based on the audited consolidated financial statement ended on 31st December 2024, the company and its subsidiaries reported the group's total revenue at Bt15,210.4 million, with Bt1,648.5 million net profit (11.1% of sales), compared to 2023's performance showing Bt16,683.4 million of total sales with Bt1,719.6 million net profit (10.5% of sales). The comparison of operating performance between FY24 vs FY23 is shown in the following table :

OPERATING PERFORMANCE

[Amount : in Million Baht]

	Y2024	Y2023	%Change Y-o-Y [2024 VS. 2023]	Y2022	%Change Y-o-Y [2023 VS. 2022]
FX: THB/USD	35.1849	34.6159		34.8192	
FX: THB/EUR	37.9936	37.2871		36.5020	
Total Revenue	15,210.4	16,683.4	-8.83	18,786.6	-11.20
Sales Revenue	14,832.9	16,343.6	-9.24	18,456.3	-11.45
[Sales Revenue, USD	\$421.6	\$472.1	-10.71	\$530.1	-10.93]
Cost of Sales	11,571.2	12,940.6		14,254.4	
Gross margin (%)	22.0%	20.8%		22.8%	
Selling & Administration	1,806.6	1,774.1	+1.83	1,988.5	-10.78
Operating profit*	1,538.5	1,569.4	-1.97	2,280.9	-31.20
Net Profit	1,648.5	1,719.6	-4.14	2,317.2	-25.79
Net Profit margin (%)	11.1%	10.5%		12.6%	

[Remark * Excludes foreign exchange rate effects and special exceptional item]

TOTAL REVENUE

The total consolidated revenue of FY24 was reported at Bt15,210.4 million, decreasing 8.8% Y-o-Y. This total revenue includes Bt14,832.9 million from product sales and Bt377.6 million from other income. In FY24, the company's other income increased from Bt339.7 million in FY23, primarily driven by gains from asset sales. However, the impact of foreign exchange fluctuations led to a decrease in recognized foreign exchange gains compared to the previous year.

A key contributor to the increase in other income was the Bt119.9 million gain recorded from the sale of assets, including the sale of an old factory owned by a subsidiary. This transaction reflects the company's strategic asset management approach, optimizing resources to support future growth and operational efficiency.

IN SUMMARY, OTHER INCOME CONSISTS OF THE FOLLOWING KEY ITEMS :

	[Amount : in Million Baht]		
	Y2024	Y2023	Y2022
Profit from sale of assets	119.9	0	0
Profit from exchange rates	56.9	153.4	105.8
Other income	200.8	186.3	224.4
Total other income	377.6	339.7	330.2

PERFORMANCE HIGHLIGHTS

SALES REVENUE

Consolidated sales revenue in THB decreased from Bt16,343.6 million in FY23 to Bt14,832.9 million in FY24, representing a decline of 9.24% Y-o-Y, while sales revenue in USD decreased by 10.71% Y-o-Y, from USD 472.1 million in FY23 to USD 421.6 million in FY24 due to the fluctuation of FX rate, resulting a positive impact of revenue recognition in THB at Bt194 Million compared to FY23.

FY24 was a challenging year as global market demand remained sluggish, with negative growth in the automotive segment directly impacting the company's sales. As a result, the total PCB sales volume declined by 5.48% Y-o-Y.

Despite these challenges, the company saw continued positive momentum in high-value products, particularly special-grade PCBs such as HDI. HDI sales grew by 9.01% Y-o-Y, reflecting increasing demand for advanced technology PCBs. Additionally, the company closed the year with a backlog of orders worth approximately Bt185 million, primarily HDI products awaiting production and delivery in the upcoming year. Notably, HDI products accounted for 25% of total PCB sales volume in FY24, highlighting their growing significance in the product portfolio. One contributing factor to lower sales volume despite having a backlog of orders was the machinery transition process during the year. The company undertook a major initiative to remove old machinery, install new equipment, and conduct testing, which resulted in a temporary reduction in production volume during this transition period.

Another factor impacting sales was a one-time adjustment due to the acquisition of a sales distribution company in the UK. As this entity transitioned into a subsidiary, the company had to adjust revenue back to be inventory for shipments to the UK sales office, which had not yet been sold to end customers. This adjustment reduced recognized revenue by Bt109 million in FY24, but this amount will be recognized as revenue in the next period.

Regarding sales pricing, while total PCB sales volume declined by 5.48% Y-o-Y, total sales revenue decreased by 8.38%, primarily due to intensified market competition. With an oversupply in the market, customers increased pressure on pricing, leading to greater price reduction requests across the supply chain.

In response to these market challenges, the company placed a strong emphasis on cost reduction initiatives. This included optimizing production efficiency, adopting new technologies to lower operational costs, and streamlining the supply chain. These measures were implemented to enhance profitability and maintain competitiveness despite pricing pressures in the market.

COST OF SALES AND GROSS PROFIT

In FY24, the company faced significant cost challenges due to a substantial decrease in sales volumes, which directly impacted production line utilization. The actual capacity utilization dropped to 71%, compared to 77% in FY23. This decline resulted in higher fixed overhead costs in manufacturing, including depreciation, machinery and facility repair and maintenance expenses, and employee costs for operational support, making cost control as a key focus for the year.

In addition to lower utilization rates, raw material costs also exerted pressure on overall cost performance. The price of copper, the primary material in PCB production, began rising from Q2 2024 through year-end, leading to an increase in copper-related production costs by approximately 0.43% of sales year-over-year.

Given these uncontrollable external factors, including the market slowdown and rising material costs, the company implemented comprehensive cost reduction measures across all operations. Key initiatives included :

- Optimizing production processes by integrating new advanced technologies, reducing both power consumption and manpower requirements.
- Enhancing production efficiency, leading to lower defect rates and improved throughput.
- Reducing chemical supply costs through process improvements and supplier optimization.

Despite the challenging market environment, the company's cost control efforts helped sustain profitability, the company achieved a slight improvement in gross profit margin to 22.0% in FY24, compared to 20.8% in the previous year. While sales volumes declined, these initiatives contributed to maintaining stable financial performance, reflecting the company's commitment to operational efficiency and resilience in a dynamic industry landscape.

SALES AND ADMINISTRATIVE EXPENSES

In FY24, selling, general and administrative expenses totaled Bt1,806.6 million, representing 12.18% of sales, an increase from FY23, when expenses were Bt1,774.1 million, or 10.86% of sales.

Selling expenses in FY24 amounted to Bt458.3 million, accounting for 3.09% of sales, slightly decreasing from FY23, where they stood at Bt515.2 million, or 3.15% of sales. The reduction in major selling expenses, including sales commissions, transportation, freight, and packing costs, was in line with the decline in sales volume.

Meanwhile, administrative expenses totaled Bt1,348.3 million, or 9.09% of sales, compared to Bt1,259.0 million, or 7.70% of sales in FY23. The increase in administrative costs was primarily due to additional consolidation expenses related to newly established subsidiaries in the UK and Thailand, including legal service costs associated with mergers, totaling Bt51.0 million. Additionally, there was a loss on the sale of old assets and impairment of non-used machinery, amounting to Bt64.7 million, as part of the machinery replacement initiative aimed at improving the production process.

NET PROFIT

As a result of lower revenue as per mention above, the Group reported a consolidated net profit of Bt1,648.5 million in FY24, which represented a decrease of 4.14% Y-o-Y. Operating profit in FY24 totaled Bt1,538.5 million (excluding a gain on foreign currency exchange rate of Bt56.9 million, net gain/loss on asset sold and impairment amount Bt55.2 million and oversea withholding tax of dividend receipt Bt2.1 million), representing a decrease of 1.97% Y-o-Y. This resulted in basic earnings per share of Bt1.39 compared to Bt1.45 per share in 2023.

TOTAL ASSETS

Total assets as of December 31, 2024, amounted to Bt18,415.7 million, consisting of current assets Bt8,955.5 million and non-current assets Bt9,460.2 million that consisting of property plant and equipment of Bt7,645.4 million, net intangible assets of Bt631.4 million, contract costs assets of Bt339.8 million, investment property of Bt151.1 million, goodwill of Bt450.4 million, investments in associates of Bt33.0 million, deferred tax assets of Bt123.1 million and other non-current assets of Bt86.1 million.

In FY24, total assets decreased by Bt777.6 million, primarily due to:

- A reduction in cash by Bt200.7 million, resulting from loan payments and new investments.
- A decline in trade and other receivables by Bt732.7 million, reflecting lower sales volumes.
- A strategic reduction in inventory by Bt117.5 million, aligning with decreased market demand.
- A decrease in net property, plant, and equipment (PP&E) by Bt479.1 million, as depreciation expenses exceeded capital expenditures (CAPEX), which amounted to Bt609 million. The company carefully evaluated investments in new machinery and equipment to enhance production efficiency, while also purchasing new land to support subsidiary expansion plans.

On the other hand, total assets increased due to the acquisition of a sales distribution office in the UK, which led to:

- An increase in goodwill by Bt296.8 million.
- The recognition of customer relationships as an intangible asset, valued at Bt564.5 million.

TOTAL LIABILITIES

Total liabilities decreased by Bt846.4 million, from Bt5,444.0 million at the end of 2023 to Bt4,597.6 million as of December 31, 2024 mainly due to a decrease of short-term and long-term debt of Bt1,092.2 million according to repayment schedule, an increase of trade and other current payables of Bt114.6 million due to other payable balance of share purchase amount Bt170.9 million and increasing of account payable for machinery and equipment purchase, and an increase of deferred tax liabilities of Bt130.9 million as a part of UK acquisition due to customer relationship amortization.

As of December 31, 2024, Net Interest-bearing Debt to Equity was 0.08 times compared to 0.16 times as of December 31, 2023 as a result of lower debts due to loan repayment and higher equity from this year profit and dividend paid.

SHAREHOLDERS' EQUITY

Total shareholders' equity as of December 31, 2024, according to the KCE consolidated financial statement amounted to Bt13,818.1 million, increased Bt68.8 million from December 31, 2023 due mainly to operating profit of the year amounted Bt1,634.1 million, net with dividend payment of Bt1,565.3 million.

BUSINESS OUTLOOK

MARKET SECTORS

The global printed circuit board (PCB) market size is projected to reach approximately \$91.79 billion in 2024 and grow further to around \$95.8 billion in 2025, reflecting a steady compound annual growth rate (CAGR) of about 4.3%. This growth is driven by increasing demand for electronic devices, advancements in automotive electronics, and the expansion of 5G and IoT technologies.

KCE's main market sector is Automotive, which accounts for over 80% of KCE's sales. Global automotive sales in 2025 are projected to see modest growth. According to forecasts, worldwide vehicle sales are expected to rise by approximately 1.7%, reaching 89.6 million units. This cautious recovery reflects ongoing challenges such as affordability concerns, high interest rates, and uneven consumer confidence.

The industry is also navigating a transition towards electric vehicles (EVs), with EV sales expected to grow, albeit at a slower pace due to infrastructure and cost challenges. Additionally, regional markets like Europe and North America face unique hurdles, including emission regulations and trade uncertainties due to potential tariffs.

The automotive PCB market is projected to grow steadily in the coming years. In 2024, the market size was approximately \$10.05 billion, driven by the increasing adoption of electric vehicles (EVs) and advanced driver-assistance systems (ADAS). The automotive PCB market is forecasted to grow further to around \$10.74 billion in 2025, reflecting a compound annual growth rate (CAGR) of about 6.9%.

This growth is fueled by advancements in automotive technologies and the rising demand for energy-efficient and eco-friendly vehicles. Global electric vehicle (EV) sales are projected to continue their impressive growth: In 2024 global EV sales are reached approximately 17 million units, accounting for about 25% of all new passenger car registrations. For 2025, global sales are forecasted to rise further, with a projected 30% increase, bringing the total to around 22 million units.

INCREASING HDI CAPACITY

The High-Density Interconnect (HDI) PCB market is expected to experience steady growth in the coming years. The global HDI PCB market was valued at approximately \$10.54 billion in 2023 and is projected to reach \$18.11 billion by 2032, growing at a compound annual growth rate (CAGR) of 6.2% during this period. The Key growth drivers are; the expansion of 5G and IoT networks; advancements in semiconductor packaging, and; the increasing demand for compact and high-performance electronic devices. HDI PCBs are widely used in consumer electronics, telecommunications, automotive electronics, and military applications due to their ability to accommodate complex designs in smaller spaces.

KCE has continued to develop and test new PCB manufacturing technologies to meet the increasing demand for more complex and high-tech HDI products. The lower market demand in 2024 provided a strategic opportunity to upgrade and transition machinery at the existing factory. Although this shift impacted unit production during the transition, it was a proactive move to ensure optimal efficiency and technological readiness for future growth.

NEW FACTORY DEVELOPMENT UPDATE

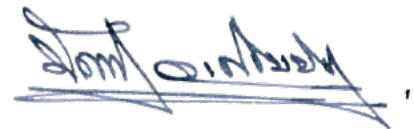
Over the past year, the company has carefully assessed its expansion plans, particularly the construction of a new PCB factory. While initially planned, the project was put on hold due to a slowdown in market demand, especially in the automotive sector, which accounts for over 80% of total sales. Additionally, the company identified water supply constraints at Rojana Industrial Park, which have been under discussion. This has led to a redesign of the water usage and recycling system to ensure environmental sustainability in the new facility.

As part of the company's commitment to expansion and long-term growth, the new PCB factory remains a key priority. Additionally, in preparation for the expansion of PCB production, the company's subsidiary, which produces key materials such as Laminate and Prepreg, has acquired new land in Hi-Tech Industrial Estate, Ayutthaya, near the current PCB factory and Rojana area. This strategic investment is intended to support the growing PCB industry and strengthen the supply chain.

A key milestone in this project is that the new PCB factory has been approved under the Thailand Board of Investment (BOI) scheme, as part of the key electronics sector promotion initiative. This investment incentive provides significant benefits, including tax exemptions and other privileges, further reinforcing the company's strong growth potential for the future.

Looking ahead, with the current market outlook and the increasing demand for HDI PCBs, the company plans to initiate construction of the new PCB factory in the second half of 2025. The new facility is expected to take approximately 1.5 years to complete construction and install machinery before becoming operational. Further updates will be provided as developments progress.

The Board of Directors would like to thank its staff, customers, shareholders, suppliers and business partners for their continued support in 2024.



Mr. Bancha Ongkosit
Chairman of the Board of Directors
KCE Electronics Public Company Limited

BOARD OF DIRECTORS



Mr. Bancha Ongkosit

- Chairman of the Board of Directors
- Chairman of the Executive Board

Age : 73 years

Appointed Date : April 29, 1982

Shareholding in the Company : 445,751 shares or 0.04%

EDUCATION :

SIAD, SURREY DIP. GRAPHIC DESIGN (Second Class Honours)
REIGATE COLLEGE OF ARTS, ENGLAND

CERTIFICATION FROM THAI INSTITUTE OF DIRECTORS (IOD) :

2004 Director Accreditation Program (DAP)

OTHER TRAINING COURSES :

July 2024	Empowering Boards : Enhancing Governance, Standards and Financial Insights, SET
April 2024	Risk Management for IATF16949, Electrical and Electronics Institute
March 2024	Carbon Footprint for Organization : CFO, EES Sustainability Co., Ltd.
August 2023	ESG Overview for Management, Twin P Consulting Co., Ltd.
March 2023	Risk Management for IATF16949, Electrical and Electronics Institute

CURRENT POSITIONS :

Positions in Listed Company - The Stock Exchange of Thailand (1)

1982 - Present Chairman of the Board,
KCE Electronics PCL.

Positions in Other Organizations / Institutes / Businesses (Non-Listed Company) (9)

2016 - Present	Chairman of the Board Chemtronic Products Co., Ltd.
2016 - Present	Chairman of the Board CTC Chemical Co., Ltd.
2012 - Present	Director KCE (Taiwan) Co., Ltd.
2012 - Present	Chairman of the Board Chemtronic Chemical Co., Ltd.
2012 - Present	Chairman of the Board Chemtronic Technology (Thailand) Co., Ltd.
2007 - Present	Chairman of the Board KCE (Thailand) Co., Ltd.

2000 - Present	Chairman of the Board KCE Technology Co., Ltd.
1995 - Present	Chairman of the Board Thai Laminate Manufacturer Co., Ltd.
1991 - Present	Chairman of the Board KCE Singapore PTE.

WORKING EXPERIENCES :

1988 - 2024	Chairman of the Board, KCE International Co., Ltd.
1990 - 2016	Director KCE America, Inc.
1981 - 1982	Kuang Charoen Electronics Co., Ltd.
1974 - 1981	Kenyon & Eckhardt (Thailand) Ltd.



Mr. Pitharn Ongkosit

- Vice Chairman of the Board of Directors
- President and Chief Executive Officer
- Chairman of Risk Management Committee
- Enterprise Risk Policy Committee Member

Age : 43 years

Appointed Date : April 29, 2014

Shareholding in the Company : 164,790,546 shares or 13.94%

EDUCATION :

- Master of Business Administration, Cornell University, Johnson Graduate School of Management
- B.S. of Computer Engineering (Honors), University of California, Riverside
- B.S. of Electrical Engineering (Honors), University of California, Riverside

CERTIFICATION FROM THAI INSTITUTE OF DIRECTORS (IOD) :

2014	Director Certification Program (DCP 194-195/2014)
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OTHER TRAINING COURSES :

April 2024	Risk Management for IATF 16949, Electrical and Electronics Institute
March 2024	Carbon Footprint for Organization: CFO, EES Sustainability Co., Ltd.
November 2023	VDA ISA 5.1 for Management Level, ISO Training Center Co., Ltd.
August 2023	ESG Overview for Management, Twin P Consulting Co., Ltd.
March 2023	Risk Management for IATF16949, Electrical and Electronics Institute

CURRENT POSITIONS :

Positions in Listed Company - The Stock Exchange of Thailand (1)

2016 - Present	Enterprise Risk Policy Committee member KCE Electronics PCL.
2014 - Present	■ Director ■ Chairman of Risk Management Committee KCE Electronics PCL.
2013 - Present	President and Chief Executive Officer KCE Electronics PCL.

Positions in Other Organizations / Institutes / Businesses (Non-Listed Company) (13)

2024 - Present	Director Circuit Holding Co., Ltd.
2019 - Present	Director Mos Burger (Thailand) Co., Ltd.
2017 - Present	Director The Face Shop Co., Ltd.
2016 - Present	Director Chemtronic Products Co., Ltd.
2016 - Present	Director CTC Chemical Co., Ltd.

2016 - Present	Director KCE America, Inc.
2014 - Present	Director KCE Singapore PTE.
2012 - Present	Director KCE (Thailand) Co., Ltd.
2012 - Present	Director KCE Taiwan Co., Ltd.
2012 - Present	Director Chemtronic Chemical Co., Ltd.
2012 - Present	Director Chemtronic Technology (Thailand) Co., Ltd.
2010 - Present	Director Thai Laminate Manufacturer Co., Ltd.
2009 - Present	▪ Director ▪ Assistant to Managing Director KCE Technology Co., Ltd.

WORKING EXPERIENCES :

2009 - 2024	▪ Director ▪ Assistant to Managing Director KCE International Co., Ltd.
2009 - 2012	Deputy Managing Director KCE Electronics PCL.
2008	Investment Banking Intern Phatra Securities PCL.
2005 - 2007	Sales and Production Planning Strategist KCE Electronics PCL.

AWARDS :

2022	▪ BEST CEO AWARD SET AWARDS 2022 - STOCK EXCHANGE OF THAILAND
2016	▪ YOUNG RISING STAR CEO AWARD ▪ OUTSTANDING TOP EXECUTIVE AWARD SET AWARDS 2016 - STOCK EXCHANGE OF THAILAND
2015	▪ OUTSTANDING TOP EXECUTIVE AWARD SET AWARDS 2015 - STOCK EXCHANGE OF THAILAND



Chantima Ongkosit, MD

- Director
- Nomination & Remuneration Committee Member

Age : 78 years

Appointed Date : April 28, 1983

Shareholding in the Company : 8,267,650 shares or 0.70%

EDUCATION :

- M.D. (1st Class Honors), Chiangmai University
- Diplomate, American Board of Psychiatry and Neurology
- Residency Training in Psychiatry and Neurology, Department of Psychiatry, University of Illinois, Chicago Illinois, U.S.A.

CERTIFICATION FROM THAI INSTITUTE OF DIRECTORS (IOD) :

2014	Director Certification Program Update (DCPU)
2008	Directors Certification Program (DCP)
2004	Finance for Non-Finance Director (FN)
2004	Directors Accreditation Program (DAP)

OTHER TRAINING COURSES :

December 2024	TCFD Disclosure and Climate Risk, IOD
August 2023	ESG Overview for Management, Twin P Consulting Co., Ltd.
March 2023	Risk Management for IATF16949 Electrical and Electronics Institute

CURRENT POSITIONS :

Positions in Listed Company - The Stock Exchange of Thailand (1)

2023 - Present	Nomination & Remuneration Committee Member KCE Electronics PCL.
1983 - Present	Director KCE Electronics PCL.

Positions in Other Organizations / Institutes / Businesses (Non-Listed Company) (1)

2003 - Present	Chairman PAC (Siam) Co., Ltd. (Manarom Hospital)
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WORKING EXPERIENCES :

2000 - 2007	Director KCE Technology Co., Ltd.
1997 - 2004	Director Thai Laminate manufacturer Co., Ltd.
1988 - 2007	Director KCE International Co., Ltd.
1985 - 2018	Special Lecturer of Psychiatry, Faculty of Medicine at Ramathibodi Hospital Mahidol University and Somdet Chaopraya Institute of Psychiatry

1983 - 2021	Chairman of the Corporate Governance Committee KCE Electronics PCL.
1980 - 1984	Assistant Professor of Psychiatry, Faculty of Medicine at Ramathibodi Hospital Mahidol University
1978 - 1980	Lecturer of Psychiatry, Faculty of Medicine at Ramathibodi Hospital Mahidol University
1976 - 1978	Chief of In-patient and Research Unit, Westside Veteran Administration Hospital Chicago, Illinois,U.S.A.
1976 - 1978	Associate Director of Affective Disorders Clinic, University of Illinois, Chicago Illinois, U.S.A.
1976 - 1978	Assistant Professor of Psychiatry, University of Illinois, Chicago, Illinois, U.S.A.

AWARDS :

2022	CMU Hall of Fame Mahidol Award 2022, Chiang Mai University
2020	Distinguish Alumni Award from Chiang Mai Medical School



Mr. Paitoon Taveebhol

- Independent Director
- Chairman of Audit Committee
- Chairman of Nomination & Remuneration Committee
- Enterprise Risk Policy Committee Member
- Environmental, Social, Governance and Sustainability Development Committee Member

Age : 74 years

Appointed Date : April 27, 2012

Shareholding in the Company : None

EDUCATION :

- MBA, Kasetsart University
- Certificate in Auditing, Thammasat University
- B.A. (Accounting), Ramkhamhaeng University

CERTIFICATION FROM THAI INSTITUTE OF DIRECTORS (IOD) :

2012	Anti-Corruption for Executive Program (ACEP)
2010	▪ Monitoring the Internal Audit Function (MIA) ▪ Monitoring the System of Internal Control and Risk Management (MIR) ▪ Monitoring the Quality of Financial Reporting (MFR) ▪ Role of the Compensation Committee (RCC)
2009	Monitoring Fraud Risk Management (MFM)
2008	Chartered Director Class (R-CDC)
2005	▪ Audit Committee Program (ACP) ▪ Role of Chairman Program (RCP)
2003	▪ Director Certification Program (DCP) ▪ Director Accreditation Program (DAP)

OTHER TRAINING COURSES :

November 2024	▪ CAC Certification Ceremony 2/2024 - Navigating ESG : The Power of Integrity, IOD ▪ Chairman Forum 2024 - The Art of Chairman-CEO Dynamics: Fostering trust and Collaboration, IOD
September 2024	Independent Director Forum 2024 - Maximizing Board Effectiveness : The Role of Lead Independent Directors in Thai Business, IOD
July 2024	▪ National Director Conference 2024 - Sustainable Future : The Board as a Catalyst for Value, IOD ▪ CAC Certification Ceremony 2024 - Business Beyond CAC : Spotlight on Supply Chain, IOD
December 2023	CAC National Conference 2023: Public-Private Collaboration : A Strong Collective Action Against Corruption, IOD
July 2023	▪ National Director Conference 2023 : Delivering "Net Zero" together, IOD ▪ Engaging Board in ESG : The Path to Effective Sustainability, IOD
December 2022	Value of Audit, FAP & SEC.
November 2022	Chairman Forum 1/2022 : Chairing the Unknown Future, IOD
November 2021	Online meeting with the audit committee of listed companies, SEC
September 2020	Director Forum : "Board's Role in Strategy for Business Sustainability", IOD

August 2020	GRC Series Ep.3 : ESG Driven Boardroom for "Purpose" to "Performance", IOD
December 2019	Thailand Responsible Business Network - TRBN, IOD
October 2019	CAC National Conference 2019 - Innovations in the Fight against Corruption, IOD
September 2019	Chairman Forum 2019 - Successful Corporate Culture Change : from Policy to Practices, IOD
July 2019	IOD National Director Conference 2019 - Board of the Future, IOD
June 2019	Independent Director Forum 1/2019 - Tips and Tricks for Dealing with Questions in AGM, IOD
May 2019	Annual General Meeting 2019 - Business transformation, IOD
October 2018	▪ Thailand's 9th National Conference on Collective Action against Corruption - Disruption Corruption, CAC ▪ Independent Director Forum - Tough Boardroom Situations (Independent Directors Share Lessons Learned), IOD and PwC
September 2018	Inaugural Corporate Governance Conference 2018 - Building Trust in a Transforming Economy, SEC
March 2018	Value Creation and Enhancement for Listed Companies with the New COSO 2017 Enterprise Risk Management Thammasat University & SET
November 2017	▪ 2017 Independent Director Forum, IOD ▪ Chairman Dinner Talk, IOD ▪ 8th CAC National Conference, CAC & IOD
October 2016	National Conference of CAC
August 2016	▪ CG Forum ▪ Good Principle of business Administration, CG for Institution investment, related to the listed company
June 2016	Enhancing Growth Through Governance in Family-Controlled Business
March 2016	Internal Control and the Audit Committee's work, FAP
October 2015	▪ IOD Director Forum, Building Better Board through Effective Independent Director ▪ 2015 OECD Asian roundtable on Corporate Governance by OECD, IOD, SET and SEC
June 2015	IOD Director Conference 2015, Re-energizing Growth through better Governance
2013	The 2 nd National Director Conference 2013 Board Leadership Evolution

CURRENT POSITIONS :

Positions in Listed Company - The Stock Exchange of Thailand (4)

2023 - Present	▪ Chairman of the Audit and Corporate Governance Committee ▪ Nomination and Remuneration Committee Member Somboon Advance Technology PCL.
2021 - Present	Environmental, Social, Governance and Sustainability Development Committee Member KCE Electronics PCL.
2020 - Present	▪ Chairman of the Nomination and Remuneration Committee ▪ Enterprise Risk Policy Committee Member KCE Electronics PCL.
2014 - Present	▪ Chairman of the Board of Director ▪ Independent Director Zen Corporation Group PCL.
2012 - Present	▪ Independent Director ▪ Chairman of Audit Committee KCE Electronics PCL.

2012 - Present	▪ Independent Director ▪ Audit Committee Member Easy Buy PCL.
2008 - Present	Independent Director Somboon Advance Technology PCL.

Positions in Other Organizations / Institutes / Businesses (Non-Listed Company)

- None -

WORKING EXPERIENCES :

2016 - 2019	▪ Chairman of the Enterprise Risk Policy Committee ▪ Nomination and Remuneration Committee Member KCE Electronics PCL.
2014 - 2022	Chairman of the Risk Management Committee Central Pattana PCL.
2011 - 2013	▪ Independent Director ▪ Chairman of Audit Committee ▪ Member of Corporate Governance Committee Big C Super Center PCL.
2009 - 2011	▪ Audit ▪ Following and Evaluation Committee Walailak University
2008 - 2022	▪ Chairman of the Nomination & Remuneration Committee ▪ Audit and Corporate Governance Committee Member Somboon Advance Technology PCL.
2008 - 2011	Vice Chairman Mater Dei Institute Foundation
2008 - 2011	President Mater Dei Institute Parent and Teacher Association
2004 - 2011	Board Member Mater Dei Institute
2003 - 2005	Managing Director BT Business Consulting Co., Ltd.
2002 - 2022	▪ Independent director ▪ Chairman of the Audit and Corporate Governance Committee Central Pattana PCL.
1998 - 2000	▪ Vice President ▪ Council Member The Institute of Internal Auditors of Thailand
1995 - 2001	Managing Director Arthur Andersen Business Advisory Ltd.
1991 - 2005	▪ President ▪ Secretary General The ASEAN Federation of Accountants
1991 - 2003	▪ Vice President ▪ Council Member The Institute of Certified Accountants and Auditors of Thailand
1990 - 2000	▪ Director ▪ Executive Director SGV-Na Thalang Co., Ltd.



Mrs. Voraluksana Ongkosit

- Director
- Executive Vice Chairperson
- Environmental, Social, Governance and Sustainability Development Committee Member

Age : 73 years

Appointed Date : April 27, 1989

Shareholding in the Company : 1,900,450 shares or 0.16%

EDUCATION :

PITMAN DIP. BUSINESS & SECRETARIAL, ST. JAMES COLLEGE, ENGLAND

CERTIFICATION FROM THAI INSTITUTE OF DIRECTORS (IOD) :

2014	Director Certification Program Update (DCPU)
2011	Financial Statement for Directors (FSD)
2008	Directors Certification Program (DCP)
2004	■ Finance for Non-Finance Director (FN) ■ Directors Accreditation Program (DAP)

OTHER TRAINING COURSES :

July 2024	Empowering Boards : Enhancing Governance, Standards and, Financial Insights, SET
April 2024	Risk Management for IATF 16949, Electrical and Electronics Institute
March 2024	Prevention and Suppression of Inappropriate Behavior of Listed Company, , SEC & SET
March 2024	Carbon Footprint for Organization : CFO, EES Sustainability Co., Ltd.
August 2023	ESG Overview for Management, Twin P Consulting Co., Ltd.
March 2023	Risk Management for IATF16949, Electrical and Electronics Institute

CURRENT POSITIONS :

Positions in Listed Company - The Stock Exchange of Thailand (1)

1989 – Present	■ Director ■ Environmental, Social, Governance and Sustainability Development Committee Member
	KCE Electronics PCL.

Positions in Other Organizations / Institutes / Businesses (Non-Listed Company) (5)

2007 - Present	Director KCE (Thailand) Co., Ltd.
2000 - Present	Director KCE Technology Co., Ltd.
1995 - Present	Director Thai Laminate Manufacturer Co., Ltd.
1991 - Present	Director KCE Singapore Pte.,Ltd.
1990 - Present	Director KCE America, Inc.

WORKING EXPERIENCES :

1988 - 2024	Director KCE International Co., Ltd.
1979 - 1988	Kenyon & Eckhardt (Thailand) LTD.
1974 - 1979	Grant Advertising
1972 - 1973	Federal Electric Corporation



Mrs. Siriphan Suntanaphan

- Director
- Chairman of the Environmental, Social, Governance and Sustainability Development Committee
- Enterprise Risk Policy Committee Member

Age : 69 years

Appointed Date : April 29, 1992

Shareholding in the Company : 11,244,074 shares or 0.95%

EDUCATION :

B.A., Chulalongkorn University

CERTIFICATION FROM THAI INSTITUTE OF DIRECTORS (IOD) :

2018	Risk Management Program for Corporate Leaders (RCL)
2014	Director Certification Program Update (DCPU)
2008	Directors Certification Program (DCP)
2004	■ Finance for Non-Finance Director (FN) ■ Directors Accreditation Program (DAP)

OTHER TRAINING COURSES :

September 2024	Leading with Urgency : Climate Action for Boards, IOD
March 2024	Prevention and Suppression of Inappropriate Behavior of Listed Company, , SEC & SET
January 2024	Science based target of Climate Mitigation for Board-Level, IOD
August 2023	Hot Issue for Directors : Climate Governance, IOD
July 2023	National Director Conference 2023 : Delivering "Net Zero" together, IOD

CURRENT POSITIONS :

Positions in Listed Company - The Stock Exchange of Thailand (1)

2021 - Present	Chairman of the Environmental, Social, Governance and Sustainability Development Committee, KCE Electronics PCL.
2016 - Present	Enterprise Risk Policy Committee member KCE Electronics PCL.
1992 - Present	Director KCE Electronics PCL.

Positions in Other Organizations / Institutes / Businesses (Non-Listed Company) (1)

1995 - Present	■ Director ■ Managing Director Thai Laminate Manufacturer Co., Ltd.
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WORKING EXPERIENCES :

1992 - 2008	General Manager KCE Electronics PCL.
1986 - 1992	Deputy of Managing Director STK Computer Co., Ltd.



Mr. Kanchit Bunajinda

- Independent Director
- Audit Committee Member
- Chairman of Enterprise Risk Policy Committee
- Nomination & Remuneration Committee Member

Age : 57 years

Appointed Date : April 28, 2016

Shareholding in the Company : None

EDUCATION :

- MBA Finance, Sasun Graduate Institute of Business Administration of Chulalongkorn University
- B.S of Civil Engineering, Chulalongkorn University

CERTIFICATION FROM THAI INSTITUTE OF DIRECTORS (IOD) :

2023	▪ Strategic Board Master Class (SBM) ▪ Role of the Chairman Program (RCP)
2021	Director Leadership Certification Program (DLCP)
2009	▪ Monitoring the Quality of Financial Reporting (MFR) ▪ Monitoring the Internal Audit Function (MIA) ▪ Monitoring the System of Internal Control and Risk Management (MIR)
2006	Audit Committee Program (ACP)
2005	Directors Accreditation Program (DAP)
2003	Directors Certification Program (DCP)

OTHER TRAINING COURSES :

2023	▪ Global and Thailand Economic Outlook 2023, Bangkok Bank Ltd. ▪ Concept of integrating organizational management according to the principles of Governance, Risk, Compliance & Risk Management (GRC), KPMG
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CURRENT POSITIONS :

Positions in Listed Company - The Stock Exchange of Thailand (4)

2024 - Present	- Independent Director - The ONE Enterprise PCL.
2020 - Present	▪ Chairman of the Enterprise Risk Policy Committee ▪ Nomination and Remuneration Committee Member - KCE Electronics PCL.
2020 - Present	▪ Director ▪ Independent Director ▪ Chairman of Risk Policy Committee ▪ Nomination and Remuneration Committee Member - Bluebik Group PCL.
2019 - Present	▪ Independent Director ▪ Chairman of Risk Policy Committee - Central Retail Corporation PCL.

2016 - Present ■ Independent Director
 ■ Audit Committee member
 KCE Electronics PCL.

Positions in Other Organizations / Institutes / Businesses (Non-Listed Company) (7)

2024 - Present Director
 Vetville Pet Co., Ltd.

2023 - Present Director
 Bluebik Vulcan Co., Ltd.

2022 - Present Director and Executive Director
 Card X Co., Ltd.

2022 - Present Director
 Koon Tree Holdings Co., Ltd.

2019 - Present Director
 Kallayanamit Chucherd Co., Ltd.

2016 - Present Director
 Thai Listed Companies Association

2015 - Present Director
 Thai Listed Company Association Center for Building Competitive Enterprise

WORKING EXPERIENCES :

2016 - 2019 Enterprise Risk Policy Committee Member
 KCE Electronics PCL.

2014 - 2017 ■ Vice Chairman
 ■ Investor Relation Club
 Thai Listed Company Association

2014 - 2017 Advisor Market for Alternative Investment (MAI)

2014 - 2016 ■ Director
 ■ Risk Committee member
 ■ Nomination & Remuneration Committee
 Zen Corporation PCL.

2009 - 2018 Director
 Robinson Department Store PCL.

2007 - 2012 Alternate Director
 Asian Corporate Governance Association Singapore

2006 - 2015 ■ Director
 ■ Risk Committee member
 Pruksa Real Estate PCL.

2006 - 2014 ■ Director
 ■ Audit Committee member
 ■ Chairman of Risk Committee
 Central Plaza Hotel PCL.

2003 - 2015 ■ Director
 ■ Risk Committee member
 ■ Nomination & Remuneration Committee member
 Central Pattana PCL.



Sutee Mokkhavesa, Ph.D.

- Independent Director
- Audit Committee Member
- Enterprise Risk Policy Committee Member

Age : 49 years

Appointed Date : January 1, 2020

Shareholding in the Company : None

EDUCATION :

- Ph.D. Applied Mathematical Finance, Imperial College, London
- MSci. Mathematics, Imperial College, London

CERTIFICATION FROM THAI INSTITUTE OF DIRECTORS (IOD) :

2016 Director Certification Program (DCP)

OTHER TRAINING COURSES :

2023	The Importance of the Audit Committee and Confidence in the Thai Capital Market, the Securities and Exchange Commission (SEC)
2022	Advanced Management Program 202, Harvard Business School
2018	▪ Top Executive Program in Commerce and Trade (TEPCoT) Class 11, Commerce Academy University of Thai Chamber of Commerce ▪ Leadership Communication Program, Thailand Management Association (TMA)
2017	Courses for Top Executives, Capital Market Academy (CMA) Class 24, The Stock Exchange of Thailand (SET)
2012	Thailand Insurance Leadership Program Class 2, OIC Advanced Insurance Institute Office of Insurance Commission (OIC)

CURRENT POSITIONS :

Positions in Listed Company - The Stock Exchange of Thailand (4)

2020 - Present	▪ Independent Director ▪ Audit Committee member ▪ Enterprise Risk Policy Committee Member KCE Electronics PCL.
2016 - Present	▪ Independent Director ▪ Investment Committee Member ▪ Chairman of Enterprise Risk Management Committee Thaire Life Assurance PCL.
2009 - Present	▪ Advisor to the President ▪ Director ▪ Executive Committee Member ▪ Risk Management Committee Member ▪ Investment Committee Member ▪ Credit Sub-Committee Member Phatra Leasing PLC.

- 2006 - Present
- Advisor to the President
 - Risk Management Committee Member
- Muang Thai Insurance PCL.

Positions in Other Organizations / Institutes / Businesses (Non-Listed Company) (9)

- 2021 - Present Independent Director
The Thailand Clearing House Co. Ltd.
- 2021 - Present Independent Director
The Thailand Securities Depository Co., Ltd.
- 2021 - Present Research Committee Member
Thailand Capital Market Development Fund (CMDf)
- 2021 - Present
- President
 - Director
 - Executive Committee Member
 - Risk Management Committee Member
 - Investment Committee Member
 - Product Governance Committee Member
- Muang Thai Life Assurance PCL.
- 2020 - Present Director and Secretary
The Education and Public Welfare Foundation
- 2019 - Present Chairman
Aigen Co., Ltd.
- 2017 - Present
- Director
 - Executive Committee Member
 - Investment Committee Member
- Fuchsia Venture Capital Co., Ltd.
- 2017 - Present Director
Centre of Excellence in Mathematics, Faculty of Science, Mahidol University
- 2006 - Present
- Market and Liquidity Risk Consultant
 - GHB Securitization Team
 - GHB Mortgage Insurance Team
 - GHB ALM System Implementation Team
- Government Housing Bank



Mr. Sant Senadisai

- Independent Director
- Environmental, Social, Governance and Sustainability Development Committee Member

Age : 37 years

Appointed Date : July 11, 2023

Shareholding in the Company : 75,000 shares or 0.006%

EDUCATION :

- MBA with a concentration in Strategy Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Sasin Exchange Program ESSEC Business School, Paris, France
- Bachelor's degree Major : International Business Pepperdine University, Malibu, CA

CERTIFICATION FROM THAI INSTITUTE OF DIRECTORS (IOD) :

2023 Director Certification Program (DCP)

OTHER TRAINING COURSES :

December 2024 TCFD Disclosure and Climate Risk, IOD

CURRENT POSITIONS :

Positions in Listed Company - The Stock Exchange of Thailand (1)

2024 - Present	■ Environmental, Social, Governance and Sustainability Development Committee Member KCE Electronics PCL.
2023 - Present	■ Independent Director KCE Electronics PCL.

Positions in Other Organizations / Institutes / Businesses (Non-Listed Company) (1)

2023 - Present	Board of Director and Executive Board Ruamjaiarak Hospital
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WORKING EXPERIENCES :

2021 - 2023	Assistant Administrative Director Ruamjaiarak Hospital
2019 - 2021	Operations Manager Novart Furniture Professionals
2016 - 2019	AVP Corporate Sales Global Markets Division Citibank N.A
2013 - 2016	Corporate Sales, Financial Markets Division Siam Commercial Bank
2009 - 2011	Corporate Sales, Financial Markets Division Siam Commercial Bank

MANAGEMENT TEAM

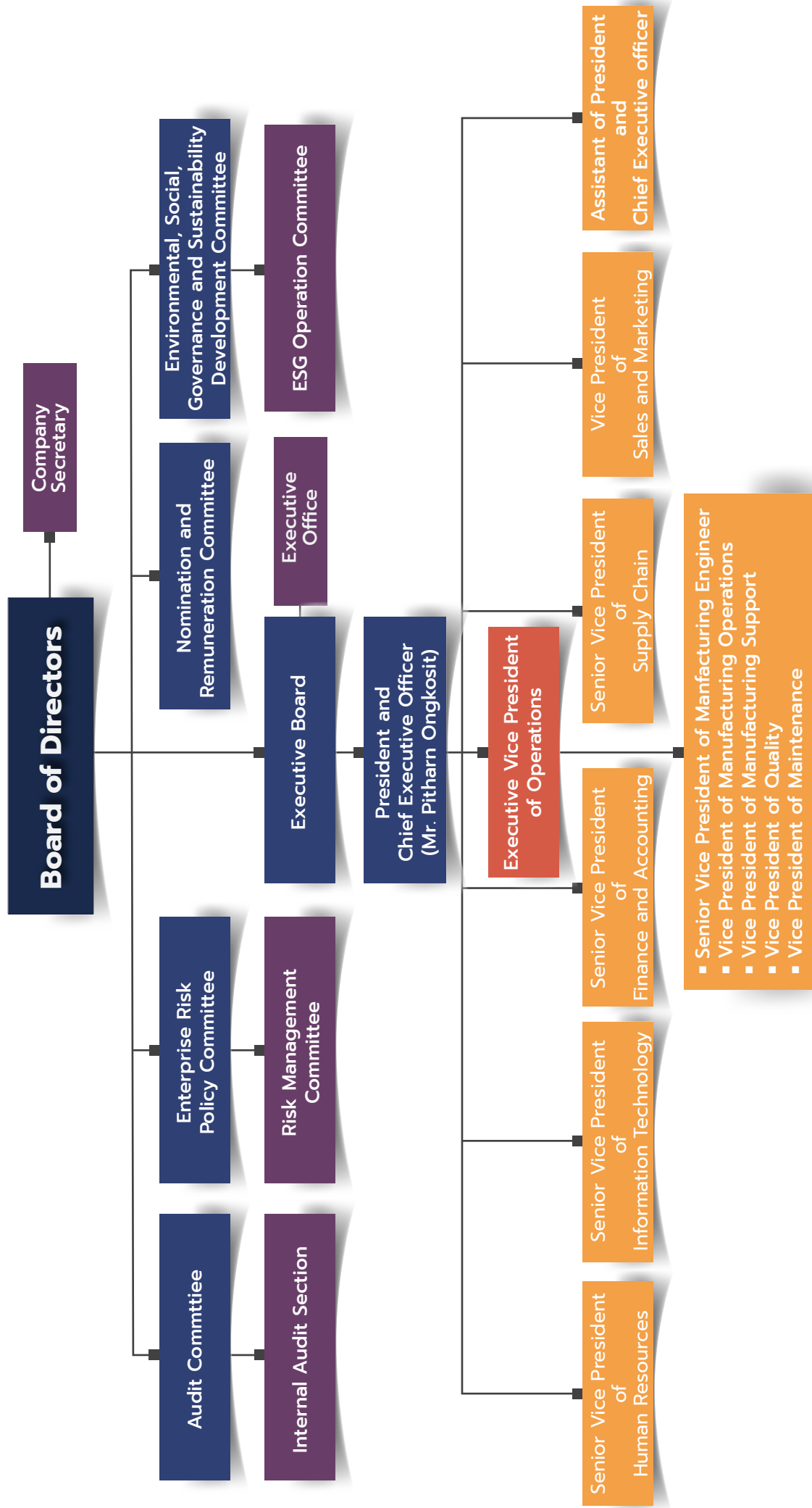
Mr. Bancha Ongkosit	Chairman of the Executive Board 1982 - Present : KCE Electronics Public Company Limited
Mrs. Voraluksana Ongkosit	Executive Vice Chairperson 1989 - Present : KCE Electronics Public Company Limited
Mr. Pitharn Ongkosit	President and Chief Executive Officer 2009 - Present : KCE Electronics Public Company Limited
Mr. Fredrick Gharapet Ohanian	Executive Vice President of Operations 2008 - Present : KCE Electronics Public Company Limited
Ms. Siwibha Mahatharadol	Assistant of President and Chief Executive Officer 2024 - Present : KCE Electronics Public Company Limited
Mrs. Wasara Chotithammarat	Senior Vice President of Accounting & Finance 2022 - Present : KCE Electronics Public Company Limited
Mr. Athasidh Ongkosit	Senior Vice President of Information Technology 2010 - Present : KCE Electronics Public Company Limited
Mr. Viboon Sunthornwiwath	Senior Vice President of Human Resources 2016 - Present : KCE Electronics Public Company Limited
Mr. Boonchuan Immaraporn	Senior Vice President of Manufacturing Engineer 2021 - 2024 : KCE Electronics Public Company Limited

Name list of Directors and Management holding the company shares, as at December 30, 2024

Name	Position	No. of shares Dec 28, 2023	Increase / (Decrease)	No. of shares Dec 30, 2024	Share held (%) Dec. 30, 2024	Type of holding
Directors						
Mr. Bancha Ongkosit	■ Chairman, ■ Chairman of the Executive Board	404,760 1,879,500	40,991 20,950	445,751 1,900,450	0.04% 0.16%	Direct Indirect (wife)
	■ Director ■ Executive Vice Chairperson ■ Environmental, Social, Governance and Sustainability Development Committee member	1,879,500 404,760	20,950 40,991	1,900,450 445,751	0.16% 0.04%	Direct Indirect (husband)
Mr. Pitharn Ongkosit	■ Vice Chairman of the Board of Director	164,754,244 -	36,302 -	164,790,546 -	13.94% -	Direct Indirect
	■ Director ■ President and Chief Executive Officer ■ Chairman of the Risk Management Committee ■ Enterprise Risk Policy Committee member					
Chantima Ongkosit, MD	■ Director	8,267,650	-	8,267,650	0.70%	Direct
	■ Nomination & Remuneration Committee member	-	-	-	-	Indirect

Name	Position	No. of shares Dec 28, 2023	Increase / (Decrease)	No. of shares Dec 30, 2024	Share held (%) Dec 30, 2024	Type of holding
Directors						
Mrs. Siriphan Suntanaphan	■ Director	11,209,800	34,274	11,244,074	0.95%	Direct
	■ Chairman of the Environmental, Social, Governance and Sustainability Development Committee	1,090,000	(100,000)	990,000	0.01%	Indirect (husband)
	■ Enterprise Risk Policy Committee member					
Mr. Paitoon Taveebhol	■ Independent Director	-	-	-	-	Direct
	■ Chairman of the Audit Committee	-	-	-	-	Indirect
	■ Chairman of the Nomination & Remuneration Committee					
	■ Enterprise Risk Policy Committee member					
	■ Environmental, Social, Governance and Sustainability Development Committee member					
Mr. Kanchit Bunajinda	■ Independent Director	200,000	(200,000)	-	-	Direct
	■ Audit Committee member	-	-	-	-	Indirect
	■ Chairman of the Enterprise Risk Policy Committee					
	■ Nomination & Remuneration Committee member					
Sutee Mokkhavesa Ph.D.	■ Independent Director	-	-	-	-	Direct
	■ Audit Committee member	-	-	-	-	Indirect
	■ Enterprise Risk Policy Committee member					
Mr.Sant Senadisai	■ Independent Director	75,000	-	75,000	0.006%	Direct
	■ Environmental, Social, Governance and Sustainability Development Committee member	-	-	-	-	Indirect
Management						
Mr. Fredrick Gharapet Ohanian	Executive Vice President of Operations	700,000	-	700,000	0.06%	Direct
		-	-	-	-	Indirect
Ms.Siwibha Mahatharadol	Assistant of President of Chief Executive Officer	-	-	-	-	Direct
		-	-	-	-	Indirect
Mrs. Wasara Chotithammarat	Senior Vice President of Accounting & Finance	-	18,855	18,855	0.002%	Direct
		-	-	-	-	Indirect
Mr. Athasidh Ongkosit	Senior Vice President of Information Technology	59,609,000	2,029,887	61,638,887	5.21%	Direct
		2,000,000	-	2,000,000	0.17%	Indirect (wife)
Mr. Viboon Sunthornwiwath	Senior Vice President of Human Resources	66,878	25,742	92,620	0.01%	Direct
		-	-	-	-	Indirect
Mr. Boonchuan Immaraporn	Senior Vice President of Manufacturing Engineer	-	5,507	5,507	0.0005%	Direct
		-	-	-	-	Indirect

ORGANIZATION CHART





PART 01

BUSINESS OPERATIONS AND OPERATING RESULTS

01

ORGANIZATIONAL STRUCTURE AND OPERATION OF THE GROUP OF COMPANIES

1.1

POLICY AND BUSINESS OVERVIEW

KCE Electronics Public Company Limited (KCE) was established on Nov. 5, 1982 with an initial registered capital of Bt12 million. The Company's core business is the production and distribution of printed circuit boards (PCBs), under the "KCE" trademark.

The Company listed on the Stock Exchange of Thailand in August 1988, and converted its status from a limited company to a limited public company in December 1992. As of December 30, 2024, the Company's registered capital was Bt591,044,298 with paid-up capital of Bt591,044,298.

KCE Electronics PCL and its subsidiaries are involved in the manufacturing and distributing of printed circuit boards (PCBs), which are the foundation component for a wide range of electronic devices. Its key customer base includes manufacturers of automotive electronic equipment, telecommunication devices, computer networks, industrial equipment, medical equipment and consumer product. Almost all of the Company's production is for exporting worldwide; Europe, United States of America and Asia.

The Group's operational policy is mainly committed to achieving the excellent in manufacturing capability, by initiating various strategies to obtain a better quality product, at a lower cost. The Company continues to seek opportunity to increase profit, by introducing new technologies in production and fully utilize current assets to its utmost benefits, which will be resulted in reaching the maximum efficiency level. Another important policy is the commitment in keeping a long term relationship with its customers by providing the most valuable service the reputation of quality product, that gain trust from customers ever since. In addition, the company has a policy that focuses on responsibility towards stakeholders, including society and the environment as a whole.

Regarding the management of operations, the Board is responsible for the determination of strategies and key policies CEO, who is policy responsible arranged a meeting between CEO and Managements annually, for the purpose of communicating such strategies and setting up the operational objectives (KPI) for the factory as well as for each section of operation. Management of each section then continued to arrange separate meetings to further communicate the strategies and targets down to employee level. During the year, the targets were seriously monitored by comparing actual results with the planned KPI. Managements also regularly reported the operation results to the CEO in the monthly Management meeting. CEO then summarized the operation results for the strategies and reported to the Board in each quarter.

VISION AND MISSION

The Board joined with management in establishing the Company's vision, mission, strategies, goals and business direction, in aiming that management and employee focus on the same direction. In the recent year, the Board has reviewed and approved the Company's vision and the business direction, in addition, monitored management performance accordingly.

VISION

KCE is an industry leader in providing both the products and services that are critically important to its customers' success. KCE is dedicated to meet and exceed not only today's strategic requirements but tomorrow's as well, with good governance, social and environmental responsibilities.

MISSION

- To provide both quality products and exceptional services to our customers
- Dedication to its responsibilities to all stakeholders in a professional manner
- To achieve excellence by continuously improvement
- Protecting the environment and being a carbon neutral organization
- To be a responsible and contributing member of society based on good governance principle.
- To continually train and develop staff to a high level of competence

According to the Company's vision and mission, the Company has determined long-term operational goals to become a globally leading PCB manufacturer leveraging its utmost potential and resources.

- Deliver a better quality product, by dedicated and professional team
- Build strong and long term relationships with its customers, promoting sustained business growth
- Introducing new technologies in production and upgrade IT system
- Emphasis on personal development and good compensation
- Optimize the use of available resources, maximizing benefits while being environmentally friendly, to enhance efficiency in production towards sustainable development goals.
- Enhanced competitiveness to a top-tier of the industry
- Create appropriated value for shareholders and all stakeholders, which will ensure sustainable growth

KEY CHANGES AND DEVELOPMENTS

2024



JANUARY

The Company received the Thailand's Top Corporate Brand Hall of Fame 2023 award in the Electronics category. This award is given to companies with the highest consecutive brand value for 5 years, organized by The Master of Science in Branding and Marketing Program (MBM) of Chulalongkorn Business School (CBS), in collaboration with the Stock Exchange of Thailand and the Manager Media Group.

APRIL

The Shareholders' Meeting No. 41/2024 approved the following :

- The Company's financial statements for the year ended Dec. 31, 2023
- A dividend payment in respect of the Company's operating results in 2023

MAY

Payment of a dividend in respect of the Company's operating results for 2023 at Bt0.70 per share For 1,182,088,596 shares totaling Bt827,462,017

JULY

Started the first year of the Employee Joint Investment Program "KCE EJP No.2" for the employees and management executives of KCE Electronics PCL and its subsidiaries.

AUGUST

The corporate restructuring by merging the business of K.C.E. International Company Limited (KCEI), a subsidiary in which the Company holds 99.99% of shares, into the Company's business through the Entire Business Transfer method, with effective from August 1, 2024.

SEPTEMBER

Payment of an interim dividend in respect of the Company's operating results for the first half of 2024 at Bt0.60 per share for 1,182,088,596 shares totaling Bt709,253,158

OCTOBER

- Establishment of a new subsidiary, Circuit Holding Co., Ltd. to invest in other businesses and/or to partner with other entities in project deemed suitable by management and/or aligned with the company's business operations.

- Circuit Holding Co., Ltd. invests in purchasing 100% of the shares in International Circuits Limited, a company incorporated under the laws of the United Kingdom. The total investment value will not exceed GBP 9 million.
- The Company achieved an "Excellent" corporate governance in the 2024 Annual survey for the tenth consecutive year.

DECEMBER

- The Sustainable stock assessment results, SET ESG Ratings for 2024 is at level A.
- The FTSE Russell ESG Scores evaluation results for 2024 received a score of 3.5.

2023

APRIL

The Shareholders' Meeting No. 40/2023 approved the following :

- The Company's financial statements for the year ended Dec. 31, 2022
- A dividend payment in respect of the Company's operating results in 2022

MAY

Payment of a dividend in respect of the Company's operating results for 2022 at Bt0.60 per share for 1,181,780,096 shares totaling Bt709,179,358

SEPTEMBER

Payment of an interim dividend in respect of the Company's operating results for the first half of 2023 at Bt0.60 per share for 1,182,088,596 shares totaling Bt709,253,158

OCTOBER

The Company achieved an "Excellent" corporate governance in the 2023 Annual survey for the ninth consecutive year.

Excellent CG Scoring



DECEMBER

The Company submitted the recertification of Thailand's private sector Collective Action Coalition (CAC) membership on September 27, 2023, which the CAC already approved the extension of the certification on December 30, 2023.

2022

APRIL

The Shareholders' Meeting No. 39/2022 approved the following :

- The Company's financial statements for the year ended Dec. 31, 2021
- A dividend payment in respect of the Company's operating results in 2021

MAY

Payment of a dividend in respect of the Company's operating results for 2021 at Bt1.00 per share for 1,181,589,596 shares totaling Bt1,181,589,596

SEPTEMBER

Payment of an interim dividend in respect of the Company's operating results for the first half of 2022 at Bt1.00 per share for 1,181,965,596 shares totaling Bt1,181,965,596

OCTOBER

- The Company achieved an "Excellent" corporate governance in the 2022 Annual survey for the eighth consecutive year.
- The Company is categorized the Top Quartile under the group of companies with the Market Capitalize of greater than Bt10,000 million.
- SET Awards 2022 organized by the Stock Exchange of Thailand, awarded KCE; the "Best Company Performance Awards", under the group of companies with the Market Capitalization of Bt100,000 million, and awarded KCE's CEO the "Best CEO Awards".
- The Master of Science in Branding and Marketing Program (MBM) of Chulalongkorn Business School (CBS), the Stock Exchange of Thailand and the Manager Media Group announced that The Company achieved Thailand's Top Corporate Brands 2022 Awards in electronics industry sector for the fourth consecutive year.



NOVEMBER

The Company entered into an acquisition of assets transaction for an investment of the new factory and machinery for PCB manufacturing project with a capacity of 1 million sq.ft. per month, located at Rojana Industrial Park, Ayutthaya province on the land owned by the Company. The project value is totaling Bt8,060 million.

DECEMBER

The Company achieved an ASEAN Asset Class Publicly Listed Companies Award in the 2021 ASEAN CG Scorecard which receives support from the ASEAN Capital Markets Forum (ACMF) and Asian Development Bank (ADB) to acknowledge the listed companies in ASEAN with outstanding good corporate governance practices for the second year.



2021

APRIL

The Shareholders' Meeting No. 38/2021 approved the following :

- The Company's financial statements for the year ended Dec. 31, 2020
- A dividend payment in respect of the Company's operating results in 2020

MAY

- Payment of a dividend in respect of the Company's operating results for 2020 at Bt0.40 per share for 1,178,062,096 shares totaling Bt471,224,838
- The Board of the Directors passed a resolution approving the purchase of land located at 1/7 Rojana Industrial Park, Moo 5, Khanham, Uthai, PhraNakhon Sri Ayutthaya, from Sanyo Semiconductor (Thailand) Co., Ltd. The asset has the total area of 67-2-91 Rai. value of Baht 221 million. The purpose of the investment is to support business expansion, as well as to enhance long-term value for shareholders.

SEPTEMBER

Payment of an interim dividend in respect of the Company's operating results for the first half of 2021 at Bt0.60 per share for 1,181,073,296 shares totaling Bt708,643,978

NOVEMBER

- The Company achieved an "Excellent" corporate governance in the 2021 Annual survey for the seventh consecutive year.
- The Company is categorized the Top Quartile under the group of companies with the Market Capitalize of greater than Bt10,000 million.



DECEMBER

The Master of Science in Branding and Marketing Program (MBM) of Chulalongkorn Business School (CBS), the Stock Exchange of Thailand and the Manager Media Group announced that The Company achieved Thailand's Top Corporate Brands 2021 Awards in electronics industry sector for the third consecutive year.

2020

MARCH

The Board approved the allocation of warrants to purchase ordinary shares of the Company (ESOP-W6) to directors, managements and employees of the Company and its subsidiaries in the amount of not exceeding 10,000,000 units on March 13, 2020. The qualification and condition of the allocation to each directors, managements and employees detailed in the ESOP-W6 project.

APRIL

Payment of an interim dividend in respect of the Company's operating results for July-December, 2019 at Bt0.40 per share for 1,172,793,596 shares totaling Bt469,117,438

MAY

The temporary closure of one of our subsidiary, (KCE International Co., Ltd.), due to the impact of the COVID-19 outbreak on the current market and decline in demand from automotive customers worldwide. The temporary closure will begin on May 7, 2020, and end when the COVID-19 outbreak is under control and the automotive market recovers and returns to normality.

JULY

The Shareholders' Meeting No. 37/2020 the agendas are as follow :

- Approved the Company's financial statements for the year ended Dec. 31, 2019
- Acknowledge interim dividend payment for the operating result of 2019
- No dividend payment in respect of the Company's operating results in 2019

Started the 5th year of the Employee Joint Investment Program "KCE EJIP No.1" for the employees and management executives of KCE Electronics PCL and its subsidiaries.

AUGUST

The Company was categorized under the "Universe" of 2020 ESG100 companies, who have an outstanding sustainability performance regarding the Environment, Social and Governance, in 2020, rated by THAIPAT's ESG Rating unit, the Foundation for Thailand Rural Reconstruction Movement (TRRM) under the royal patronage of His Majesty the King.

SEPTEMBER

Payment of an interim dividend in respect of the Company's operating results for the first half of 2020 at Bt0.40 per share for 1,172,793,596 shares totaling Bt469,117,438

NOVEMBER

- The Company achieved an "Excellent" corporate governance in the 2020 Annual survey for the sixth consecutive year.
- The Company is categorized the Top Quartile under the group of companies with the Market Capitalize of greater than Bt10,000 million.
- The Master of Science in Branding and Marketing Program (MBM) of Chulalongkorn Business School (CBS), the Stock Exchange of Thailand and the Manager Media Group announced that The Company achieved Thailand's Top Corporate Brands 2020 Awards in electronics industry sector for the second consecutive year.

DECEMBER

- The Company achieved an ASEAN Asset Class Publicly Listed Companies Award in the 2019 ASEAN CG Scorecard which receives support from the ASEAN Capital Markets Forum (ACMF) and Asian Development Bank (ADB) to acknowledge the listed companies in ASEAN with outstanding good corporate governance practices.
- The Company submitted the recertification of Thailand's private sector Collective Action Coalition (CAC) membership on September 23, 2020, which the CAC already approved the extension of the certification on December 31, 2020.

THE OBJECTIVE OF MONEY SPENDING

- None -

OTHER OBLIGATIONS

- None -

MANUFACTURING FACILITIES

The Company and its subsidiaries have factories and offices for manufacturing as follows :

	Raw material / Product
KCE Electronics Public Company Limited Located at 72-72/1-3 Lat Krabang Industrial Estate Soi Chalongkrung 31, Kwang Lumplatew, Lat Krabang,Bangkok	PCB 
KCE Technology Co., Ltd. (subsidiary) Located at 117, 118 Moo 1 Hi-Tech Industrial Estate Asia Road, Banlain, Bang Pa-In, Ayutthaya province	PCB 
Thai Laminate Manufacturer Co., Ltd. (subsidiary) Located at 70, 70/1 Lat Krabang Industrial Estate Soi Chalongkrung 31, Kwang Lumplatew, Lat Krabang,Bangkok	Laminate, Prepreg 
Chemtronic Technology (Thailand) Co., Ltd. (subsidiary) Located at 1/28 Moo 5 Tambol Khan Ham Amphur Uthai, Phra Nakhon Si Ayutthaya province	Chemical Product 
Chemtronic Products Co., Ltd. (subsidiary) Located at 1/97 Moo 5 Tambol Khan Ham Amphur Uthai, Phra Nakhon Si Ayutthaya province	Chemical Product 

1.2

NATURE OF BUSINESS

REVENUE STRUCTURE

The Group has three business segments, as described below. The strategic divisions provided different products and services, and are managed separately as they require different technologies and marketing strategies.

- Segment 1 Manufacture and distribution of printed circuit boards
- Segment 2 Manufacture and distribution of prepreg and laminates
- Segment 3 Manufacture and distribution of chemical products

Information regarding the results of each segment are included in the Notes to the Financial Statement No.19.

The core business of the Company and its subsidiaries is a manufacturer of printed circuit boards (PCBs)

Revenue	2024		2023		2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Sales revenues⁽¹⁾						
- Printed Circuit Board business						
America	3,026.79	19.90	3,408.54	20.43	3,093.86	16.47
Europe	6,710.36	44.12	7,007.52	42.00	6,686.32	35.59
Asia	3,542.99	23.29	4,087.52	24.50	6,521.40	34.71
- Prepreg and Laminate business ⁽²⁾	903.48	5.94	1,188.96	7.13	1,408.02	7.50
- Chemical Business	649.23	4.27	651.09	3.90	746.75	3.98
Total sales revenues	14,832.85	97.52	16,343.63	97.96	18,456.34	98.25
Other income ⁽³⁾	320.71	2.11	186.31	1.12	224.39	1.19
Gains from Exchange rate ⁽³⁾	107.09	0.70	108.65	0.65	94.70	0.50
Gains from Hedging ⁽³⁾	(50.21)	(0.33)	44.77	0.27	11.16	0.06
Total revenues	15,210.44	100.00	16,683.36	100.00	18,786.59	100.00

Note: ⁽¹⁾ The revenue came from sales to third party only, excluding the intercompany sales.

⁽²⁾ The revenue came from sales to third party only. Sales to the Group in 2022-2024 accounted for 69%, 66% and 69% of revenue from Prepreg and Laminate business, respectively.

⁽³⁾ Other income consists of sale of scrap, subcontract of production, claims income from quality reject of raw materials, insurance compensation, penalties of order cancellation, profit from exchange rate, interest income, etc.

Revenue structure of KCE Group in 2022-2024 is classified by segment as follows :

Revenue structure by segment	2024		2023		2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Sales revenues*						
- Printed Circuit Board business						
DOUBLE SIDED	1,259.06	8.49	1,432.85	8.77	1,468.80	7.96
MULTI-LAYER	7,991.21	53.87	9,220.33	56.42	10,900.60	59.05
HDI	4,029.87	27.17	3,850.40	23.56	3,932.17	21.31
- Prepreg and Laminate business	903.48	6.09	1,188.96	7.27	1,408.02	7.63
- Chemical Business	649.23	4.38	651.09	3.98	746.75	4.05
Total sales revenues	14,832.85	100.00	16,343.63	100.00	18,456.34	100.00

* Revenue from external customers only

DETAIL OF THE PRODUCTS

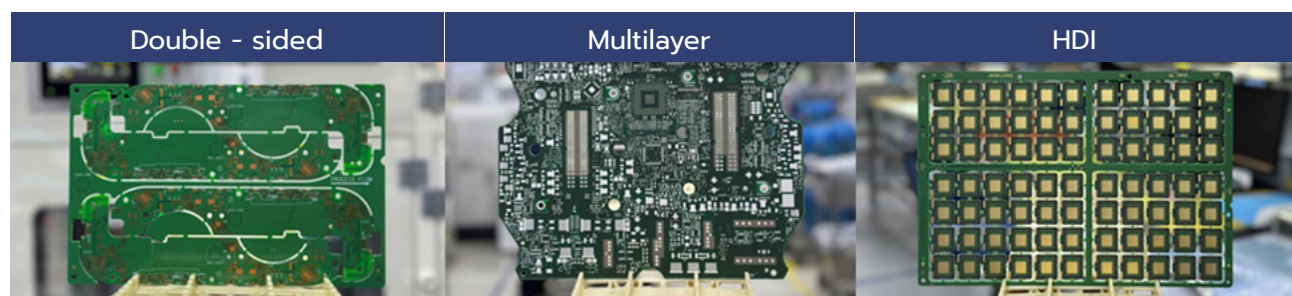
PCB (PRINTED CIRCUIT BOARD)

Printed circuit boards (PCBs) are fundamental components in a wide range of electronic products, serving as the foundation for electronic circuits. All electronic devices used in everyday life include one or more PCBs. These boards contain interconnected copper traces that provide pathways for electrical signals, enabling the mechanical support and interconnection of electronic components.

PCBs are composed of two main parts: the substrate (or base) and the electrical conductors. The substrate is a thin layer of insulating material, typically made of woven fiberglass fully coated with epoxy resin. This substrate material possesses excellent thermal, mechanical, and electrical insulation properties, making it ideal for various electronic applications. The copper conductors are either etched or plated onto the substrate, forming pathways for electrical signals between components.

KCE Electronics Public Company Limited (KCE) specializes in the following PCB products :

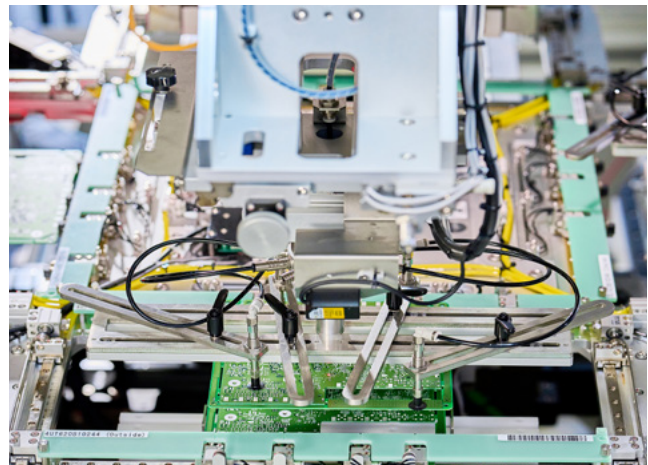
1. Double-sided plated-through-hole PCBs
2. Multilayer PCBs: Available with 4 to 24 layers of copper traces.
3. Semi-flex PCBs: These multilayer printed circuit boards feature areas that are thinned by depth routing, allowing them to bend easily for better fit within enclosures.
4. HDI (High-Density Interconnect) PCBs: Advanced multilayer boards with higher circuit density, characterized by fine lines and spaces, laser-drilled via holes connecting layers, and buried vias embedded within the board. HDI technology is essential for cutting-edge PCB designs.





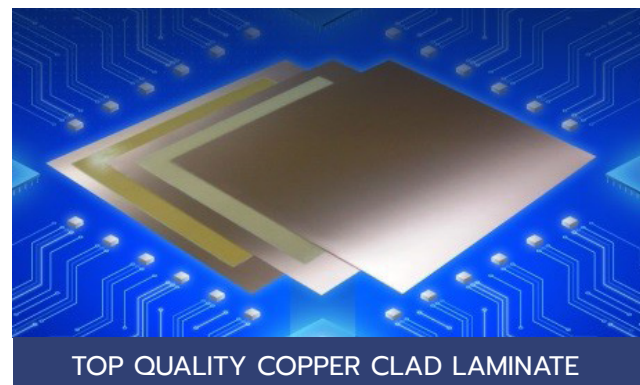
PCBs find applications in various industries, including automotive, industrial equipment, telecommunications, consumer electronics, medical devices, mobile phones, and computer equipment.

Given that PCB production requires advanced technology and adherence to industry standards, the Company is committed to continuous improvement in quality control, production technology, and operator skill levels. The Company has expanded its production capacity and appointed sales representatives in various countries to meet the growing global demand for PCBs.

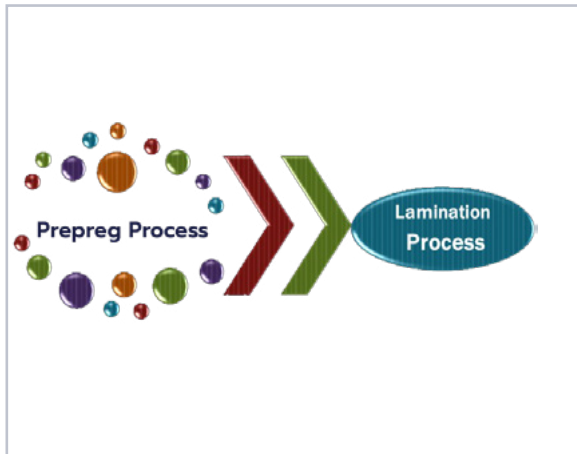


PREPREG & LAMINATE

Thai Laminate Manufacturer Company Limited (TLM) is a manufacturer of Prepreg and Copper Clad Laminate or Laminate. Both Prepreg and Laminate are the primary materials for manufacturing Printed Circuit Board or PCB. PCB is the main part to be used for manufacturing electronic parts in automotive, telecommunication network, industrial electronics, medical equipment, consumer products and so on.

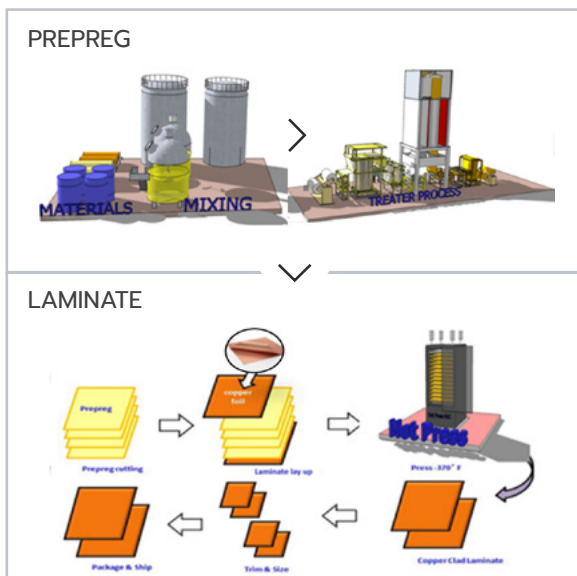


TLM production consists of 2 parts : Prepreg Process and Lamination Process



1. PREPREG PROCESS

Glass fabric is treated with the varnish solution, mainly consisting of epoxy resin. The treated fabric is then heated at 170 to 200 degree Celsius around 1 minute until the solution undergoes polymerization, creating the solid glaze that coats to the fabric. It is produced in a roll form and stored in the cold room at the controlled temperature and humidity. The rolls of Prepreg are ready to be distributed and delivered to clients. A certain portion however, is cut to sheets to be used as a raw material in the manufacture of laminate.



2. LAMINATION PROCESS

Prepreg is cut to the proper sizes and stacked after designed thickness of dielectric. They are loaded to the lay-up machine in the clean room. Copper foil is attached at the top and bottom of the Prepreg sheets and each set is separated by a caul plate. The stack of sheets are pressed in the vacuum hot press at 170 - 200 degrees Celsius in the period around 2.5 to 3 hours for laminate curing. After that it is cut to size and trim before being packed for delivery to customers.

CHEMICAL PRODUCT

Chemtronic Products Co.,Ltd.'s main products are Copper Sulphate and Tin Oxide which use the raw materials from the recycle PCB spent and Scrap. The Copper Sulphate are applied for feed mill, fishery and fertilizer industry with the certificate of FAMI-QS, Department of Livestock Development and Department of Fisheries. For Tin Oxide is applied as raw material for tin related products.

CTC Chemical Co.,Ltd. has PCB etching chemicals manufacturing. The main products are alkaline etching chemical and tin stripper chemical



COPPER SULPHATE

BOI PROMOTIONAL PRIVILEGES

The Group and its subsidiaries have been granted promotional privileges under Investment Promotion Act B.E. 2520 by the Board of Investment under certain significant conditions. Significant privileges of the Company and its subsidiaries are included in the Notes to Financial Statement No. 19(e)

INDUSTRY STATUS AND COMPETITION

ELECTRONICS MARKET AND INDUSTRY

The electronics industry is considered a strategic industry worldwide. It serves as a crucial foundation for the development of other industries such as automotive, digital, medical devices, automation systems, and robotics, among others. Printed Circuit Boards (PCBs) are a key component in various electrical appliances and electronic devices.

PCBs have extensive applications. The research and market analysis focus on four key areas :

Firstly, consumer electronics, primarily driven by smart phones and wearable devices. The advent of 5G technology has spurred smart phone upgrades, while the surge in wearable devices like TWS headsets and smart watches has notably increased the demand for corresponding PCBs. The creation of high-quality wireless smart wearable devices rely on the supply of high-quality PCBs.

Secondly, the server and data storage sector, the growth opportunity of this sector is driven by AI systems which expected to boost up the server, data storage solutions and networking equipment in this segment to 41.5% growth in 2024 and continue at high growth rate 27.9% in 2025. Escalating demand for AI systems, including servers and data centers, is projected to create a significant impact on the PCB market. The innovation and development of advanced materials has been required to serve the higher level and advanced performance products.

Thirdly, automotive electronics, with the continuous advancement of the automotive industry, particularly in the realm of Electric Vehicles (EVs), the use of electronic technology has continued to increase in a comprehensive platform with various functions. However, the growth of this market is expected to decline by 5.1% in 2024 and likely to rebound in 2025. The growth of automotive market is due to the higher electronic content per vehicle and the increasing penetration of advanced driver assistance (ADAS). Growth opportunities for the automotive electronics supply chain are driven by EVs adoption to replace traditional ICE (Internal combustion engine) due to move to Net Zero. PCB manufacturing has become increasingly important in the automotive supply chain which require higher performance and reliability products.

Fourthly, communication infrastructure, included wired and wireless infrastructure products, such as base stations and routers. Over the long term, factors like continued 5G base station construction and the recovery from global health crises will drive a new phase of infrastructure development. Additionally, ongoing wired network expansions indicate sustained growth for communication PCBs. This category is expected to show 6.4% growth in 2025 over 2024.

ELECTRONICS SYSTEMS MARKET FORECAST

\$Bn		2022	'23/'22	2023	'24F/'23	2024F	'25F/'24F	2025F	2028F	CAGR '23-'28*
Computers	PC	269	-16.0%	226	5.9%	239	3.9%	249	264	3.1%
	Server / Data Storage	210	-4.8%	200	41.5%	283	27.9%	362	465	18.4%
	Other Computer	151	-2.5%	147	-2.5%	143	3.1%	148	168	2.7%
Communication	Mobile Phones	392	-0.7%	390	6.4%	415	4.6%	434	515	5.7%
	Wired Infrastructure	150	7.3%	161	-3.1%	156	6.4%	166	202	4.6%
	Wireless Infrastructure	86	-5.8%	81	-10.1%	73	5.2%	77	92	2.5%
Consumer	TV	94	-7.9%	87	0.8%	87	-3.3%	84	81	-1.3%
	Audio Video / Personal	142	0.6%	143	1.3%	145	3.6%	150	171	3.7%
	Other Consumer	101	-1.6%	99	-0.9%	98	3.4%	102	116	3.2%
Automotive		252	11.8%	282	-5.1%	268	3.5%	277	339	3.8%
Industrial		290	5.9%	307	-0.1%	306	5.2%	322	399	5.4%
Medical		131	5.1%	138	4.5%	144	5.2%	151	170	4.3%
Military/Aerospace		161	6.8%	172	8.1%	186	6.5%	198	230	6.0%
Total		\$2,428	0.1%	\$2,431	4.6%	\$2,543	6.9%	\$2,719	\$3,212	5.7%

* Assumes constant currency exchange rate, Updated November 21, 2023

Source: PRISMARK PARTNERS LLC: The Printed Circuit Report, Third Quarter, November 2024

The global electronics market is expected to grow at a steady pace in 2024, with a forecasted overall market growth of 4.6% compared to 2023. This growth is primarily driven by the Server/Data Storage segment, which is expected to see a 41.5% increase, reflecting the rising demand for cloud computing, data centers, and AI-driven infrastructure.

On the other hand, the automotive segment, which is a key business area for the company, is projected to decline by 5.1% in 2024. This downturn is likely due to market saturation, supply chain constraints, significant assembly over capacity and slower-than-expected recovery in the electric vehicle (EV) sector. Consequently, this slowdown has impacted the company's overall sales performance in 2024.

However, looking ahead to 2025, market conditions are expected to improve across most sectors, including Automotive, which is projected to return to positive growth of 3.5%. This recovery, alongside steady growth in Industrial, Medical, and Military/Aerospace segments, is anticipated to contribute to an overall market expansion of 6.9% in 2025. This upward trend should lead to an improvement in the company's revenue and business outlook in the coming years.

Recognizing these market shifts, the company has been actively investing in technology and technical skill development to prepare for new high-growth market segments. In addition to strengthening our automotive expertise, we are strategically planning to seek for expanding opportunity into Communication, Server/Data Storage, and Military segments areas that demonstrate strong future potential. This diversification aims to broaden our product portfolio and leverage emerging market opportunities. Entering these new segments presents both opportunities and challenges, marking a significant milestone in the company's long-term growth strategy.

With a 5.7% compound annual growth rate (CAGR) from 2023 to 2028, the electronics industry remains a dynamic and rapidly evolving sector, driven by the global shift in consumer behavior toward greater reliance on technology. This increasing demand for smart technologies and advanced products is fueling significant growth in PCB production, making it a critical component across multiple industries. By continuously enhancing our technological capabilities, we are well-positioned to capitalize on future growth opportunities, drive innovation, and meet the evolving needs of the market.

PCB MARKET FORECAST

The global Printed Circuit Board (PCB) market is projected to experience steady growth in the coming years. For 2025, the Year-on-Year (YoY) growth is forecasted at 6.1%, while the five-year Compound Annual Growth Rate (CAGR) stands at 5.6%. China continues to dominate the global PCB manufacturing industry, contributing over 50% of worldwide PCB production. However, its growth trajectory is expected to slow down. With an increasing trend of production relocation outside of China, the China PCB market growth rate is forecasted at 4.8%, which is lower than the industry average of 5.6%. Due to geopolitical conflicts, international trade wars, and escalating trade barriers, the global economic geography is undergoing significant changes. This has led to a major shift in production bases within the PCB industry and several related industries. As the global PCB manufacturing hubs are currently centered in China and Taiwan, companies are now seeking new investment locations to mitigate risks. This indicates a shift in the global PCB supply chain, favoring countries in Southeast Asia as new manufacturing hubs. The shifting production landscape underscores the ongoing diversification of PCB manufacturing, with companies adapting to market trends and cost considerations by expanding beyond China.

The increasing role of Southeast Asia will likely reshape the global PCB industry in the years to come. As Chinese manufacturers expand their investments abroad, Southeast Asia is emerging as a strong growth region. The Southeast Asia region, excluded China and Japan, YoY growth for 2025 is projected at 8.5%, with a five-year CAGR of 7.5%. This expansion is fueled by several factors :

- Relocation of manufacturing from China due to cost concerns and geopolitical shifts.
- Government incentives and business-friendly policies attracting global PCB manufacturers.
- Expanding electronics and automotive sectors, particularly in EVs and smart devices, increasing PCB demand.

PRINTED CIRCUIT BOARD PRODUCTION YEAR-ON-YEAR GROWTH RATE FORECAST 2024-2028

AMERICAS PCB GROWTH FORECAST (\$M)

2022	2023		2024F		2025F		2026F		2027F		2028F		2023-2028 CAGR
Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	
\$3,369	-4.8%	\$3,206	4.8%	\$3,360	3.8%	\$3,488	3.3%	\$3,603	3.4%	\$3,725	2.9%	\$3,875	

EUROPE PCB GROWTH FORECAST (\$M)

2022	2023		2024F		2025F		2026F		2027F		2028F		2023-2028 CAGR
Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	
\$1,885	-8.3%	\$1,728	-6.2%	\$1,621	3.5%	\$1,677	5.4%	\$1,767	5.0%	\$1,856	3.4%	\$2,012	

CHINA PCB GROWTH FORECAST (\$M)

2022	2023		2024F		2025F		2026F		2027F		2028F		2023-2028 CAGR
Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	
\$43,553	-13.2%	\$37,794	8.5%	\$41,007	5.0%	\$43,065	3.1%	\$44,399	3.1%	\$45,782	2.8%	\$47,884	

JAPANESE PCB GROWTH FORECAST (\$M)

2022	2023		2024F		2025F		2026F		2027F		2028F		2023-2028 CAGR
Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	
\$7,280	-16.5%	\$6,078	-4.4%	\$5,810	6.9%	\$6,211	7.9%	\$6,702	7.4%	\$7,198	6.3%	\$7,649	

REST OF ASIA PCB GROWTH FORECAST (\$M)

2022	2023		2024F		2025F		2026F		2027F		2028F		2023-2028 CAGR
Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Value	
\$25,654	-19.3%	\$20,710	5.1%	\$21,769	8.5%	\$23,621	8.5%	\$25,624	8.6%	\$27,826	7.1%	\$29,693	

Source : PRISMARK PARTNERS LLC : The Printed Circuit Report, Third Quarter 2024, November 2024

2025/2024 PCB YEAR-ON-YEAR GROWTH FORECAST (VALUE)

MULTILAYER								
(%Value) Y/Y	Commodity	4-6 Layer	8-16 Layer	18+ Layers	HDI	Package Substrate	Flex	Total
Americas	2.7%	2.8%	2.2%	5.4%	10.2%	42.3%	1.5%	3.8%
Europe	3.1%	1.2%	7.4%	7.3%	6.3%	26.2%	2.5%	3.5%
Japan	2.3%	3.6%	4.3%	8.6%	5.7%	10.9%	2.0%	6.9%
China	1.9%	2.4%	2.6%	17.0%	10.3%	6.6%	6.1%	5.0%
Asia (x.JP/CN)	3.7%	6.4%	14.2%	21.8%	11.9%	8.0%	5.1%	8.5%
Total	2.3%	2.9%	5.0%	14.8%	10.6%	8.3%	5.2%	6.1%

2023 - 2028 CAGR REGIONAL PCB GROWTH DETAILS FORECAST (VALUE)

MULTILAYER								
CAGR (%Value)	Commodity	4-6 Layer	8-16 Layer	18+ Layers	HDI	Package Substrate	Flex	Total
Americas	2.2%	2.2%	3.1%	6.4%	4.8%	38.5%	3.4%	3.9%
Europe	1.6%	-1.8%	2.5%	5.8%	3.9%	57.7%	3.0%	3.1%
Japan	1.9%	2.1%	2.1%	3.7%	4.4%	6.2%	4.8%	4.7%
China	2.3%	2.5%	4.2%	7.9%	8.9%	7.0%	5.9%	4.8%
Asia (x.JP/CN)	5.9%	4.2%	9.7%	18.1%	9.5%	8.2%	4.5%	7.5%
Total	2.8%	2.7%	5.2%	10.0%	8.7%	7.6%	5.1%	5.6%

Source: PRISMARK PARTNERS LLC: The Printed Circuit Report, Third Quarter 2024, November 2024

PCB PRODUCTION FORECAST BY PRODUCT GROUP

The growth rate of different PCB product categories varies significantly, reflecting industry trends and evolving technological demands.

- Slower Growth for Low-Layer Count Boards

Traditional low-layer count PCBs are expected to experience slower growth as market demand shifts toward more advanced, high-performance boards. This is largely due to declining demand in simpler consumer electronics and an increased preference for complex circuit designs.

- Moderate Growth for High-Layer Multilayer and HDI Boards

In contrast, higher-layer count multilayer PCBs and High-Density Interconnect (HDI) boards are forecasted to grow at a YoY rate of 14.8% and 10.6%, respectively. This growth is being fueled by the rising complexity

of electronic devices and the increasing need for compact, high-performance circuit boards.

■ Key Drivers of HDI Market Growth

The HDI market is experiencing strong growth, primarily driven by :

- AI Servers & Data Storage - The rapid expansion of cloud computing, AI applications, and big data infrastructure is increasing the demand for high-performance HDI boards.
- Automotive Electronics - With the rise of electric vehicles (EVs), advanced driver-assistance systems (ADAS), and smart automotive technologies, the need for more sophisticated PCBs continues to grow.

As these trends continue, the PCB industry is shifting towards more complex and high-value products, positioning multilayer and HDI boards as key growth drivers for the coming years. For HDI Boards, in 2024 HDI accounted for about 17% of the total PCB Market. HDI growth forecast in 2025 is expected by 10.6% and will be fast-growing segment through 2028, at 8.7% CAGR 2023-2028.

HDI PCB MARKET FORECAST BY APPLICATION

(\$M)	2015	2021	2022	2023	2024F	2028F	2024F/ 2023	2023-2028 CAGR
Computer: PC	\$1,101	\$1,824	\$1,692	\$1,323	\$1,399	\$1,577	5.7%	3.6%
Server/Data Storage	\$271	\$459	\$515	\$530	\$1,284	\$2,714	142.2%	38.6%
Mobile Phones	\$4,815	\$6,363	\$6,037	\$5,231	\$5,674	\$6,536	8.5%	4.6%
Wired Infrastructure	\$76	\$234	\$244	\$254	\$432	\$875	70.0%	28.1%
Wireless Infrastructure	\$164	\$92	\$198	\$236	\$395	\$575	67.4%	19.5%
Consumer	\$857	\$1,570	\$1,685	\$1,497	\$1,578	\$1,793	5.4%	3.7%
Automotive	\$461	\$795	\$896	\$977	\$1,115	\$1,255	14.2%	5.1%
Industrial	\$68	\$213	\$221	\$208	\$215	\$291	3.2%	6.9%
Medical	\$101	\$119	\$122	\$116	\$124	\$157	7.2%	6.2%
Military/Aerospace	\$96	\$141	\$153	\$163	\$197	\$253	20.6%	9.2%
Total	\$8,011	\$11,811	\$11,763	\$10,536	\$12,413	\$16,026	17.8%	8.7%

Source: PRISMARK PARTNERS LLC: The Printed Circuit Report, Third Quarter 2024, November 2024

The growth trajectory of the PCB industry is closely tied to the expansion of the electronics sector, which is expected to grow across multiple dimensions, driven by rising market demand across various sectors, including :

- Smart phones and consumer electronics
- Electric vehicles (EVs)
- Servers and data storage
- AI-driven smart technology
- Telecommunications and data centers
- Military and aerospace applications

As a fundamental component in all electronic products, PCBs are essential to manufacturing across industries. However, as technology advances, PCB manufacturing must also evolve.

As these industries evolve, PCB manufacturing must also advance, requiring the design and development of more complex PCB products. Many of these next-generation applications demand Multilayer PCBs or High-Density Interconnect (HDI) boards, which can support increasingly complex functionalities while maintaining smaller and lighter form factors.

PCB PRODUCTION IN THAILAND

In Thailand, the PCB market is anticipated to continue expanding, driven by key technological advancements, including :

- 5G technology
- The rising demand for Internet of Things (IoT) devices
- The growth of the electric vehicle (EV) industry
- Advancements in robotics, AI, and smart systems
- Progress in medical devices, telecommunications, aerospace, and other sectors

The electronics industry in Thailand shows continuous and significant growth trends, driven by foreign investments relocating manufacturing bases to Thailand. According to information from The Office of the Board of Investment (BOI), the first 9 months of the year 2024 witnessed a substantial increase in the value of investment promotion applications, particularly in the electrical appliances and electronics industry. The following table illustrates the investment promotion trends during this period.

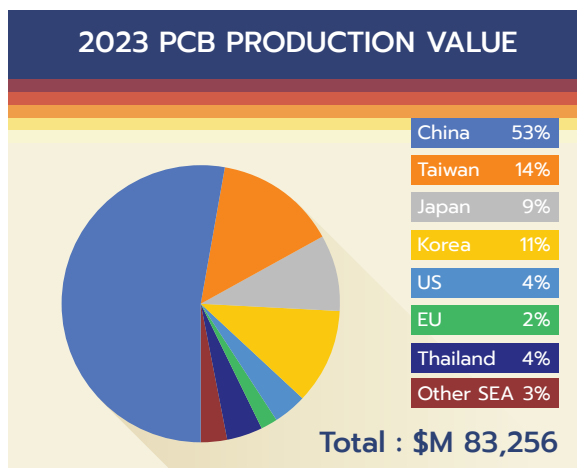
Industry	2023 Jan-Dec	2023 Jan-Sep	2024 Jan-Sep	2023 Jan-Dec	2023 Jan-Sep	2024 Jan-Sep
	Number of Projects			Investment (Billion Baht)		
Electrical Appliances and Electronics industry	254	165	291	348.23	207.64	183.44
Agricultural, Food and Biotechnology Industries	300	218	237	104.47	66.49	57.46
Machinery and Vehicles Industry	340	235	349	103.48	59.81	102.18
Public Utilities	463	333	406	90.79	54.17	113.89
Metal and Material Industry	203	116	235	48.45	27.11	44.07
Chemical and Petrochemical Industry	173	108	196	56.11	28.04	41.35
Creative Industry	87	54	81	15.25	8.02	15.02
Medical Industry	63	44	66	15.89	5.88	12.43
Digital Industry	132	75	107	9.51	3.87	94.20
High Value Service	221	153	227	54.63	48.40	58.48
Total	2,236	1,501	2,195	846.81	509.43	722.52

Source : BOI News:Investment Situation 9 months 2024

The report highlights a significant increase in investment plan in Thailand's electrical and electronics appliance industry during the first 9 months of 2024 and there is a tendency to increase further. According to data from the Thailand Board of Investment (BOI), investment promotion applications for PCB (Printed Circuit Board), PCBA (Printed Circuit Board Assembly), and PCB raw materials in Thailand have surged significantly. Between January 2023 and September 2024, 95 projects have applied for investment promotion, with a total investment value of 160 billion THB. These investments include both the expansion of existing manufacturers and new factory establishments by leading global PCB producers, primarily from China, Taiwan, and Japan.

As many of the world's leading PCB manufacturers have chosen Thailand as a key production base, recognizing its strong potential and readiness in several key areas, including :

- Well-developed manufacturing infrastructure,
- A skilled workforce in electronics production,
- A robust supply chain, and
- Government incentives to support investment.



According to the Thailand Printed Circuit Association (THPCA), Thailand currently accounts for 4% of the global PCB production capacity, a figure expected to increase significantly to 10% within the next 3 to 5 years as global PCB manufacturers continue expanding their investments in the country. As a result, Thailand is poised to become a key PCB manufacturing hub in Southeast Asia and is positioning as a competitive and strategic manufacturing base in Asia, further strengthening its role in the global PCB supply chain.

It is expected that investment in Thailand will continue

to grow over the next 1-2 years, particularly, from PCB manufacturers and related industries. This includes suppliers of essential raw materials and components for PCB production, such as Prepreg and Copper Clad Laminate, as well as specialized service providers for PCB manufacturing and manufacturers specializing in certain stages of PCB production that require advanced, niche technologies. These factors will pave the way for Thailand to become a new PCB Cluster in ASEAN and a key manufacturing hub for more complex and advanced PCB production. Therefore, PCB manufacturers must strategically adjust their investment plans and policies to keep pace with technological advancements and industry growth, ensuring they remain competitive in a rapidly changing landscape.

This growing investment will further strengthen Thailand's PCB supply chain, creating a fully integrated ecosystem for PCB manufacturing. As a result, local PCB manufacturers will benefit significantly from the relocation of the global PCB supply chain to Thailand, ensuring a more competitive and sustainable industrial cluster in the country.

The investment trend of leading international companies entering Thailand will drive the development of a strong PCB supply chain while also stimulating domestic employment growth. To support this expansion, it is essential to accelerate workforce development alongside advancements in high-end technologies.

DRIVING THAILAND'S PCB INDUSTRY TOWARDS TECHNOLOGICAL ADVANCEMENT

As Thailand moves toward becoming a major PCB manufacturing hub, the country is preparing to play a key role in the global high-tech electronics sector. To establish a strategic framework for this goal, the Thailand Printed Circuit Association (THPCA) was founded in 2019 by leading Thai companies united by a common mission-to drive industry growth, promote innovation, and achieve excellence in the country's electronics circuit industry.

KCE, a 100% Thai-owned Company, has played a pivotal role in driving the advancement of Thailand's PCB industry through its active participation and strategic contributions. KCE has been instrumental in leading THPCA's initiatives, promoting industry-wide growth and technological innovation. In 2020, THPCA further enhanced Thailand's global presence by joining the World Electronics Circuits Council (WECC), opening new avenues for international collaboration in key areas such as talent development, supply chain optimization, and industry knowledge exchange.

Further strengthening Thailand's position in the global electronics landscape, THPCA, in collaboration with the Ministry of Higher Education, Science, Research and Innovation (MHESI), the Thailand Microelectronics Center (TMEC), and leading engineering universities, played a pivotal role in establishing the Thailand Electronics Circuit Center (TECC). Designed to be a key driver of industry development, TECC focuses on advancing the local supply chain, cultivating a highly skilled workforce, developing and enforcing electronic standards, promoting cutting-edge research and innovation, and supporting strategic initiatives to boost domestic consumption. These efforts collectively aim to ensure sustained growth, technological advancement, and long-term competitiveness within Thailand's electronics sector.

To achieve excellence as Thailand's leading PCB manufacturer, KCE is committed to developing both its workforce and manufacturing processes to ensure that Thailand's PCB industry keeps pace with global technological advancements. By prioritizing innovation, workforce development, and process optimization, KCE is strategically positioned to drive Thailand's emergence as a leading hub for high-tech PCB manufacturing in the future.

In response to evolving market dynamics and a strategic vision for growth, KCE places a strong emphasis on advancing its manufacturing processes toward high-end technology. In 2024, it has initiated new production process investments valued at 607 million THB, with plans for continued investment in 2025, estimated at 500 million THB, to further enhance manufacturing efficiency.

These investments prioritize :

- Production Efficiency Improvement and advance Technology
- Energy consumption reduction
- Eco-friendly process improvements
- Sustainable production practices

These initiatives are aimed at meeting the increasing future demand from customers while also creating new market opportunities requiring advanced technologies. Ultimately, KCE seeks to achieve its goal of sustainable business growth in collaboration with global partners.

MARKET AND COMPETITION

MARKETING OF KEY PRODUCTS AND SERVICES

1. COMPETITIVE STRATEGY OF THE GROUP

In order to remain the competitiveness potential among other manufacturers in the market, the Company has a policy in maintaining its product quality, building good relationships with customers through the marketing agent and representatives to maintain a major market share in the automotive industry. The automotive electronics market has a continuous growth trend, and there is less number of competitors in the market. A new manufacturer will need to take time to develop the production technology. In addition, the Group continuously improves the production process to keep pace with the on-going changing technology and as a result, the Group is able to offer a wider variety of products. This is important in responding to the needs of customers. The Company has competitive strategies as follows :

1. Product selling price :

The Company will consider many factors, such as, the cost of production which is calculated from the cost of raw materials, the level of technology and complexity of production and the order volume. The quoted selling price must align with the market price and competitive with the price of other competitors in the world market among the products with high technology as well.

2. Product :

The Company has always kept following the advancement in technology of the customer's products, including the development of new technology in PCB production in order to response to the customers' requirement which have a trend of increased complexity in the future.

3. Product cost :

As the Company has a subsidiary company (Thai Laminate manufacturer Co.,Ltd.) who manufactures PREPREG and LAMINATE, which is the main raw materials for production for the group, therefore this gives an advantage in production cost and flexibility in raw material procurement.

4. Service :

The Company places an importance to the servicing and delivery of product to meet the requirements of customer and create good relationship with customers, including taking care and providing intimate sales services both before and after sales.

2. MARKETING STRATEGY

Strengths and weaknesses in marketing can be summarized as follows :

Strength

1. Domestic Labor cost in production is still lower compared to labor cost in other countries in Europe region, United States and some countries in Asia.
2. The company is located in the free export zone which is exempted from import duty of both machine and raw materials. The Company and its subsidiaries received investment promotion from the Board of Investment of Thailand (BOI), and as such the Corporate Income Tax is exempted.

Weaknesses

1. Raw materials used in the production of PREPREG and LAMINATE of Thai Laminate Manufacturer Co., Ltd., such as epoxy resin, fiberglass and copper foil must be imported from overseas as there is no manufacturer in Thailand.
2. Electronics industry and the technology used in domestic production has not been promoted as modern as in foreign countries, and still rely on some advance technology from abroad to use in production.

3. PRICING POLICY

The Company has a policy to set product selling prices to be in line with the market price, and at the level that is competitive, in consideration to the quality of the product and cost of production. Every 6 months, the Company benchmarks its price to other competitors' for guideline in determining selling price setting.

4. TARGET CUSTOMERS AND DISTRIBUTION CHANNELS

The Company has a sales policy with target customers in all different industry. This is to reduce the risk in the event that a certain industry might face an economic or market problem.

Current customer :

The Company's customers are manufacturer in various industries as follows :

1. Automotive Electronics
2. Telecommunication
3. Industrial Electronics
4. Medical Equipment
5. Computer & Network
6. Consumer Products

At present, the company has a total customer base of more than 300 customers. The Company has a policy to limit sales to an individual customer for not exceeding 30% of the total sales to reduce the risk of each customer. In 2024, top 10 major customers placed order accounted to 68% of total sales.

Target customer in the future

For prospective customers in the future, the Company will continue to mainly focus on customers in the automotive industry because the Company has a high competitive advantage and being well trusted by customers in the automotive industry. There may be an increase in the proportion of customer in the industrial electronics, the High-end consumer product and the telecommunication.

Distribution channels

The Company manufactures products according to the customer's instruction. All orders are gathered by the sales representatives in the overseas and send to the factory to produce the product according to the customer's requirements. The finished products will be distributed and delivered to customers via 2 channels as follows :

- 1.1 Distribute via a sales distributor. The distributor will pay the company according to the specified payment terms. Approximately 25.5% of the Company's revenue comes from the Distributor channel.
- 1.2 Distribute directly to the customer, via a sales agent. The customer will pay the Company directly, once the Company received the payment, the Company will pay a commission in return to the agent. Approximately 74.5% of the Company's revenue comes from selling products directly to customers.

In 2022-2024, the Group has sales revenue by classified sale channel as follows :

Distribution channel	2024		2023		2022	
	Million Baht	%	Million Baht	%	Million Baht	%
1. Distributing by distributor	3,785.37	25.5	4,067.45	24.9	4,516.28	24.5
2. Distributing by agent	11,047.48	74.5	12,276.18	75.1	13,940.06	75.5
Total Revenue	14,832.85	100.0	16,343.63	100.0	18,456.34	100.0

The Group has 5 distributor representatives in Thailand and abroad as follows :

1. A DISTRIBUTOR (BEING THE COMPANY'S SUBSIDIARY)

KCE (Thailand) Co., Ltd. has registered on March 8, 2007 and started business in May 2007, being an agent to gather orders from customers in Thailand, in the similar manner as a foreign agent. Previously sales to customers in Thailand was handled by the Company. Most products are re-exported to foreign countries. In 2024, the Company has sold its products through the agent in Thailand for the amount of 10.6% of total sales.

KCE SINGAPORE PTE., LTD. is located in Singapore and responsible for customers in Asia such as China, Korea, Hong Kong, Malaysia, Philippines, Singapore and Australia except Thailand and customers located in many European countries. In 2024, the company has sold products in these regions amounted to 32.6% of the total sales.

KCE AMERICA INC. is located in California, U.S.A. It is primarily responsible for customers in the United States, Mexico, Brazil and Canada, and some customers in Asia. In 2024, this distributor has sold products in those areas amounted to 17.7% of the total sales.

INTERNATIONAL CIRCUIT LTD. (registered business name is 'KCE EUROPE') is located in the United Kingdom. The company's business is a PCB distributor, and it is responsible for all customers in Europe with the exception of Germany, Austria and Romania. In 2024, the company has sold products accounted for 23.8% of total sales.

2. A DISTRIBUTOR (BEING NOT RELATED PARTY)

KCE PRINTED CIRCUIT BOARDS GMBH (formerly CHRISTIAN ENZMANN GMBH) is located in Munich, Germany, who is responsible for customers in Germany and Romania. In 2024, the company has sold products accounted for 15.3% of total sales. Anyhow, the shareholders and the executives of this distributor are not persons who may have conflicts of interest and have no interest in the Company.

FACTORS AFFECTING THE ELECTRONIC PRINTED CIRCUIT BOARD INDUSTRY

Shortened lifecycle of electronic products

As technology advances rapidly, the lifespan of the product is implicitly shortened. Therefore, there must be new products replacing in the market. As a result, PCB manufacturers have to expedite production to accommodate these changes throughout the product lifecycle.

Increasing complexity of electronic products

Today's electronic products are designed to have multiple functions and superior performance, utilizing high density interconnect (HDI) technology.

Such advanced manufacturing facility will require constant investment and upgrades not only in manufacturing equipment's but also in qualified and previously groomed engineers to ensure and surpass stringent quality standards.

Innovation of automotive electronics

The growth of the automotive industry is an important driving force for the electronic printed circuit board industry. Almost all innovations in the automotive industry are about electronics such as Driving Assistance Systems (ADAS) and autonomous driving systems, connected car systems, safety innovations and EV cars.

Migration of the world's PCB manufacturers to Asia

Over the years, many manufacturers of electronic products in both America and Europe has moved its production base to Asia for the benefit of labor costs. It tends to come mostly in China, and to be the world's largest PCB market, both in terms of revenue and the number of PCB manufacturers. In addition, the technical production capabilities of PCB manufacturers in China have also improved greatly. At present, China has become the world's center for producing Smart phones, Tablets, PCs, Computers, and Consumer electronics that are high quality products.

PRISMARK PARTNERS LLC reports that by 2024, PCBs made from China account for 56% of the world's PCB production.

The volatility of copper and gold prices

Electrodeposited copper, gold salt are main raw materials for PCB manufacturing. Copper clad laminate coupled with cured impregnated fiberglass with epoxy resin are bases of printed circuit production materials. The volatility of copper market prices is a result of global demand-supply conditions, especially the impact from China and India that increase/decrease in such raw material reserves according to changing needs and from crude oil price conditions, products that are related to crude oil prices have changed accordingly. The increasing price of copper, gold and oil directly affect the cost of production, especially the price of laminate sheet which is the main raw material for PCB production, as well as the price of copper foil and copper anode.

COMPETITION CONDITIONS

The global PCB market is characterized by a rapidly changing and volatile cyclical nature as well as a highly competitive market and can be divided into niche markets in many market sectors

The competitive conditions in the PCB industry will vary in each market sector as follows :

1. PCB market sector with mass production such as PCB used in telecommunication industry. computer parts industry and electrical appliances industry Such markets have highly competitive with multiple sellers and intense price competition. Therefore, manufacturers must move their production bases to regions with lower production costs such as China.
2. PCB market segment with a small number of manufacturers, including PCBs used in the automotive industry. There is not much price competition in this segment of the market, but will focus on competition in terms of product quality. The main production sources are in the Asian region.
3. Protected PCB market segments include PCBs used in military technology-related industries, medical equipment or other industries related to national security Most of the production bases are located in Europe and America. As it is a regulated marketing group, there is no competition with other markets.
4. Prototype PCB manufacturer market is a group of manufacturers specializing in unique products and short cycle life. PCB manufacturers in this market are only domestic manufacturers. Most are in the Europe and America.

The Group is in the automotive electronics industry, a high competition, the competitors may be manufacturing companies in their own country or in the same geographic region, or it could be a large multinational PCBs manufacturer, but the Company believes that the factors probably the most important thing for customers is the quality and reliability of the product, responding to customer needs and reasonable price.

OPPORTUNITIES AND OBSTACLES

The potential investment in the domestic electronics industry is still quite high because of the low labor cost compared to other countries, Europe and America. However, due to insufficient government support, there is a shortage of knowledgeable human resources capability and expertise in high production technology. Therefore, foreign experts have to be hired to work for.

SUCCESS FACTORS

The Company and its Subsidiaries focus on products, production cost, the selling price of the product and after sales services.

1. ***Focus on product quality*** to produce quality products (High reliability) certified by ISO/TS16949 system since 2003 until now, which is a quality management system that is recognized in the automotive industry worldwide the whole America, Europe and Asia and passed the quality check by world standards It has also been certified for quality and many awards that make customers believe in the product quality.
2. ***Focus on low cost production*** The Company has an advantage from having a laminate factory and having consistently efficient cost management.
3. ***Increase production efficiency*** to increase productivity and reduce wastage which reduced the production cost
4. ***Focus on good management*** to ensure the timely and precise delivery of goods to customers, meeting agreed-upon conditions.
5. ***Focus on sales service*** The Group has representative companies located in the area to provide immediate service to customers such as in the United Kingdom, United States of America, Singapore, Germany, Mexico, Brazil and Canada,. Providing sales and after-sales services to customers including coordinating with customers in receiving monthly purchase orders, and monitoring the delivery of goods as scheduled, receiving complaints from customers, initial analysis of quality problems before coordinating with the company's quality inspection department to resolve them and other technical assistance.
6. ***Emphasis on the development of people*** to have multi-skill to increase efficiency and flexibility in working in various steps.
7. ***Effectively use of IT systems*** for data management enables efficient administration, incorporating international data security control standards.

PRODUCTION CAPACITY AND ACTUAL PRODUCTION OF THE COMPANY AND ITS SUBSIDIARIES

Company Name	Product	Number of shifts**	Year	Capacity (Sq.Ft./Yr.)	Actual Capacity* (Sq.Ft./Yr.)	Capacity Rate (%)	Scrap Rate (%)
KCE Electronics Public Company Limited	Printed Circuit Board (PCB)	3	2024	25,200,000	14,613,332	57.99	9.32
			2023	25,200,000	15,208,416	60.35	8.56
			2022	25,200,000	19,147,176	75.98	8.88
KCE Technology Co.,Ltd. (subsidiary)	Printed Circuit Board (PCB)	2	2024	18,000,000	12,354,298	68.63	7.99
			2023	18,000,000	12,072,623	67.07	8.57
			2022	17,100,000	14,008,436	83.38	7.03
Thai Laminate Manufacturer Co.,Ltd. (subsidiary)	Prepreg (PP)	2	2024	410,256,000	249,943,480	60.92	1.83
			2023	410,256,000	274,776,859	66.98	1.24
			2022	410,872,000	307,102,950	74.74	1.06
	Laminate (LM)	2	2024	62,208,000	44,833,344	72.07	1.46
			2023	62,208,000	49,732,983	79.95	1.37
			2022	62,208,000	52,069,346	83.70	1.45

Note

* Actual production net of defection rate

** The company works 24 hours. The working hours are divided into shifts as follows.

In the case of 3 shifts, workers are divided into 3 groups and work alternately.

- The 1st shift starts from 06.00 a.m. to 2:00 p.m.
- The 2nd shift starts from 2:00p.m. to 10:00p.m.
- The 3rd shift starting from 10.00p.m. to 06.00a.m.

In the case of 2 shifts, workers are divided into 2 groups and work alternately.

- The 1st shift starts from 07.00a.m. to 07:00p.m.
- The 2nd shift starts from 07:00p.m. to 07:00a.m.

ASSETS USED IN BUSINESS OPERATIONS

Booked value of assets of the Company and Subsidiaries as of December 31,

Assets*	Net Book Value (Million Baht)	
	2024	2023
Land	781.85	682.69
Building and building improvements	1,649.15	1,714.24
Machinery and factory equipment	4,545.35	4,541.02
Factory improvement	415.22	427.29
Furnishings, fixtures and office equipment	10.35	14.22
Office improvement	6.89	16.86
Vehicle	24.60	26.79
Factory and factory improvements under construction	50.28	79.32
Machinery and equipment during installation and other assets	161.68	622.07
Total	7,645.37	8,124.50

*See attachment 4 for more details.

COMPANY GROUP STRUCTURE

KCE Group consists of the Company, Subsidiaries and Associated Companies as follows :

SUBSIDIARY COMPANIES

1. KCE Technology Co., Ltd.
2. Thai Laminate Manufacturer Co., Ltd.
3. Chemtronic Technology (Thailand) Co., Ltd.
4. Chemtronic Products Co., Ltd.
5. KCE (Thailand) Co., Ltd.
6. KCE Singapore Pte., Ltd. (Since November 1, 2014)
7. KCE America Inc. (Since January 3, 2018)
8. Circuit Holding Co., Ltd. (Established on October 18, 2024)

INDIRECT SUBSIDIARY COMPANIES

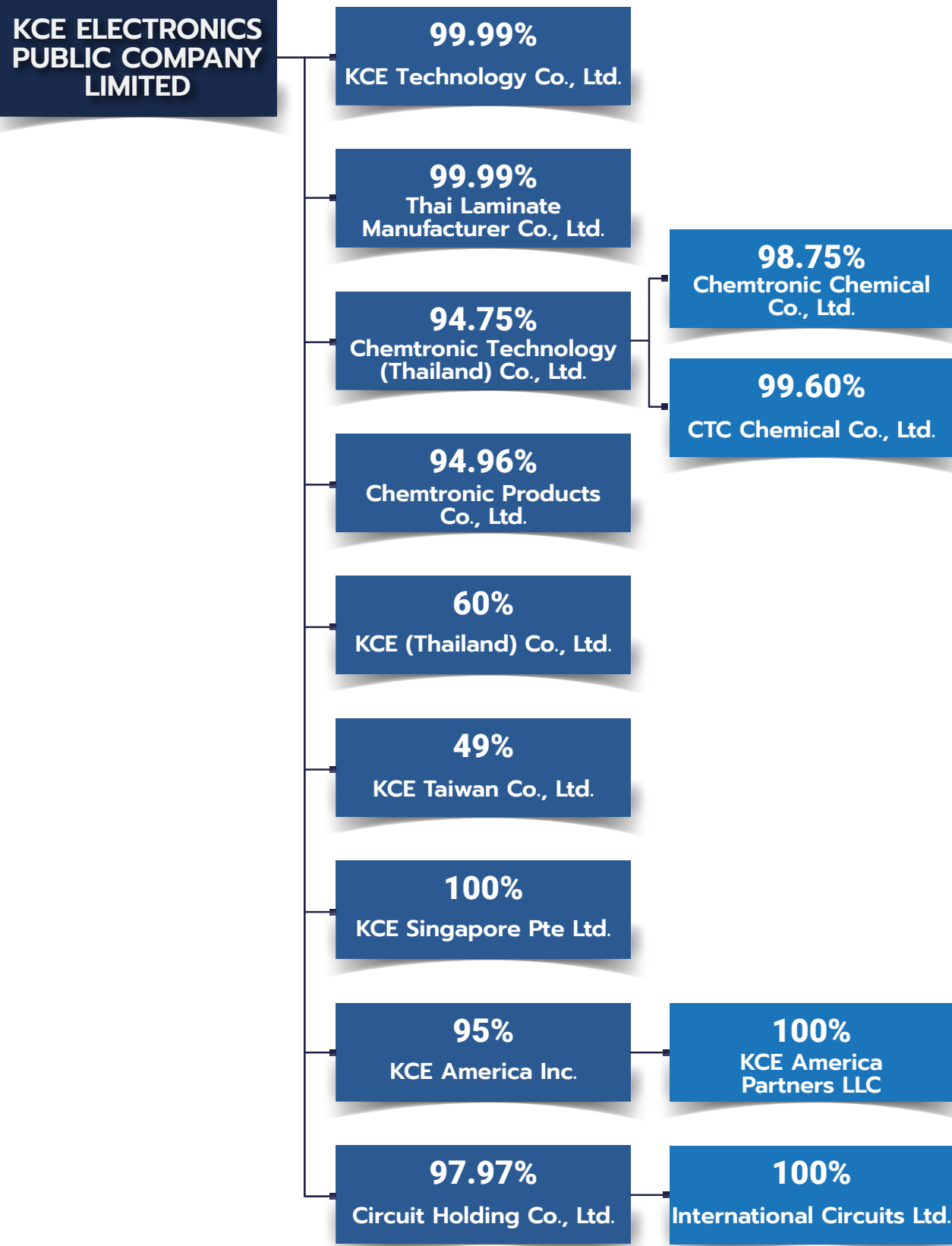
1. Chemtronic Chemical Co., Ltd.
2. CTC Chemical Co., Ltd.
3. KCE America Partners LLC.
4. International Circuit Ltd.

ASSOCIATED COMPANIES

KCE Taiwan Co., Ltd.



SHAREHOLDING STRUCTURE



RELATIONSHIP WITH MAJOR SHAREHOLDERS' BUSINESS

- None-

SUBSIDIARY COMPANIES

1. **KCE Technology Co., Ltd.** was established on December 1, 1999, and currently has a fully paid-up registered capital of 1,600 million baht. The Company holds 99.99% of the registered paid-up capital and operates as a manufacturer and distributor of electronic printed circuit boards (PCBs).
2. **Thai Laminate Manufacturer Co., Ltd.** was established on March 9, 1995, and currently has a fully paid-up registered capital of 250 million baht. The Company hold 99.99% of the registered paid-up capital and operates as a manufacturer of Copper Clad Laminate (Laminate) and Pre-impregnated Fiberglass (Prepreg), which are essential raw materials for producing printed circuit boards (PCBs) for the company and its subsidiaries.
3. **Chemtronic Technology (Thailand) Co., Ltd.** was established on September 29, 2006, and currently has a paid-up registered capital of 48 million baht, with the company holding 94.75% of the paid-up capital. In 2008, Chemtronic Technology (Thailand) Co., Ltd. acquired a 98.75% shares in Chemtronic Chemical Co., Ltd. (a subsidiary), and in 2016, it acquired a 99.60% shares in CTC Chemical Co., Ltd. (a subsidiary). The company operates as a manufacturer of chemical, which is used in the production of electronic circuit boards (PCBs). The investment in Chemtronic Technology (Thailand) Co., Ltd. provides benefits to the company by not only reducing waste disposal costs from production processes but also generating income through the extraction of copper from used chemical solutions. This results in Copper Sulphate, which is sold as an additive for animal feed and as fertilizer for plants.
4. **Chemtronic Products Co., Ltd.** was established on July 22, 2016, and currently has a paid-up registered capital of 80 million baht, with the company holding 94.96% of the paid-up capital. The company operates as a manufacturer and distributor of chemicals used as additives in animal feed and has expanded its business to include the production of Tin Oxide.
5. **KCE (Thailand) Co., Ltd.** was established on March 8, 2007, with a paid-up registered capital of 3,600,000 baht. The company holds 60% of the paid-up capital, while Mr. Thamnu Tuchinda, who is not a person who may have conflicts of interest and has no interest in the Company, holds 39.14% of the shares and 6 other minor shareholders hold 0.86% of the shares, operates as a PCB distributor in Thailand.
6. **KCE Singapore Pte. Ltd.** (acquired business on November 1, 2014), currently has a paid-up registered capital of S\$500,000. The Company holds 100% of the total issued and paid-up capital and operates as a PCB distributor in the Asia region. The Board of Directors has appointed 3 executives from the Company to serve as directors of KCE Singapore Pte. Ltd.: Mr. Bancha Ongkosit, Mrs. Voraluksana Ongkosit, and Mr. Pitharn Ongkosit.
7. **KCE America Inc.** (acquired business on January 3, 2018) currently has a total issued and paid-up capital of USD50,000. The Company holds 95% of the total issued and paid-up capital Mr. Fredrick Gharapet Ohanian holds 5% of the paid-up capital. KCE America, Inc. operates as a PCB distributor in America, Mexico. Mr.Pitharn Ongkosit, Mrs. Voraluksana Ongkosit and Mr. Athasidh Ongkosit serving as directors. KCE America, Inc. holds 100% shares in KCE America Partners LLC. (a subsidiary) which operates property rental business.
8. **Circuit Holding Co., Ltd.** was established on October 18, 2024, with paid-up registered capital of 200 million baht. The company holds 99.97% of the paid-up registered capital and operates as an investment entity, investing in other businesses and/or to partner with other entities in projects deemed suitable by management and/or aligned with the company's business operations.

Circuit Holding Co., Ltd. holds 100% of shares in International Circuit Co., Ltd. (a subsidiary), which operates as a distributor of printed circuit boards in Europe.

ASSOCIATED COMPANIES

KCE Taiwan Co., Ltd. currently has a total issued and paid-up capital of NTD 3,000,000. The company operates as an agent for procurement of raw materials and machinery overseas for the group of companies. The Company holds 49% of the paid-up capital, with Mr. Lin, Po-Chiung, Taiwanese serves as the chairman of the board and hold 12.5% shares. Mrs. Hsiao, Yu-Chu, Taiwanese serves as the Managing Director, hold 12.5% of shares, while Mrs. Tanya Tuchinda holds 26.0% of the issued and paid-up capital. Additionally, two of the company's executives and directors, Mr. Bancha Ongkosit and Mr. Pitharn Ongkosit, serve as 2 of 5 directors at KCE Taiwan.



CAPITAL STRUCTURE & MAJOR SHAREHOLDERS

REGISTERED CAPITAL AND PAID-UP CAPITAL

Capital as of December 30, 2024

■ Ordinary share (par value Baht 0.50 per share)	1,182,088,596	Shares
■ Registered capital	591,044,298	Baht
■ Issued and Paid-up capital	591,044,298	Baht

SHAREHOLDERS

List of the Top 10 major shareholders as at December 30, 2024

Name list	Number of shares held	Percentage of Total shares
1. Ongkosit Group*	391,466,477	33.12
2. Thai NVDR Company Limited	74,740,198	6.32
3. Mrs. Rattanawadee Senadisai	57,662,600	4.88
4. THE BANK OF NEW YORK MELLON	45,227,649	3.83
5. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	35,597,596	3.01
6. Vayupak Fund	20,468,100	1.73
7. Mrs. Siriphan Suntanaphan	11,244,074	0.95
8. Mrs. Chantima Ongkosit	8,267,650	0.70
9. OCBC SECURITIES PRIVATE LIMITED	7,723,500	0.65
10 STATE STREET EUROPE LIMITED	7,480,330	0.63
Total	659,878,174	55.82

Ongkosit Group* comprises of the followings :

Name list	Number of shares	Percentage
1. Mr. Pitharn Ongkosit	164,790,546	13.94
2. Mr. Athasidh Ongkosit	61,638,887	5.21
3. Miss Chutinart Ongkosit	42,690,843	3.61
4. Mrs. Rossarin Ongkosit	2,000,000	0.17
5. Mrs. Voraluksana Ongkosit	1,900,450	0.16
6. Mr. Bancha Ongkosit	445,751	0.04
7. NOMURA SINGAPORE LIMITED-CUSTOMER SEGREGATED ACCOUNT	98,000,000	8.29
8. LGT BANK (SINGAPORE) LTD	20,000,000	1.69

As at December 30, 2024 the Company's shares held by foreign investor was 23.43

1.5

OTHER SECURITIES

- None -

1.6

DIVIDEND POLICY

According to the Company's Articles of Association, the Company must appropriate its annual net profit for legal reserve of not less than 5 (five) percent of annual net profit after a deduction of brought forward deficit (if any) until the reserve shall be not less than 10 (ten) percent of the Company's registered capital.

The Company's policy is to pay a dividend of not less than 30% of its consolidated net profit for the fiscal year, after deducting for tax and reserves as required by the law. The dividend is paid twice a year via i) an interim dividend payment, which is based on the operating results of the first half of the year, and must be approved by the Board and reported to the upcoming Shareholders' Meeting; and ii) the annual dividend payment, which is considered from the operating results of the second half of the year. Again, the Board must seek approval from shareholders.

As for subsidiaries' dividend payments, each unit must take into account its own financial status and other important factors before determining an appropriate amount.

In all cases, the dividend payment is subject to cash flow, investment plans, other necessities and expected future requirements. Furthermore, such the dividend payments must not exceed retained earnings, as reported in the Company's financial statement, and/or have any substantial impact on the operations of the Company and its subsidiaries.

THE DIVIDEND PAYMENT IN THE PAST 4 YEARS :

		Proposed year 2024	2023	2022	2021
1. Net Profit - Consolidated FS	(Baht)	1,648,459,038	1,719,581,960	2,317,230,051	2,426,284,100
2. Number of shares as of Dec 31,	(Shares)	1,182,088,596	1,182,088,596	1,181,965,596	1,181,589,596
3. Annual Dividend	(Baht/Share)	<u>1.20*</u>	<u>1.30</u>	<u>1.60</u>	<u>1.60</u>
Interim dividend		0.60	0.60	1.00	0.60
Yearly dividend		0.60*	0.70	0.60	1.00
4. Total dividend payment	(Baht)	1,418,506,315	1,536,715,175	1,891,144,953	1,890,233,574
5. Dividend Payment to Net profit - Consolidated FS		86.1%	89.4%	81.6%	77.9%

*The proposed dividend in the 2025 Annual Shareholders' Meeting.

02

RISK MANAGEMENT

2.1

RISK MANAGEMENT POLICY AND PLAN

The company prioritizes risk management and an adequate and appropriate internal control system at the organizational level to ensure effective business operations. This approach aims to reduce or prevent risks and damages to company assets while ensuring compliance with relevant laws. The company has implemented a systematic risk management process following international standards, integrating it into its business operations. The framework and risk management system cover all organizational operations, adhering to the COSO-ERM (The Committee of Sponsoring Organizations of the Tread way Commission - Enterprise Risk Management) guidelines and the International Organization for Standardization - Quality Management System (ISO 9001). This enables the company to identify risks and business opportunities in a timely manner, manage risks at an acceptable level, and create value for the organization. The goal is to achieve objectives, meet stakeholder expectations, support sustainable business operations, and adhere to good corporate governance principles.

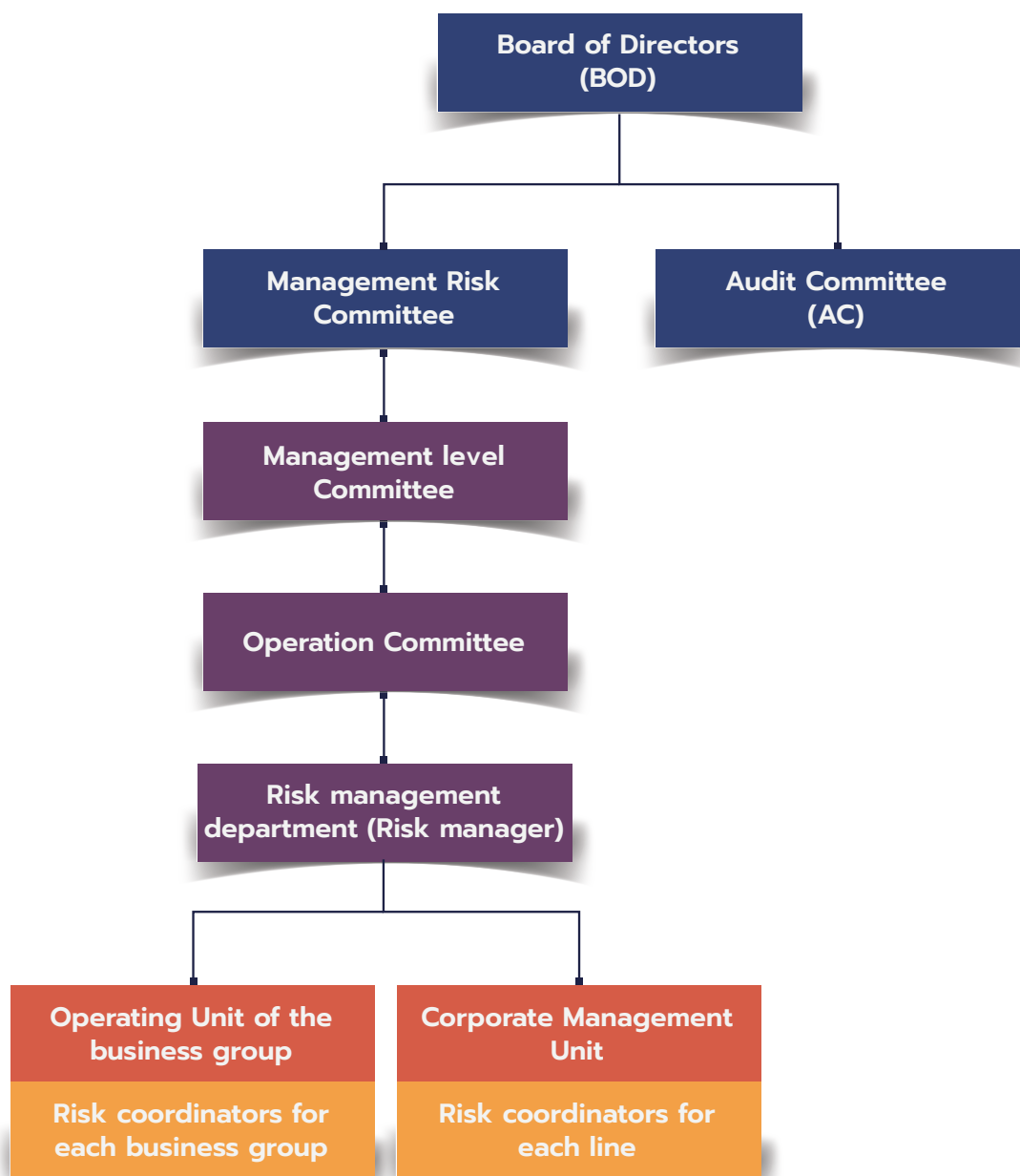
The company has established a risk management structure, including the **Risk Management Committee**, responsible for setting risk management policies and frameworks for the corporate group. This committee oversees and supports risk management efforts to achieve objectives. Additionally, the **Executive Risk Management Committee** is responsible for risk assessment, risk management planning, and overseeing risk control at the organizational level. This committee also reviews risk management processes to ensure they are adequate and maintain risks at an acceptable level.

Furthermore, the **Board of Directors** has established an **independent Internal Audit Department**, which reports directly to the **Audit Committee**. Ms. Chayanee Chaidechkhajorn, the **Assistant Vice President of Internal Audit**, is responsible for reviewing the internal control and risk management systems to ensure effective and efficient management. The audit results are reported to the **Audit Committee and the Board of Directors** quarterly to assess the adequacy and appropriateness of the internal control system.

KCE Electronics Public Company Limited is committed to achieving its goal of being a leading **PCB (Printed Circuit Board) manufacturer** globally. Risk management is an integral part of all business processes. The company has established various risk management committees to assess risks in all areas, ensuring a clear risk management direction aligned with business strategies and objectives under a good governance framework.

RISK MANAGEMENT STRUCTURE

The company and its subsidiaries implement a systematic and integrated risk management approach alongside strategic planning to ensure continuous risk management across the organization. The following risk management structure has been defined :



1. ENTERPRISE RISK MANAGEMENT POLICY COMMITTEE

Responsible for defining overall risk management policies, ensuring comprehensive risk coverage, and proposing these policies for board approval. This committee identifies key risks, suggests preventive measures, and continuously monitors risk mitigation plans to adapt to business conditions.

2. EXECUTIVE RISK MANAGEMENT COMMITTEE

Evaluates risks, formulates, and oversees risk management plans at the corporate level. It ensures alignment with risk management policies, monitors implementation, and assesses the effectiveness of risk management frameworks.

3. OPERATIONAL RISK MANAGEMENT TEAM

Collects data for risk assessments, develops risk management plans at the departmental level, assigns responsibilities, and monitors risk management implementation in line with company policies.

4. AUDIT COMMITTEE

Reviews and assesses the internal control and corporate risk management systems to ensure efficiency and alignment with company policies. Quarterly reports are submitted to the Audit Committee and the Board of Directors.

RISK MANAGEMENT CULTURE

The company emphasizes fostering a risk management culture throughout the organization by establishing a solid corporate governance foundation. The **Board of Directors and executives** actively support and closely monitor risk management efforts. Risk management awareness is instilled at all employee levels through communication, education, and integration into corporate culture. Additionally, risk management performance is incorporated as a key performance indicator (KPI) for **risk owners** and management-level employees. The company also considers risk management a core factor in developing innovations, products, and services.

RISK ASSESSMENT

The company identifies and analyzes risks by assessing the **likelihood** and **impact** of events. Risk management plans and mitigation measures are developed based on severity and potential consequences. The company also reports and reviews risk management performance regularly.

Strategic Risks		
Risk Issue	Causes and Impacts	Risk Management and Control Plan
RAW MATERIAL SOURCING RISK	The ongoing Russia-Ukraine war and conflicts in the Middle East have led to trade sanctions and energy crises, increasing prices for oil, gold, and key raw materials such as Copper Anode, along with higher transportation costs, raising production costs.	The company has established measures to mitigate raw material sourcing risks: 1. Securing alternative raw material sources to address rising transportation costs. 2. Finding new suppliers as alternative options. 3. Internal cost reduction initiatives, including upgrading machinery with advanced technology to reduce energy consumption and labor costs.
MARKET RISK & COMPETITION RISK	The prolonged international conflicts have led to a sluggish global economy, and competition in the electronics industry is intensifying, especially in the automotive sector, a key customer group, which is transitioning to electric vehicles. This rapid change in customer demand emphasizes cost and technology competition, potentially affecting company performance.	To mitigate this risk, the company is expanding its customer base to include industrial and telecommunication sectors. It is also enhancing product quality through advanced technology and automation while continuously monitoring customer demands for new business opportunities.
TECHNOLOGY CHANGE RISK	The electronics industry is characterized by rapid changes in production technology. Therefore, there may be risks to competitiveness. The Company has invested to support continuous changes in production technology. The Company has continuously developed products and production processes to support the increasing variety of products and has placed importance on product quality inspection processes to meet customer needs, especially HDI (High Density Interconnect) products, which use advanced production technology.	The company continuously invests in technology upgrades, product development, and manufacturing process improvements to support the growing variety of products. Special focus is given to quality control, particularly for HDI (High Density Interconnect) products. In the past year, the company has upgraded its equipment, including LDI (Laser Direct Imaging) and laser drilling machines, while also exploring new materials such as Conductive Ink, Halogen-Free Laminate, and Heavy Copper Laminate. Employees are sent abroad (China, Taiwan, and Japan) to study new PCB technologies to maintain competitiveness.

Operational Risks		
Risk Issue	Causes and Impacts	Risk Management and Control Plan
PRODUCTION RISK	The prolonged Russia-Ukraine war has slowed the global economy, affecting order volumes. While HDI orders have increased, production capacity remains insufficient, leading to backlog orders.	The company has taken the following steps to mitigate production risks : 1. Aligning production planning with order volumes to control costs effectively. 2. Optimizing production processes to reduce defects and shorten production time. 3. Strengthening preventive maintenance to minimize machine downtime. 4. Investing in advanced machinery to support HDI production.
HUMAN RESOURCES MANAGEMENT RISK	The Company focuses on preventing the breach of employees' personal data, storing and destroying personal data to prevent the risk of data leakage that will cause damage to the Company.	The company provides training on the Personal Data Protection Act (PDPA), establishes a PDPA committee and a personal data controller to consider access, storage and destruction of personal data to prevent the risk of data leakage that will cause damage to the company. In 2024, there were no complaints about personal data violations.
HAZARD RISK	Fire and natural disasters could impact operations.	The company and subsidiaries have taken risk management measures, including comprehensive insurance coverage (All Risk and Business Interruption), reviewing policies annually to ensure adequate coverage.

Financial Risks		
Risk Issue	Causes and Impacts	Risk Management and Control Plan
FOREIGN EXCHANGE RISK	With over 90% of sales being exports, revenue is primarily in USD, while some costs arise from imported raw materials. Currency fluctuations significantly impact costs and financial performance.	The company employs risk mitigation strategies such as natural hedging by matching foreign currency revenues and expenses and using forward contracts to hedge exchange rate fluctuations.
INTEREST RATE RISK	Thailand raised interest rates in June 2024, with potential further increases based on U.S. Federal Reserve (FED) decisions, leading to higher financial costs.	The company manages investment financing by utilizing internal working capital to minimize reliance on external borrowings and closely monitors interest rate trends.

Information Technology Risk		
Risk Issue	Causes and Impacts	Risk Management and Control Plan
IT SECURITY RISK	Increased cyber threats pose risks to sensitive customer data and internal IT systems used for production planning and control.	The company has implemented security measures such as: 1. Installing firewalls to prevent external attacks. 2. Establishing data backup systems. 3. Aligning IT security management with TISAX standards for the automotive sector. 4. Creating an off-site disaster recovery center. 5. Conducting regular vulnerability assessments to identify and mitigate cyber threats.
Emerging Risks		
Risk Issue	Causes and Impacts	Risk Management and Control Plan
IMPACT OF INTERNATIONAL CONFLICTS	While the company has no direct trade relations with Russia or the Middle East, rising energy prices due to ongoing conflicts have led to increased raw material and logistics costs, impacting global economic growth and consumer demand.	To address these risks, the company focuses on optimizing production efficiency, utilizing full machine capacity, and integrating advanced technology to control costs.

Environmental, Social, and Governance (ESG) Risks		
Risk Issue	Causes and Impacts	Risk Management and Control Plan
CLIMATE CHANGE IMPACT RISK	Climate change affects the environment and global economies. Thailand aims for Net Zero emissions by 2065, and customers demand participation in emission reduction initiatives.	The company has implemented measures including: 1. Carbon footprint calculations for product emissions reduction planning. 2. Installation of a 3.4 MWp Solar Rooftop system. 3. Machinery upgrades to enhance energy efficiency. 4. Employee awareness programs on sustainable resource usage.
HUMAN RIGHTS RISK	The company adheres to global labor and human rights standards, ensuring fair treatment and compliance with international and local laws.	Policies include non-discrimination in recruitment, prohibition of child and forced labor, multiple complaint channels, and ethical supplier assessments. No significant human rights issues have been identified.
CORPORATE GOVERNANCE RISK	The company prioritizes good corporate governance to ensure transparency and compliance with the Stock Exchange of Thailand (SET) regulations.	Policies include anti-corruption measures, stakeholder communication, and annual risk assessments aligned with CAC (Thai Private Sector Collective Action Against Corruption) requirements.



WE SUPPORT



With the awareness of the importance of the environment and society, as well as the benefits for all stakeholders, the Company has joined as a member of the United Nations Global Compact Network Thailand (UNG CNT) since the year 2007. This network is dedicated to the sustainable development of significant global projects initiated by the United Nations. The Company adheres to the principles aligned with the 10 principles of the UN Global Compact, covering four key areas: human rights, labor standards, environmental protection, and anti-corruption.

31

POLICY AND OBJECTIVES OF SUSTAINABLE MANAGEMENT

The Group is aware of the importance of sustainable development for the long-term business success and conducts its business with a focus on sustainable economic growth, supported by effective corporate governance and risk management. The Company operates with a strong sense of social and environmental responsibility, and is dedicated to supporting sustainable development goals according to the United Nations Sustainable Development Goals (UN SDGs). These goals serve as a guideline for the organization's operations, covering all dimensions, including economic, social, and environmental aspects, under the principles of good governance.



THE KEY ESSENCE OF THE SUSTAINABLE DEVELOPMENT POLICY OF KCE GROUP

■ Operate the business under principles of good corporate governance :

Conduct operations with integrity, ethics, and transparency. Implement appropriate risk management and internal controls. Continuously improve the quality of products and services, and promote innovative business development with social and environmental responsibility. Additionally, strive to respond to the needs and expectations of all stakeholders in a balanced manner.

■ Conduct business with social responsibility :

Respect and adhere to international human rights principles throughout the value chain. Develop the potential of employees at all levels, ensuring standardized working conditions, and providing a safe working environment. Additionally, create opportunities and sustainable benefits for communities and society.

■ Operate the business with environmental responsibility :

Emphasizing climate change mitigation, reducing energy consumption, increasing the share of renewable energy use, promoting sustainable production and consumption by utilizing water and raw materials efficiently, and supporting the goal of achieving net-zero greenhouse gas emissions.

Details of the sustainability development policy can be found on the Company's website www.kce.co.th, under Investor > Sustainability > Corporate Governance > Policy and Procedure.



SUSTAINABLE DEVELOPMENT GOALS OF KCE GROUP



ENVIRONMENT

6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



REDUCE GREEN HOUSE GAS EMISSION
Scope 1 & 2

30%

by 2030 compared to
baseline year 2022 and
Net-zero Emission
by 2050



REDUCE ELECTRICITY CONSUMPTION
per production unit

10%

by 2030
compared to
baseline year
2022



INCREASE RENEWABLE ENERGY

50%

by 2030



REDUCE WATER CONSUMPTION
per production unit

10%

by 2030
compared to
baseline year
2022



REDUCE WASTE GENERATED
per production unit

10%

by 2030
compared to
baseline year
2022



SOCIAL

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



ZERO

HUMAN RIGHT VIOLATION



EMPLOYEES AT ALL LEVELS RECEIVE TRAINING AND SKILL DEVELOPMENT

≥ 24
hours/person/year



ZERO

LOST TIME WORK-RELATED INJURIES



ZERO

CUSTOMER CONFIDENTIAL DATA BREACH



ZERO

COMPLAINT FROM COMMUNITY AND SOCIAL



FEMALE IN MANAGEMENT POSITION

≥ 40%



GOVERNANCE

8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



EMPLOYEES TRAINED AND CERTIFIED IN BUSINESS ETHICS AND ANTI-CORRUPTION

100%



ZERO

BUSINESS ETHICS VIOLATION COMPLAINTS



ZERO

CORRUPTION COMPLAINTS



BUSINESS PARTNERS UNDERGOING ESG RISK ASSESSMENT

100%

SUSTAINABILITY DEVELOPMENT OPERATION COMMITTEE STRUCTURE

The Environmental, Social, Governance, and Sustainable Development Committee has established the Sustainable Development Operation Committee by appointing senior executives from all divisions of the company. This initiative ensures that operations align with the company's sustainable development policies and objectives. The committee's structure is illustrated in the following diagram.



LIST AND POSITIONS OF THE SUSTAINABILITY DEVELOPMENT OPERATION COMMITTEE.

1. Mrs.Suwadee	Setthasuk	Sustainability Development Department	Chairperson of the Committee
2. Mrs.Wasara	Chotithammarat	Accounting & Finance Department	Committee Member
3. Mr.Viboon	Sunthornwiwath	Human Resource Department	Committee Member
4. Mr. Poollarp	Jittrasawad	Information Technology Department	Committee Member
5. Mr. Haeman	Sutham	Maintenance Department	Committee Member
6. Mr.Manut	Sirbuatong	Manufacturing Operation Department	Committee Member
8. Mr.Jaturaporn	Kongsajawiwat	Engineering Department	Committee Member
9. Mr.Pas	Jirasawad	Production Control Department	Committee Member

Mrs. Rattanaporn Guy-Williams is the Secretary of the Sustainability Development Operation Committee.



SCOPE, AUTHORITY, AND RESPONSIBILITIES OF THE SUSTAINABILITY DEVELOPMENT OPERATION COMMITTEE.

1. Review policy, operational guidelines, and sustainability development goals.
2. Participatory hearing from all stakeholders.
3. Establish sustainability development materiality to appropriately engage with stakeholders.
4. Promote and support sustainability development operations to achieve the goals.



SUSTAINABILITY DEVELOPMENT REPORTING

The Company has published its 2024 Sustainability Report, outlining its sustainability policy, operational goals, and management approach for addressing material sustainability topics during the reporting period from January 1, 2024, to December 31, 2024. This report covers the environmental, social, and corporate governance (ESG) performance of KCE Electronics Public Company Limited and its four manufacturing subsidiaries : KCE Technology Co., Ltd. (KCET), Thai Laminate Manufacturer Co., Ltd. (TLM), Chemtronics Technology (Thailand) Co., Ltd. (CTCC) and Chemtronics Products Co., Ltd. (CTP). The report considers the interests of all stakeholder groups and adheres to international disclosure standards, including the Global Reporting Initiative (GRI) Standard 2021 and the United Nations Sustainable Development Goals (UNSDGs), which consist of 17 global sustainability goals as outlined below.

SUSTAINABLE DEVELOPMENT GOALS



3.2

MANAGING THE IMPACT ON STAKEHOLDERS IN THE VALUE CHAIN OF BUSINESS

In today's business landscape, operations are interconnected across the value chain, encompassing stakeholders such as raw material suppliers, business partners, employees, customers, as well as society and the environment. Each stakeholder group plays a distinct role and has varying degrees of impact on the business. Managing stakeholder impacts within the value chain is therefore a crucial factor in fostering sustainable business growth, strengthening relationships with all relevant parties, building trust, and mitigating potential risks arising from business operations-whether they relate to environmental, social, or governance (ESG) aspects.

BUSINESS VALUE CHAIN OF THE GROUP

PRIMARY ACTIVITIES



SUPPORT ACTIVITIES



STAKEHOLDERS ENGAGEMENT

The Company is committed to conducting business with respect for human rights and treating stakeholders fairly. It actively listens to stakeholder feedback, fosters mutual understanding, and promotes constructive collaboration on matters of stakeholder interest. Additionally, the Company engages in social and environmental development to ensure sustainable business operations. The Stakeholder Engagement Process is as following :

1. Identifying Stakeholders - Defining stakeholder groups, their roles, and expectations to prioritize engagement.
2. Analyzing and Understanding Stakeholders - Assessing their needs, expectations, and key concerns.
3. Strategic Engagement Planning - Establishing appropriate engagement methods for each stakeholder group, such as providing information through websites or annual reports and conducting consultations via surveys or focus group meetings.
4. Implementing Engagement Initiatives - Executing planned engagement strategies and maintaining ongoing communication with stakeholders.
5. Monitoring and Evaluation - Continuously improving engagement by assessing stakeholder satisfaction, tangible outcomes, and addressing any complaints or conflicts that arise.



STAKEHOLDER ANALYSIS IN THE BUSINESS VALUE CHAIN

INFLUENTIAL LEVEL OF STAKEHOLDER ▲	KEEP SATISFIED		MANAGE CLOSELY	
	■ Government Agencies and Regulatory Bodies ■ Creditor and Financial Institutions		■ Employee ■ Customer ■ Shareholders and Investors	
	MONITOR		KEEP INFORMED	
	■ Competitors		■ Supplier ■ Communities and Society ■ Business Contractors ■ Joint Venture Partners	

IMPACT LEVEL OF STAKEHOLDER ►

Key Stakeholder Groups	Issues of Concern to Stakeholders	Response to issues	Engagement Channels
Employee 	■ The direction of business operation, ethics, environmental and social responsibility. ■ Compensation, benefits, employment, and fair performance evaluation. ■ Respect for employee rights and equal treatment. ■ Safe working environment. ■ Employee potential development and career advancement opportunities	■ Communication of various policies and important matters to employees. ■ Fairly compensation and performance evaluation management. ■ Provident funds ■ Compliance with the Thai Labor Standards (TLS 8001) and the Business Ethics Principles of the Business Alliance. (RBA) ■ Management of Occupational health and safety in accordance with ISO 45001 standard. ■ Human resources management and development plan.	■ Annual Management Meeting and Monthly Meetings with employees. ■ Provide opportunities for employee participation through various committees. ■ Channels for reporting incidents and complaints, via the Company's website, email, phone call, complaint boxes, and QR codes. ■ Communication between the Labor Relations Department and employees. ■ Employee satisfaction surveys conducted annually.
Customer 	■ Producing quality products, delivering on time, and offering competitive prices. ■ Innovation development of production processes and products. ■ Conducting Business with Integrity and Responsibility towards the Environment and Society. ■ Managing business risks and continuity. ■ Cybersecurity and customer confidentiality protection.	■ Manufacturing and delivering products and services as agreed upon, in accordance with IATF 16949 standard. ■ Competitive prices. ■ Annual sales representative meetings. ■ Collaborating with customers to develop products. ■ Disclosing the sustainable development information. ■ Continuously assessing risks and implementing risk mitigation. ■ Managing the security of information in accordance with the TISAX standard.	■ Channels for receiving complaints through sales offices in each country or the Company's website. ■ Meeting with customers at various intervals. ■ Responding to requests for information disclosure. ■ Allowing customers to visit or audit the production processes. ■ Evaluating customer satisfaction.

Key Stakeholder Groups	Issues of Concern to Stakeholders	Response to issues	Engagement Channels
Shareholders and Investors 	- Consistent returns from investments. - Good corporate governance. - The business is stable and growing continuously. - The information is accurate, complete, timely, and transparent. - Implement risk management system. - A well-established internal audit and control system.	- Transparent, fair, and auditable corporate governance - Fair distribution of dividends. - Development of business strategy plans. - Transparent disclosure of information. - Comprehensive risk management. - Development of internal control systems.	- Shareholders meetings. - Quarterly performance result announcements. - Meetings with financial analysts. - Inviting investors to visit business operations.
Suppliers 	- Managing the supply chain. - Procuring transparently and fairly. - Opportunities for collaborative business development and expansion. - Protecting confidential business information, intellectual property, and rights, including personal data.	- Efficiently managing the supply chain. - Business ethics and supplier code of conduct. - Anti-corruption policy and promotion of ethical practices. - Developing suppliers through knowledge-sharing and partner assessments. - Managing information security in accordance with the TISAX standard.	- Quarterly assessment of the suppliers' performance. - Channels for reporting incidents and receiving complaints on the Company's website. - Auditing and visiting the production processes of suppliers. - Meetings, training sessions, and seminars with suppliers.
Community and society 	- Managing the impact of business operations on communities, society, and the environment. - Improving the quality of life and promoting activities beneficial to the community. - Establishing mutually beneficial relationships.	- Assessing risks and impacts on communities, society, and the environment, along with establishing preventive and corrective measures. - Participating in and supporting various community activities. - Promoting employment and businesses within the community.	- Channels for receiving complaints through the CSR team and the Company's website. - Surveying the needs of the community. - Visiting the community on various occasions.
Business Contractors 	- Continuity of business operations together - Policy development and joint operational guidelines - Support in new knowledge and expertise	- Consider appropriate and fair compensation. - Encourage continuous knowledge development to maximize work efficiency. - Support business operations in accordance with the principles of sustainable development, with responsibility towards society and the environment, while adhering to ethical standards.	- Engage in discussions and exchange views through meetings and business partner visits. - Conduct meetings and discussions with executives. - Provide training sessions, seminars, and knowledge-sharing activities
Joint Venture Partners 	- Good corporate governance - Stable and continuously growing business - Accurate, complete, and up-to-date business information - Transparent and fair allocation of investment benefits	- Encourage the exchange of opinions and suggestions with joint venture partners. - Collaboratively define the business plan for the joint venture. - Operate in compliance with legal frameworks and sustainable development guidelines. - Jointly consider the fair and transparent allocation of benefits.	- Executive-level meetings to jointly plan business strategies with joint venture partners. - Communication through financial reports, project progress reports, and ESG reports. - Establishing joint venture agreements that define participation terms, such as voting rights, governance structure, and the roles of each party.

Key Stakeholder Groups	Issues of Concern to Stakeholders	Response to issues	Engagement Channels
Creditors and Financial Institutions 	■ Conducting business with integrity and adherence to ethical principles ■ Sustainable and continuous business growth ■ Providing accurate, transparent, and reliable disclosures ■ Fully meeting financial obligations in a timely manner	■ Upholding good corporate governance and business ethics principles ■ Operating with efficiency to demonstrate strong performance and growth potential ■ Ensuring comprehensive, transparent, and timely information disclosure ■ Conducting risk analysis and implementing appropriate mitigation measures	■ Holding meetings with creditors and/or financial institutions ■ Reporting performance through annual reports and the Company website ■ Conducting visits and maintaining direct engagement on various occasions
Government agencies and Regulatory bodies 	■ Compliance with relevant laws and regulations. ■ Transparently disclosing business operations and verifiable. ■ Conducting business with consideration for its impact on the environment and communities. ■ Collaborating and supporting various projects of government agencies.	■ Strict compliance with relevant laws and regulations. ■ Disclosing information in annual reports and responding to information requests. ■ Assessing the impact on the environment and society and implementing measures to reduce the impact. ■ Participating in and supporting various projects of government agencies that benefit the overall community.	■ Participating in joint meetings with government agencies to receive news, feedback, and suggestions. ■ Allowing visits to business operations. ■ Publishing information on the Company's website. ■ Meeting and visiting on various occasions. ■ Follow news from the media of relevant agencies
Competitors 	■ Ensuring fair and transparent commercial competition ■ Exchanging information, updates, and sources of raw materials and machinery	■ Adhere to ethical principles of fair and transparent competition in compliance with relevant laws. ■ Refrain from any actions that infringe on competitors' intellectual property rights. ■ Support and promote free trade by avoiding any agreements with competitors that restrict market competition.	■ Participating in various industry associations ■ Publishing updates on the Company website and other media channels.

IDENTIFICATION OF KEY SUSTAINABILITY ISSUES

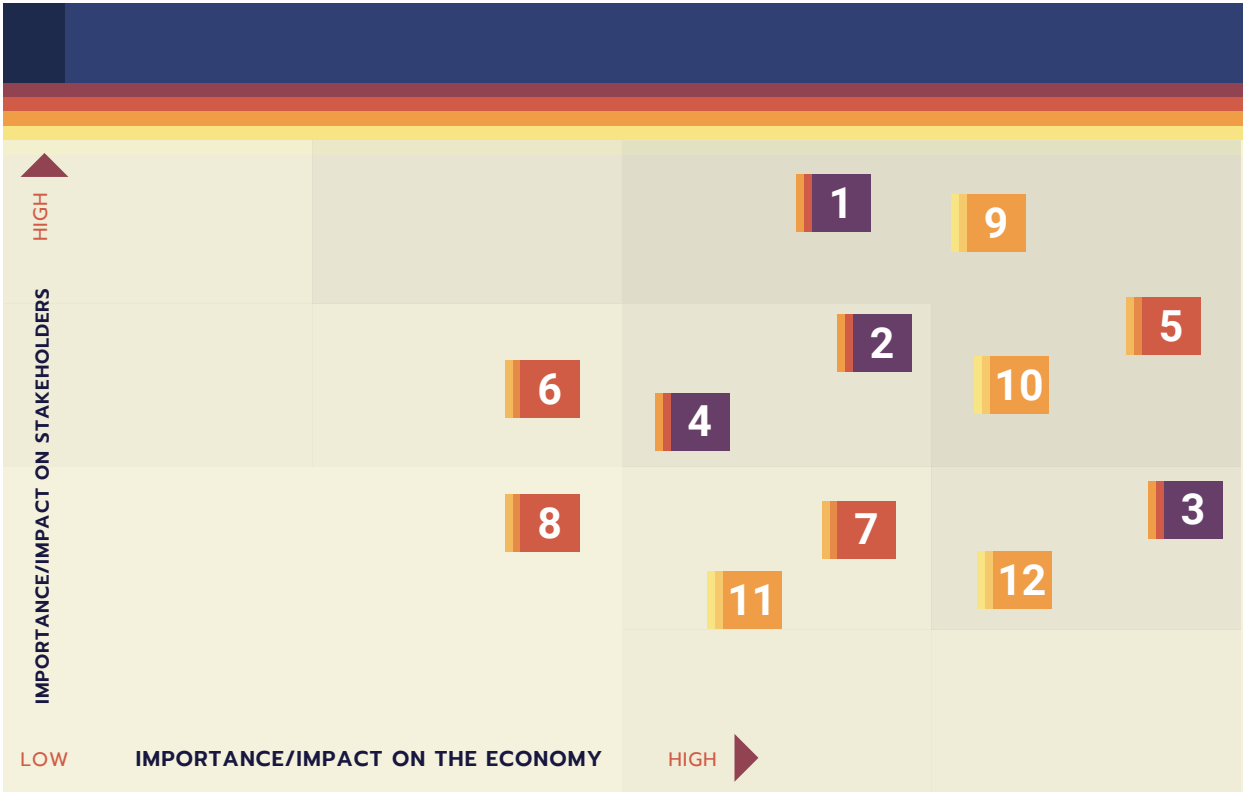
The Company gathers issues prioritized by stakeholders, requirements from governmental and various organizations both domestically and internationally, along with assessing organizational risks and opportunities, sustainable development policies, and the organization's business direction. This includes reviewing past year's operations to identify and prioritize issues impacting sustainable business operations. The process for identifying key issues involves four steps, as follows.



The assessment of the importance of impacts will consider their significance or impact on financial aspects, operations, strategies, reputation, and relevant laws/regulations. Meanwhile, the importance or impact on stakeholders will be evaluated based on the scope of the impact and the level of interest or influence on decision-making. The Environment, Social, Governance, and sustainable development committee will be responsible for approving the materiality assessment results annually.



MATERIALITY TOPICS OF THE YEAR 2024



Economic	Society	Environment
1. Sustainable supply chain management 2. Customer relationship management 3. Organizational innovation management 4. Cybersecurity and information technology systems	5. Employee development and retention 6. Respect for human rights 7. Occupational health and safety 8. Community and social development	9. Responding to climate change 10. Energy management 11. Water management 12. Waste management

From reviewing and assessing the materiality of the year 2024, considering the organizational context, along with trend data on global changes and analyzing the interests/expectations of stakeholders, a total of 12 issues were reviewed. The materiality, totaling 4, include (1) sustainable supply chain management, (5) Employee development and retention, (9) responding to climate change, and (10) energy management.

3.3

SUSTAINABILITY MANAGEMENT IN THE ENVIRONMENTAL DIMENSION

3.3.1 ENVIRONMENTAL MANAGEMENT



The Company recognizes the importance of Environmental Sustainability and is committed to conducting its business in accordance with the principles of Sustainable Development to minimize environmental impact while creating value for the economy and society. As part of this commitment, the Company operates with environmental responsibility through the following key practices :

- Energy Reduction and Greenhouse Gas Emission Control - Enhancing energy efficiency in production processes, reducing electricity and fuel consumption, and increasing the use of renewable energy sources.
- Efficient Resource Utilization - Adopting circular economy principles by minimizing raw material usage and promoting recycling.
- Waste and Hazardous Chemical Management - Reducing waste in accordance with the 3Rs principles : Reduce, Reuse, and Recycle, and minimizing hazardous chemical usage in compliance with international regulations such as RoHS and REACH.
- Sustainable Water Management - Implementing advanced technologies for high-quality wastewater treatment and promoting water recycling for reuse in production processes.
- Legal and Regulatory Compliance - Adhering to national and international environmental laws and regulations, as well as complying with environmental management standards such as ISO 14001 and ISO 50001.
- Air Pollution Control - Installing air pollution treatment systems and conducting regular air quality monitoring.
- Stakeholder Engagement - Educating and training employees on environmental responsibility awareness, collaborating with business partners to use eco-friendly materials, and developing a Green Supply Chain.



GOAL : Zero violations of environmental laws and Zero environmental complaints.



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Number of environmental law violations	0 case	0 case
Number of environmental complaints	0 case	0 case



ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEM

The Company and its subsidiaries have implemented the ISO 14001:2015 international environmental management system within the organization and have been certified by auditors from SGS (Thailand) Limited. The certification is maintained through annual audits. Additionally, the Company has been awarded the Green Industry Level 3 (Green System) certification by the Ministry of Industry, recognizing its commitment to sustainable and environmentally responsible operations.



ENVIRONMENTAL LAW COMPLIANCE

The Company places great emphasis on adhering to environmental laws. It has compiled relevant laws, regulations, and requirements, then implements them rigorously. Additionally, the Company conducts annual assessments of its legal compliance four times per year. Beyond legal compliance, the Company also works to reduce environmental impacts and control pollution, including air pollution, wastewater, light, noise, heat, and radiation. The Company conducts air quality and wastewater quality monitoring prior to discharge as part of its annual environmental monitoring plan.

In 2024, the Company had no violations of environmental laws and did not receive any environmental complaints.



AIR POLLUTION CONTROL

The Printed Circuit Board (PCB) manufacturing industry is a high-energy and chemical-intensive industry, which can generate air pollution that impacts the environment, employee health, and surrounding communities. The Company prioritizes effective air pollution control to ensure sustainable business operations while complying with environmental laws and standards.



AIR POLLUTION MANAGEMENT APPROACHES

- Implementation of Air Pollution Reduction Technologies : Installation of a Wet Scrubber system to capture acid fumes and chemicals from production processes, and installation of an Activated Carbon Filter to absorb Volatile Organic Compounds (VOCs).
- Process Improvement for Pollution Reduction : Adoption of safer chemicals in the production process and discontinuation of lead-based surface finishing to minimize the release of toxic heavy metals.
- Air Quality Monitoring and Equipment Maintenance : Regular inspection of air quality and maintenance of air pollution control equipment according to the established plan.
- Compliance with Legal and International Standards : Adherence to national regulations and international standards for pollution control.



Air treatment system



AIR QUALITY MONITORING

The Company conducts air quality monitoring twice a year, performed by Global Environmental Management Co., Ltd., a Company specialized in environmental measurement and management, and accredited under the ISO/IEC 17025:2017 standard. The air quality is tested within the Company's factory premises.

The results of the 2024 annual air quality monitoring, as shown in the table below, indicate that the measured levels of various parameters within the factory are in compliance with the relevant air pollution control laws and regulations. These results confirm that the Company efficiently manages its environmental impact and prioritizes air quality control to prevent adverse effects on employees, the surrounding community, and the environment.

TABLE OF AIR QUALITY MONITORING RESULTS FOR 2024				
Measurement Index	Unit	Standard Value	1 st Monitoring Result	2 nd Monitoring Result
No _x - NO ₂	ppm	200	42.4	12.5
SO _x - SO ₂	ppm	60	1.3	9.1
Volatile organic compounds (VOCs)				
■ Xylene	ppm	200	0.3	10.5
Hazardous air pollutants (HAPs)				
■ Sulfuric Acid (H ₂ SO ₄)	ppm	25	5.5	0.7
■ Copper (Cu)	mg/Nm ³	-	0.05	0.4
■ Hydrochloric acid (HCl)	mg/Nm ³	200	10.3	0.4
Particulate matter (PM)	mg/Nm ³	320	13.0	36.1
Other				
■ Carbon monoxide (CO)	ppm	690	9.7	49.5

3.3.2 GREENHOUSE GAS MANAGEMENT



Climate change is a critical issue that impacts both the environment and the livelihoods of people worldwide. Countries around the globe are becoming increasingly aware of the urgent need for cooperation to address this issue, including Thailand, which has set a goal to achieve net-zero greenhouse gas emissions by 2065. Additionally, the Company has received customer requirements to contribute to reducing greenhouse gas emissions in line with customer targets. Therefore, the Company places significant importance on responding to climate change, with strategies to reduce greenhouse gas emissions from its business operations. These strategies include enhancing production process efficiency, developing innovations and technologies to improve production processes, utilizing renewable energy, promoting stakeholder engagement, and encouraging employees to adopt energy and resource efficient behaviors.



MANAGEMENT APPROACH :

- Establish greenhouse gas (GHG) management policies and targets, and form a dedicated GHG management task force.
- Assess the risks and opportunities associated with climate change that impact the Company's business operations and define mitigation measures to address climate-related risks.
- Measure and verify greenhouse gas emissions based on international standards, including the GHG Protocol, ISO 14064, and ISO 14067.
- Develop a Decarbonization Plan aligned with the Company's GHG reduction targets and continuously refine strategies and action plans to fit the organizational context.
- Promote research and development to explore new technologies or methods for reducing GHG emissions in production processes.
- Raise awareness and provide training for employees on energy management and GHG reduction.
- Foster stakeholder engagement, particularly with business partners, to reduce GHG emissions throughout the value chain.



TARGET : Reduce greenhouse gas emissions Scope 1 & 2 by 30% by 2030, compared to the baseline year of 2022.



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Greenhouse Gas Emissions Scope 1 & 2 Compared to the baseline year 2022	Reduced by 8%	Reduced by 10.8%



DISCLOSURE OF GREENHOUSE GAS EMISSIONS

In 2024, the Company participated in the Carbon Disclosure Project (CDP) for the third consecutive year, disclosing its greenhouse gas management data. The Company received a Climate Change Management Performance rating of “B.”



SCIENCE
BASED
TARGETS



Additionally, the Company has committed to setting a Net Zero target by 2050 under the Science-Based Target initiative (SBTi).



VERIFICATION OF GREENHOUSE GAS EMISSIONS DATA BY AN EXTERNAL VERIFIER

In 2024, the Company prepared a Carbon Footprint of Organization report for Scope 1 (direct emission), Scope 2 (indirect emission), and Scope 3 (other indirect emission) in accordance with the ISO 14064-1:2018 standard and the Greenhouse Gas Protocol. The Company also considered changing the baseline year from 2021 to 2022, as the production capacity was expanded in 2022, and the Company operated at full capacity, resulting in the highest level of greenhouse gas emissions. Therefore, it was deemed appropriate to designate 2022 as the baseline year. Additionally, in 2024, the Company reported Scope 3 emissions for the first time. The greenhouse gas emissions report for the period from January 1, 2024, to December 31, 2024, was verified and certified by SGS (Thailand) Co., Ltd., with certificate number TH-IE-24-500002746-001

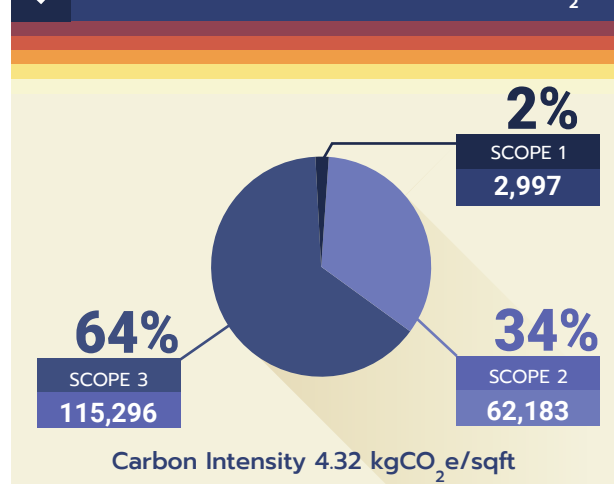


TABLE OF THE GREENHOUSE GAS EMISSION

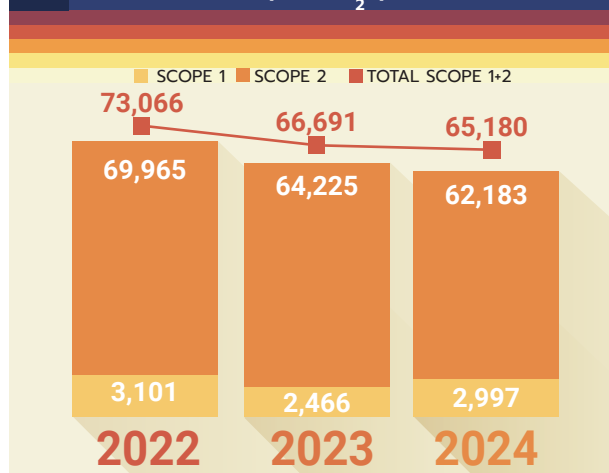
Greenhouse Gas Emissions	Unit	Year 2022 (baseline year)	Year 2023	Year 2024	% change compared to baseline year
Scope 1 (Direct Emissions)	tonCO ₂ e	3,101	2,466	2,997	-3.4%
Scope 2 (Indirect Emissions)	tonCO ₂ e	69,965	64,225	62,183	-11.1%
Total Scope 1 & 2	tonCO ₂ e	73,066	66,691	65,180	-10.8%
Scope 3 (Other Indirect Emissions)	tonCO ₂ e	-	-	115,296	-
Total Scope 1, 2 & 3	tonCO ₂ e	73,066	66,691	180,476	-



GREENHOUSE GAS EMISSION 2024 (TONCO₂e)



GREENHOUSE GAS EMISSION
SCOPE 1 AND 2 (TONCO₂e)



Based on the operational results for 2024, the Company's Scope 1 and Scope 2 greenhouse gas (GHG) emissions amounted to 65,180 tonCO₂e, representing a 10.8% reduction compared to the 2022 baseline year. This reduction was achieved through stringent production management, a transition to electricity sourced from low-carbon power producers, and the implementation of eight energy efficiency improvement projects, which collectively reduced GHG emissions by 2,610 tonCO₂e.

For Scope 3 emissions, which encompass other indirect GHG emissions, the total amounted to 115,296 tonCO₂e, accounting for 64% of the company's overall emissions across all three scopes. The highest emissions within Scope 3 originated from raw material procurement activities, contributing 88,382 tonCO₂e or 49% of total emissions. Moving forward, the company plans to set targets and develop a roadmap for reducing Scope 3 emissions in 2025.



GREENHOUSE GAS REDUCTION PLAN (DECARBONIZATION PLAN)

The Company has established a decarbonization plan aimed at achieving a 30% reduction in Scope 1 & 2 GHG emissions by 2030 compared to the 2022 baseline year. In 2024, five key strategic initiatives have been implemented to support this goal :

1

ENHANCING ENERGY EFFICIENCY IN PRODUCTION PROCESSES

The Company has continuously improved its production processes and machinery maintenance to ensure optimal performance. Additionally, production planning has been aligned with demand fluctuations amid the global economic slowdown to maximize energy efficiency.

2024 PERFORMANCE HIGHLIGHTS

- Separate Pressure Compressed Air Project : Installed pressure regulators in the air compressor system, categorizing pressure levels into high and low to optimize usage and prevent unnecessary energy consumption. This initiative reduced electricity consumption, leading to a greenhouse gas (GHG) emissions reduction of 480 tonCO₂e.
- Automatic Ball Cleaning System for Chillers : Implemented an automated ball cleaning system to continuously clean cooling system pipes, enhancing heat dissipation efficiency. This reduced electricity consumption, resulting in a GHG emissions reduction of 28 tonCO₂e.
- Cooling Tower Fan Blade Material Replacement : Upgraded fan blades to more efficient materials, contributing to a GHG emissions reduction of 34 tonCO₂e.
- Compressed Air System Leak Reduction : Identified and minimized air leaks in machinery, achieving a GHG emissions reduction of 202 tonCO₂e.
- Compressor Room Temperature Reduction : Implemented measures to lower compressor room temperature, leading to a GHG emissions reduction of 40 tonCO₂e.

Through these energy efficiency improvement initiatives, the Company successfully reduced total GHG emissions by 784 tonCO₂e in 2024.

2**INNOVATION AND TECHNOLOGY DEVELOPMENT FOR PROCESS IMPROVEMENT**

The Company is committed to developing technology and innovation to streamline production processes and reduce manufacturing time by utilizing high-energy-efficiency equipment and machinery. This initiative aims to reduce electricity and fuel consumption while minimizing waste from production processes. In 2024, the Company has expanded its adoption of Laser Direct Imaging (LDI) technology to replace UV Exposure technology, installing eight additional LDI machines in the Inner & Outer Circuit Exposure and Solder Mask Exposure processes. This upgrade enhances production efficiency, reduces electricity consumption, and contributes to a GHG emission reduction of 568 tonCO₂e.

3**SELECTION OF LOW-CARBON ELECTRICITY SOURCES**

As electricity is the primary energy used in the production process, the Company has a policy of sourcing electricity from low-carbon power producers with a lower greenhouse gas emission factor. In 2024, the Company increased its purchase of electricity by 30% from the independent power producer, PPTC, which generates 100% of its electricity from natural gas, replacing the electricity purchased from the Metropolitan Electricity Authority (MEA). This switch resulted in a GHG emission reduction of 1,097 tonCO₂e.

4**INCREASE IN THE USE OF RENEWABLE ENERGY**

The Company has increased its installation of Solar Cell panels, with a total capacity of 576 kWp, on the roof of the Drill Center building and the roof of the parking garage. This will enable the Company to generate an additional 700 MWh of electricity annually from solar energy. In 2024, this initiative resulted in a GHG emission reduction of 161 tonCO₂e.

5**PROMOTING EFFICIENT RESOURCE USE AND BEHAVIORAL CHANGES TO IMPROVE WORK EFFICIENCY**

The Company focuses on energy and fuel conservation, efficient use of resources such as paper and water, and the adoption of technologies for communication, such as online meetings and training sessions.

- The Company utilized Six Sigma and QCC tools to improve product quality and reduce waste in the production process. This resulted in a reduction of 56 tons of PCB waste.
- The Company implemented the 3R Concept (Reduce, Reuse, and Recycle) by promoting the use of reusable packaging in collaboration with partners. The reusable packaging included ABS Cores, Core Holders, Carton Boxes, and Plastic Pallets. As a result, 15,700 sets of reusable packaging were used, leading to a cost saving of 244,470 THB.

VERIFICATION OF GREENHOUSE GAS EMISSIONS DATA FOR SUBSIDIARIES BY EXTERNAL AUDITORS

The subsidiaries, namely KCE Technology Co., Ltd. (KCET) and Thai Laminates Manufacturer Co., Ltd. (TLM) have prepared their Carbon Footprint of Organization reports for 2024. These reports have been verified and certified by SGS (Thailand) Ltd. for the period from January 1, 2024, to December 31, 2024. The certification number is TH-IE-25-500002296-001 and TH-IE-24-500003305-001, respectively.

 TABLE OF THE GREENHOUSE GAS EMISSION OF SUBSIDIARIES					
Greenhouse Gas Emissions	Unit	KCET		TLM	
		Year 2023	Year 2024	Year 2023	Year 2024
Scope 1 (Direct Emissions)	tonCO ₂ e	1,705	1,775	3,232	2,774
Scope 2 (Indirect Emissions)	tonCO ₂ e	42,391	33,304	2,999	2,610
Total Scope 1 and 2	tonCO ₂ e	44,096	35,079	6,231	5,384
Scope 3 (Other Indirect Emissions)	tonCO ₂ e	-	179,598	-	-
Total Scope 1, 2, and 3	tonCO ₂ e	44,096	214,677	6,231	-

GREENHOUSE GAS REDUCTION PROJECTS OF SUBSIDIARIES IN 2024

- **KCET** has installed five Laser Direct Imaging (LDI) machines in the Inner and Outer Imaging processes. This initiative has led to a reduction in energy consumption by 190 MWh, resulting in a GHG emission reduction of 87 tonCO₂e. KCET plans to transition all UV exposure technology to LDI by 2025.
- **TLM** replaced its Chilling Water Supply Pump motor with a high-efficiency motor, upgrading from IE2 to IE4. This change has reduced electricity consumption by 11,738 kWh, and reduced GHG emissions by 5 tonCO₂e.
- **TLM** also upgraded five Cooling Tower motors from IE2 to IE4, reducing electricity consumption by 8,827 kWh, and reducing GHG emissions by 5 tonCO₂e.
- **TLM** replaced the 110 kW & 37 kW screw air compressors with high-efficiency motors, upgrading from IE2 to IE5. This change has resulted in a reduction in electricity consumption of 144 MWh, and a GHG emission reduction of 66 tonCO₂e.

PRODUCT CARBON FOOTPRINT

The assessment of Product Carbon Footprint (PCF) is of significant importance in the present as it helps reduce environmental impacts by measuring and controlling greenhouse gas emissions at every stage of the production process. Additionally, it fosters consumer confidence by demonstrating the organization's commitment to environmental responsibility. This initiative contributes to long-term cost reductions by minimizing energy and resource consumption. Organizations are also better prepared to comply with

stricter environmental regulations in global markets, enhancing their competitiveness and building a positive brand image. Furthermore, it stimulates environmentally friendly innovations, reduces business risks associated with climate change impacts, and responds to the increasing demand from environmentally conscious consumers today.

In 2024, the Company conducted a Product Carbon Footprint assessment in accordance with the ISO 14067:2018 standard and received certification from the Greenhouse Gas Management Organization (Public Organization). The scope of the assessment was based on the Cradle-to-Gate or B2B approach. The certified product is a High-Density Interconnect (HDI) Printed Circuit Board (PCB) with six layers, and it includes key raw materials used in the production of PCBs: Laminate and Prepreg from the subsidiary (TLM), each certified as one product. These products will serve as a model for the development of the Product Carbon Footprint calculation program for all products of the Company and its subsidiaries. The Company plans to complete the development of the Product Carbon Footprint calculation program by 2025.

The carbon footprint of the HDI PCB 6 layers is 2.04 kgCO₂e, the carbon footprint of the 0.003” Laminate is 504 gCO₂e, and the carbon footprint of the Prepreg 2116 is 151 gCO₂e. The certification for these products is shown in the attached image.



3.3.3 ENERGY MANAGEMENT



Energy management is a critical factor that impacts the economy, society, and the environment, especially when energy resources are limited and their demands are increasing. Efficient energy management allows organizations to effectively tackle these challenges in a sustainable manner. The Company prioritizes on energy management to reduce energy losses during production and usage, mitigate risks arising from energy issues, and prepare to respond changes in energy pricing and related environmental regulations. Additionally, it aims to reduce greenhouse gas emissions and support sustainable development goals.



MANAGEMENT APPROACH :

- Establish energy management policies and strategies to ensure the highest efficiency in energy usage.
- Implement energy management practices based on the ISO 50001.
- Conduct energy audits by analyzing current energy usage and identifying areas for improvement to reduce energy consumption.
- Plan energy consumption by setting energy goals and developing an action plan for achieving those goals.
- Implement and optimize energy usage by improving production processes for higher energy efficiency and adopting high-efficiency technologies to save energy.
- Monitor and evaluate performance by tracking operational outcomes and measuring progress against set targets, adjusting strategies if targets are not met.
- Maintain, inspect, repair, and improve equipment to ensure it operates with maximum efficiency.
- Invest in renewable energy technologies, such as solar, wind, and biomass energy.
- Promote training for employees to enhance understanding and raise awareness about energy management and the use of efficient technologies, encouraging their involvement in reducing energy consumption.



GOAL :

- Reduce electricity consumption per production unit by 10% by 2030 compared to the baseline year 2022.
- Increase the proportion of renewable energy usage to 50% by 2030.



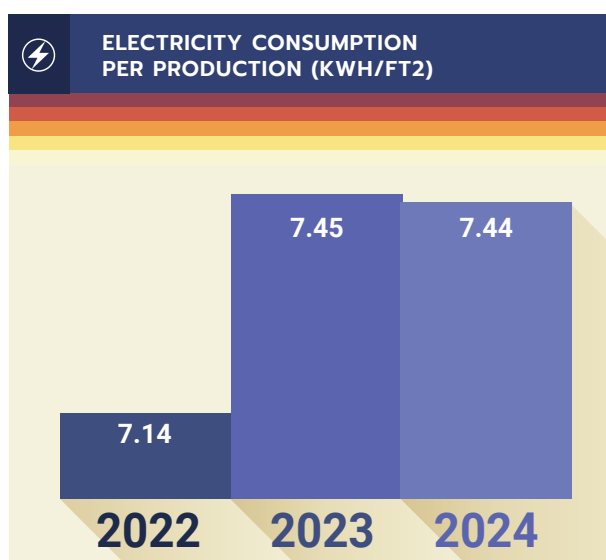
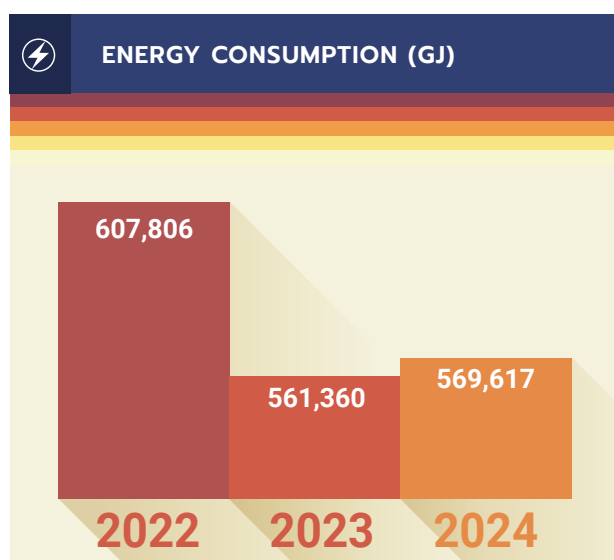
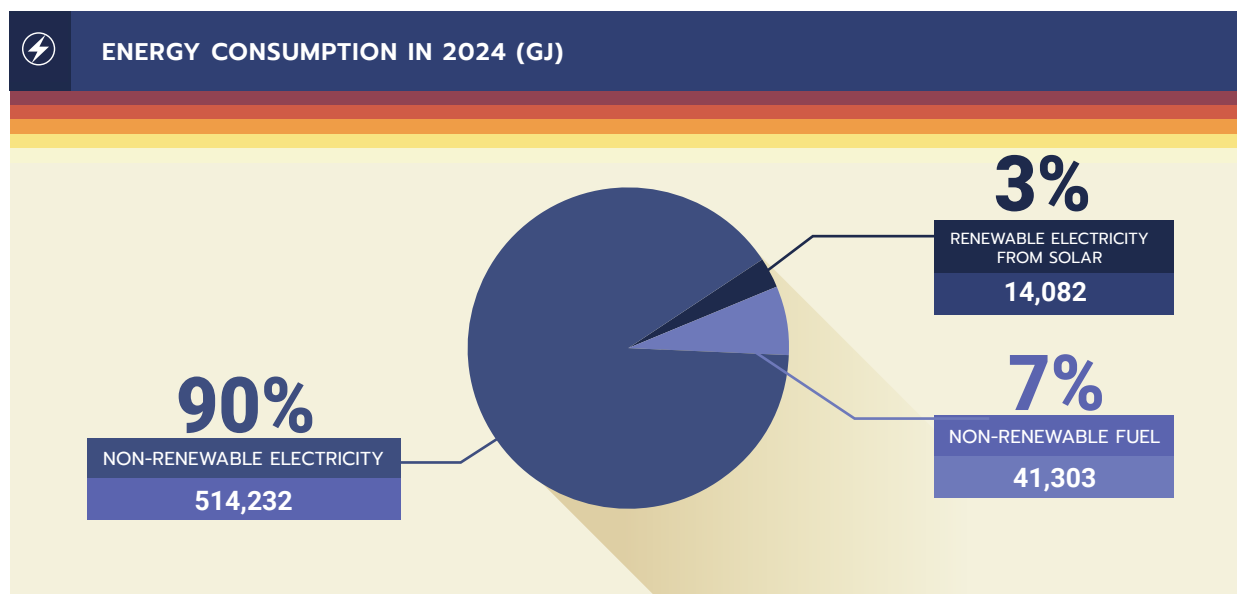
PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Total electricity consumption per production unit (kWh/sqft)	7.00	7.44
% Change of electricity consumption per production unit, compared to the baseline year 2022	Decrease by 2.5%	Increase by 4%
Proportion of renewable energy usage	5%	2.7%



TABLE OF ENERGY CONSUMPTION WITHIN THE ORGANIZATION

Electricity and Fuel	Year 2022	Year 2023	Year 2024
Non-renewable electricity consumption (kWh)			
■ Independent Power Producers	94,324,128	87,633,608	109,036,752
■ Metropolitan Electricity Authority (MEA)	57,332,000	53,059,192	33,805,504
Renewable energy consumption from Solar Roof (kWh)	3,674,187	3,952,757	3,911,626
Total Electricity Consumption (kWh)	155,330,315	144,645,557	146,753,882
Total Electricity Consumption (GJ)	559,189	520,724	528,314
% of Electricity from Renewable Sources	2.4%	2.7%	2.7%
Electricity Cost Savings from Renewable Energy (Million Baht)	13.5	14.5	14.4
Electricity Consumption per Production Unit (kWh/sqft)	7.14	7.45	7.44
Non-Renewable Fuel Consumption			
■ Natural Gas (SCF)	43,092,119	35,655,116	36,326,455
■ Diesel (Litre)	55,075	57,457	53,177
■ Gasoline/Ethanol (Litre)	1,988	1,439	4,264
Total Non-Renewable Fuel Consumption (GJ)	48,617	40,636	41,303
Renewable Fuel Consumption (GJ)	-	-	-
Total Fuel Consumption (GJ)	48,617	40,636	41,303
Total Energy Consumption (GJ)	607,806	561,360	569,617



From operations in 2024, the total energy consumption was 569,517 gigajoules, with 93% derived from electricity usage and 7% from non-renewable fuels, including natural gas and diesel/gasohol. The electricity consumption per unit of production was 7.44 kWh per square foot, which represents a 4% increase compared to the baseline year of 2022. This increase was due to a 10% rise in the production of High Density Interconnect (HDI) PCBs in 2024 compared to 2023, which involved more complex circuit designs, leading to higher electricity and fuel usage. Additionally, the Company continued to be affected by the global economic slowdown, which resulted in not operating at full production capacity. Some production processes still required electricity for cooling and/or heating systems to support machinery and chemicals, as well as the warehouse. However, the Company has managed production efficiently, planning to halt certain machines or operations at specific times to reduce energy consumption as much as possible, along with implementing energy-saving projects in both production processes and infrastructure systems.

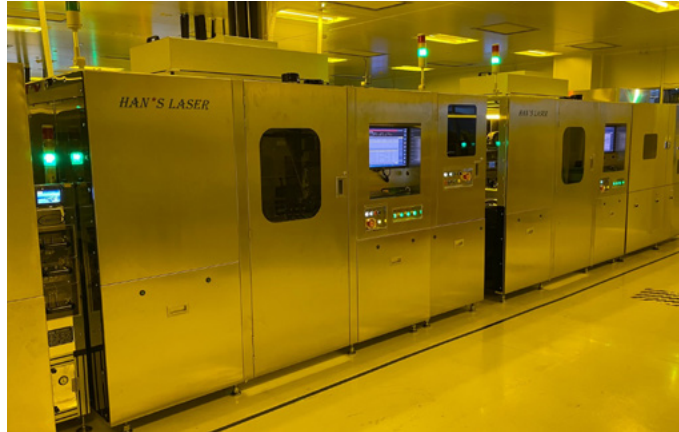
Regarding renewable energy use, in 2024, the Company produced 3,912 MWh of electricity from its Solar Roof, accounting for 2.7% of total electricity consumption, which resulted in an electricity cost saving of 14.4 million baht. In 2024, the Company has installed an additional 576 kWp Solar Cell system on the rooftops of the Drill center building and garages, bringing the total installed solar capacity to 3.5 MWp.



ENERGY MANAGEMENT PROJECTS FOR 2024 :

LASER DIRECT IMAGING (LDI) PROJECT

The Company has implemented a new technology project to replace UV Exposure technology with Laser Direct Imaging (LDI) technology for Inner Layer & Outer Layer Imaging and Solder Mask Exposure processes. A total of 8 machines have been installed to enhance operational efficiency, reduce waste, and lower energy consumption. This transition has resulted in a reduction of electricity consumption by 1,303 MWh, cost savings of THB 5.9 million, and a reduction of GHG emissions by 568 tonCO₂e.



PRESSURE COMPRESSED AIR HIGH - LOW PROJECT



The Company has implemented the installation of a pressure regulator to separate the compressed air system into two levels : High Pressure and Low Pressure. This optimization ensures appropriate usage and prevents unnecessary energy consumption. As a result, one air compressor (500 Hp, 373 kW) has been decommissioned, leading to a reduction in electricity consumption by 174 MWh, cost savings of THB 0.8 million, and a reduction in GHG emissions by 480 tonCO₂e.

SOLAR ROOF PHASE 4 PROJECT

The Company has implemented the Solar Roof Phase 4 project with a capacity of 576 kWp to generate electricity for the Drill Center building and parking area. This initiative aims to increase the share of renewable energy usage. The system generates 180 MWh of electricity, resulting in cost savings of 0.8 million THB and a GHG emission reduction by 161 tonCO₂e.



AUTOMATIC BALL CLEANING FOR CHILLER SYSTEM PROJECT :

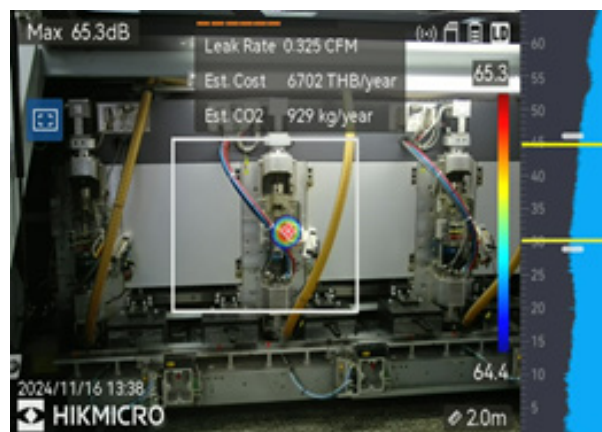
The Company has installed an Automatic Ball Cleaning system for two chillers. This system continuously circulates cleaning balls to keep condenser tubes clean, thereby enhancing cooling efficiency. As a result, it extends the lifespan of the chillers, reduces maintenance costs, and eliminates the need for chemical cleaning, making it safe for both the environment and users. This initiative has led to a reduction in electricity consumption by 63 MWh, cost savings of 0.3 million THB, and a GHG emission reduction of 28 tonCO₂e.



OTHER PROJECTS

- Replacement of Cooling Tower Fan Blades with Fiberglass-Reinforced Plastic (FRP) materials.
- Reduction of air leaks from machinery within the building.
- Reduction of ambient temperature in the compressed air room.

Projects collectively contribute to electricity reduction by 573 MWh, saving 2.6 million THB in electricity costs and reducing GHG emissions by 276 tonCO₂e.





ENERGY MANAGEMENT OF SUBSIDIARIES :

The Company has a policy requiring its subsidiaries to manage energy in accordance with the energy management system based on the ISO 50001 standard, including the use of renewable energy. The performance of the subsidiaries in 2024 is as follows :

Energy Consumption	TABLE OF ENERGY CONSUMPTION WITHIN THE ORGANIZATION OF SUBSIDIARIES					
	KCET		TLM		CTP&CTCC	
	Year 2023	Year 2024	Year 2023	Year 2024	Year 2023	Year 2024
Electricity Consumption from Non-Renewable Energy (kWh)						
■ Private Power Producer	69,200,307	85,883,443	6,819,011	6,259,897	3,879,705	2,942,274
■ Metropolitan Electricity Authority	-	-	25,145	20,057	-	-
Electricity Consumption from Renewable Energy (Solar Roof) (kWh)	3,383,576	3,266,816	-	-	-	-
Total Electricity Consumption (kWh)	72,583,883	89,150,258	6,844,156	6,279,954	3,879,705	2,942,274
Total Electricity Consumption (GJ)	261,302	320,941	24,639	22,608	13,967	10,592
% of Electricity from Renewable Sources	4.7%	3.7%	-	-	-	-
Electricity Cost Savings from Renewable Energy (Million Baht)	12.5	12.0	-	-	-	-
Fuel Consumption from Non-Renewable Energy						
■ Natural Gas (SCF)	-	-	41,928,190	46,940,127	-	-
■ Diesel Fuel (Litre)	227,533	178,400	16,325	17,608	16,397	13,424
■ Gasoline/Ethanol Gasoline (Litre)	9,620	4,943	2,509	2,261	15.00	1,027
■ Liquefied Petroleum Gas (kg)	221,755	231,265	9,045	7,695	33,168	35,495
■ Compressed Natural Gas (Litre)	-	-	3,106	2,862	-	-
Total Fuel Consumption from Non-Renewable Energy (GJ)	18,472	17,040	46,518	51,909	2,100	2,136
Fuel Consumption from Renewable Energy (GJ)	-	-	-	-	-	-
Total Fuel Consumption (GJ)	18,472	17,040	46,518	51,909	2,100	2,136
Total Energy Consumption (GJ)	279,774	337,981	71,157	74,517	16,067	12,728



ENERGY MANAGEMENT PROJECTS OF SUBSIDIARIES IN 2024



KCE TECHNOLOGY (KCET) :

- **Inverter Installation for AHU Drill Plant 2 (18 kW)** : KCET has installed an 18 kW inverter for the Air Handling Unit (AHU) at Drill Plant 2 to regulate airflow and control humidity levels. This improvement enhances energy efficiency, resulting in a reduction in electricity consumption by 0.96 MWh, cost savings of 0.3 million THB, and a GHG emission reduction of 44 tonCO₂e.
- **Laser Direct Imaging (LDI) Technology Replacement Project** : KCET has installed five Laser Direct Imaging (LDI) machines for the Inner and Outer Imaging processes. This upgrade has resulted in a reduction in electricity consumption by 190 MWh, cost savings of 0.85 million THB, and a GHG emission reduction of 87 tonCO₂e. Additionally, the Company plans to fully replace UV Exposure technology with LDI by 2025.
- **Standby Mode Shutdown for FAC and M/C on Holidays** : KCET has implemented a project to shut down standby machinery and utility systems during holidays by deactivating excess equipment and optimizing the operation of utility systems to match actual demand. This initiative has resulted in energy savings of 1,800 MWh, cost savings of 6.5 million THB, and a GHG emission reduction of 818 tonCO₂e.



THAI LAMINATES MANUFACTURER (TLM) :

- **Improvement of Hot Press Efficiency** : TLM has improved the efficiency of the hot press machine by enhancing the thermal insulation, resulting in a reduction in natural gas consumption by 33 MMBTU. Additionally, solar-powered street lighting has been installed around the factory, leading to a reduction in electricity consumption by 8,800 kWh. These initiatives have resulted in combined savings of 51,000 THB in natural gas and electricity costs and a GHG emission reduction of 6 tonCO₂e.
- **Installation of High-Efficiency Air Compressor 110 kW VSD, IE5 Motor** : TLM has achieved a reduction in electricity consumption by 72 MWh, resulting in cost savings of THB 288,000. This has also led to a GHG emission reduction of 33 tonCO₂e.
- **High-efficiency IE4 motors** : TLM has replaced existing motors with high-efficiency IE4 motors for the Chiller water supply pump, cooling tower, and screw air compressor, upgrading from IE2 motors. This transition has resulted in a reduction in electricity consumption by 164 MWh, cost savings of 0.6 million THB, and a GHG emission reduction of 75 tonCO₂e.

3.3.4 WATER MANAGEMENT

The Company prioritizes sustainable water management and has established ongoing actions to reduce the risks and impacts of water scarcity. The printed circuit board (PCB) manufacturing process is one that requires large amounts of water, including in stages such as washing, plating, and cleaning of circuit boards. Therefore, effective water management is a critical factor in reducing costs, minimizing environmental impact, and ensuring long-term sustainability.



MANAGEMENT APPROACH :

- **Efficient Water Usage Planning** : Water usage is analyzed at each stage of the production process to identify and reduce areas of water wastage.
- **Water Recycling System** : Wastewater is treated and then introduced into the recycling system using Ion-Exchange filtration technology. The treated water is then reused in the production process. Additionally, wastewater is treated using high-resolution filtration technologies such as Microfiltration and Reverse Osmosis before being reused in cooling systems, air treatment systems, and sanitary systems.
- **Reducing Water Consumption** : The Company employs technologies that help minimize the amount of water required in the production process.
- **Building a Water Conservation Culture within the Organization** : Employees are educated on the importance of efficient water use and are encouraged to inspect for leaks or unnecessary water usage.
- **Proper Wastewater Treatment** : The Company utilizes the Metal Precipitation wastewater treatment system, which can separate heavy metals and hazardous chemicals. Additionally, a biological wastewater treatment system is used before the water is discharged back into the industrial park.
- **Compliance with Standards and Regulations** : The Company adheres to laws and regulations regarding water usage and wastewater discharge, as well as the ISO 14001 standard. Wastewater discharge is regularly monitored to ensure it meets the required quality standards before being released back into the industrial park.



GOAL :

Reduce water consumption per production unit by 10% by 2030 compared to the baseline year 2022.



PERFORMANCE:

Indicator	Target for 2024	Performance of 2024
Water consumption per production unit (m ³ /sqft)	0.086	0.092
% Change in water consumption per production unit compared to baseline year 2022	Decreased by 2.5%	Increased by 4.5%



WATER MANAGEMENT DIAGRAM

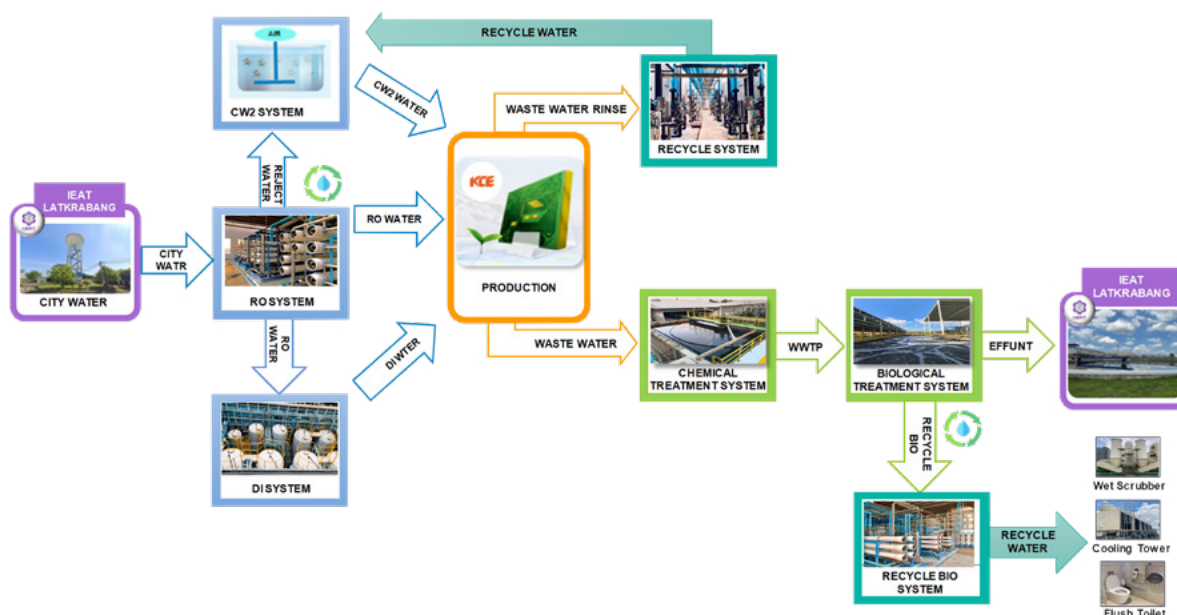


 TABLE OF THE WATER CONSUMPTION			
Item	Year 2022	Year 2023	Year 2024
Water consumption (m³)	2,611,591	2,334,287	2,404,520
Water discharged (m³)	2,089,246	1,867,430	1,923,803
% of water discharged	80%	80%	80%
Water Recycled (m³)	895,880	861,777	868,803
% of water recycled from production process	45%	45%	41 %
Water consumption per production unit (m³/ sqft)	0.088	0.089	0.092



WATER RESOURCES INFORMATION 2024



According to the 2024 performance results, the total tap water consumption amounted to 2.4 million cubic meters, with the water usage per production unit rising to 0.092 cubic meters per square foot. This increase is attributed to the higher production of HDI products, which involve more complex production processes and require more water compared to standard multilayer products. The Company also faced the impact of the global economic slowdown, resulting in less-than-full production capacity. However, water usage remained necessary for cleaning machinery as part of the regular maintenance cycle to maintain production quality.

As for the recycling of water used in the production process, the Company successfully achieved its target of over 40%, with a recycling rate of 41% of the total water used in production. The amount of treated wastewater amounted to 1.92 million cubic meters, which is 80% of the volume, in compliance with legal requirements.



WATER EFFICIENCY IMPROVEMENT PROJECTS FOR 2024



The Company prioritizes efficient water management and reducing dependence on external water sources by enhancing internal water usage efficiency based on the 3Rs principle.



WATER REDUCE

Implementing High-Efficiency Technologies and Innovations to Reduce Water Usage

- The system is equipped with a timer that halts the operation of machinery when there is no input board fed into the machine within the specified time. This causes the machinery to stop, and the water supply system is also halted.
- machinery is equipped with a cascade water recycling system.



WATER REUSE

Improving Water Efficiency

- The rejected RO water is reused for washing in the production process that requires high hardness water for cleaning, thus reducing the need for chemicals to adjust the water hardness for washing purposes.



WATER RECYCLE

Reusing Treated Water with Advanced Technology

- The water used for cleaning the electronic circuit boards is passed through a water recycling system and reused in the production process.
- The treated wastewater is passed through a water recycling system and reused for cleaning and flushing toilets, cooling towers, and wet scrubber air treatment systems.



WATER DISCHARGE MANAGEMENT

The wastewater generated from the chemicals used in the production process and the water resulting from the cleaning of PCBs, cooling systems, air treatment systems, and washing in restrooms and kitchens will be collected in a holding tank before entering the Metal Precipitation wastewater treatment system and the biological wastewater treatment system.



MANAGEMENT OF WATER DISCHARGE

There is a system in place that is capable of treating wastewater appropriately and utilizes technology that allows for the reuse of treated wastewater.



ESTABLISHING WATER DISCHARGE QUALITY STANDARDS

Ensure that the quality of water discharge complies with the legal standards set by applicable regulations.



MONITOR AND MEASURE THE QUALITY OF WATER DISCHARGE.

Verify the quality of water before discharge in accordance with regulatory requirements to ensure proper wastewater management in compliance with legal standards.



REPORT AND MONITOR THE QUALITY OF WATER DISCHARGE.

After monitoring the quality of water discharge, the results must be reported and continuously tracked.



QUALITY OF WATER DISCHARGED

The Company conducts water discharge quality monitoring four times per year through Chem Lab Services (Thailand) Co., Ltd., a certified private laboratory (Registration No. W-094), accredited under ISO/IEC 17025:2017. Additionally, the Company undergoes regulatory water discharge monitoring by the Lat Krabang Industrial Estate Authority, which collects effluent samples for analysis once per month, as required by law. The water discharge quality assessment for the year 2024 (B.E. 2567) confirmed that the treated effluent complied with all legal requirements. There were no complaints or fines related to water discharge quality compliance.

 TABLE OF QUALITY MONITORING RESULTS OF WATER DISCHARGE IN 2024						
Parameter	Unit	Maximum Limit	Wastewater Quality Monitoring Results			
			1 st Test	2 nd Test	3 rd Test	4 th Test
BOD	mg/L	20	3	4	4	11
COD	mg/L	120	62	103	65	83
Copper	mg/L	2	0.79	0.18	0.77	0.64
Nickel	mg/L	1	0.1	0	0.2	0.11
TDS	mg/L	3,000	1,940	1,970	1,745	2,000
pH	-	5.5 - 9	8.09	8.06	8.01	7.68
External Analyst		ChemLab Services (Thailand) Co., Ltd				

WATER MANAGEMENT OF SUBSIDIARIES

The subsidiaries have a water management system based on the 3Rs principles, with water usage varying according to the nature of the industry, as shown below :

 TABLE OF WATER CONSUMPTION OF SUBSIDIARIES						
Item	KCET		TLM		CTP&CTCC	
	Year 2023	Year 2024	Year 2023	Year 2024	Year 2023	Year 2024
Municipal Water Usage (m ³)	1,669,608	1,713,660	30,116	31,789	35,316	26,177
Discharged Wastewater (m ³)	1,335,686	1,370,926	24,093	25,431	28,253	20,942
% of Wastewater Discharged	80%	80%	80%	80%	80%	80%

3.3.5 WASTE MANAGEMENT



Currently, the global volume of waste continues to increase, particularly driven by industrial growth, urban expansion, and changes in consumer behavior. In the PCB manufacturing industry, which involves the use of various chemicals, metals, and materials, the Company emphasizes the importance of efficient waste management to mitigate environmental impacts, including water, soil, and air pollution. This approach also helps to reduce resource depletion, lower waste disposal costs, and promote the recycling and reuse of materials.



MANAGEMENT APPROACH :

- Environmental management in accordance with the ISO 14001:2015 standard, environmental policies, and relevant laws.
- Source Reduction of waste by improving production processes or machinery to increase efficiency, thereby reducing raw material loss. This includes designing products and processes to reduce raw material usage or selecting materials with minimal environmental impact.
- Application of Circular Economy concepts and the 3Rs principles :
 - Reduce** Minimize the use of unnecessary resources and enhance production processes to improve efficiency. Analyze the sources and causes of waste generation to develop plans for reducing waste volumes.
 - Reuse** Promote the use of materials or products that can be reused to extend their lifecycle.
 - Recycle** Promote the recycling of waste to transform it into new resources that can be utilized.
- Develop procedures for managing and disposing of various types of waste.
- Segregate waste to ensure proper disposal or treatment using appropriate and correct methods.
- Select, inspect, and monitor waste disposal/treatment facilities that meet standards and are properly authorized by government authorities.
- Promote employee awareness regarding waste reduction, waste segregation, and proper disposal practices.



GOAL :

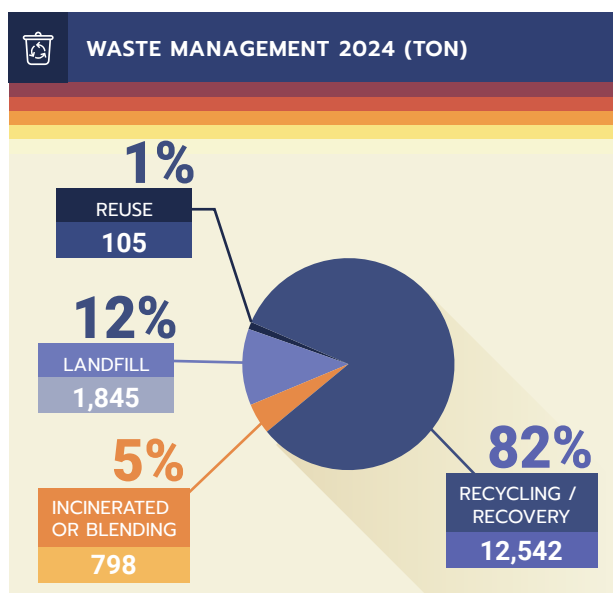
Reduce waste generated per production unit 10% by 2030 compared to the baseline year 2022.



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Waste generated per production unit (kg./sqft)	0.78	0.81
% Change Waste Intensity, compared to baseline year 2022	Decreased by 2.5%	Constant

 TABLE OF WASTE GENERATED AND DISPOSAL METHOD			
Waste Generated and Disposal Method	Year 2022	Year 2023	Year 2024
Total Waste Generated (tons)	20,948	16,762	15,289
■ Hazardous Waste	13,614	10,161	10,815
■ Non-Hazardous Waste	7,334	6,601	4,474
Waste generated per production unit (kg/sqft)	0.81	0.77	0.81
Total Waste diverted from Disposal (tons)	16,986	13,318	12,647
Hazardous Waste	12,332	9,140	9,801
■ Reuse	221	216	105
■ Recycling / Recovery	12,111	8,924	9,696
Non-Hazardous Waste			
■ Recycling / Recovery	4,655	4,177	2,846
Total Waste Directed to Disposal (tons)	3,962	3,444	2,643
Hazardous Waste	1,283	1,020	1,014
■ Incineration or Blending	1,038	844	798
■ Landfill	244	177	216
Hazardous Waste			
■ Landfill	2,679	2,424	1,628



In 2024, the Company generated a total of 15,289 tons of waste, of which 83% was recycled or reused, while only 17% was directly disposed of. Among the disposed waste, 12% was sent to landfill, including used drill underlay sheets, biological sludge, and general waste. The Company is committed to applying the 3Rs principle (Reduce, Reuse, Recycle) and embracing a circular economy approach. Additionally, it continues to conduct research on recyclable and biodegradable materials as substitutes to further reduce landfill waste.

The waste intensity per production unit stood at 0.81 kg per square foot, remaining stable compared to the 2022 baseline year but showing a 4% increase from 2023. This increase was primarily due to a 10% growth in High-Density Interconnect (HDI) production, which requires higher raw material and auxiliary material consumption compared to standard multilayer production due to its complexity. However, the Company has implemented process improvements, including the adoption of Laser Direct Imaging (LDI) technology, which has helped reduce waste generated in the Inner Layer production process. Additionally, the Company continues to enforce resource efficiency measures across all operations and actively promotes employee engagement initiatives to reduce office waste and enhance waste segregation for recycling, minimizing waste directed to disposal.

WASTE MANAGEMENT INITIATIVES IN 2024 :

The Company has implemented a program that encourages employee participation in waste management by applying the 3Rs (Reduce, Reuse, Recycle) concept to manage office waste. This supports the efficient use of resources, creates a positive environmental impact, and helps reduce waste within the office.

“ZERO WASTE OFFICE” CAMPAIGN

Employees are encouraged to use both sides of paper, which is then segregated and sent to an external facility for recycling.



“CALENDARS REUSE” CAMPAIGN

The Company collects old desk calendars annually and donates them to be transformed into Braille materials for the visually impaired.



"REUSABLE BAG DONATION" CAMPAIGN

This initiative encourages the use of reusable bags to reduce the consumption of new plastic or paper bags, helping to decrease plastic waste generated from single-use bags. It also helps reduce costs by allowing employees to donate reusable bags at designated collection points for their colleagues to reuse.



"KCE TOGETHER IN TURNING WASTE INTO MERIT" PROJECT

The Company provides employees the opportunity to participate in environmental and social activities by segregating plastic waste and donating 10,400 clean plastic bottles to Wat Jak Daeng, Samut Prakan Province. The temple uses these bottles to recycle plastic waste and transform it into new, useful products such as monk robes, funeral cloths, cloth bags, tote bags, hats, and more.



CAMPAIGN ACTIVITIES FOR EFFICIENT RESOURCE USAGE AND WASTE SEGREGATION

The Company organized an informational board to educate employees and hosted a "Waste Sorting Game" to promote knowledge and awareness of proper waste segregation. Employees had fun participating in a game that challenged their skills in sorting different types of waste, such as recyclables, hazardous waste, and general waste. This initiative helps improve environmental management within the factory and fosters a sustainable workplace culture that is mindful of the environment.



WASTE MANAGEMENT OF SUBSIDIARIES

The Company has a policy that requires subsidiaries to manage waste according to the nature of their industries, applying the 3Rs approach and circular economy principles. In 2024, the waste quantities were as follows :

 TABLE OF WASTE GENERATED OF SUBSIDIARIES						
Waste Generated and Disposal Method	KCET		TLM		CTP&CTCC	
	Year 2023	Year 2024	Year 2023	Year 2024	Year 2023	Year 2024
Total Waste Generated (tons)	12,027	10,872	1,256	953	82	5,445
■ Hazardous Waste	8,974	7,918	187	206	82	4,365
■ Non-Hazardous Waste	3,053	2,954	1,069	746	-	1,080
Total Waste diverted from Disposal (tons)	11,641	10,383	1,177	885	-	-
Hazardous Waste	8,588	7,536	148	180	-	-
■ Reuse	-	135	-	-	-	-
■ Recycling / Recovery	8,588	7,401	148	180	-	-
Non-Hazardous Waste	3,053	2,846	1,029	705	-	-
■ Recycling / Recovery	3,053	2,846	1,029	705	-	-
Total Waste Directed to Disposal (tons)	386	489	79	68	82	5,445
Hazardous Waste	386	381	40	26	82	4,365
■ Incineration or Blending	4	323	39	25	82	61
■ Landfill	382	58	0.55	0.50	-	4,305
Non-Hazardous Waste	-	108	39	42	-	1,080
■ Incineration or Blending	-	-	39	42	-	-
■ Landfill	-	108	-	-	-	1,080

WASTE MANAGEMENT INITIATIVES OF SUBSIDIARIES :

PROMOTING RESOURCE MANAGEMENT FOR SUSTAINABLE CIRCULAR ECONOMY PROJECT



Thai Laminate Manufacturer Co., Ltd. has participated in the Sustainable Circular Economy Resource Management Project, a collaborative initiative between the Industrial Estate Authority of Thailand (IEAT) and the Federation of Thai Industries (FTI). TLM has been selected as one of the pilot industrial facilities within an industrial estate with high potential for developing waste and material management under the Circular Model. As part of this initiative, an assessment of waste and unused materials was conducted to explore opportunities for resource efficiency and circular utilization. The analysis identified that copper foil scraps can be upcycled into decorative art materials, adding value while supporting sustainable waste management.

VALUE ENHANCEMENT OF LAMINATE EDGE SCRAP PROJECT

Through the QCC activities conducted by employees in the laminate production process, an opportunity was identified to enhance the value of laminate edge scraps generated during the sheet-cutting process to meet customer specifications. Previously, these edge scraps were simply weighed and sold as waste. The team proposed a method to cut unbalanced edges by 2.5 inches and 5.5 inches, enabling the scraps to be sold as dummy-sized sheets at a 46% higher price per kilogram compared to the original scrap value.



"WASTE SEPARATION AND RECYCLED" PROJECT

Thai Laminate Manufacturer Co., Ltd. has encouraged employees to actively participate in waste segregation and the collection of recyclable waste for donation through a recycling-based merit-making initiative at Wat Thong, Charansanitwong 46, Bangkok. In 2024, TLM successfully segregated 1,203 kilograms of recyclable waste from the cafeteria and contributed it to the recycling donation campaign as part of its commitment to waste management and community engagement.



RECOVERY AND REUSE OF CHEMICALS FROM PCB PRODUCTION PROCESS

Chemtronics Products Co., Ltd. (CTP) has implemented a recovery process for chemicals used in the PCB production process. CTP extracts copper and tin from these chemicals and converts them into copper sulfate and tin oxide products. Copper sulfate is used in animal feed factories, fisheries, and agricultural fertilizers. It is certified under the FAMI-QS standard, which is a quality and safety certification system for the production of feed additives and pre-mixtures within the European Union. Tin oxide is used as a raw material for products related to tin.



Copper Sulfate Pentahydrate ($\text{CuSO}_4 \cdot 5\text{H}_2\text{O}$)

3.3.6 PRODUCT RESPONSIBILITY



Sustainability and Environmental Protection have become crucial issues in both business and society today, particularly in terms of the utilization of limited natural resources that are at risk of depletion, including raw materials and energy. The Company, therefore, put a higher value on the development and improvement of products and production processes regarding to a green environment. This can help reduce the environmental impacts, such as reducing the use of hazardous chemicals, lowering greenhouse gas emissions, managing resources efficiently, and applying eco-design principles. For example, using recyclable materials, selecting renewable energy sources, or reducing waste in production can help create a sustainable production environment and mitigate environmental risks.



MANAGEMENT APPROACH :

- Eco-design : Focuses on the long-term environmental impact by using resources efficiently, selecting recyclable, biodegradable materials, and reducing the use of hazardous chemicals.
- Environmentally Friendly Production Processes : Developing production processes that use energy and water-saving technologies, and implementing waste management systems that enable waste segregation and recycling or safe disposal according to environmental standards.
- Sustainable Materials : Using materials sourced from sustainable origins, such as those certified by trusted organizations, including recycled materials or sustainably managed resources.
- Promoting Circular Economy Principles : Encouraging the adoption of circular economy concepts within operations.
- Sustainable Procurement Policy : Establishing procurement policies that prioritize environmental friendliness and responsible sourcing of raw materials.
- Awareness and Training : Raising awareness and providing training for employees to consider environmental impact in all organizational processes.



PRODUCT RESPONSIBILITY PROJECTS

1

ECO-DESIGN

- Design for Minimal Waste : The design focuses on minimizing waste by optimizing the use of laminate sheets to generate the least amount of scrap while maximizing the capacity of each production process. Laminate sheets are ordered from manufacturers that provide sheets in the sizes specified by the design.
- Designing Production Processes to Reduce Material Usage : The Company adopts Laser Direct Imaging (LDI) technology as a replacement for UV Exposure. This reduces the use of artwork film and chemicals typically required to create circuit lines on artwork film.

2 EFFICIENT RAW MATERIAL MANAGEMENT

The Group uses a wide range of raw materials for the manufacturing of printed circuit boards (PCBs). The primary raw materials used include Copper, Laminate, Prepreg, and various Chemicals. The Group utilizes a MRP (Material Requirements Planning) system to plan raw material requirements and monitor the consumption of materials per unit of production regularly, ensuring efficient use of raw materials.

TABLE OF RAW MATERIAL CONSUMPTION		
Items	Year 2024	Type of Raw Materials
Renewable Raw Materials (tons)	1,714	Paper Packaging, Wooden Pallets
Non-Renewable Raw Materials (tons)	64,989	Copper, Laminate, Prepreg, Chemicals
Total Raw Material Usage (tons)	66,703	
Recycled Materials (tons)	4,159	Copper Foil, Copper Balls, Paper Packaging
% Recycled Materials	6.2%	

3 USE OF ENVIRONMENTALLY FRIENDLY RAW MATERIALS

The Company focuses on using resources efficiently to enhance sustainability in production and reduce environmental impacts. This includes minimizing the use of finite or scarce natural resources. The Company adopts Circular Economy principles in its procurement processes and raw material management.

■ Select to use Recycled Raw Materials

The selection of recycled raw materials plays a vital role in creating a sustainable Circular Economy in the long term. The Company continuously supports and promotes the use of recycled materials, allowing an increase in the proportion of recycled materials used. In 2024, the Company utilized copper anode balls made from 20% recycled copper, which helped reduce the need for virgin materials from copper ore mining by 224 tons per year.

Recycled Raw Materials	Year 2022	Year 2023	Year 2024
Copper Foil Produced from Recycled Copper Wire (tons)	2,305	3,439	3,039
% Copper Foil Produced from Recycled Copper Wire (%)	85%	100%	92%
Reduction of Virgin Material from Copper Mining / Year (tons)	2,305	3,439	3,039



ADDITIONAL RECYCLED RAW MATERIALS IN 2024

Recycled Raw Materials	Year 2024
Copper Anode Balls produced from recycled copper (tons)	1,120
% Copper Anode Balls produced from 20% recycled copper (%)	100%
Reduction of virgin material from copper mining per year (tons)	224

■ Selection of Raw Materials Safe for Consumers and the Environment

The Company has policies and practices in place to prevent contamination by toxic substances in raw materials and products, which could affect consumers and the environment. This includes compliance with regulations and international standards for the control of hazardous substances, such as REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals), RoHS (Restriction of Hazardous Substances), PFAS (Per- and Polyfluoroalkyl Substances), and other customer-specific requirements such as SVHC, GADSL, IMDS, ELV, WEEEs, TSCA, and POP. The Company requires suppliers of “chemicals/chemicals products” to report chemical substances in their products through a Chemical Substances Declaration every two years or when there are changes in information or requirements.

For PCB products, the Company sends samples of all surface finishes (including tin, gold, silver, and organic substances) for contamination analysis in compliance with RoHS requirements on an annual basis. In 2024, the results were certified by SGS (Thailand), and the test results showed “Not Detected” or no prohibited substances as per the regulations. Additionally, the Company mandates that suppliers submit annual reports of contaminant analysis in accordance with RoHS requirements.

4 USE OF CIRCULAR PACKAGING

■ Support for Circular Packaging Usage

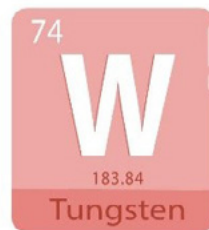
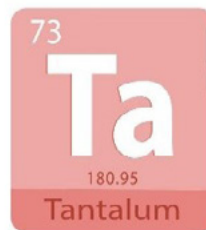
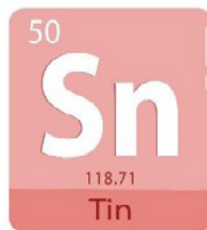
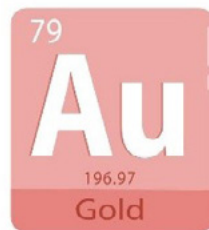
The Company has created shared value with its partners based on Circular Economy principles by utilizing circular packaging. In addition to the ongoing use of second-hand Euro pallets, in 2024, the Company expanded the use of circular packaging with two domestic partners.

Circular packaging for prepreg raw materials includes second-hand wooden pallets, paper cores, cardboard boxes, and paper cushioning, and for Dry Film raw materials, circular packaging includes plastic cores, core cushions, cardboard boxes, and plastic pallets, with a total value of 2.3 million THB.



Conflict Mineral Reporting Template (CMRT) and Extended Mineral Reporting Template (EMRT) Conflict Minerals refer to minerals that are mined and produced in regions experiencing political conflicts or violence, which negatively impact human rights, such as child labor, forced labor, and financing armed groups in war zones or areas of conflict. The trade in these minerals often exacerbates violence in the affected regions. The minerals classified as Conflict Minerals, or 3TG, include Gold, Tin, Tantalum, and Tungsten, and are extended to include Cobalt and Mica.

The Company uses Gold and Tin as surface finishes for PCB products and ensures that these materials are sourced from conflict-free mineral sources, not linked to violence or human rights violations, in compliance with the Dodd-Frank Act Section 1502 and relevant international standards. Suppliers are required to provide annual reports to the Company using the Conflict Mineral Reporting Template (CMRT) and Extended Mineral Reporting Template (EMRT).



3.4

SUSTAINABILITY MANAGEMENT IN THE SOCIAL DIMENSION

3.4.1 HUMAN RIGHTS



The Company recognizes the importance of respecting human rights and labor practices in accordance with international standards and legal requirements in every country where it operates. The Company is committed to adhering to the Universal Declaration of Human Rights (UDHR), the 10 Principles of the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. These principles affirm that all humans are entitled to rights and freedoms, dignity, and equality, without discrimination based on gender, religion, beliefs, or expression, and are protected by

law under the Constitution of Thailand and international human rights treaties, with states bearing the responsibility to safeguard the human rights of their people.

The Company recognizes the importance of respecting universal human rights both within the organization-where implementation is more manageable and comprehensive-and across the value chain, which is more complex and challenging to control. Neglecting or allowing human rights violations within the organization or across the business value chain can significantly impact the Company's sustainability. Earning trust and securing support from all stakeholders through ethical practices, respect for others' rights, and fair treatment are fundamental pillars for sustainable business growth. The Company conducts impact assessments, both positive and negative, covering economic, environmental, social, and human rights aspects, as outlined below :

 ECONOMIC IMPACTS	 ENVIRONMENTAL IMPACTS	 SOCIAL IMPACTS	 HUMAN RIGHTS IMPACTS
⊕ POSITIVE Trust and Confidence in Business Operations and Positive Corporate Image.	⊕ POSITIVE Environmental Impacts Resulting from Human Activities Will Be Addressed and Restored to Their Original State	⊕ POSITIVE Coexistence in Society and Communities with Trust and Confidence, and Collaborative Community Development	⊕ POSITIVE Human Rights in the Business Chain Are Monitored and Protected
⊖ NEGATIVE May be Accused of Indirect Involvement in Human Rights Violations and Trade Exclusion	⊖ NEGATIVE There May Be Competition for Natural Resources Due to Misunderstanding of Ownership Rights	⊖ NEGATIVE There May Be Resistance from the Community if the Company Violates Human Rights, Whether Directly or Indirectly	⊖ NEGATIVE Human Rights Violations May Occur in the Business Chain, Which Implies the Company's Indirect Involvement in the Violation



MANAGEMENT APPROACH :

■ Declaration of Policy and Commitment

The Company announces its commitment and oversight of human rights through a human rights policy and other related policies to build confidence among all stakeholders that they will be treated equally and fairly. This includes promoting freedom of expression, association, bargaining, and the right to fair compensation. Additionally, special attention is given to vulnerable groups to combat and eliminate risks related to human trafficking, forced labor, and child labor, with a firm commitment to eradicate all forms of discrimination and to oppose all forms of harassment.

■ Comprehensive Human Rights Due Diligence

The Company regularly conducts human rights risk assessments to identify potential human rights risks on key issues, assess impacts, and review and improve operations to mitigate any negative impacts that may affect stakeholders from the Company's business activities.

■ Monitoring and Reporting on Human Rights Performance

The Company tracks its human rights performance, reviews actual impacts, develops and improves the established measures, and evaluates them to ensure the most effective operations. The results are transparently reported to the public.

■ Instilling and Communicating

The Company communicates policies that incorporate fundamental principles and international human rights standards to employees and business partners to raise awareness and understanding of the importance of respecting human rights.

■ Complaint Mechanism and Remediation Process

The Company has a process for receiving human rights-related complaints from employees and/or stakeholders, including a system to investigate such complaints and take appropriate corrective actions. The Company also ensures proper remediation for affected individuals and uses feedback to review and improve operations to prevent recurrence or the emergence of new issues.



GOAL : Zero Human Rights Violations



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Number of human rights violation complaints	0 case	0 case
% of executives and employees trained and tested on human rights	100%	100%



HUMAN RIGHTS POLICY STATEMENT

All executives and employees of KCE Electronics Public Company Limited are fully aware of the importance of respecting human rights in every aspect as prescribed by law and international treaties that each country is obligated to uphold, including.

- Treating all human rights equally without discrimination.
- Preventing any violation or exclusion of human rights.
- Supporting and promoting equal fundamental rights.
- Communicating, disseminating, educating, and supervising the treatment of individuals within the Company and those involved in the business sector, such as suppliers, service providers, contractors, and business partners. Everyone must participate in business operations with integrity, respect for human rights, and fair treatment based on fundamental human rights.



HUMAN RIGHTS POLICY AND PRACTICES

The Company has established human rights and labor practices policies, which include the freedom to engage in collective bargaining, voluntary employment, prohibition of child labor, the employment of women, foreign workers, wages, working hours, workplace health and safety, non-discrimination, and responsibility to society and labor. For more details, please visit www.kce.co.th under the “Investor Relations” section > “Sustainability Development” > “Corporate Governance” > “Policy and Practices.”



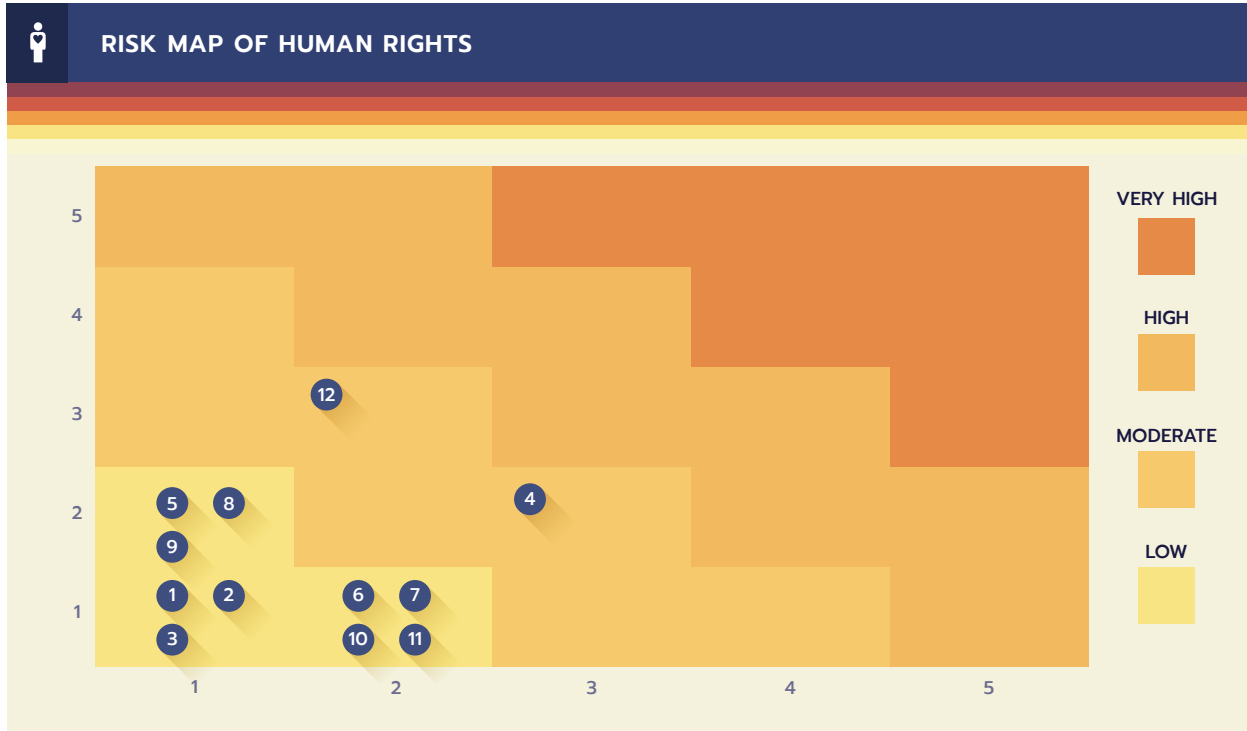
HUMAN RIGHTS DUE DILIGENCE PROCESS



HUMAN RIGHTS RISK ASSESSMENT RESULTS

In 2024, the Company initiated a human rights risk assessment, defining the assessment scope to cover key stakeholders in the business value chain, including employees, customers, suppliers and contractors, communities, and the environment. The assessment identifies and maps potential human rights risks arising from the Company's operations and activities, as well as risks specific to the industry or geographic areas. The Company aims to extend the human rights risk assessment to its subsidiaries by 2025.

The 2024 human rights risk assessment results indicate that the highest identified risks fall within the medium-risk level. To mitigate these risks, the Company has implemented preventive and mitigation measures to ensure that potential impacts on internal and external stakeholders are effectively controlled.



HUMAN RIGHTS ASSESSED ISSUES	
Employee Rights	1. Discrimination, Harassment, and Abuse
	2. Freedom of Association and Collective Bargaining
	3. Prohibition of Forced Labor and Child Labor
	4. Occupational Health and Safety
	5. Employee Privacy and Personal Data Protection
Customer Rights	6. Non-Discrimination in Customer Treatment
	7. Protection of Customer Privacy and Personal Data
Suppliers and Contractors Rights	8. Non-Discrimination in Partner and Contractor Relations
	9. Prohibition of Forced Labor and Child Labor in Partner Relationships
	10. Protection of Partner Privacy and Personal Data
	11. Occupational Health and Safety for Contractors
Communities and the Environment Rights	12. Generation of Pollution and Hazardous Waste

PREVENTIVE AND MITIGATION MEASURES FOR MEDIUM-LEVEL HUMAN RIGHTS RISKS

Key Human Rights Issues	Stakeholders	Mitigation and Impact Prevention Measures
Occupational Health and Safety	Employees and Contractors	- Strict adherence to safety regulations - Occupational Health and Safety Management System - Hazard risk assessment and development of risk reduction/control plans - Implementation of safety measures in daily operations - Inspection of workplace safety and environmental conditions - Provision of safety training for employees and contractors
Generation of Pollution and Hazardous Waste	Community and Environment	- Strict Compliance with Environmental Laws - Management in Accordance with ISO 14001 Standards - Install Air Pollution Control System and Wastewater Treatment System - Monitor Air and Water Quality - Operations in Accordance with the Environmental Management Manual, Chemical Use, and Waste/Disposal Management - Environmental Awareness Training for Employees

MONITORING AND REVIEWING HUMAN RIGHTS RISKS

The Company has established a policy to review the human rights risk assessment for both the Company and its subsidiaries at least every three years.

MECHANISM FOR REMEDIATION IN THE EVENT OF HUMAN RIGHTS VIOLATIONS

The Company is committed to respecting and protecting human rights in accordance with international standards. To ensure that, in cases of human rights violations, appropriate and fair remediation processes are in place, the Company has established the following mechanisms :

1 GRIEVANCE MECHANISM AND ACCESSIBILITY

- Provide multiple accessible grievance channels for employees, business partners, and stakeholders, including hotlines, websites, email, and complaint boxes.
- Raise awareness about grievance channels and the complaint review process through communication and training programs.

2 COMPLAINT ASSESSMENT & INVESTIGATION

- Establish a clear, transparent, and fair complaint assessment process based on the principles of Human Rights Due Diligence.

- Appoint a Human Rights Committee to review complaints, investigate facts, assess impacts, and implement corrective actions.
- Ensure confidentiality and whistleblower protection throughout the process.

3 REMEDIATION AND COMPENSATION MEASURES

- Provide appropriate remedies such as rights restoration, financial compensation, rehabilitation, or policy adjustments to prevent recurrence.
- Offer legal assistance or advisory support to affected individuals as appropriate.

4 MONITORING & CONTINUOUS IMPROVEMENT

- Continuously monitor the effectiveness of the remediation mechanism to ensure fair resolution for affected stakeholders.
- Assess and refine processes in alignment with international standards.
- Comply with labor laws, human rights regulations, and environmental laws at both national and international levels.

HUMAN RIGHTS TRAINING

The Company encourages all employees to understand and act with respect for the rights of others, including policies and practices related to human rights. This is set as a mandatory training requirement for all positions. In 2024, 100% of executives and employees, including security personnel and contractors working with the Company, have completed the training.

GRIEVANCE MECHANISMS, WHISTLEBLOWING CHANNELS, OR COMPLAINTS



The internal Company website



The Company's website : www.kce.co.th



QR Code : whistleblower



E-mail : whistleblower@kce.co.th



CEO's Complaint Box





Address : 72-72/1-3, Chalongkrung 31
Lat Krabang Industrial Estate
Kwang Lumplatew
Lat Krabang, Bangkok 10520
Thailand.





Other channels provided by the Company (if any)

3.4.2 FAIR LABOR PRACTICES



The Company believes that employees are valuable resources and key factors in its success. Therefore, the Company places great importance on the fair practice of workers, adhering to the fundamental rights that should be protected by law and international standards based on human rights principles. There is no discrimination, and a focus is placed on creating a positive and sustainable work environment. This is to promote a good corporate culture, strengthen organizational trust, and foster positive relationships between employees and the Company, while supporting the development of employees' capabilities and work efficiency.



MANAGEMENT APPROACH :

- Adherence to labor laws and human rights at all levels, including international standards or principles, such as the International Labour Organization (ILO) labor standards and the UN Guiding Principles on Business and Human Rights.
- Establishment of labor policies and practices, including human resource management policies, which are clearly communicated to employees at all levels for their understanding.
- Establishment of a fair compensation policy in line with industry standards and labor law requirements, with remuneration primarily based on employee performance or capabilities.
- Promotion of diversity in the workplace and non-discrimination in all aspects, such as age, gender, ethnicity, nationality, or disability, creating opportunities for everyone to grow within the organization regardless of physical or social limitations.
- Continuous development of employee skills, providing opportunities for every employee to grow and develop within the organization by offering training on essential job skills, as well as training on labor rights and promoting understanding of equality and fairness in the workplace.
- Actively listening to employee feedback and complaints, and collaborating to resolve and prevent issues effectively.



GOAL : Female in Management Positions not less than 40%



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
% of Female in Management Positions	40%	41%



LABOR STANDARDS POLICY

The Company is committed to conducting business in compliance with labor laws and the standards of social responsibility, along with other relevant regulations. The Company will provide appropriate support in terms of time, personnel, and other resources to ensure that social responsibility and labor objectives are met. The Company will continually improve its labor practices and regularly review and update its policies to ensure their continued appropriateness.



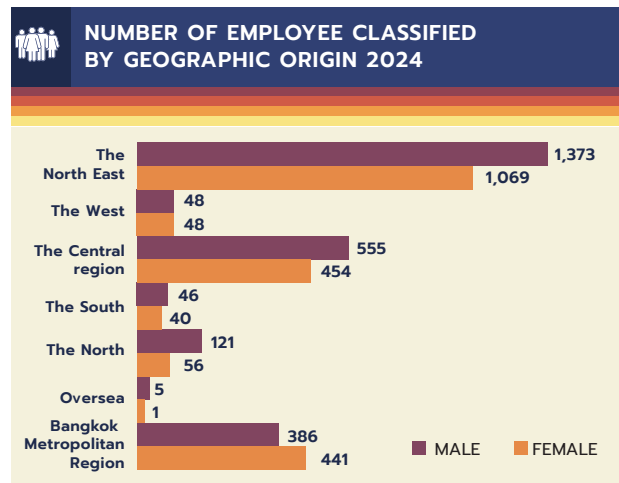
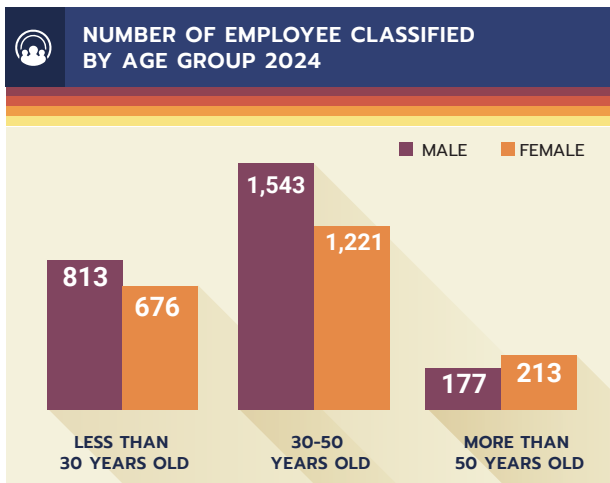
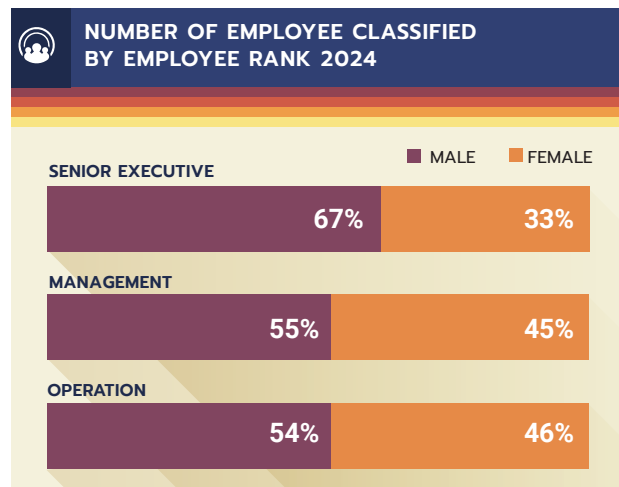
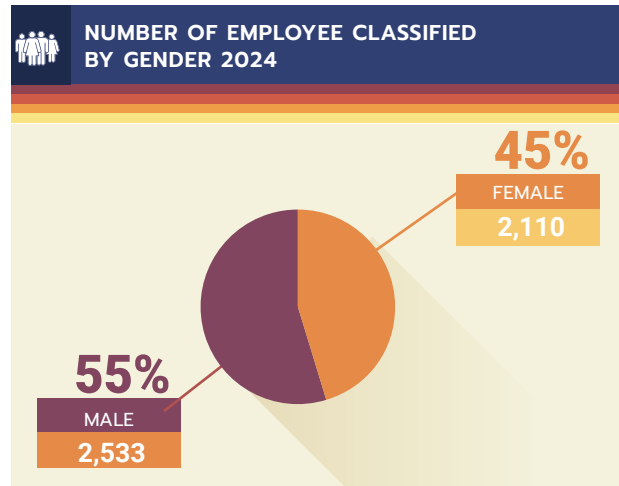
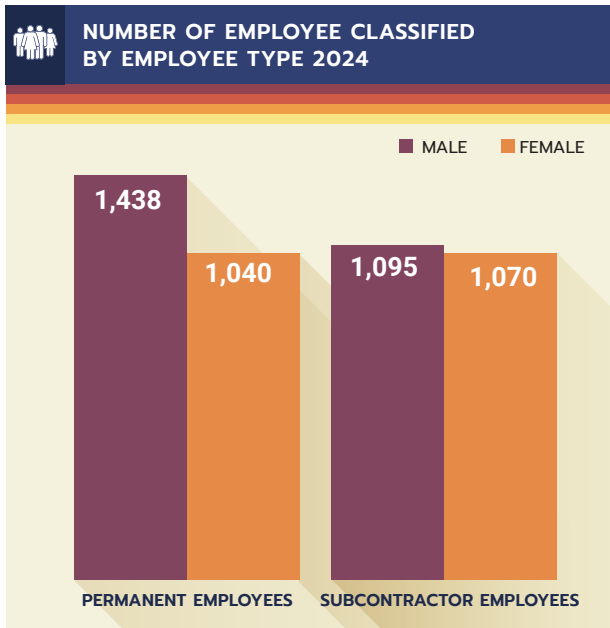
WAGE, WORKING HOURS, AND WELFARE POLICY

The Company is committed to providing competitive compensation to employees in comparison to industry standards and the local labor market. It fully complies with applicable wage regulations, including those related to minimum wage, overtime hours, and legally mandated benefits. Employee working hours are limited in accordance with local legal requirements. Additionally, the Company has a policy of reviewing and adjusting wages at least once a year to ensure that employees can maintain a decent standard of living for their families while also having the capacity to save appropriately.

TABLE OF EMPLOYEE DIVERSITY DATA						
Employee Classification	Year 2022		Year 2023		Year 2024	
	Male	Female	Male	Female	Male	Female
Total Number of Employees	5,131		5,027		4,643	
Classified by Gender	2,791	2,340	2,759	2,268	2,533	2,110
Classified by Employee Type						
■ Permanent Employees	1,622	1,154	1,333	837	1,438	1,040
■ Subcontractor Employees	1,169	1,186	1,426	1,431	1,095	1,070
Classified by Employee Rank						
■ Senior Executive	12	8	11	6	18	9
■ Management	76	61	73	57	65	54
■ Operation	2,703	2,271	2,675	2,205	2,450	2,047
Classified by Age Group						
■ Less than 30 years old	1,003	838	922	780	813	676
■ 30-50 years old	1,612	1,278	1,633	1,251	1,543	1,221
■ More than 50 years old	176	224	204	237	177	213
Classified by Geographic Origin						
■ Bangkok Metropolitan Region	399	494	364	428	386	441
■ The North	169	79	164	76	121	56
■ The South	56	42	53	37	46	40
■ The Central Region	656	507	621	485	555	454
■ The West	61	55	55	54	48	48
■ The North East	1,444	1,163	1,496	1,188	1,373	1,069
■ Oversea	6	-	6	-	5	1
Classified by Vulnerable Group						
■ Persons with disability	13	8	14	8	18	8

TOTAL NUMBER OF EMPLOYEES

4,643

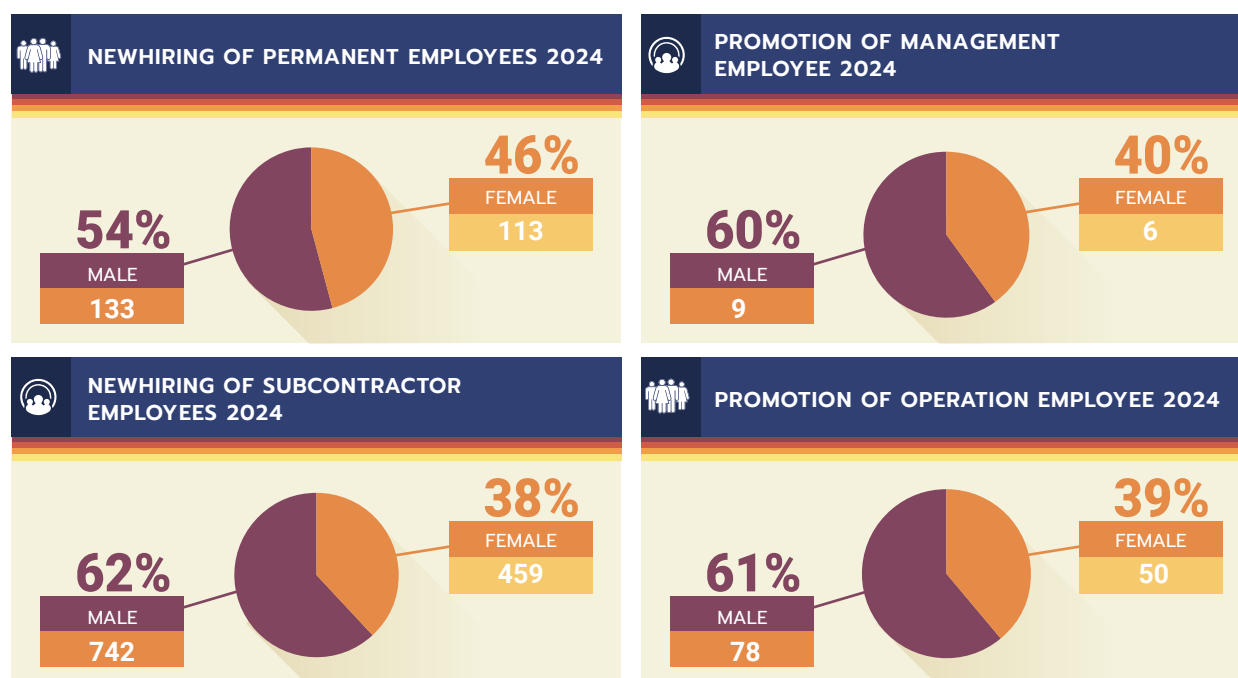


PROMOTION OF DIVERSITY AND EQUALITY IN THE ORGANIZATION

The Company has an equal employment policy, ensuring no discrimination based on gender, race, nationality, religion, skin color, origin, disability, political ideology, union membership, or any other status. This includes respecting labor rights and treating employees fairly in accordance with both national and international labor protection laws, specifically under the Thai Labor Protection Act. The Company fosters equality in areas such as performance evaluation, promotions, compensation, working hours, holidays, and benefits. Furthermore, the Company ensures the provision of a safe workplace with a positive environment.

In 2024, the Group employed a total of 4,643 people, with 2,478 permanent employees and 2,165 subcontracted employees. The workforce is categorized as 27 senior executives, 119 management level employees, and 4,497 operational employees. Gender distribution is 45% female and 55% male.

The Company has a policy to promote equal career development opportunities for female employees. So in the Group, 41% of management positions are held by women, and 45% of operational staff are female. In terms of new hiring and promotions, 40% of the new employees and promoted positions are occupied by female staff, based on the suitability of the job roles.



CREATING OPPORTUNITIES FOR PERSONS WITH DISABILITIES

The Company is committed to hiring persons with disabilities in order to provide equal and fair opportunities for them to work in positions suited to their physical capabilities and skills. The Company has made efforts to create accessible and safe workspaces for persons with disabilities, including the provision of facilities such as restrooms, ramps, elevators, and parking spaces.

In 2024, the Group employed a total of 26 permanent employees with disabilities, including 18 male and 8 female employees. This practice is in accordance with the Persons with Disabilities Empowerment and Development Act.

EQUAL COMPENSATION POLICY

The Company has a fair compensation policy that aligns with industry standards and complies with labor law requirements. The compensation policy is reviewed annually, and compensation is determined based on the evaluation of job performance, responsibilities, and employee capabilities. The Company also provides various benefits that are appropriate for employees' livelihoods, such as attendance bonuses, life insurance, and provident funds. These benefits are regularly reviewed to ensure competitiveness with leading companies in the same industry.

In 2024, the compensation ratio between female and male management within the Group was 1:0.90, while the compensation ratio between female and male operational-level employees was 1:1.25. However, the Company remains committed to ensuring financial stability and equitable compensation for both female and male employees.

3.4.3 EMPLOYEE DEVELOPMENT



Employee development is a crucial factor that drives the growth of the organization effectively. Therefore, the Company emphasizes planning training and development for employees at all levels. It has a policy to develop human resources to enhance the efficiency and capabilities of personnel at all levels within the organization, providing specialized courses that focus on developing essential skills in the current industry. Additionally, the Company utilizes online learning technologies and digital platforms to offer greater convenience and flexibility in accessing learning content. The Company's organizational culture, grounded in the Q-STEP values, is instilled in every training session to create a shared understanding and connection to common goals. Personal learning objectives and reward systems are set as part of the strategy to enhance employee motivation for self-development. Continuous assessment and follow-up ensure the effectiveness of the programs and enable adjustments to align with the changing needs of the organization and individuals.



MANAGEMENT APPROACH :

- Develop policies and human resource development plans that encompass employees at all levels within the organization.
- Provide continuous training and development through both internal and external training programs, such as professional skills (Hard Skills) and social skills (Soft Skills). Increased use of E-learning or online platforms to enhance learning opportunities and encourage employees to attend seminars, workshops, or special projects to enhance their skills.
- Leadership development programs for employees with leadership potential to plan career advancement. This ensures the Company retains high-potential employees and plans succession for key personnel, especially senior executives.
- Regular performance evaluations of employees with appropriate key performance indicators (KPIs) based on responsibilities, along with constructive feedback and coaching.
- Create a learning-oriented organizational culture by using information technology systems to promote knowledge management within the organization. This enables all employees to access knowledge and improve their performance effectively.
- Career development planning using the competency-based approach, which includes core competencies (Core Competency), leadership competencies for managers (Leadership Competency), and functional expertise in various professional fields (Functional Competency). This approach helps analyze and plan individual employee capability development.
- Develop production workers' skills to ensure they possess sufficient knowledge and capabilities to perform their responsibilities according to the Company's quality policy.

**GOAL :**

Employees at all levels receive training and skill development, averaging at least 24 hours per person per year.

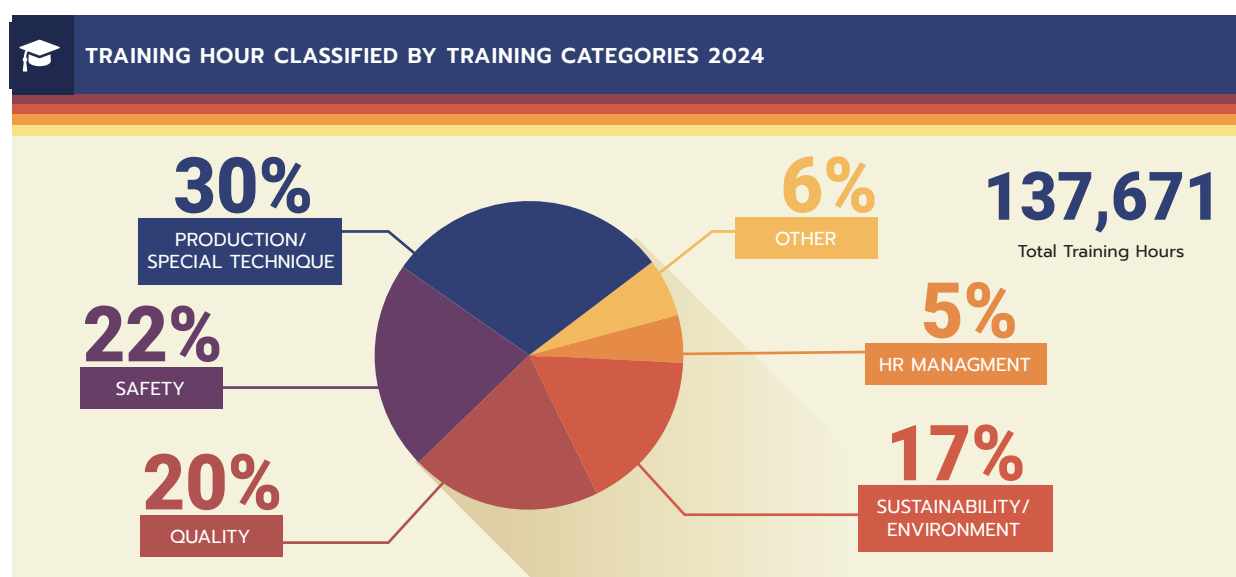
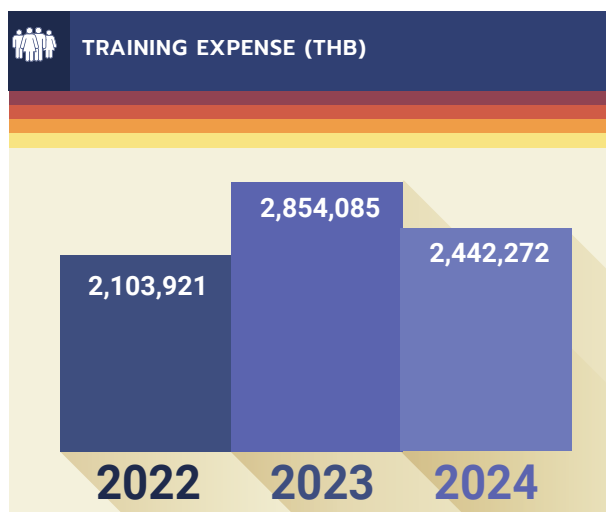
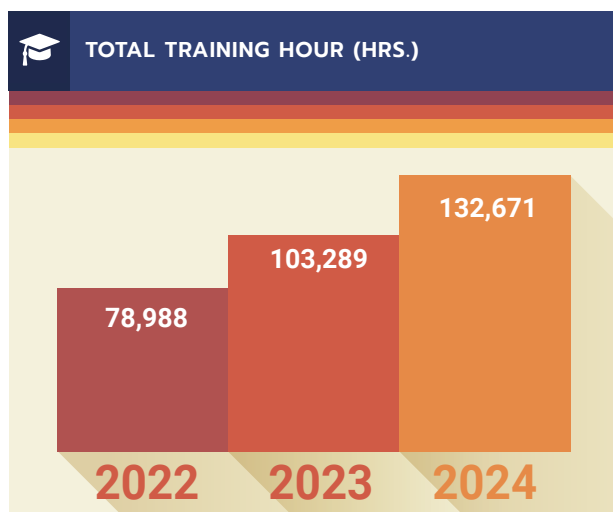
**PERFORMANCE :**

Indicator	Target for 2024	Performance of 2024
Average Training Hours of Employee	≥ 24 hours/ person/year	29 hours/person/year
% Employees were evaluated based on their KPI in different position	100%	100%

In 2024, the Company has focused on developing training programs that enhance essential skills and core values, ensuring coverage across all employee levels. This includes specialized courses aimed at developing job-specific competencies, seminars, site visits, and both online and workshops. The employee training statistics are as follows :

TABLE OF EMPLOYEE TRAINING STATISTICS			
Training	Year 2022	Year 2023	Year 2024
Total Training Hours	78,988	103,289	132,671
Average Training Hours (hrs./person/year)	15	21	29
Total Training Expense (THB)	2,103,921	2,854,085	2,442,272
Average Training Expense (THB/person)	410	568	526

TRAINING STATISTICS OF EMPLOYEES BY GENDER AND JOB POSITION IN 2024				
Training	Total Training Hours (hrs.)	Average Training Hours (hrs./person/year)	Total Training Expense (THB)	Average Training Expense (THB/person)
Classified by Gender				
Male	63,932	25	1,348,363	532
Female	68,739	33	1,093,909	518
Classified by Employee Rank				
Senior Executive	436	16	61,461	2,276
Management	4,753	40	508,716	4,275
Non-Management	127,481	28	1,872,095	416



Employee development performance in 2024, the Company provided training programs to enhance essential knowledge and skills for employees at all levels. The average training hours per employee was 29 hours per year, with both management and operational-level employees achieving an average of more than 24 training hours, meeting the Company's target. For senior executives training plan, further adjustments are required to enhance effectiveness, such as increasing online training or e-Learning programs. Additionally, the Company aims to introduce more sustainability-related training courses to equip employees with the knowledge necessary to align business operations with sustainable development goals (SDGs).

PERFORMANCE EVALUATION

The Company recognizes the importance of employee performance evaluation as a key tool for enhancing work efficiency, fostering career progression, and supporting the achievement of organizational goals effectively. To this end, the Company has established a KPI Committee responsible for determining Key Performance Indicators (KPIs) based on job responsibilities and reviewing employee performance assessments on a monthly basis. The KPIs are regularly reviewed and refined to align with the organization's evolving objectives and circumstances. In 2024, 100% of employees underwent performance evaluations based on the KPIs relevant to their respective positions.



KEY EMPLOYEE DEVELOPMENT PROGRAMS IN 2024

KCE LIFE & CORE VALUE PROGRAM AND ANTI-CORRUPTION INITIATIVE

The Company has developed the KCE LIFE & CORE VALUE program to instill corporate values and foster organizational engagement, which also encompasses anti-corruption and anti-bribery initiatives. This training program has been continuously implemented for six years. In 2024, the Company produced a video on organizational value awareness, focusing on Q-STEP, which comprises Quality, Sustainability, Teamwork, Environment, and Performance. This video serves as an online training resource and is integrated with knowledge-sharing initiatives and various activities to strengthen the organization in the long term.



The Company has participated in the 'ESG DNA: Sustainability Knowledge Program for Employees at All Levels', initiated by the Stock Exchange of Thailand, to establish a foundational understanding of ESG principles among employees. This initiative aims to embed a sustainability-oriented mindset (ESG DNA) within the workforce, enabling employees to integrate ESG principles into their respective functions and all aspects of business operations, driving the Company's long-term sustainable growth. A total of 339 targeted employees participated in the program, all of whom successfully completed the mandatory training and assessment.

NUMBER OF EMPLOYEES PARTICIPATING 339 EMPLOYEES	PROGRAM PERIOD 1 year BENEFITS The Company has employees who understand ESG principles and have been instilled with a sustainability-driven mindset. PERFORMANCE Employees understand ESG principles and have embraced a sustainability-driven mindset.
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ESG

DNA ชุดความรู้ด้านความยั่งยืน
สำหรับบุคลากรทุกระดับในองค์กร

<https://setsustainability.com/libraries/1263/item/set-esg-dna->

DEVELOP INTERNAL TRAINER FOR SUSTAINABILITY

The Train The Trainer program aims to enhance employees' capabilities as internal trainers, enabling them to effectively transfer knowledge within the organization. This course is conducted by expert instructors from the Electrical and Electronics Institute and is structured into theoretical and practical sessions. Participants who successfully complete both the theoretical and practical assessments receive a certification and are officially registered as internal trainers. Additionally, internal trainers who apply their knowledge by conducting training sessions within the organization earn KPI points per session, serving as an incentive to encourage continuous employee engagement in organizational development.

NUMBER OF
EMPLOYEES PARTICIPATING

37

EMPLOYEES

PROGRAM PERIOD

1 year

BENEFITS

The Company has an increasing number of internal trainers who can effectively share knowledge with others.

PERFORMANCE

1. A total of 29 trained employees have been registered as internal trainers.
2. A total of 18 internal trainers have conducted training sessions to share their knowledge.



INDIVIDUAL DEVELOPMENT PLAN : IDP PROGRAM

The development of target employee groups within the company through participation in the Individual Development Plan (IDP) program, or the creation of individual development plans, aims to ensure that employees perform in alignment with the company's established objectives and experience career advancement. The relevant departments and internal instructors will conduct both theoretical and practical training for employees enrolled in the program. Regular monthly and quarterly assessments will be carried out to evaluate their progress.

NUMBER OF
EMPLOYEES PARTICIPATING

513

EMPLOYEES

PROGRAM PERIOD

1 year

BENEFITS

The Company has an increasing number of employees with self-development skills.

PERFORMANCE

Employees have developed themselves, meeting the Company's established standards and achieving career growth.



7 HABITS PROGRAM : DECODING THE 7 HABITS... THE KEY TO BUILDING HIGH-PERFORMANCE TEAMS

This employee development program aims to enhance leadership skills, guiding employees toward sustainable success and improving efficiency within teams. It establishes a solid foundation for the organization in terms of creating a strong culture, fostering sustainability, and enhancing competitiveness to navigate the challenges of the future.

NUMBER OF
EMPLOYEES PARTICIPATING

54

EMPLOYEES

PROGRAM PERIOD

1 year

BENEFITS

Create an efficient work environment, foster strong team relationships, and support the organization's sustainable growth.

PERFORMANCE

Employees understand the importance of teamwork development through the 7 Habits and apply goal-setting principles and obstacle management strategies in their work.



PERSONNEL COMPETENCY TESTING PROGRAM ACCORDING TO PROFESSIONAL STANDARDS AND QUALIFICATIONS IN HUMAN RESOURCE MANAGEMENT

The Company has facilitated employee participation in competency assessments based on occupational and professional qualifications in human resource management. This initiative aims to enhance employee capabilities and skills in alignment with professional standards. As a result, employees successfully passed the assessments and received Level 3 Professional Qualification Certificates in the following areas : Learning and Human Resource Development : 2 employees, Recruitment and Selection : 3 employees, Employee Relations : 1 employee.



ONLINE EXAMINATION

Assessing knowledge and comprehension is a key approach to employee development, ensuring that outcomes align with the organization's established standards. Electronic assessments effectively measure employees' understanding, providing rapid results immediately after test completion. Additionally, this method reduces paper usage for exams and minimizes grading time, enhancing efficiency in the evaluation process.



SUSTAINABLE KNOWLEDGE AND AWARENESS ACTIVITY

This program aims to provide knowledge and raise awareness about sustainable development through activities such as the Sustainable Development Safety Week. The activities include setting up information boards and videos to communicate various topics, including the Sustainable Development Goals (SDGs), occupational health and safety, environmental management, climate change mitigation, energy conservation, waste segregation, and anti-corruption efforts. Additionally, employees participate in fun games that incorporate educational content, slogan competitions, and quiz challenges with prizes.



3.4.4 OCCUPATIONAL HEALTH AND SAFETY

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

The Company prioritizes occupational health and safety for both employees and stakeholders, with a commitment to becoming a Zero Accident Organization. The Company has implemented an occupational health and safety management system that complies with both national and international laws and standards. Regular risk assessments and reviews are conducted, and the Company continuously improves and develops its safety control systems and measures.



MANAGEMENT APPROACH :

- Occupational Health and Safety Policy : Establish an occupational health and safety policy in compliance with the ISO 45001 Occupational Health and Safety Management System, applicable laws, and customer requirements.
- Details of the policy can be found at www.kce.co.th under Investor Information > Sustainability Development > Corporate Governance > Policies and Procedure.
- Risk Assessment and Hazard Control : Conduct risk analysis and assessment for each work process, implement hazard control measures, and establish a system for continuous monitoring and improvement of preventive approaches.
- Training and Safety Culture Promotion : Provide occupational health and safety training for employees, foster awareness of workplace safety and health, and establish a reporting system for employees to report incidents and suggest corrective actions.
- Compliance with Occupational Health and Safety Laws and International Standards : Ensure adherence to legal requirements and the ISO 45001 Occupational Health and Safety Management System.
- Regular Safety Audits and Evaluations : Conduct periodic safety inspections, analyze the root causes of accidents, implement corrective measures to prevent recurrence, and continuously improve management practices based on evaluation results.
- Emergency Preparedness and Response : Develop and conduct emergency drills, provide first-aid equipment, and train personnel to effectively respond to emergencies.



GOAL : Zero lost time work-related injuries



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Number of high-consequence work-related injuries	0 incidents	19 incidents
High-consequence Lost Time Injury Frequency Rate (LTIFR) per 1,000,000 working hours	0	135

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM ISO 45001

The Company has been certified for the ISO 45001 Occupational Health and Safety management system by SGS (Thailand) since March 6, 2020, valid until March 6, 2025. The scope of the Occupational Health and Safety Management System covers both employees and those working on-site, including contractors, security staff, cleaning personnel, and others. In 2024, the ISO 45001 system was audited by SGS (Thailand) on February 21-23, 2024.

The subsidiaries, KCE Technology Co., Ltd. (KCET) and Thai Laminate Manufacturer Co., Ltd. (TLM), are in the process of developing the ISO 45001 management system, with plans to seek certification by 2025 and 2026, respectively. Additionally, TLM has successfully passed the Process Safety Management (PSM) system audit, in accordance with the regulations set by the Industrial Estate Authority of Thailand (IEAT), on the criteria, methods, and conditions for operations in industrial estates (Version 4), B.E. 2559. The audit was conducted on October 16-17, 2024. KCET plans to seek PSM certification in early 2025.

HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION

Based on the Company's hazard identification and risk assessment, as well as investigations and analyses of work-related accidents, significant risks have been identified, including fire hazards, electrical risks, machinery-related hazards, chemical exposure, and risks associated with PCB boards handling. To mitigate these risks, the Company has developed an annual occupational health and safety plan, along with risk reduction and control measures, to prevent incidents and accidents affecting employees.

Additionally, a safety inspection plan has been implemented to identify unsafe acts by employees and hazardous conditions related to machinery, equipment, or the workplace environment. Corrective and preventive actions are carried out following the 4M1E principle : Man (employees), Machine (machinery and tools), Material (raw materials), Method (work processes), and Environmental (work environment).

OCCUPATIONAL HEALTH SERVICES

The Company provides a first aid room, stocked with medications, medical supplies, and emergency equipment as required by law. A professional nurse is on-site to provide initial medical care and health consultations for employees. There are procedures for promptly transferring patients to partner hospitals through emergency medical services. The Company has also installed Automated External Defibrillators (AED) for use in emergencies. Additionally, training in first aid and CPR (Cardiopulmonary Resuscitation) is provided, including instruction on the proper use of the AED.

The Company has invited occupational health physicians and nurses from Nopparat Rajathanee Hospital to assess health risk factors in all work areas, including lighting, noise, heat, dust, chemicals, and ergonomic factors related to posture and movement. These assessments are used to establish appropriate general and risk-based health checkup programs for all employees, including pre-employment, job transfer, and annual health



examinations. Additionally, the Company has defined the use of personal protective equipment (PPE) for each department and continues to support occupational health professionals in conducting ongoing risk assessments.

To address ergonomic issues, the Company has improved production processes by minimizing manual lifting and material handling through the use of robots and automation systems. Continuous training is also provided to enhance employee awareness and knowledge of ergonomics.



WORKPLACE ENVIRONMENTAL MONITORING

The workplace environment monitoring plan, covering light, noise, heat, dust, and chemicals, is designed to be appropriate for employees or areas affected by those environmental conditions. This monitoring is conducted according to the legal timeline or more frequently in areas where measurements fall below the established standards. In cases where the monitoring results indicate environmental conditions below the standard, the relevant parties will be notified to take corrective actions following the Hierarchy of Controls. In 2024, the results of the workplace environment monitoring are as follows :

Environmental Factor	No. of Location	Measurement Results of 2024
Light	596	13 locations did not meet the standard
Noise	52	19 locations did not meet the standard
Heat	36	7 locations did not meet the standard
Chemicals	112	All locations were within the standards



MEASURES TO PREVENT AND CORRECT WORK ENVIRONMENT CONDITIONS

- Upgrading Lighting Systems : Replacing lighting fixtures to ensure illumination levels meet safety standards without posing health risks to employees.
- Hearing Conservation Program :
Implementing a hearing conservation program in high-noise areas caused by machinery operations. Measures include: installing warning signs and notices in designated areas, rotating employees to minimize exposure duration, enforcing the use of hearing protection equipment throughout working hours, conducting annual hearing assessments for new hires and all employees in affected areas.



- to monitor health impacts and trends, performing regular maintenance on machinery and equipment to reduce noise levels, and ensuring that high-noise levels are confined within factory premises, with no impact on surrounding communities.
- Ventilation and Heat Reduction Measures: Providing ventilation equipment such as exhaust fans and evaporative cooling fans in designated areas where heat levels exceed standards. These measures aim to improve air circulation and reduce heat exposure for employees.

EMPLOYEE PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY :



The Company has established a Safety, Occupational Health, and Environmental Committee, comprising representatives from both management and employees in proportion as required by law. The committee serves as a representative for employees to report and suggest improvements for unsafe conditions, communicate safety measures to staff, and conduct safety inspections. The committee meets at least once a month. Additionally, during employee committee meetings and

labor union meetings, employee representatives from various committees can propose further safety suggestions.

Furthermore, the Company has implemented communication measures regarding occupational health and safety, including various information boards (such as accident statistics boards), Safety Talks, ER Shop Floor, employee suggestion contests, suggestion boxes, employee opinion surveys, monthly staff meetings, and the organization of Safety, Occupational Health, and Environmental Weeks.

OCCUPATIONAL HEALTH AND SAFETY TRAINING

The Company places great importance on safety training for new employees before they commence work. Beyond legal requirements, this training provides fundamental knowledge of occupational health and safety, familiarizing employees with workplace hazards and risks before they enter operational areas. Additionally, supervisors are responsible for further on-the-job training to reinforce safe work practices. An annual occupational health and safety training plan has been established, incorporating legally mandated courses, risk assessment findings, and accident cause analyses to ensure alignment with the Company's occupational health and safety risks.

In 2024, the Company is prioritizing training programs to enhance the knowledge and competencies of supervisors in their role as Safety Officers for Supervisory Level Employees. Training will also focus on employees working in high-risk areas, covering topics such as: Machine safety, Chemical handling safety, Safe material handling, Safe forklift operation, First aid and emergency response, Fire suppression and emergency team training.

Occupational Health and Safety Training	Performance of 2024
Number of Employees Trained in Safety	4,513 employees
Percentage of Employees Trained in Safety	97%
Average Training Hours per Employee per Year	6 hours



PROMOTION OF EMPLOYEE HEALTH

In addition to providing medical room services and employee health checkups, the Company has implemented various health promotion initiatives for employees, including :

- **Maternity Care program** : Conducting risk assessments for pregnant employees and relocating them to safer work areas. Additionally, a breastfeeding corner project has been implemented by providing a designated space within the nursing room where female employees can pump breast milk and store it in a refrigerator, promoting and supporting breastfeeding.
- **Health Awareness Campaigns** : Sharing health-related information, such as nutrition and dietary guidance, through Company bulletin boards.
- **Health Training Programs** : Offering training sessions on topics such as stretching exercises for disease prevention, smoking cessation, and healthy pregnancy planning.
- **Sports and Fitness Promotion** : Encouraging employee participation in sports activities and supporting participation in competitions, such as health-focused running events.
- **Stress Reduction Initiatives** : Organizing recreational activities, Company outings, New Year celebrations, games and activities during Safety Week, relaxation corners, reading spaces, and religious merit-making events.
- **On-Site Health Services from External Providers** : Arranging medical services such as cervical cancer screening, breast cancer screening, basic health screenings for diabetes and hypertension, and vaccination programs.

- **Ergonomics Training and Fatigue Prevention** : Providing training on preventing Office Syndrome, and implementing a Proactive Physical Therapy Program led by occupational health nurses.



PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS

In addition to complying with legal requirements, the Company integrates its business ethics (Code of Conduct) and customer requirements on occupational health, safety, environment, labor, and human rights into its operations. The Company has also established a Supplier Code of Conduct to promote sustainability and ensure that its suppliers align with the Company's operational principles. For example, when a partner or contractor comes to work at the Company, they must undergo safety training before starting the job and comply with safety regulations, contractor work regulations, work permits, and all relevant safety procedures throughout their work.

Furthermore, the Company uses the results from risk assessments to develop an emergency response plan to handle various scenarios such as fires, chemical spills, gas leaks, wastewater leaks, explosions from boilers using liquid heat transfer mediums, and radiation leaks. The Company ensures that fire detection and suppression equipment is always ready for use, and conducts emergency team training and drills every month, both theoretical and practical. Additionally, at least one emergency response drill is conducted per year, covering fire-fighting and evacuation drills across all shifts, including both day and night shifts.



Annual Firefighting and Fire Evacuation Drills



Training on Advanced Firefighting Techniques at the Fire and Rescue Training Center, Chachoengsao



WORK-RELATED INJURIES AND ILL HEALTH

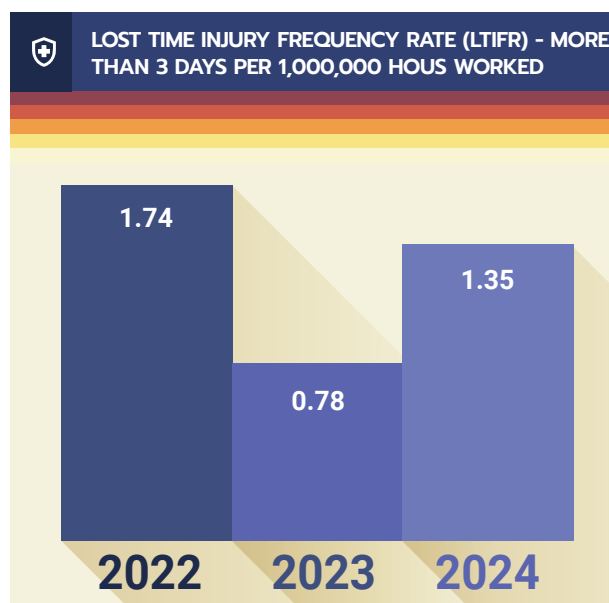
In the working environment, accidents and occupational diseases are significant issues that impact both employees and organizations. The Company recognizes the importance of occupational health and safety and is committed to creating a safe and healthy working environment for all employees. This is achieved through stringent preventive measures, regular safety training, and the use of technologies that help minimize work-related risks. Furthermore, the Company adheres to relevant laws and international occupational health standards to ensure that everyone can work safely and enjoy a high quality of life in the workplace



TABLE OF WORK-RELATED INJURY AND ILL HEALTH STATISTICS

Occupational Injury and Illness	Year 2022	Year 2023	Year 2024
Number of fatalities as a result of work-related injury (cases)	0	0	0
Number of high-consequence work-related injuries (cases)	27	11	19
Number of recordable work-related injuries (cases)	82	36	31
Rate of fatalities as a result of work-related injury per 1,000,000 hours worked	0	0	0
Rate of high-consequence work-related injuries per 1,000,000 hours worked	1.74	0.78	1.35
Rate of Recordable work-related injuries per 1,000,000 hours worked	5.30	2.56	2.21
Total hours worked (hours)	15,475,551	14,081,235	14,039,025
Number of recordable work-related ill health (cases)	0	0	0

During the operations of 2024, the Company and its subsidiaries recorded 19 cases of work-related injuries which are the lost time more than 3 days. The Lost Time Injury Frequency Rate (LTIFR) increased to 1.35 per 1,000,000 working hours. Most of the accidents were caused by machinery operation and material handling. However, the Company remains committed to reducing work-related injuries by analyzing frequently occurring or severe accidents to identify unsafe working conditions and implementing corrective actions. A safety manual is also created for training new employees and those in high-risk groups, with supervisors providing job training. Communication across various channels is used to enhance employees' knowledge and skills to work correctly and safely. The Company monitors and ensures compliance with established work procedures, rectifies any defects or causes of accidents, and encourages employee participation in safety concerns through suggestions or consultations. This fosters awareness and a strong commitment to occupational health and safety.



SAFETY PROGRAMS AND ACTIVITIES :



In 2024, the subsidiary, Thai Laminate Manufacturer Co., Ltd., received the Zero Accident Campaign award for maintaining zero lost-time injuries. The award was presented by the Institute for the Promotion of Occupational Safety, Health, and Working Environment

(Public Organization). The Company was recognized at the Silver Level for the second consecutive year, achieving 4,638,279 hours without lost-time injuries.



SAFETY WEEK



Safety Week 2024 Event Highlight

SAFE DRIVING CAMPAIGN FOR SONGKRAN AND NEW YEAR FESTIVALS



ANNUAL HEALTH CHECK-UP CAMPAIGN



3.4.5 EMPLOYEE MOTIVATION AND RETENTION



The Company recognizes that employees are its most valuable asset, and their well-being is key to organizational success. Therefore, the Company is committed to fostering a work environment that promotes employee growth and well-being through comprehensive policies-ranging from career development and inclusive benefits to cultivating an open and participatory corporate culture.



MANAGEMENT APPROACH :

- Establishing human resource management policies, human resource development policies, human rights policies, occupational health and safety policies, and corporate values.
- Creating a positive organizational culture that serves as the foundation for employee retention, fostering employee engagement and satisfaction at the workplace by cultivating an environment that supports employee participation at all levels, and promoting acceptance and respect for diversity in terms of race, culture, and opinion.
- Developing employees' skills and capabilities through training and the development of new skills, which will help increase opportunities for career growth and enhance employee confidence.
- Providing appropriate rewards and fair compensation based on performance and abilities, offering competitive remuneration within the industry, including bonuses and various benefits, as well as recognizing achievements through awards, such as "Employee of the Month."
- Fostering good relationships with employees both professionally and personally by ensuring open and transparent communication between management and employees, organizing activities to strengthen workplace relationships, such as recreational events.
- Listening to employee feedback and suggestions for organizational improvement, as well as involving employees in decisions that impact their work. Engaging with employers and management through collective negotiations, such as welfare committees, employee committees, or safety committees.
- Establishing career growth pathways within the organization to provide employees with opportunities for promotion or skill development in their desired career fields.
- Assessing employee engagement levels with the organization and analyzing the results to determine plans for enhancing employee commitment, such as adopting the "Happy Workplace" approach.



GOAL :

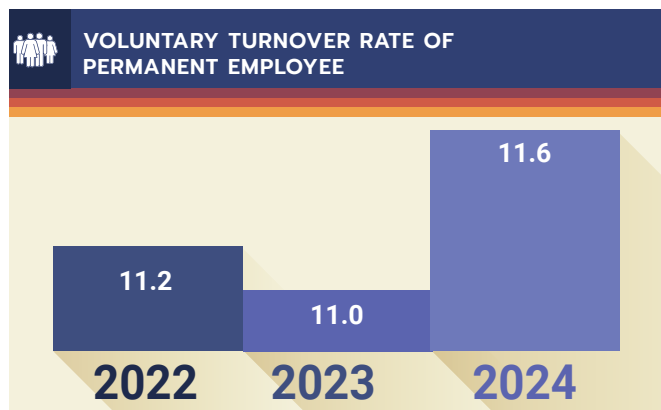
Voluntary turnover rate of permanent employee not more than 12% and Zero labor dispute

PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Voluntary turnover rate of permanent employee	≤12%	11.6%
Employee engagement level with the organization	>75%	76.2%
Number of significant labor disputes	0 cases	0 cases

TABLE OF VOLUNTARY TURNOVER RATE OF PERMANENT EMPLOYEE									
Turnover rate	Year 2022			Year 2023			Year 2024		
	Male	Female	Turn-over Rate	Male	Female	Turn-over Rate	Male	Female	Turn-over Rate
Voluntary turnover of permanent employee	173	127	11.2%	163	109	11.0%	162	108	11.6%

In 2024, the voluntary turnover rate of permanent employees was 11.6%, which remains within the acceptable threshold of not exceeding 12%. Regarding labor disputes, there were no significant labor disputes recorded during the year. However, the Company has conducted an analysis of employee turnover data and labor-related complaints to continuously improve its employee retention and engagement strategies.



LABOR RELATIONS AWARD



- Honorary Award for Outstanding Labor Relations and Welfare, 2024, National Level, for the 12th consecutive year.



- Outstanding Organization and State Enterprise Award for Workplace Wellness, 2024, Excellence Level.



- Private Sector Ethical Wellness Organization Award, 2024.





EMPLOYEES FORMING FOR NEGOTIATION WITH THE COMPANY REGARDING EMPLOYEE BENEFITS AND WELFARE

The Company has established an Employee Committee elected by employees, which serves as a representative body to present suggestions for improving the work environment, public utilities, and welfare benefits in accordance with legal requirements. The Company ensures that employer representatives participate in meetings at least once per quarter. The operations of the welfare committee, if approved by the Chief Executive Officer and Managing Director, will apply to all employees within the Company.



EMPLOYEE BENEFITS AND WELFARE

The various employee benefits are outlined in the employee handbook and communicated to all employees, such as shift allowances, attendance bonuses, monthly bonuses, cost of living allowances, marriage assistance, ordination or funeral benefits, gifts for hospitalized employees and new parents, parental leave, health and accident insurance, provident funds, and the option to participate in Company share investment programs.

- **Parental Leave:** The Company places great importance on work-life balance and provides benefits for female employees, allowing maternity leave of up to 98 days per pregnancy. Male employees are granted 3 days of paternity leave. Employees are entitled to return to their previous or a similar position without losing work-related benefits. In 2024, 115 female employees took maternity leave, and 58 male employees took paternity leave.
- **Provident Fund:** The Company recognizes the importance of saving for employees' financial security before retirement. Therefore, it encourages full-time employees to join the provident fund program, ensuring a financial safety net for employees' future.
- **The Employee Joint Investment Program (EJIP) :** EJIP is a periodic stock investment initiative in KCE shares, designed as a benefit for employees and managements of the Company and its subsidiaries. The program spans five years (2024-2028) and aims to serve as an incentive mechanism, encouraging employee participation in company ownership and enhancing employee retention. Additionally, it provides an alternative form of compensation to complement conventional remuneration methods, such as salaries, bonuses, and provident fund contributions.

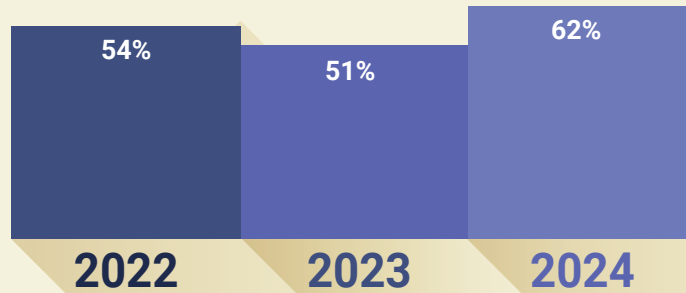


TABLE OF EMPLOYEES' BENEFITS OF EJIP AND PROVIDENT FUND IN 2024

Employees' Benefits	Employee Joint Investment Program (EJIP)		Provident Fund	
	Male	Female	Male	Female
Employees Eligible for Benefits	453	566	1,202	867
Employees Exercising Their Benefits	246	384	735	538
% of Employees Exercising Their Benefits	62%		62%	



PROVIDENT FUND PROVIDED TO EMPLOYEES



EMPLOYEE ENGAGEMENT LEVEL WITH THE ORGANIZATION

The Company recognizes that employees are a crucial resource in driving the organization toward its goals. Supporting employees both in their work and personal lives, enabling them to achieve happiness independently, is an important mission that the Company supports through personnel, time, and necessary resources. Under the corporate wellness policy, the Company drives projects that provide knowledge and understanding through various promotional activities, offering appropriate choices for each individual. The goal is to create sustainable happiness and balance between life and work, while also enhancing organizational commitment and reducing employee turnover.

In 2024, the Company conducted an employee engagement survey using a satisfaction questionnaire covering 9 areas : job security, career advancement opportunities, workplace and management, job characteristics, training, social characteristics, communication, working conditions, and compensation/benefits. A total of 2,634 employees participated in the survey, with 50% female and 50% male employees.

The results showed an employee engagement level of 76.2%, indicating that employees have a “high” level of commitment to the organization.

An analysis of the employee satisfaction survey across nine aspects revealed that employees had the highest satisfaction with their job nature, scoring 78.7%, while the lowest satisfaction was in career advancement opportunities, scoring 71.4%. The overall employee engagement score stood at 76.2%, exceeding the set target of 75%. Nonetheless, the Company is committed to continuously improving identified areas to enhance employee satisfaction and engagement.



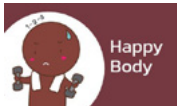


EMPLOYEE ENGAGEMENT AND RELATIONSHIP BUILDING PROGRAM IN 2024



HAPPY WORK PLACE PROGRAM

The Company has participated in the Happy Work Place program with the Healthy Workplace Institute (HWI), which is under the supervision of the Health Promotion Foundation (Thai Health Promotion Foundation). This initiative has been ongoing for the second consecutive year, with activities conducted under the "Happy 8" concept, as follows :

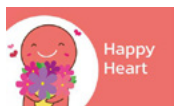


Happy Body : The Group encourages and supports employees in maintaining both physical and mental health. This helps reduce stress and allows employees to work more effectively.

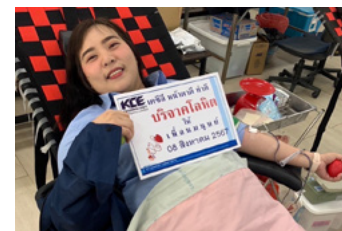
Campaign to Reduce and Eliminate Smoking in the Workplace: The Company conducts training under the slogan "If You Love, You Must Quit... Smoking," aiming to reduce and eliminate smoking within the workplace.



Sports Competition: "Futsal Tournament of Lat Krabang Industrial Estate 2024."



Happy Heart : The Company regularly organizes blood donation campaigns every three months in collaboration with the Thai Red Cross Society. The National Blood Centre of the Thai Red Cross provides blood donation services at the Company's premises.

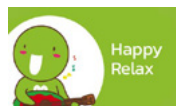


Happy Money : The Company encourages employees to understand financial planning and debt management.

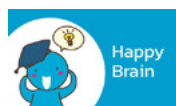
A training program is organized to promote financial management, debt management, investment strategies, and retirement planning.



Employee Market Fair: The Company regularly organizes an employee market fair at the end of each month. This event allows employees who are interested to sell products for extra income. Additionally, local community vendors are invited to sell affordable goods to help reduce expenses for employees.



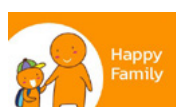
Happy Relax : The Company organizes activities to promote mental health and relaxation for employees. Recreational activities are designed to create a positive atmosphere and foster relationships among employees. These activities help in both physical and mental development, providing employees with time to unwind from their regular tasks and encouraging creativity.



Happy Brain : The Company provides internal trainer training for employees under the “Professional Trainer (Train the Trainer)” program. This program enhances employees’ knowledge and develops their skills in effectively delivering clear, relevant knowledge, as well as improving their personality to be more credible in achieving objectives efficiently.



Happy Soul : The Company organizes merit-making and almsgiving activities on New Year’s Day to encourage employees to have faith in religion and practice ethical living. This helps employees cultivate mindfulness, improve focus at work, and better handle challenges that arise.



Happy Family : The Company recognizes the importance of the family institution and strives to strengthen it by providing educational scholarships for employees’ children. This initiative helps alleviate financial burdens on employees’ families and supports the education of youth, creating better learning opportunities for their future.



Happy Society : The Company is actively involved in community and social development, with a focus on the areas surrounding the Lat Krabang Industrial Estate. The Company participates in supporting the elderly, a group in need of continuous care and assistance in daily life. Additionally, the Company contributes by donating old calendars and creating Braille materials for visually impaired individuals.



LONG SERVICE AWARD

The Company organizes an annual Long Service Award ceremony to honor and motivate employees who have dedicated 10, 20, or 30 years of service to the Company. These employees are an integral part of the Company's success and growth. In 2024, a total of 66 employees received the award.



ER TALK @ THE SHOP FLOOR

The Labor Relations Department conducts field visits to meet with employees and communicate updates regarding work, regulations, and policies. These visits help foster understanding and also contribute to improving the work atmosphere, reducing tension between management, supervisors, and employees. This process enhances effective collaboration. For example, employees can share their opinions about the work environment, safety measures, and issues arising in the production process, allowing for joint problem-solving and development.



ONE STOP SERVICE

This service allows employees to inquire or receive various services in one location, improving convenience and reducing management steps. Services include consultations, document requests, information about various benefits such as health insurance, social security, leave, training programs, skill development to enhance work efficiency, suggestions, and activities for relaxation and participation in the workplace.



MONTHLY EMPLOYEE INFORMATION MEETING

This meeting is held to update important information related to the organization or business and significant matters that impact employees. It includes the Company's performance over the past month, such as production volume and reports on production efficiency, like production rates or issues arising in the production process. The meeting also covers safety measures at the workplace, reviews of accidents or safety-related incidents that occurred in the past month, and recommendations for future preventive actions. Additionally, it promotes employee participation in improving production quality and safety measures.

3.4.6 CUSTOMER RELATIONSHIP MANAGEMENT

8

8 DECENT WORK AND ECONOMIC GROWTH



12

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



17

17 PARTNERSHIPS FOR THE GOALS



The Company places great importance on sustainably managing customer relationships and is committed to ensuring customer satisfaction while fostering and maintaining long-term relationships. This is achieved through the production of high-quality products and the provision of excellent services, guided by the quality policy: "KCE is committed to providing products and services to meet or exceed agreed requirements for all of our customers through continuous improvement and by doing it right the first time." The Company upholds integrity in business operations, instilling confidence in customers by safeguarding business-related information under the principles of good corporate governance and business ethics. Additionally, it ensures effective risk management while conducting operations with social and environmental responsibility.



MANAGEMENT APPROACH :

Sustainable Customer Relationship Management is carried out through the following practices :

- Continuously innovate and engage in research and development to create high-value products and services that meet customer needs across multiple dimensions, while ensuring quality.
- Develop environmentally friendly products and services, focusing on reducing resource consumption, saving energy, and extending product lifespan.
- Produce safe products and services that are non-hazardous to consumer health and reliable, including providing accurate and sufficient information to customers.
- Systematically store customer data securely and refrain from using customer information for inappropriate purposes.
- Set fair pricing for products and services.
- Establish a dedicated department to handle product feedback, provide consultation, offer solutions, and manage customer complaints to ensure the highest level of customer satisfaction with products and services.
- Implement a management system in accordance with international standards.



MANAGEMENT SYSTEM ACCORDING TO INTERNATIONAL STANDARDS

The Group has implemented management systems based on international standards across various aspects of the organization, taking into account the needs of customers and various requirements, both domestic and international, where the Company operates. This is because adopting management systems in accordance with international standards helps build customer trust, improves work processes, ensures compliance with laws and regulations, and enhances the organization's image efficiently in today's rapidly changing business environment.

TABLE OF MANAGEMENT SYSTEMS CERTIFIED ACCORDING TO INTERNATIONAL STANDARDS

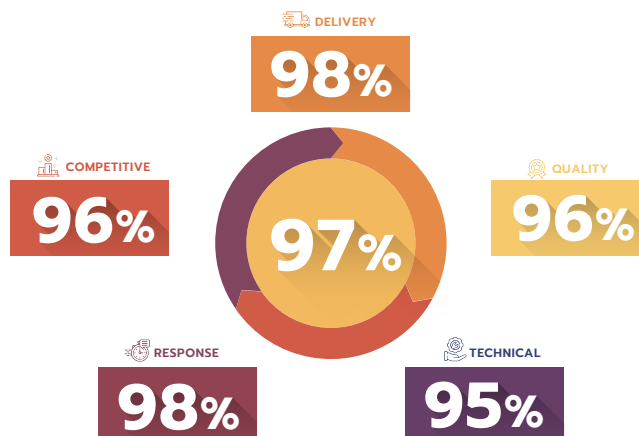
Certified Systems	International Standards	KCE Electronics	KCE Technology	Thai Laminate Manufacturer	Chemtronics Products	Chemtronics Technology
Quality Management	IATF 16949 : 2016					
	ISO 9001 : 2015					
Testing Laboratory Competence	ISO/IEC 17025					
Environmental Management	ISO 14001 : 2015					
	Green Industry Level 3					
Occupational Health and Safety Management	ISO 45001 : 2018					
Thai Labor Standard	TLS 8001 : 2020					
Information Security Management	TISAX Level 3					
Feed Additive and Pre-Mixture Quality System	FAMI-QS					

PERFORMANCE IN 2024 :

1 CUSTOMER SCORECARD

Customers provide the Company with a satisfaction assessment or Scorecard, evaluating five key aspects : Delivery, Product Quality, Technical Knowledge, Customer Response, and Competitiveness.

These assessments reflect overall customer satisfaction with the Company. In 2024, the Company achieved an average customer satisfaction score of 97%.



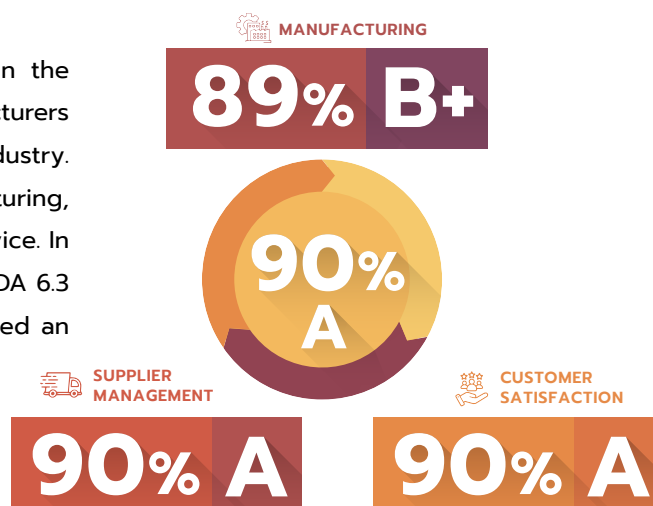
CUSTOMER SATISFACTION IMPROVEMENT PLAN

Improving customer satisfaction is a key priority for the Company, aiming to provide excellent service and achieve the highest levels of customer satisfaction. The following guidelines have been established to enhance customer satisfaction:

- Understanding customer needs and expectations
- Setting clear satisfaction goals through the identification of specific performance indicators
- Creating effective communication channels with customers
- Regularly measuring and assessing customer satisfaction
- Utilizing data from assessments to improve the quality of products and services
- Developing employee skills and understanding related to customer service

2 CUSTOMER AUDIT

VDA 6.3 is a process audit standard used in the automotive industry, particularly among manufacturers associated with the German Automotive Industry. It consists of three key categories : Manufacturing, Supplier Management, and Customer Care/Service. In 2024, four automotive customers conducted VDA 6.3 audits of the Company. The audit results yielded an average score of 90% (Grade "A" - High Potential), indicating that the Company met high-level assessment criteria, demonstrated strong process capability,



and maintained minimal process risks, eliminating the need for short-term follow-up audits. Nonetheless, the Company has addressed all identified deficiencies from the audit and has provided responses to customers accordingly.



CUSTOMER COMPLAINT HANDLING PROCESS

Upon receiving a customer complaint through the sales representative, the Customer Quality Engineer (CQE) department follows a systematic 8-step process to identify the root cause of the issue and implement effective corrective actions to prevent recurrence.





CUSTOMER SATISFACTION IMPROVEMENT PROJECT FOR 2024

Based on the customer satisfaction assessment results, the Company has identified areas that require improvement, specifically in the ability to inspect HDI quality. This is to accommodate the increased production of HDI and more complex electrical circuit designs with higher density, which presents a greater risk of detecting certain types of defects. As a result, the Company has increased the number of electrical quality inspection machines and PCB reliability testing machines in the laboratory as part of the improvement measures.

4-WIRE DEDICATED FIXTURE CIRCUIT CONNECTIVITY TESTER

The 4-Wire (Kelvin Measurement) principle is used in this tester, providing the following benefits :

- More accurate resistance measurement of electrical circuits - Reduces the impact of lead resistance.
- Checks the electrical connectivity - Helps detect defects such as incomplete connections (Cold Joints) or abnormally high resistance.

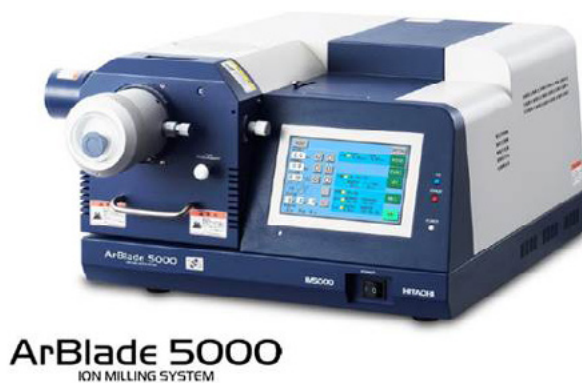


- Improves production quality - Ensures circuit connection points (Via, Trace, Plated Through-Hole) meet standards.
- Supports high-precision testing - Especially for HDI PCBs used in industries that require high accuracy.

ION MILLING SYSTEM TESTER

The Ion Milling system is a device that uses the Ion Milling (or Ion Beam Etching - IBE) process to remove material from the surface of PCBs. The benefits of this system include

- Precise surface modification of PCBs - Helps remove unwanted coatings or materials, such as excess copper or residues from manufacturing.
- No chemical usage - Reduces the use of etching chemicals, making the process more environmentally friendly.



- Minimized thermal damage - Does not generate excessive heat, preserving the original structure of the PCB.
- Ideal for Research and Development (R&D) - Used to examine the internal structure of PCBs by stripping thin layers to inspect for defects.
- Supports highly complex PCBs - Suitable for HDI PCBs and Advanced Semiconductor Packaging.

HARING CELL AND VCP (VERTICAL CONDUCTIVE PATTERN) TEST BENCH

The Haring Cell and VCP Test Bench are tools used to test the electrical and chemical properties of the electroplating process, specifically in the electroplating process. The benefits of using these tools include

- Assessing the distribution capability of the electroplating solution.
- Testing the Copper Plating's ability to uniformly coat the surface of the PCB.
- Measuring the thickness of the metal coating on the walls of holes and the surface of the PCB.
- Optimizing the vertical plating process for maximum efficiency, reducing defects such as voids, uneven plating, or overplating.

3.4.7 CORPORATE SOCIAL RESPONSIBILITY



The Company recognizes that sustainable business growth is closely linked to the well-being of the communities and society in which we operate. As a responsible corporate entity, we are committed to creating a positive impact through community development, enhancing quality of life, and driving long-term sustainability. Additionally, the Company emphasizes employee participation in both internal and external community and social development activities. This approach aims to foster a spirit of volunteerism and a strong sense of responsibility toward the community, society, and the environment. The Company's community development strategy aligns with the Sustainable Development Goals (SDGs), ensuring that our initiatives contribute meaningfully to global sustainability objectives. Our efforts are implemented through collaborative engagement with local communities and government agencies, reinforcing long-term partnerships. Furthermore, the Company provides ongoing financial support for various projects and initiatives on an annual basis, demonstrating our sustained commitment to social responsibility.



MANAGEMENT APPROACH :

- Establish policies for community and social responsibility that align with the Sustainable Development Goals (SDGs).
- Build partnerships with government, private sectors, and civil society to drive projects effectively.
- Support sustainable community and social development projects in four key areas: educational promotion, quality of life improvement, environmental conservation, and disaster relief.
- Facilitate communication and stakeholder engagement by providing opportunities for communities to participate in shaping development strategies, ensuring sustainability, and utilizing diverse communication channels to disseminate CSR project outcomes, thereby building public trust.
- Plan activities to address community and societal needs, track the progress of initiatives, and continuously improve.
- Foster employee participation across all levels, from management to staff, in social activities.



GOAL : Zero complaints from the community and society



PERFORMANCE :

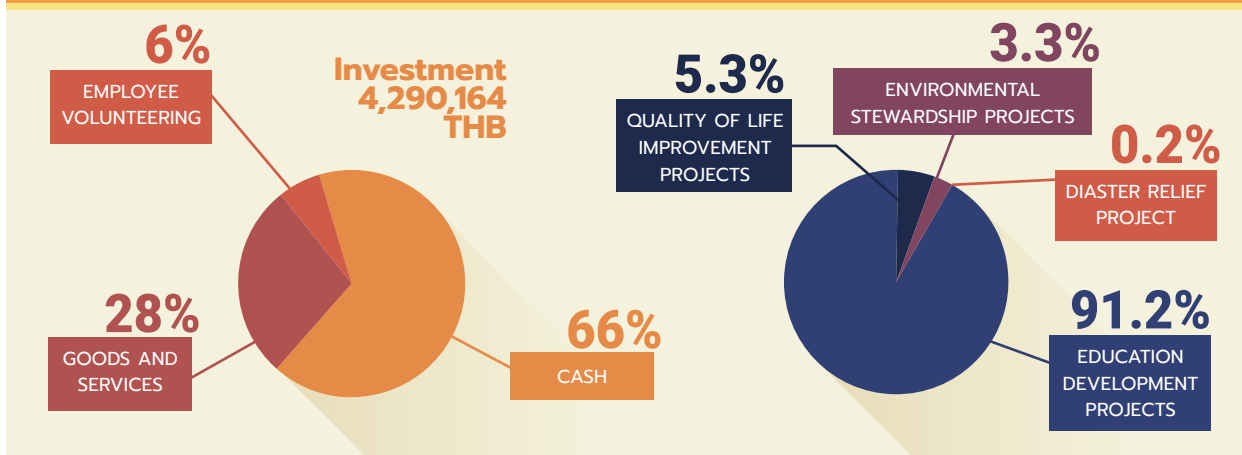
Indicator	Target for 2024	Performance of 2024
Number of complaints from the community and society	0 Case	0 Case



INVESTMENT IN COMMUNITY AND SOCIAL DEVELOPMENT IN 2024



INVESTMENT IN COMMUNITY AND SOCIAL DEVELOPMENT IN 2024



AWARDS FOR SOCIAL AND COMMUNITY RESPONSIBILITY:



In 2024, the Company continued its commitment to social responsibility and sustainable development and received the ISB AWARD 2024, Leader level, for the second consecutive year from the Industrial Estate Authority of Thailand.



COMMUNITY AND SOCIAL DEVELOPMENT PROJECTS IN 2024

GREEN SOCIETY PROJECT

"Solar Cell for the Community" The Company has continued this initiative for the third consecutive year. In 2024, the Company supported the installation of two solar-powered water turbines at Wat Sutthaphot, Thap Yao Subdistrict, Lat Krabang District, Bangkok.

OBJECTIVES OF THE PROJECT :

1. To increase oxygen levels in the water, which helps improve water quality and supports the sustainable conservation of aquatic life.
2. To reduce the long-term electricity costs for Wat Sutthaphot.

3. To reduce greenhouse gas emissions and promote the use of clean energy.

This project is part of the Company's ongoing commitment to creating a sustainable community and promoting the use of environmentally friendly energy sources.



GREEN ENERGY FOR EDUCATION PROJECT

The 'Green Energy for Education' project has the primary goal of installing a 10 kW solar energy system and a Solar Cell learning demonstration kit at Suphanburi Technical College to promote renewable energy use and create sustainability within the education system.

PROJECT OBJECTIVES :

1. Create a positive example for renewable energy use

- This project demonstrates the benefits of renewable energy, such as solar energy, which has low long-term costs and reduces emissions.
- It provides a tangible example for students and the community regarding sustainable energy use.

2. Reduce long-term energy costs

- The installation of the solar energy system helps reduce the college's electricity costs.
- The savings can be redirected to improve teaching and learning resources or support other projects.

3. Promote learning and innovation

- The solar energy system serves as a modern educational tool for students in electrical and energy technology fields.
- Students will gain hands-on experience in system installation, maintenance, and monitoring.

4. Encourage community participation

- The project raises awareness in the local community about the benefits of renewable energy use.
- It acts as a catalyst for renewable energy projects at the community level.

5. Reduce greenhouse gas emissions

- The use of solar energy reduces reliance on fossil fuels, thereby helping to decrease greenhouse gas emissions.
- The project supports national environmental goals and the Sustainable Development Goals (SDGs).

6. Sustainable development in the education system

- This project lays a solid foundation for developing a sustainable education system by linking energy management with skill-building and knowledge transfer for students.

- Students who acquire knowledge in renewable energy will become skilled workers who can drive the renewable energy industry in the future.



EDUCATION PROJECTS

SCHOLARSHIP PROGRAM FOR LOW-INCOME EMPLOYEES' CHILDREN

The Group of companies aims to promote and support education for the children of employees with low incomes. By providing scholarships, the Company helps alleviate the financial burden of education for employees and their families. In 2024, the Group awarded scholarships to the children of employees, with a total value of 420,000 THB.



SCHOLARSHIP PROGRAM FOR SCHOOLS IN THE COMMUNITY:



The Company has established a scholarship program aimed at providing educational opportunities for students in need at 12 schools within the surrounding community. This funding will be used to support educational expenses such as textbooks, learning materials, and extracurricular activities, which will benefit the educational development in the area and contribute to the long-term progress of the community.

SCHOLARSHIP AND SCHOOL DEVELOPMENT PROGRAM IN REMOTE AREAS

In collaboration with the KCE Labor Union, the Company has donated cash to Ban Nong Kratai School in Prakhon Chai District, Buriram Province. This donation is aimed at supporting the development of the learning environment and creating educational opportunities for students in the area.



SHARING KINDNESS TO THE YOUNGER GENERATION :



Its subsidiary, Thai Laminates Manufacturing Company organized a CSR project in which all employees participated to support education for three schools in Chonburi Province. The activities included providing scholarships and learning materials, recreational games, a lunch event, and school landscape improvements. A total of 322 employees participated in the activities, and 569 students benefited from this initiative. The value of the scholarships and materials donated to the schools totaled 621,940 THB.



DUAL VOCATIONAL EDUCATION AND COOPERATIVE EDUCATION INTERNSHIP PROGRAM

The Group continuously supports and promotes internships for higher education students, providing opportunities for students to gain practical experience in their field of study. This initiative helps students develop essential skills such as teamwork, communication, and responsibility, preparing them for the workforce effectively. In 2024, the Group hosted a total of 29 interns, comprising 19 students from vocational education programs and 10 students from bachelor's degree programs. The total budget for this program was 2,249,000 THB.



QUALITY OF LIFE DEVELOPMENT PROJECTS

CHARITY WALK-RUN PROJECT :

This activity is organized in collaboration with the community and government agencies to promote physical health for executives and employees. Participants also have the opportunity to contribute funds towards the purchase of medical equipment for the 'LKBH Run-Change For Health 2024' project, supporting Lat Krabang Hospital, and the 'Run with Heart, Together in Unity - Hi-Tech 5th Edition' project, supporting Bang Pa-In Hospital.





QUALITY OF LIFE ASSISTANCE FOR VULNERABLE GROUPS :

This project aims to improve the quality of life for vulnerable groups, including the elderly, bedridden patients, and people with disabilities, living in the surrounding community. Executives and employees visit these areas to deliver essential goods to households in need.

COMMUNITY MARKET PROJECT :

The objective is to promote income generation within the community by organizing a monthly market where employees and local residents can sell their products at the factory premises.



CAPITAL MARKET FOR CHARITY BLOOD DONATION IN 2024

The Group participated in the 'Capital Market for Charity Blood Donation' project, encouraging employees to donate blood regularly every year to assist those in need during times of crisis, in collaboration with the Thai Red Cross Society. In 2024, executives and employees donated a total of 107,000 cc of blood.



ENVIRONMENTAL CONSERVATION PROJECTS



"LET'S ZERO TOGETHER" TREE PLANTING PROJECT FOR A SUSTAINABLE FUTURE :

This is a collaboration between the Company and the Industrial Estate Authority of Thailand to plant trees along the embankment of the Lat Krabang Industrial Estate, which connects to the Bueng Bua community. The objective is to help mitigate global warming and promote a low-carbon society by increasing green spaces, which can absorb greenhouse gases from the industrial sector and reduce the environmental impact on the surrounding community.

KCE CLEAN AND CARE FOR WILDLIFE VOLUNTEER PROJECT

This project encourages employees to participate in nature conservation efforts, particularly in caring for wildlife at the Wildlife Rescue Center 1 (Nakhon Nayok). Employees volunteer to clean animal enclosures, donate, and prepare food for the animals at the center.



TREE LIGHTING CEREMONY PROJECT :

This project is an activity that promotes Buddhist principles during the Buddhist Lent. The main objective is to reduce pollution caused by the burning of incense and candles, which contributes to toxic smoke such as PM 2.5. The project also aims to encourage tree planting to create green spaces and improve the environment, benefiting both individual health and the community's well-being.



DISASTER RELIEF PROJECTS

KCE'S FLOOD RELIEF DONATION :

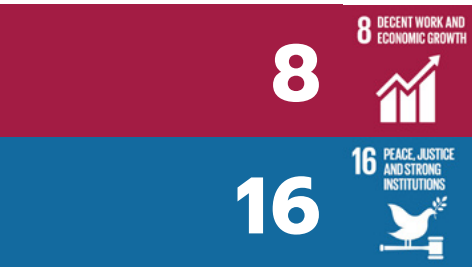
Under the initiatives "Nation Shares to Help Flood Victims" and "Uniting Forces for Flood Relief," KCE has actively contributed to the relief efforts in response to the large-scale flooding that severely impacted many regions across the country. The Company provided essential items such as dry food, drinking water, and other necessary goods. These donations were distributed to the affected communities to alleviate the hardships caused by the disaster. This initiative highlights KCE's commitment to supporting those in need during natural disasters and contributing to the well-being of the public during times of crisis.



3.5

SUSTAINABILITY IN GOVERNANCE AND ECONOMIC DIMENSIONS

3.5.1 CORPORATE GOVERNANCE



The Board of Directors of KCE Electronics Public Company Limited recognizes the importance of good corporate governance and is committed to developing the organization for sustainable growth by ensuring transparency, accountability, fairness, and respect for laws and ethics.

The Company has implemented a governance policy to ensure operations are conducted according to good corporate governance principles, in compliance with relevant laws, the guidelines of the Stock Exchange of Thailand (SET), and international best practices under the framework of the

Organization for Economic Cooperation and Development (OECD). This aims to build confidence among all stakeholders, including shareholders, customers, employees, and the general public.

The Company believes that good corporate governance adds value to shareholders while creating long-term benefits for all stakeholders in a sustainable manner.



CORPORATE GOVERNANCE POLICY AND ETHICAL STANDARDS

The Company has established a corporate governance policy, business ethics, and a corporate governance manual, which serves as a guide for conducting business based on good governance, transparency, and accountability. This policy is applied as a standard of practice for the board of directors, management, and employees within the Group. It is also communicated to employees to ensure they understand and can apply these principles in their work, creating sustainable value for stakeholders.

The Company regularly reviews the business ethics manual to ensure it is aligned with current risks and circumstances, and adheres to the best practices of the Thai Private Sector Collective Action against Corruption (CAC). The Company continues to operate according to the relevant standards, such as the OECD Principles of Corporate Governance and the Corporate Governance Principles for Listed Companies under the Securities and Exchange Act and the regulations of the Securities and Exchange Commission of Thailand.

The Company has disclosed its corporate governance policies and related policies in both Thai and English on its website, www.kce.co.th, under the "Investors" > "Sustainability" > "Corporate Governance" > "Policies and Procedure"



MANAGEMENT APPROACH :

- Review corporate governance policies, business ethics, anti-corruption policies, and other related practices.
- Provide training on corporate governance practices and business ethics for executives and employees.
- Ensure regular monitoring and reporting of performance under the supervision of the Board of Directors.

- Disclose financial and operational information transparently.
- Comply with laws and ethical standards at all levels.
- Promote a corporate culture that emphasizes social responsibility.
- Effectively manage risks and internal controls.
- Effectively manage risks and internal controls.



GOAL : Zero complaint on business ethics violations



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Number of complaints on business ethics violations	0 Case	0 Case
Number of legal and regulatory violations	0 Case	0 Case
% of executives and employees trained and certified in business ethics	100%	100%

In 2024, the Board of Directors supervised and ensured that directors, executives, and employees at all levels adhered to the principles of good corporate governance, as well as the ethics and work conduct manual. This was done with consideration for stakeholders in a comprehensive manner, creating value for the business, the environment, and society sustainably. The Company has not engaged in any actions that violate the principles of good corporate governance.

The Company received an evaluation score from the 2024 CG Scorecard, part of the Corporate Governance Report of Thai Listed Companies (CGR), from the Thai Institute of Directors Association (IOD). The Company earned an "Excellent" CG Scoring for the tenth consecutive year, starting from 2014.

Additionally, the Company was evaluated with a perfect score of 100 points for its Annual General Meeting (AGM) Checklist for 2024 by the Thai Investors Association.

Excellent CG Scoring



3.5.2 ANTI-CORRUPTION



The Company has an Anti-Fraud and Corruption Policy to ensure ethical and transparent business operations in accordance with good governance principles. The Company is a member of the Thai Private Sector Collective Action Against Corruption (CAC), having expressed its commitment to the CAC initiative on November 18, 2013. The Company was first certified as a CAC member on April 3, 2015, and received its fourth consecutive certification renewal on December 30, 2023.

To ensure the Company has sufficient measures to effectively detect and prevent fraud and corruption, the Company has conducted a risk assessment related to fraud within the organization, as well as reviewed the adherence to the policy set out in the Code of Conduct and Ethical Standards. This is communicated to

Company employees and stakeholders to ensure alignment in operations across the entire supply chain.

To elevate operational approaches and foster global partnerships for sustainable development, the Company has supported and encouraged domestic business partners to join the Thai Private Sector Collective Action Against Corruption initiative, thereby expanding the network of transparent businesses to partner companies. In 2024, 10 SME partners declared their commitment to the CAC program, which led the Company to receive the CAC Change Agent Award at the CAC National Conference 2024 on December 7, 2024.



MANAGEMENT APPROACH :

- Establishment of Anti-Fraud and Corruption Policy : The Company has set an Anti-Fraud and Corruption Policy and relevant practices, which can be viewed in detail on the Company's website www.kce.co.th under the Investor Information > Sustainability Development > Corporate Governance > Policies and Procedure.
- Internal Control System and Preventive Measures : A risk assessment of fraud is conducted, with transparent approval and audit systems in place, along with the use of technology and digital systems to reduce opportunities for fraud.
- Auditing and Reporting System : A secure and confidential whistleblowing system is provided, with an established investigation process and disciplinary actions for violations. Regular internal audits are conducted, and reports are disclosed to the Board of Directors.
- Training and Awareness : Employees at all levels are trained on anti-fraud laws and correct practices, fostering awareness of the impact of fraud on both the organization and society.
- Encouraging Participation with Partners: The Company promotes collaboration with business partners to ensure compliance with anti-fraud and corruption policies and practices.



GOAL : Zero complaints related to fraud and corruption.



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Number of complaints related to fraud and corruption	0 Case	0 Case
% of executives and employees trained on anti-fraud and corruption	100%	100%



ANTI-CORRUPTION PROGRAMS AND ACTIVITIES IN 2024

1. A total of 2,287 employees have completed anti-fraud and corruption training courses, with all employees successfully assessed for their understanding.
2. The Company received the CAC Change Agent Award for inviting 10 SME partners to join the CAC initiative to promote transparency and sustainability within the supply chain.
3. Thai Laminate Manufacturer Co., Ltd., a subsidiary of the Company, was certified as a CAC member for the first time on September 30, 2024.



4. All partners signed an agreement to comply with the Company's anti-fraud and corruption policy.
5. The Company organized an online training session in collaboration with CAC, providing knowledge about the Thai Private Sector Collective Action against Corruption (CAC) initiative for its partners. A total of 14 partners received training.
6. The Company organized the International Anti-Corruption Day event for the year 2024, with the objective of raising awareness among employees and fostering cooperation in preventing corruption, as well as encouraging the reporting of any observed corruption activities.



3.5.3 TAX MANAGEMENT



The Group places significant importance on tax management, adhering to the principles of accuracy, completeness, transparency, and accountability to support sustainable business operations. The Group's tax management approach reflects a commitment to transparent tax management and responsibility to society and all stakeholders as follows :

1. Compliance with Laws and Regulations : Ensure complete and accurate compliance with tax laws and regulations, including the optimal utilization of tax benefits to maximize benefits for shareholders and government agencies.
2. Compliance with Laws and Regulations : Ensure complete and accurate compliance with tax laws and regulations, including the optimal utilization of tax benefits to maximize benefits for shareholders and government agencies.
3. Proactive Tax Planning : Study relevant tax laws and regulations both domestically and internationally to assess benefits and impacts. Consult tax experts to ensure compliance with legal conditions without evading the law.
4. Tax Management and Coordination with Government Agencies : Appoint responsible personnel to coordinate with government agencies and provide accurate information during reporting or audits.
5. Tax Disclosure : Disclose the Company's tax payments in the annual report to demonstrate transparency and the intention to comply with tax obligations correctly.
6. Tax Knowledge Development for Personnel : Organize training and provide tax knowledge to relevant personnel to enhance their ability to perform their duties correctly and comprehensively.

3.5.4 INFORMATION SECURITY



The Company implements an information technology system across the organization to enhance operational efficiency, accuracy, and convenience. Given the increasing complexity and impact of cyber threats, the Company places the utmost importance on Cyber security. To mitigate potential risks, a Cyber Security policy has been established, incorporating technology tools, processes, and best practices designed to prevent and respond to cyber-attacks targeting IT infrastructure, systems, and applications that could cause harm to the Company by unauthorized entities



MANAGEMENT APPROACH :

- Establish an Information Security Management System (ISMS) Policy, available at www.kce.co.th under Investor Relations > Sustainability Development > Corporate Governance > Policies and Procedure.
- Implement an information security management system aligned with international standards, such as TISAX (Trusted Information Security Assessment Exchange).
- Define access control measures to prevent data breaches and protect against cyber threats.
- Manage information security risks through regular risk assessments, incident response planning, periodic incident response testing, and the implementation of a Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) to ensure preparedness for emergencies.
- Conduct cybersecurity awareness training for employees, including regular phishing simulations and other cybersecurity drills.
- Continuously monitor, assess, and improve information security systems to maintain resilience against evolving cyber threats.



GOAL : Zero incidents of customer confidential data breaches



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Number of customer confidential data breach incidents	0 case	0 case
Number of cybersecurity violation	0 case	0 case
Number of IT system failures impacting business operations	0 case	0 case
% of employees trained on information security and cybersecurity awareness	100%	100%



INFORMATION SECURITY POLICY AND MANAGEMENT MEASURES



INFORMATION SECURITY / CYBER SECURITY

1. Implemented the Information Security Management System Policy, comprising 14 policies, along with disciplinary actions for policy violations.
2. Conducted training for all employees on ISMS policies, cyber threats, and best practices for prevention, mitigation, and response.
3. Performed Vulnerability Assessments to identify and remediate technical weaknesses in the Company's IT systems, reducing cybersecurity risks and potential impacts.
4. Implemented Two-Factor Authentication (OTP) for remote access to the Company's IT systems via VPN



ACCESS CONTROL

1. Established a Document Classification Procedure to categorize and safeguard confidential customer and corporate data, including procedures for usage and disposal.
2. Restricted access to sensitive customer data to authorized personnel only, ensuring data transmission is limited to essential business operations.



CRYPTOGRAPHIC CONTROL

1. Developed a Secure File Portal for transmitting original customer data files, replacing email-based file transfers.
2. Implemented email encryption to protect content from unauthorized access and modifications during transmission, enhancing communication security.



PHYSICAL AND ENVIRONMENTAL SECURITY

1. Designated Security Control Areas for storing confidential customer and corporate information, with Access Door Control systems to regulate physical entry.



INFORMATION SECURITY MANAGEMENT SYSTEM

The Company has adopted TISAX (Trusted Information Security Assessment Exchange), a cybersecurity assessment standard developed by the German Association of the Automotive Industry (VDA). TISAX is based on ISO/IEC 27001 and follows the PDCA (Plan-Do-Check-Act) cycle to ensure comprehensive information security management, focusing on :

1. Confidentiality - Ensuring that corporate and customer data is protected and accessible only to authorized personnel.
2. Integrity - Preventing unauthorized modifications to IT systems and ensuring accurate data processing.
3. Availability - Maintaining the readiness of IT infrastructure and data for continuous business operations.

The Company and its subsidiary, KCE Technology Co., Ltd. (KCET), have implemented the TISAX standard and achieved TISAX Level 3 certification, assessed and certified by DQS GmbH, an ENX Association-certified audit provider. This certification enhances customer confidence in co-developing new automotive products with the Company, ensuring sustained business operations. The TISAX certificate is valid from March 22, 2023, to February 17, 2026, covering approximately 70% of the Company's IT infrastructure.



EMPLOYEE TRAINING ON IT AND CYBERSECURITY AWARENESS

To enhance employees' knowledge and skills in IT security, the Company conducts the following activities :

- Annual Cybersecurity Awareness Training to educate employees on cyber risks, with updates communicated via internal IT systems and notice boards.
- Phishing Simulation Exercises conducted once per year to assess the Company's vulnerability to phishing attacks. Results are recorded and analyzed to refine anti-phishing measures and enhance employee awareness and response strategies.



CYBER THREAT RESPONSE MEASURES

The Company conducts Business Impact Analysis (BIA) and risk management by implementing a Business Continuity Plan (BCP), which is tested annually to ensure effective incident prevention and recovery. The IT Support Request system provides structured procedures for reporting and addressing IT security incidents through IT Support Request System, Email Support, and Internal Phone Support.



CYBERSECURITY INITIATIVES AND ACTIVITIES FOR 2024

1. Testing SAP ERP Backup/Recovery at the Disaster Recovery Center (DRC) to ensure emergency preparedness, in line with BCP policies (annual testing).
2. Virus and Cyber Threat Prevention for desktops, notebooks, and servers to enhance overall IT security.
3. KCE IT Infrastructure Penetration Test : In April 2024, the Company engaged cybersecurity experts to conduct an external penetration test on its IT systems. The test identified vulnerabilities, including outdated operating systems (OS) on certain servers and legacy programming weaknesses that allowed unauthorized access attempts. The IT team has addressed all identified vulnerabilities, updated the systems, and conducted a follow-up penetration test in July 2024 to verify the effectiveness of security improvements. These initiatives reinforce the Company's commitment to continuous enhancement of information security and cyber resilience.

3.5.5 PERSONAL DATA PROTECTION



The Company recognizes the importance of protecting personal data, which is a fundamental right to privacy, and respects the privacy rights of data owners by preventing loss, unauthorized access, use, alteration, modification, or disclosure of data. In compliance with the Personal Data Protection Act (PDPA) B.E. 2562, effective personal data management not only ensures legal compliance but also builds trust with customers, employees, and business partners. It helps mitigate the risk of legal violations and promotes a positive organizational image.



MANAGEMENT APPROACH :

- The Company has established a personal data protection policy as a guideline for those responsible for handling personal data to follow correctly and appropriately according to their roles. All personal data collected is considered a valuable asset of the organization, and any violation or misconduct will be penalized. Details of the personal data protection policy for the KCE Group can be found on the Company website at www.kce.co.th under the Investor Relations > Sustainability Development > Corporate Governance > Policies and Procedure.
- Appoint a Data Protection Officer (DPO) and a Personal Data Protection Committee.
- Collection and Use of Personal Data :
 1. Obtaining consent from data owners before collecting, using, or disclosing their data, with clear specification of the purpose.
 2. Data collection is done in accordance with the principles of necessity and proportionality (Data Minimization).
 3. Measures are in place to protect sensitive personal data, in compliance with the PDPA requirements.
- Data Subject Rights are clearly defined and communicated to data owners, including the right to access data (Right to Access), the right to rectify data (Right to Rectification), the right to erase data (Right to Erasure or Right to be Forgotten), the right to withdraw consent (Right to Withdraw Consent), and the right to data portability (Right to Data Portability).
- Data Security Measures are implemented through access control systems, data encryption, firewalls, and systems to monitor access and usage of personal data. There are also measures for managing and notifying when a data breach occurs (Data Breach Notification).
- Training and Awareness : Employees are trained and made aware of the PDPA requirements and the correct procedures to follow.

- **Ongoing PDPA Compliance** : The Company continuously reviews and improves its PDPA measures, conducting Data Protection Impact Assessments (DPIA) to evaluate the impact of data collection and use. A PDPA Compliance Audit is also carried out periodically to ensure operations comply with the law.
- **Handling Complaints** : The Company provides channels for employees and/or stakeholders to report personal data violations through email, complaint boxes, or phone. The Company has a process in place to investigate data or complaints and ensure appropriate resolution and remediation for affected individuals. Additionally, complaints are reviewed to improve operations and prevent recurrence.

GOAL : Zero personal data breach complaint

PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Number of Personal Data Breach Complaints	0 case	0 case
% Employees Trained on Personal Data Protection	100%	100%

PERSONAL DATA PROTECTION OPERATIONS IN 2024 :

1. Quarterly Meetings of the Personal Data Protection Committee, held 4 times a year.
2. Training on the Preparation of ROPA (Records of Processing Activities) and the use of ROPA in the electronic system for relevant personnel.
3. Excel Development of a ROPA Guidelines Manual / ROPA Template and integration of ROPA into the electronic system, replacing Excel-based records.
4. Training and Appointment of the Internal Audit Committee for the PDPA system, and conducting audits of the PDPA system.

3.5.6 SUPPLY CHAIN MANAGEMENT



Currently, geopolitical tensions, including trade relations between the United States and China, have led to changes in the global supply chain and increased competition. As a result, sustainable supply chain management has become increasingly important. The Company is committed to success by delivering high-quality products and services while simultaneously managing and developing sustainable partnerships. The focus is on maintaining a balance of sustainability across environmental (E), social (S), and governance (G) dimensions. These issues are outlined in the Company's policies, practices, and procurement regulations, which serve as criteria for selecting new suppliers and developing existing ones. Additionally, a Supplier Code of Conduct has been established to inform suppliers and provide guidelines for joint operations.



MANAGEMENT APPROACH :

- Establish a Sustainable Procurement Policy that aligns with social and environmental responsibilities, as well as governance aspects, ensuring transparency, fairness, and accountability.
- Set criteria for selecting and evaluating suppliers based on their responsibility toward Environmental, Social, and Governance (ESG) factors.
- Define a Supplier Code of Conduct to ensure suppliers comply with labor and environmental standards.
- Assess risks and establish risk management strategies within the supply chain.
- Conduct Supplier Audits to ensure compliance with international standards and requirements.
- Support and promote local procurement and develop local suppliers to strengthen the supply chain.
- Develop suppliers by providing knowledge and understanding of sustainable business practices based on the principles of environmental responsibility, social responsibility, and governance to collectively pursue sustainability.
- Establish channels for reporting complaints and whistleblowing in cases of violations of the business code of ethics.



PERFORMANCE :

1

SUPPLIER CODE OF CONDUCT

The Company is committed to conducting business in a responsible and fair manner, giving due consideration to stakeholders throughout the supply chain. To align with the Company's Sustainable Development Policy (ESG Policy) and ensure fairness and transparency in the procurement process, as well as to strengthen relationships with suppliers, the Company has established a Supplier Code of Conduct. This Code mandates that suppliers acknowledge and comply with ethical standards encompassing environmental (E), social (S), and governance (G) issues. Strict adherence to these principles is required to foster shared sustainable growth.



SUPPLIER CODE OF CONDUCT

Labor Practices	Environment and Safety	Business Ethics
Compliance with human rights requirements and respect for human rights, in accordance with internationally recognized ethical standards, such as the prohibition of child labor, labor rights, fair employment practices, and the freedom of association.	Occupational safety and health in the workplace, emergency preparedness, environmental management, energy use, greenhouse gas emissions, waste management, hazardous substances, air quality control, and compliance with laws and regulations regarding prohibited substances	Compliance with laws, integrity, anti-corruption, fair and equal treatment, conflict of interest, protection of confidential information, intellectual property, compliance with laws and regulations regarding imports, and adherence to requirements related to the prohibition or restriction of the use of banned substances, including conflict minerals.

Additionally, to promote stakeholder engagement both internally and externally in the governance process, the Company provides channels for submitting feedback and reporting violations of laws, regulations, and business ethics through the Company's website and the whistleblower email address at whistleblower@kce.co.th. This includes actions related to human rights violations and child labor within the supply chain. The Company also has a complaint investigation process, along with corrective measures, protection, and fair compensation for damages in cases where harm has occurred.



TARGET AND PERFORMANCE :

Indicator	Target	Year 2023	Year 2024
Communication of the Supplier Code of Conduct to all suppliers	100%	100%	100%
Suppliers signed the Supplier Code of Conduct	100%	100%	100%
Number of complaints and whistleblowing on unfair procurement practices	0 case	0 case	0 case
Number of complaints related to child labor and forced labor	0 case	0 case	0 case

2

SUPPLY CHAIN MANAGEMENT

The Company is committed to managing its supply chain efficiently, with a focus on sustainable development. To ensure that all suppliers operate based on environmental, social, and governance (ESG) responsibility, the Company has established guidelines and expectations for its suppliers throughout the supply chain. These include the Supplier Code of Conduct, Sustainable Procurement Policy, KCE's Anti-Fraud & Corruption Policy, Conflict Minerals Policy Statement, Agreement on Non-Use of Conflict Minerals, and Supplier Diversity Policy. These policies are designed to ensure transparency, fairness, and the prevention of unfair competition while enhancing the competitiveness of suppliers.



TARGET AND PERFORMANCE :

- Sustainable Procurement Policy
- Anti-Fraud & Corruption Policy
- Conflict Minerals Policy Statement
- Agreement of Non-Use of Conflict Mineral
- Supplier Diversity Policy



In addition, the Company places significant emphasis on enhancing diversity, equality, and the acceptance of differences among its suppliers, including the involvement of women-owned businesses (Supplier Diversity Policy). The Company values equal potential and openness to diverse supplier groups, aiming to create opportunities for entrepreneurs from various groups to have equal chances in business competition. In 2024, the Company had 5 main suppliers that are women-owned businesses.

Diverse Supplier Group	Year 2023	Year 2024
Women-Owned Business Owners	2	5



SUPPLIER CLASSIFICATION AND RISK ASSESSMENT

The Company maintains an Approved Vendor List (AVL), which includes key suppliers providing critical raw materials for the production process and products. Criteria have been established to categorize the importance of key suppliers listed in the AVL as follows :

- **Critical Tier 1 Suppliers** refer to key suppliers that manufacture and sell raw materials listed in the AVL, with regular transactions and high purchase value, or suppliers that produce and sell raw materials specified by customers.
- **Critical Non-Tier 1 Suppliers** refer to key suppliers that manufacture raw materials listed in the AVL but do not engage in direct business transactions with the Company. Purchases are made through distributors, with regular transactions and high purchase value, or they are manufacturers of raw materials specified by customers.

In 2024, there were a total of 78 key suppliers in the AVL, which were classified into the following categories :

Supplier Category	Critical Tier 1 Suppliers (Direct Business with the Company)	Critical Non-Tier 1 Suppliers (Indirect Business with the Company)
Number of Suppliers	26	23
% of Total Suppliers	33%	24%

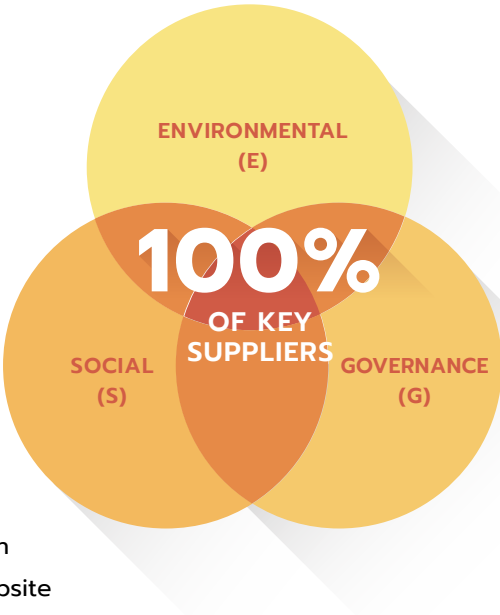
The Company’s sustainability risk assessment of its suppliers is based on ESG criteria outlined in the Supplier Self-Assessment form, which includes the following :

- Environmental Criteria (E) : Includes environmental management in compliance with laws and environmental standards (ISO 14001), natural resource management, waste reduction, and hazardous substance control in products.
- Social Criteria (S) : Covers compliance with laws and international human rights principles, freedom of association and recognition of collective bargaining rights, prevention of child and forced labor, fair employment practices, corporate social responsibility, and workplace safety and environmental management.
- Governance Criteria (G) : Encompasses anti-corruption measures, fair competition, and the protection of personal data and intellectual property.

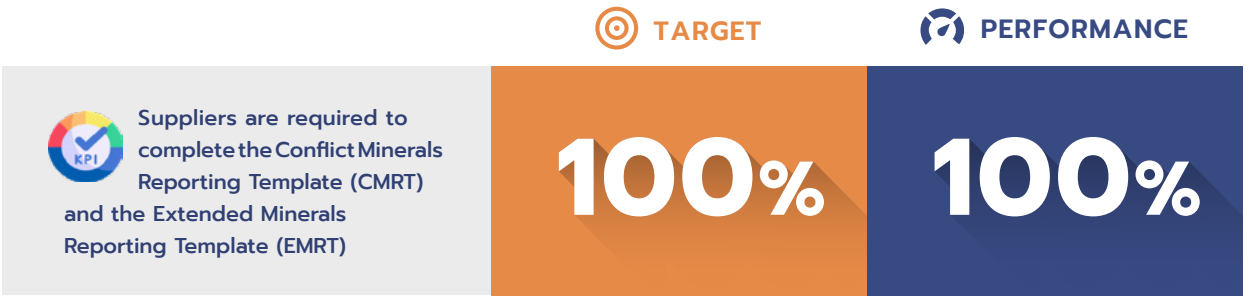
TARGET AND PERFORMANCE

100% of key suppliers have undergone an assessment of environmental (E), social (S), and governance (G) risks.

The Company has also established a risk assessment process related to conflict minerals. When selecting new suppliers of raw materials, as well as evaluating existing suppliers engaged in business with the Company in conflict mineral categories (3TG, cobalt, and mica), they are required to complete the standard reporting templates as prescribed by the Responsible Minerals Initiative (RMI). This includes the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Reporting Template (EMRT), using the most updated versions in accordance with RMI standards. The Company communicates these requirements annually through the Vendor Portal and publishes relevant information on its website (www.kce.co.th) under the Supply Chain section.



TARGET AND PERFORMANCE



4 SELECTION OF ENVIRONMENTALLY RESPONSIBLE SUPPLIERS

The Company expects its suppliers to establish a systematic environmental management approach and to effectively respond and adapt to the impacts of climate change. To foster shared awareness of environmental responsibility and support suppliers in managing their environmental impacts efficiently, the Company has incorporated ISO 14001 Environmental Management System certification as a requirement in its supplier selection criteria.

TARGET AND PERFORMANCE

ISO 14001 certification of key suppliers in the approved vendor list.

Supplier Type	Target	Performance			
		Year 2021	Year 2022	Year 2023	Year 2024
Key Supplier	100%	56%	57%	58%	70%

5 SELECTION OF NEW SUPPLIER

The Company has established guidelines for selecting new suppliers and registering key suppliers by verifying credibility information, such as the Company's registration status, financial condition, and initial Company policies. All new suppliers are required to sign a code of conduct agreement and undergo an assessment of environmental, social, and governance (ESG) risks. A Supplier Self-Assessment is conducted, covering the following evaluation areas : quality management, environmental management, social responsibility, and business ethics.

New suppliers who pass the preliminary risk screening must score at least 70% in the self-assessment. In 2024, a total of 6 new suppliers met the evaluation criteria.

TARGET AND PERFORMANCE

6 NEW KEY SUPPLIERS

- Signed a commitment to adhere to the Company's Supplier Code of Conduct
- Passed the Supplier Self-Assessment criteria

100%

6 PERFORMANCE EVALUATION OF EXISTING SUPPLIERS

To monitor risks and drive sustainability efforts with all key suppliers in the Approved Vendor List (AVL), the Company conducts quarterly performance evaluations of key suppliers. The evaluation criteria include product quality, pricing, delivery capabilities, after-sales service and technical support, responsiveness and negotiation, packaging and packaging materials, and additional costs outside the agreed terms. If a supplier's evaluation result falls below the threshold of 79%, a corrective action plan must be developed to improve their performance.

Additionally, the Company has established a self-assessment cycle for suppliers (Supplier Self-Assessment), which includes social, environmental, and governance aspects, with reviews conducted every two years.

TARGET AND PERFORMANCE

SUPPLIER PERFORMANCE RATING
SUMMARY REPORT Y-2024

- Quality (35%)
- Price (20%)
- Delivery Performance (20%)
- Service & Support (10%)
- Correspondence (5%)
- Packaging & Packing (5%)
- Premium Charge (5%)



7

SUPPLIER AUDIT

Suppliers approved for inclusion in the Company’s Approved Vendor List (AVL) must undergo a Supplier Self-Assessment process, which is required every two years to ensure continuous improvement in operational standards. This assessment serves as a key tool for analyzing and evaluating the risks associated with long-term collaboration with suppliers.

Additionally, the Company has established a systematic evaluation process for assessing supplier operations through onsite audits, both domestically and internationally. These audits cover production, quality control, and compliance with environmental and social responsibility requirements. The audits are conducted every three years or when selecting new suppliers, ensuring that production standards and the ability to comply with the Company’s requirements are met. The audits also foster strong cooperation between the Company and suppliers, as well as promote supplier development in areas such as production efficiency, product and service quality improvement, and environmental and social responsibility, which are critical for sustainable business operations.

TARGET AND PERFORMANCE

In 2024, the Company developed a plan to evaluate 25 key suppliers, with the objective that suppliers must achieve at least a B grade in the evaluation. All suppliers passed the assessment criteria.

KEY DOMESTIC SUPPLIERS: 11 SUPPLIERS.

Grade A	Grade AB
7 Suppliers	4 Suppliers

KEY INTERNATIONAL SUPPLIERS: 14 SUPPLIERS.

Grade A	Grade AB	Grade B
12 Suppliers	1 Supplier	1 Supplier

8 LOCAL SUPPLIER SUPPORT

To promote sustainable development at the local level and reduce reliance on overseas suppliers, the Company is committed to supporting procurement and creating opportunities for local businesses, as well as developing the capabilities of domestic suppliers. This also contributes to sustainability in terms of environmental and social impacts, reducing energy consumption and greenhouse gas emissions from long-distance transportation, minimizing risks related to delayed shipments, and offering advantages in terms of reduced production costs and delivery times.

In 2024, the Company purchased raw materials worth THB 5.6 billion from local suppliers, accounting for 58% of total raw material purchases.

9 SUPPLIER AND PROCUREMENT STAFF CAPABILITY DEVELOPMENT AND TRAINING

The Company emphasizes business continuity and the sustainable growth of the organization by continuously conducting training programs for suppliers and procurement staff. These programs cover procurement processes that consider price, delivery, and qualifications, including environmental (Environmental), social (Social), and economic (Economics) issues. The training helps mitigate social and environmental impacts and engages relevant stakeholders in the supply chain. Furthermore, it promotes transparency between the Company and its suppliers, strengthening collaboration. The training is provided through E-Learning, where participants can study independently via the internet in collaboration with the Stock Exchange of Thailand (SET). Upon successful completion of the training, participants receive a certificate for the respective course.

The training courses for the year 2025 consist of 4 programs as follows

1. Sustainable Supply Chain Management (SSCM)
2. Fundamentals of Business Sustainability (P01)
3. Basic Knowledge of Sustainability (ESG101)
4. ESG Risk Management (ESG Risks) (ESG201)

TARGET AND PERFORMANCE



3.5.7 INNOVATION DEVELOPMENT

In the fast-paced and ever-evolving landscape of PCB manufacturing, the Company stands as a beacon of innovation, consistently pushing the boundaries of what is possible. With a steadfast commitment to creativity, adaptability, and forward-thinking, our Company has become a leader in the Thailand PCB industry, setting new standards and redefining the notion of what is achievable.



MANAGEMENT AND PERFORMANCE RESULTS :

1 CULTIVATING A CULTURE OF INNOVATION :

At the heart of the Company's success is its unwavering dedication to fostering a culture of innovation. From the leadership team to every individual contributor, innovation is not just encouraged, it's ingrained in the Company's DNA. Employees are empowered to think outside the box, challenge the status quo, and pursue novel ideas fearlessly.

Regular brainstorming sessions provide a platform for cross-functional collaboration, enabling employees to share diverse perspectives and pool their talents. This collaborative approach ensures that innovation is not confined to a particular department but permeates every aspect of the organization.

Initiatives	No. of projects Goal 2024	No. of projects Performance 2024	Hard Saving (Million Baht/Year)
Six Sigma	21	21	11.9
QCC	35	35	7.6
Total	56	56	19.5

2 INTEGRATION OF CUTTING-EDGE TECHNOLOGY :

Innovation at the Company is central to maintaining a leadership position in the rapidly evolving Printed Circuit Board (PCB) industry. The Company remains committed to staying at the forefront of technological advancements by consistently investing in research and development. As the PCB industry evolves with new materials, advanced processing methods, and enhanced capabilities, the Company is quick to integrate these innovations into its operations.

- Inner and Outer Circuit Imaging Process : the Company has fully implemented Laser Direct Imaging (LDI) to replace traditional UV Exposure Imaging. This transition allows the Company to produce higher-density circuits, improve PCB quality with much higher accuracy to achieve today's requirements.
- Ply up Process : the Company has introduced advanced bonding machines. This upgrade improves layer-to-layer registration, resulting in better PCB registration.

- Solder Mask Printing : the Company is planning to implement an automatic screen printing machine to replace the current semi-auto process. This automation will reduce handling damage, improve throughput, contributing to overall efficiency in the production line.



Autoscreen Printing



- Solder Mask Exposure : Similar to its work with circuit imaging, the Company has introduced Laser Direct Imaging (LDI) in the solder mask exposure process. The Company has qualified LDI for multiple solder mask inks, further enhancing the quality of its PCBs.



- The Company is committed to Industry 4.0 smart manufacturing by integration of intelligent digital technologies, including Robotics automation, wireless connectivity, IoT, and data analytics to enhance productivity, efficiency, and flexibility.

- The Company has introduced AI into defect detection systems for improved yield analysis and has also developed new test methods to ensure long term reliability under extreme environment conditions.

This commitment to staying ahead of the technological curve not only enhances our products and services but also positions KCE as an industry leader, attracting top talent and strategic partnerships.

3 CUSTOMER-CENTRIC INNOVATION

Innovation at the Company is not solely about internal advancements; it's about creating solutions that directly address the evolving needs of our customers. Through rigorous market research, customer feedback channels, and a keen understanding of industry trends, KCE remains agile and responsive to the dynamic demands of the market.

Our customer-centric approach to innovation has led to the development of groundbreaking products such as Semi-flex PCB, that is not only meet but exceed customer expectations. The Company investigates new PCB process technologies such as embedded components and optical waveguides for our customer future products. This commitment to understanding and anticipating customer needs positions KCE as a trusted partner, capable of delivering solutions that not only solve existing challenges but also anticipate future trends.

Market Sector Application	Technology Driver	Influence on PCB Design	Enabling Technology	Technical Development Roadmap			
				2023	2024	2025	2026-2028
Artificial Intelligence (AI)	Interconnect Complexity	Circuit Density	mSAP & LDI Vacuum Etching	65 µm	50 µm	35 µm	20 µm
5G Network Telecommunications	Increasing Bandwidth / Datarate	Increasing Layer Count	Advanced Registration System	18 Layer	22 Layer	24 Layer	30 Layer
Internet of Things (IoT) Smart Devices Wearables	Component Package Size	HDI Microvia	Laser Drill Copper Filled holes Thin Core Plating	HDI 4 level stacked microvia	ELIV Every layer Interconnect	SLP Substrate Like Packaging	3D Printing Flexible Circuit Embedded Components
Cloud Computing Data Center Server Farms	High Speed Signa Integrity	Low Permittivity low Loss Materialsr	Plasma Desmear Back Drill	Modified Epoxies	Hydrocarbon PPO/ PPE	Extreme Low Loss Dielectrics	Liquid Crystal Polymer Optical Waveguide
Electric Drive Power Systems	High Voltage High Power	Heavy Copper Heat Dissipation	Heat Sink Attach Metal Core Copper Insert	6 - 12 oz/sqft Heavy Copper IMS & Heat Sink	Press fit Copper Coins	Conductive Resins	Busbar Heat Sink Attach

4 SUSTAINABILITY, ENVIRONMENT AND SOCIAL RESPONSIBILITY

Innovation at KCE extends beyond products and services; it encompasses a responsibility to the environment and society at large. The Company is committed to sustainable practices and social responsibility, incorporating eco-friendly initiatives, ethical sourcing, and community outreach programs into its operations.

By aligning innovation with sustainability, the Company not only contributes to a better future but also meets the growing demands of environmental and socially conscious consumers. This commitment enhances the Company's reputation, fostering trust and loyalty among customers, partners, and the community.



PERFORMANCE IN 2024 :

INNER AND OUTER CIRCUIT IMAGING PROCESS

The Company has fully implemented Laser Direct Imaging (LDI) technology to replace UV Exposure in both the Inner and Outer Circuit Imaging processes. This transition enables the Company to produce higher-density circuits and enhances PCB quality with much higher accuracy.



ESG Benefits		
Environment	Social	Economic / Governance
1. Reduced Chemical Waste : LDI eliminates the need for photo artwork films and artwork chemical developers. 2. Energy Efficiency : LDI systems consume less energy compared to UV exposure, so the greenhouse gas emission of imaging process is reduced. 3. Material Efficiency & Waste Reduction : Reduces plastic waste of photo artwork film. Reduces misalignment and defects, minimizing scrap rates	1. Safer Workplace : Reduces risks associated with handling and disposing of toxic substances. 2. Skill Development : The use of automated machinery provides employees with opportunities to develop technological skills.	1. Compliance with ESG Regulations : LDI supports compliance with green manufacturing policies and ISO 14001 environmental standards. 2. Enhanced Production Accuracy & Quality : LDI improves pattern alignment and resolution, reducing rework and increasing PCB reliability.

ADVANCE BONDING FOR PLY UP PROCESS

The Company has introduced advanced bonding machines in Ply up process. This upgrade improves layer-to-layer registration, resulting in better PCB registration.



ESG Benefits		
Environment	Social	Economic / Governance
1. Waste Reduction : Precise alignment and bonding reduce defective, minimizing production waste. 2. Energy Efficiency : New-generation machines consume less energy than older models.	1. Safer Workplace : Minimizes human error in the production process. 2. Skill Development : The use of automated machinery provides employees with opportunities to develop technological skills.	1. Cost Efficiency & Competitiveness : Reduces material and energy costs, enhancing the company's competitiveness in markets that demand eco-friendly products.

AUTOMATIC BALL CLEANING FOR CHILLER SYSTEM

The Company has introduced the ball cleaning for chiller systems. The Ball Cleaning System is a continuous tube-cleaning technology used in chiller systems to maintain heat exchanger efficiency. It utilizes specially designed sponge balls that circulate within the system, removing scale buildup, biofouling, and other contaminants that can reduce heat transfer efficiency.



ESG Benefits		
Environment	Social	Economic / Governance
1. Energy Efficiency : Keeping the tubes clean ensures optimal heat transfer, reducing electricity consumption. 2. Water & Chemical Reduction : Minimizes the need for chemical-based descaling agents, reducing chemical discharge into the environment. 3. Lower GHG Emissions : Enhanced energy efficiency leads to lower GHG emissions	1. Safer Workplace : Reduces maintenance personnel's exposure to hazardous chemicals used in conventional cleaning processes. 2. Operational Reliability : Prevents system blockages, minimizing the risk of unexpected downtime and improving system performance.	1. Sustainable Business Practices : Supports eco-friendly technological adoption and compliance with international standards such as ISO 50001 (Energy Management System). 2. Cost Savings & Competitiveness : Reduces energy, maintenance, and chemical costs, enhancing overall operational efficiency and market competitiveness.

04

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

KCE GROUP'S OVERALL 2024 OPERATING PERFORMANCE

In FY2024, the company undertook significant strategic initiatives to enhance its sales operations and market positioning. These actions were aimed at strengthening business expansion, improving market control, and driving operational efficiency across the group.

KEY STRATEGIC CHANGES IN FY2024

1. ESTABLISHMENT OF A NEW SUBSIDIARY - CIRCUIT HOLDING CO., LTD.

In October 2024, the company established Circuit Holding Co., Ltd., a new subsidiary with a registered capital of Bt200 million. The objective of this entity is to invest in new businesses and/or form strategic partnerships in projects that align with the company's long-term business direction and growth strategy. This move reflects the company's commitment to diversifying its business portfolio and exploring new growth opportunities.

2. STRENGTHENING DISTRIBUTION CHANNEL THROUGH STRATEGIC INVESTMENT IN SALE DISTRIBUTION COMPANIES

Also in October 2024, the group, through its subsidiary Circuit Holding Co., Ltd., invested in International Circuits Limited (ICL), a company incorporated under the laws of the United Kingdom, by acquiring 100% of its shares and voting interests. With this acquisition, the group obtained full control of ICL, which operate as a sales agent for foreign markets in Europe. The total investment value amounted to Bt784.1 million. (GBP 17.9 million)

This investment serves multiple strategic objectives :

- Enhancing sales operations by allowing the company to take direct control over pricing strategies and customer engagement.
- Strengthening market resilience by enabling agile adaptation to industry disruptions and intense competition.
- Maximizing synergy within the group, particularly in logistics, selling, and administrative cost management, to improve operational efficiency and enhance the company's overall financial performance.

Looking ahead, the group, through its subsidiary Circuit Holding Co., Ltd., plans to acquire another sales distribution entity in Germany by entering into an agreement to purchase 100% of the shares of KCE Printed Circuit Boards GmbH, a distributor of PCBs in Germany and Europe. The total investment value is expected to be approximately Bt380 million (EUR 10.65 million). The acquisition transaction is scheduled to be completed by Q2 2025.

This strategic move will grant the company full control over sales distribution in Europe, facilitating deeper market penetration and stronger support for customers in the region. This expansion aligns with the company's broader strategy of strengthening its global sales network and reinforcing its leadership in the PCB market.

These strategic actions mark a transformative shift in the company's sales and investment approach, reinforcing its positioning for sustainable growth and competitive advantage in the global electronics market.

3. STRATEGIC EXPANSION OF KEY RAW MATERIAL SUPPLY

In November 2024, the company's subsidiary, Thai Laminate Manufacturer Co.,Ltd. (TLM), which specializes in producing key raw materials for PCB products, acquired land in Hi-Tech Industrial Estate, Ayutthaya, with a total investment value of Bt99 million. This investment is part of a strategic expansion plan to support the future growth of the PCB business by ensuring a stable and efficient supply of essential materials.

By securing this new location, TLM aims to enhance production capacity, supply chain resilience, and operational efficiency to meet the increasing demand for advanced PCB manufacturing. This move will further strengthen the company's competitive edge and long-term sustainability in the global market.

4. RESTRUCTURING BY ACQUISITION OF THE ENTIRE BUSINESS OF K.C.E. INTERNATIONAL CO.,LTD.

In August 2024, the company fully merged the business of K.C.E. International Co., Ltd. (KCEI) through a complete business transfer. This transaction did not affect the direct or indirect shareholding proportions in the company's subsidiaries and associated companies and was treated as an internal corporate restructuring under common control, having no impact on the company's operations or financial status.

Additionally, the company sold the land and building of KCEI's old factory at the Bangpoo Industrial Estate because the facility was too small to support the new production process technology. This divestiture was part of the company's asset management strategy and contributed to an increase in gains on assets sold during the year.

2024 OPERATING RESULT

For KCE Electronics PCL's the financial performance of the fiscal year 2024, based on the audited consolidated financial statement ended on 31st December 2024, the company and its subsidiaries reported the group's total revenue at Bt15,210.4 million, with Bt1,648.5 million net profit (11.1% of sales), compared to 2023's performance showing Bt16,683.4 million of total sales with Bt1,719.6 million net profit (10.5% of sales). The comparison of operating performance between FY24 vs FY23 is shown in the following table :

OPERATING PERFORMANCE

[Amount : in Baht million]

	Y2024	Y2023	%Change Y-o-Y [2024 VS 2023]	Y2022	%Change Y-o-Y [2023 VS 2022]
FX : THB/USD	35.1849	34.6159		34.8192	
FX : THB/EUR	37.9936	37.2871		36.5020	
Total Revenue	15,210.4	16,683.4	-8.83	18,786.6	-11.20
Sales Revenue	14,832.9	16,343.6	-9.24	18,456.3	-11.45
[Sales Revenue, USD]	\$421.6	\$472.1	-10.71	\$530.1	-10.93]
Cost of Sales	11,571.2	12,940.6		14,254.4	
Gross margin, (%)	22.0%	20.8%		22.8%	
Selling & Administration	1,806.6	1,774.1	+1.83	1,988.5	-10.78
Operating Profit*	1,538.5	1,569.4	-1.97	2,280.9	-31.20
Net Profit (attribute to company)	1,648.5	1,719.6	-4.14	2,317.2	-25.79
Net Profit Margin (%)	11.1%	10.5%		12.6%	

[Remark * Excluded foreign exchange rate effects and gain (loss) from investment]

REVENUES ANALYSIS

TOTAL REVENUE

The total consolidated revenue of FY24 was reported at Bt15,210.4 million, decreasing 8.8% Y-o-Y. This total revenue includes Bt14,832.9 million from product sales and Bt377.6 million from other income. In FY24, the company's other income increased from Bt339.7 million in FY23, primarily driven by gains from asset sales. However, the impact of foreign exchange fluctuations led to a decrease in recognized foreign exchange gains compared to the previous year.

A key contributor to the increase in other income was the Bt119.9 million gain recorded from the sale of assets, including the sale of an old factory owned by a subsidiary. This transaction reflects the company's strategic asset management approach, optimizing resources to support future growth and operational efficiency.

Other income was as follows :

(Unit : Baht million)

	2024	2023	2022	2021	2020
Sales of scrap materials	163.9	160.7	193.7	150.8	64.9
Gains from FX & Hedging	56.9	153.4	105.8	189.7	108.7
Profit from sales Fix asset	119.9	-	-	-	-
Miscellaneous income	36.9	25.6	30.7	51.5	41.1
Total Other Income	377.6	339.7	330.2	392.0	214.7

SALES AND SERVICES INCOME

Consolidated sales revenue in THB decreased from Bt16,343.6 million in FY23 to Bt14,832.9 million in FY24, representing a decline of 9.24% Y-o-Y, while sales revenue in USD decreased by 10.7% Y-o-Y, from USD 472.1 million in FY23 to USD 421.6 million in FY24 due to the fluctuation of FX rate, resulting a positive impact of revenue recognition in THB at Bt194 Million compared to FY23.

FY24 was a challenging year as global market demand remained sluggish, with negative growth in the automotive segment directly impacting the company's sales. As a result, the total PCB sales volume declined by 5.48% Y-o-Y.

Despite these challenges, the company saw continued positive momentum in high-value products, particularly special-grade PCBs such as HDI. HDI sales grew by 9.01% Y-o-Y, reflecting increasing demand for advanced technology PCBs. Additionally, the company closed the year with a backlog of orders worth approximately Bt185 million, primarily HDI products awaiting production and delivery in the upcoming year. Notably, HDI products accounted for 25% of total PCB sales volume in FY24, highlighting their growing significance in the product portfolio. One contributing factor to lower sales volume despite having a backlog of orders was the machinery transition process during the year. The company undertook a major initiative to remove old machinery, install new equipment, and conduct testing, which resulted in a temporary reduction in production volume during this transition period.

Another factor impacting sales was a one-time adjustment due to the acquisition of a sales distribution company in the UK. As this entity transitioned into a subsidiary, the company had to adjust revenue back to be inventory for shipments to the UK sales office, which had not yet been sold to end customers. This adjustment reduced recognized revenue by Bt109 million in FY24, but this amount will be recognized as revenue in the next period.

Regarding sales pricing, while total PCB sales volume declined by 5.48% Y-o-Y, total sales revenue decreased by 8.38%, primarily due to intensified market competition. With an oversupply in the market, customers increased pressure on pricing, leading to greater price reduction requests across the supply chain.

In response to these market challenges, the company placed a strong emphasis on cost reduction initiatives. This included optimizing production efficiency, adopting new technologies to lower operational costs, and streamlining the supply chain. These measures were implemented to enhance profitability and maintain competitiveness despite pricing pressures in the market.

[Volume : SQFT-Thousand]

	Y2024	Y2023	%Change Y-o-Y [2024 VS 2023]	Y2022	%Change Y-o-Y [2023 VS 2022]
PCB Product Mix					
2 Layer	3,703.7	4,127.3	-10.26	4,152.5	-0.61
4 Layer	11,235.5	12,089.9	-7.07	14,667.7	-17.57
6 + Layer	5,196.4	6,030.2	-13.83	6,595.7	-8.57
Special Grade	<u>6,717.1</u>	<u>6,161.8</u>	<u>+9.01</u>	<u>6,080.2</u>	<u>+1.34</u>
Total SQFT (Thousand)	26,852.7	28,409.2	-5.48	31,496.1	-9.80

FOREIGN CURRENCY EXCHANGE

		2024	2023	2022	2021	2020
THB/USD	Avg. rate	35.1849	34.6159	34.8192	31.8764	30.9757
THB/EUR	Avg. rate	37.9936	37.2871	36.5020	37.4456	35.2339

QUARTERLY SALES REVENUE

QUARTERLY SALES REVENUE IN DOLLAR TERMS WAS AS FOLLOWS :

(Unit : USD million)

	2024	2023	2022	2021	2020
Quarter 1	106.3	119.4	137.8	113.3	104.8
Quarter 2	109.7	113.6	136.2	113.3	67.3
Quarter 3	109.9	123.7	127.8	115.5	87.5
Quarter 4	95.7	115.4	128.3	126.4	112.5
Total Year	421.6	472.1	530.1	468.5	372.1

THE PROPORTION OF SALES BY LAYER COUNT WAS AS FOLLOWS :

(% Sqft)

	2024	2023	2022	2021	2020
Double-sided PCBs	13.8%	14.5%	13.2%	18.0%	18.4%
4 Layer PCBs	41.8%	42.6%	46.6%	50.3%	50.0%
6+ Layer PCBs	19.4%	21.2%	20.9%	20.7%	21.1%
Special Grade (HD)	25.0%	21.7%	19.3%	11.0%	10.5%
	100.0%	100.0%	100.0%	100.0%	100.0%

SALES DISTRIBUTION BY TERRITORY WAS AS FOLLOWS :

(Unit : % to total sales)

	2024	2023	2022	2021	2020
Europe	52.5%	49.3%	48.5%	50.1%	48.6%
United States	21.4%	22.9%	23.9%	21.1%	20.8%
Asia	14.7%	17.7%	19.1%	18.3%	21.9%
Local	11.4%	10.1%	8.5%	10.5%	8.7%
	100.0%	100.0%	100.0%	100.0%	100.0%

COST OF SALES/GROSS MARGIN ANALYSIS

In FY24, the company faced significant cost challenges due to a substantial decrease in sales volumes, which directly impacted production line utilization. The actual capacity utilization dropped to 71%, compared to 77% in FY23. This decline resulted in higher fixed overhead costs in manufacturing, including depreciation, machinery and facility repair and maintenance expenses, and employee costs for operational support, making cost control as a key focus for the year.

In addition to lower utilization rates, raw material costs also exerted pressure on overall cost performance. The price of copper, the primary material in PCB production, began rising from Q2 2024 through year-end, leading to an increase in copper-related production costs by approximately 0.43% of sales year-over-year.

Given these uncontrollable external factors, including the market slowdown and rising material costs, the company implemented comprehensive cost reduction measures across all operations. Key initiatives included :

- Optimizing production processes by integrating new advanced technologies, reducing both power consumption and manpower requirements.
- Enhancing production efficiency, leading to lower defect rates and improved throughput.
- Reducing chemical supply costs through process improvements and supplier optimization.

Despite the challenging market environment, the company's cost control efforts helped sustain profitability, the company achieved a slight improvement in gross profit margin to 22.0% in FY24, compared to 20.8% in the previous year. While sales volumes declined, these initiatives contributed to maintaining stable financial performance, reflecting the company's commitment to operational efficiency and resilience in a dynamic industry landscape.

SALES AND ADMINISTRATIVE EXPENSES ANALYSIS

SELLING EXPENSE

In FY24, selling, general and administrative expenses totaled Bt1,806.6 million, representing 12.18% of sales, an increase from FY23, when expenses were Bt1,774.1 million, or 10.86% of sales.

Selling expenses in FY24 amounted to Bt458.3 million, accounting for 3.09% of sales, slightly decreasing from FY23, where they stood at Bt515.2 million, or 3.15% of sales. The reduction in major selling expenses, including sales commissions, transportation, freight, and packing costs, was in line with the decline in sales volume.

ADMINISTRATIVE EXPENSE

The administrative expenses totaled Bt1,348.3 million, or 9.09% of sales, compared to Bt1,259.0 million, or 7.70% of sales in FY23. The increase in administrative costs was primarily due to additional administrative expenses of newly established subsidiaries in the UK and Thailand, including legal service costs associated with mergers, totaling Bt51.0 million. Additionally, there was a loss on the sale of old assets and impairment of non-used machinery, amounting to Bt64.7 million, as part of the machinery replacement initiative aimed at improving the production process.

NET PROFIT / NORMALIZED PROFIT

As a result of lower revenue as per mention above, the Group reported a consolidated net profit of Bt1,648.5 million in FY24, which represented a decrease of 4.14% Y-o-Y. Operating profit in FY24 totaled Bt1,538.5 million (excluding a gain on foreign currency exchange rate of Bt56.9 million, net gain/loss on asset sold and impairment amount Bt55.2 million and oversea withholding tax of dividend receipt Bt2.1 million), representing a decrease of 1.97% Y-o-Y. This resulted in basic earnings per share of Bt1.39 compared to Bt1.45 per share in 2023.

FINANCIAL STATUS

ASSETS

Total assets as of December 31, 2024, amounted to Bt18,415.7 million, consisting of current assets Bt8,955.5 million and non-current assets Bt9,460.2 million that consisting of property plant and equipment of Bt7,645.4 million, net intangible assets of Bt631.4 million, contract costs assets of Bt339.8 million, investment property of Bt151.1 million, goodwill of Bt450.4 million, investments in associates of Bt33.0 million, deferred tax assets of Bt123.1 million and other non-current assets of Bt86.1 million.

In FY24, total assets decreased by Bt777.6 million, primarily due to :

- A reduction in cash by Bt200.7 million, resulting from loan payments and new investments.
- A decline in trade and other receivables by Bt732.7 million, reflecting lower sales volumes.
- A strategic reduction in inventory by Bt117.5 million, aligning with decreased market demand.
- A decrease in net property, plant, and equipment (PP&E) by Bt479.1 million, as depreciation expenses exceeded capital expenditures (CAPEX), which amounted to Bt609 million. The company carefully evaluated investments in new machinery and equipment to enhance production efficiency, while also purchasing new land to support subsidiary expansion plans.

On the other hand, total assets increased due to the acquisition of a sales distribution office in the UK, which led to :

- An increase in goodwill by Bt296.8 million.
- The recognition of customer relationships as an intangible asset, valued at Bt564.5 million.

TRADE AND OTHER RECEIVABLES

KCE's customers include some of the world's leading electronics companies. They are considered financially stable customers. Total trade and other receivables decreased from a net Bt4,378.6 million in 2023 to Bt3,645.9 million in 2024 in accordance with the decreased sales volume. The company has a policy to set an allowance for doubtful debts by analyzing debt settlement history and predicting future payments. Bad debts are written off when incurred. There was no allowance for doubtful debts based on this policy as of December 31, 2024.

INVENTORY - NET

As of December 31, 2024, the company and its subsidiaries had a net inventory of Bt3,675.0 million, decreased by Bt117.5 million from 2023. This reflects decreased demand in the market. The inventory value shown in the consolidated financial statement as of December 31, 2024 included consignment stock of finished goods (made to order) valued Bt900 million (December 31, 2023 : Bt1,001 million) which were already delivered to customers' warehouses but the title of ownership still remain with the company until the goods are released into production process according to conditions within the periods stated in the purchase agreement. In addition, this year's inventory it also includes inventory amount Bt77 million of the new subsidiary in the UK.

The company has a policy to set an allowance for the diminution of inventory value accordingly depending on material shelf life and types, as well as the allowance for diminution of finished goods in order to balance with the net realizable value (NRV). As of December 31, 2024, the company and its subsidiaries had set the allowance for inventory diminution value at Bt136 million and already recorded a write-off inventory in cost of goods sold of 2024 at Bt51 million.

The average inventory turnover of 2024 is 120 days, compared to 2023's at 125 days.

LIABILITIES

(Unit : Baht million)

	2024	2023	2022	2021	2020
Total Liabilities	4,597.6	5,444.0	7,548.2	8,508.6	5,315.0
Debt :					
Short-term borrowing	996.0	1,280.5	2,172.5	1,797.6	1,282.9
Long-term loan	120.2	927.8	1,642.0	1,856.8	1,063.1
Leasing	47.3	18.9	10.3	14.4	8.2
Total Debt	1,163.5	2,227.2	3,824.7	3,668.8	2,354.2
TotalDebt-to-Equity (times)	0.33	0.40	0.56	0.63	0.44

Debt to Equity Ratio slightly decreased to 0.33 times in 2024 due to the total liabilities decreased by Bt846.4 million, from Bt5,444.0 million at the end of 2023 to Bt4,597.6 million as of December 31, 2024 mainly due to a decrease of short-term and long-term debt of Bt1,092.2 million according to repayment schedule, an increase of trade and other current payables of Bt114.6 million due to other payable balance of share purchase amount Bt170.9 million and increasing of account payable for machinery and equipment purchase, and an increase of deferred tax liabilities of Bt130.9 million as a part of UK acquisition due to customer relationship amortization.

LIQUIDITY

According to the operating profit in 2024, the net cash flow was greatly generated by operating activities at Bt3,310.2 million (2023 : Bt4,213.8 million). Net cash used for investment activities, property plant and equipment, in total of Bt413.1 million and invested in the acquisition of subsidiaries in the amount of Bt531.4 million. Net cash out-flow from financing activities at Bt2,726.8 million, being an decrease in short-term loans by Bt279.0 million while repaid to long-term loans at Bt807.6million. Moreover, there was a dividend payment of Bt1,565.3 million. In summary, cash balance as of December 31, 2024 was decreased by Bt200.7 million.

As of December 31, 2024, the current ratio was 2.25 times which is a better rate compared to the previous year. The Company was able to pay suppliers on the due dates and service its debt on the agreed terms. Total liquidity at year-end included cash and unutilized credit facilities.

CAPITAL STRUCTURE

(Unit: Baht million)

	2024	2023	2022	2021	2020
Debt	1,163.5	2,227.2	3,824.7	3,668.8	2,354.3
Equity	13,756.0	13,688.5	13,389.5	13,380.4	12,009.8
Non-controlling interests	62.1	60.8	55.8	61.7	52.1
Total capital	14,981.6	15,976.5	17,270.0	17,110.9	14,416.2
Gearing Ratio (times) (Interest-bearing debt only)	0.08	0.16	0.29	0.27	0.20

As of December 31, 2024, Net Interest-bearing Debt to Equity was 0.08 times compared to 0.16 times as of December 31, 2023 as a result of lower debts due to loan repayment and higher equity from this year profit and dividend paid.

CAPITAL EXPENDITURE

In 2024, the total capital expenditure (CAPEX) amounted to Bt609 million of which approximately Bt300 million was mainly for the LDI project and efficiency improvement of KCE Electronics PCL, Lat Krabang plant. An additional Bt175 million was invested in the LDI project and the upgrading of buildings and facilities at KCE Technology's Ayutthaya plant. Meanwhile, Bt125 million was allocated for land (99 million baht) and the purchase of additional machinery for Thai Laminate Manufacturer Co., Ltd. Furthermore, other expenses for subsidiaries were primarily directed towards efficiency improvement projects, including the upgrade of necessary equipment and facilities.

FACTORS & INFLUENCES THAT MIGHT AFFECT TO FUTURE OPERATION AND FINANCIAL STATUS

Over the past year, the company has carefully assessed its expansion plans, particularly the construction of a new PCB factory. While initially planned, the project was put on hold due to a slowdown in market demand, especially in the automotive sector, which accounts for over 80% of total sales. Additionally, the company identified water supply constraints at Rojana Industrial Park, which have been under discussion. This has led to a redesign of the water usage and recycling system to ensure environmental sustainability in the new facility.

Despite these temporary delays, the company has continued to develop and test new PCB manufacturing technologies to meet the increasing demand for more complex and high-tech products. The lower market demand in 2024 provided a strategic opportunity to upgrade and transition machinery at the existing factory. Although this shift impacted unit production during the transition, it was a proactive move to ensure optimal efficiency and technological readiness for future growth. This early adaptation will enable the company to move quickly once construction of the new factory begins, ensuring the best layout and production flow for the latest manufacturing processes.

As part of the company's commitment to expansion and long-term growth, the new PCB factory remains a key priority. Additionally, in preparation for the expansion of PCB production, the company's subsidiary, which produces key materials such as Laminate and Prepreg, has acquired new land in Hi-Tech Industrial Estate, Ayutthaya, near the current PCB factory and Rojana area. This strategic investment is intended to support the growing PCB industry and strengthen the supply chain.

A key milestone in this project is that the new PCB factory has been approved under the Thailand Board of Investment (BOI) scheme, as part of the key electronics sector promotion initiative. This investment incentive provides significant benefits, including tax exemptions and other privileges, further reinforcing the company's strong growth potential for the future.

Looking ahead, with the current market outlook and the increasing demand for HDI PCBs, the company plans to initiate construction of the new PCB factory in the second half of 2025. The new facility is expected to take approximately 15 years to complete construction and install machinery before becoming operational. Further updates will be provided as developments progress.

05

GENERAL INFORMATION AND OTHER MATERIAL FACTS

5.1

GENERAL INFORMATION

COMPANY INFORMATION

Company name	:	KCE Electronics Public Company Limited
Symbol	:	KCE
Company registration number	:	0107535000354
Nature of business	:	Manufacturer and distributor of Printed Circuit Boards (PCBs)
Type of stock	:	Common stock, 1,182,088,596 shares at par value of Baht 0.50 per share
Registered capital	:	Baht 591,044,298
Paid-up capital	:	Baht 591,044,298
Other type of stock	:	None
Address	:	72-72/1-3 Lat Krabang Industrial Estate, Soi Chalongkrung 31, Lumplatew, Lat Krabang, Bangkok 10520
Website	:	www.kce.co.th
E-mail	:	information@kce.co.th
Telephone	:	(662) 326-0196 - 9
Facsimile	:	(662) 326-0300

KCE Electronics Public Company Limited holds more than 10% in other company as follow :

- 1)

Company name	:	KCE Technology Co., Ltd. (KCET)
Nature of business	:	Manufacturer and distributor of Printed Circuit Boards (PCBs)
Type of stock	:	Common stock
Registered capital	:	Baht 1,600 million
Issued and Paid-up	:	Baht 1,600 million
Capital		
Share holding Ratio (%)	:	99.99
Address	:	117, 118 Moo 1 Hi-Tech Industrial Estate, Asia Road, Banlain, Bang Pa-In, Ayutthaya 13160
Telephone	:	035-351-812-19
Facsimile	:	035-351-811

- 2)

Company name	:	Thai Laminate Manufacturer Co., Ltd. (TLM)
Nature of business	:	Manufacture and distribution of LAMINATE and PRE IMPREGNATED FIBERGLASS (PREPREG)
Type of stock	:	Common stock
Registered capital	:	Baht 250 million
Issued and Paid-up	:	Baht 250 million
Capital		
Share holding Ratio (%)	:	99.99
Address	:	70, 70/1 Lat Krabang Industrial Estate, Soi Chalongkrung 31, Kwang Lumplatew, Lat Krabang, Bangkok 10520
Website	:	www.tlm.co.th
Telephone	:	02-326-1312-3
Facsimile	:	02-326-0016

- 3)

Company name	:	Chemtronic Technology (Thailand) Co., Ltd. (CT)
Nature of business	:	Manufacture and distribution a chemical used in the animal feed mill
Type of stock	:	Common stock
Registered capital	:	Baht 48 million
Issued and Paid-up	:	Baht 48 million
Capital		
Share holding Ratio (%)	:	94.75
Address	:	1/28 Moo 5 Tambol Khan Ham, Amphur Uthai, Ayutthaya 13210
Website	:	www.chemtronic-thai.com
Telephone	:	035-719-674-6
Facsimile	:	035-719-677

- 4)

Company name	:	Chemtronic Products Co., Ltd. (CTP)
Nature of business	:	Manufacture and distribution a chemical used in the animal feed mill
Type of stock	:	Common stock
Registered capital	:	Baht 80 million
Issued and Paid-up	:	Baht 80 million
Capital		
Share holding Ratio (%)	:	94.96
Address	:	1/97 Moo 5 Tambol KhanHam, Amphur Uthai, Ayutthaya 13210

- | | | | |
|--|-----------|---|--------------|
| | Telephone | : | 035-719674-6 |
| | Facsimile | : | 035-719-677 |
- 5) Company name : KCE (Thailand) Co., Ltd. (KCETH)
- Nature of business : Distributor of Printed Circuit Boards (PCBs) in Thailand
- Type of stock : Common stock
- Registered capital : Baht 3.6 million
- Issued and Paid-up : Baht 3.6 million
- Capital
- Share holding Ratio (%) : 60
- Address : 100/61 Vongvanij Building, 21th Floor, Rama 9 Road,
Huaykwang Sub-District, Huaykwang District, Bangkok 10310
- Telephone : 02-645-0304-5
- Facsimile : 02-645-0306
- 6) Company name : KCE Singapore Pte., Ltd. (KCES)
- Nature of business : Distributor of Printed Circuit Boards (PCBs) in Asia
- Type of stock : Common stock
- Registered capital : SGD 500,000
- Issued and Paid-up : SGD 500,000
- Capital
- Share holding Ratio (%) : 100
- Address : 1 Sims Lane, #05-11, Singapore 387355
- Telephone : 65-6748-5603
- Facsimile : 65-6748-7192
- 7) Company name : KCE America Inc. (KCEA)
- Nature of business : Distributor of Printed Circuit Boards (PCBs) in U.S.A
- Type of stock : Common stock
- Registered capital : USD 50,000
- Issued and Paid-up : USD 50,000
- Capital
- Share holding Ratio (%) : 95
- Address : 954 San Rafael Ave., Mountain View, CA94043, U.S.A.
- Telephone : (650) 934-3700
- Facsimile : (650) 230-4930
- 8) Company name : Circuit Holding Co., Ltd. (CH)
- Nature of business : To invest in other businesses and/or to partner with other entities.
- Type of stock : Common stock
- Registered capital : Baht 200 million
- Issued and Paid-up : Baht 200 million
- Capital
- Share holding Ratio (%) : 99.97
- Address : 100/61 Vongvanij Building B 21th Floor, Rama9 Huaykwang Bangkok
10310

	Telephone	:	02-326-0196
	Facsimile	:	02-326-0300
9)	Company name	:	KCE Taiwan Co., Ltd. (KCETW)
	Nature of business	:	An overseas sourcing representative for raw materials and machinery for the Company and its subsidiaries
	Type of stock	:	Common stock
	Registered capital	:	NTD 3,000,000
	Issued and Paid-up Capital	:	NTD 3,000,000
	Share holding Ratio (%)	:	49
	Address	:	17 Fl., No.1086, Zhongzheng Rd., Taoyuan Dist., Taoyuan City, 33045, Taiwan (R.O.C.)
	Telephone	:	886-3-3588101
	Facsimile	:	886-3-3588210

SECURITIES REGISTRAR

Thailand Securities Depository Company Limited.

93 Stock Exchange of Thailand Building, Ratchadapisek Road, Din-Daeng, Bangkok 10400

Telephone : (662) 009-9000

Facsimile : (662) 009-9991

AUDITOR

KPMG Phoomchai Co., Ltd.

48th- 50th Floor, Empire Tower, 1 South Sathorn Road, Yanawa, Sathorn, Bangkok 10120

Telephone : (662) 677-2000

Facsimile : (662) 677-2222

Mr. Sumate Jangsamsee Certified Public Account Registration No. 9362 and/or

Mr. Chokechai Ngamwutikul Certified Public Account Registration No. 9728 and/or

Mr. Veerachai Ratanajaratkul Certified Public Account Registration No. 4323 and/or

Mr. Teerawat Witthayaphalert Certified Public Account Registration No. 11464

LEGAL ADVISOR

Seri Manop & Doyle Ltd.

21 Soi Amnuaywat, Suthisarn Road, Huay Kwang, Bangkok 10310

Telephone : (662) 693-2036

Facsimile : (662) 693-4189

INVESTOR RELATION

KCE Electronics Public Company Limited

72 - 72/1-3 Lat Krabang Industrial Estate, Soi Chalongkrung 31, Lumplatew, Lat Krabang, Bangkok 10520

Website : www.kce.co.th

Telephone : (662) 326-0196 - 9 Ext. 1201, 1501

Facsimile : (662) 326-0300

E-mail : wasara.c@kce.co.th or niraphat@kce.co.th

5.2 OTHER MATERIAL FACTS

There is no other necessary information that may influence investors' decision making significantly

5.3 LEGAL DISPUTES

As at December 31, 2024, there is no any lawsuit that may negatively affect the assets of the Company or a subsidiary at an amount higher than 5 percent of the shareholders' equity.

5.4 SECONDARY MARKET

- None -

5.4 REGULAR CONTACT FINANCIAL INSTITUTION (IN CASE OF DEBT SECURITIES OFFER OR)

- None -



PART

02

**CORPORATE
GOVERNANCE**

06

CORPORATE GOVERNANCE POLICY

The Board of Directors of KCE Electronics Public Company Limited firmly recognizes the importance of good Corporate Governance by conducting its business within the framework of the principles of Good Corporate Governance of the Stock Exchange of Thailand and in compliance with the law. Compliance with Corporate Governance is critical in enabling the Company to gain the trust and confidence of Shareholders, customers, employees, and the public in order to achieve the highest sustainable benefit for all stakeholders. The Company complies with the principles of the SET's Good Corporate Governance and of the Organization for Economic Co-operation & Development (OECD)'s international standard. The Board of Directors provides a "Corporate Governance Policy" to encourage the principles of Corporate Governance by focusing on business operations with transparency, morality and integrity and to be applied as the good practices for the directors, executive managements and employees of KCE group; and to reduce conflicts of interest among stakeholders. The Company's compliance with policies, procedures, rules, and codes of conduct ensures the success of good Corporate Governance. The Company aims to achieve sustainable development and to continually review its corporate governance policy on an annual basis.

The Board of Director stipulates a "Code of Conduct" handbook and a written practice guideline for working and reviews such guideline annually, as well as discloses the guideline on the company's website.

The Company fosters awareness and the participation of good Corporate Governance throughout the organization. The Company disseminates its Corporate Governance Policy among the Company's management and employees via various channels, such as the Company's website, with the aim to instill the principles of good Corporate Governance into the corporate culture. The Company's Board of Directors, management, and all employees perform their respective duties in compliance with the law, rules and regulations, and business ethics. The Company's businesses are conducted with a vision to create long-term value with a high degree of ethical standards and to follow these important characteristics: accountability, responsibility, transparency, and fair and equitable treatment. The Company acts in a fair, lawful, and ethical manner with all stakeholders and their representatives.

In 2024, the Board of Directors has completely complied with the principles of the good Corporate Governance and the good practice guideline of the Stock Exchange of Thailand. The Company achieved a score of “Excellent”, for the ten consecutive years, in the annual surveys conducted by the Thai Institute of Directors Association (IOD) in collaboration with the Stock Exchange of Thailand and the Securities and Exchange Commission. Surveys of the IOD assess the level of Corporate Governance of each company. The consistently high rating for the past years reflects the Company’s dedication to integrate sound ethics and the principles of good Corporate Governance into its business practices continuously.

6.1

RIGHTS OF THE SHAREHOLDERS

The Company protects the rights and interests of Shareholders, both as investors and owners of the Company, whether majority, minority, foreign, or institutional Shareholders. The Company facilitates the needs of its Shareholders and ensures that they receive fair and equitable treatment by complying with applicable laws and guidelines that protect Shareholders’ basic rights. The rights of Shareholders are specified related to the principles under the Corporate Governance Code of the Stock Exchange of Thailand.

1. The right to register as an owner of shares of the Company; to buy, sell, or to transfer shares; with Thailand Securities Depository Co., Ltd. (TSD) as the register.
2. The right to receive equal treatment in the repurchase of shares by the company, which in 2024, the Company does not engage in share repurchases.
3. The right to share a portion of the profits of the Company in the form of dividends; The Company’s policy is to pay a dividend clearly. In 2024, dividends and interim dividends were paid to the shareholders a total of 2 times, with the details appearing in the shareholder’s meeting invitation letter.
4. The right to decide on all forms of remuneration for the Board of Directors
5. The right to participate in and to be informed of major decisions concerning fundamental corporate changes.
6. The right to convenient access to participate in shareholders meetings.
7. The right to verify accuracy and maintain independence while participating in shareholder meeting, including the right to vote freely.
8. The right to be informed of and to make decisions on any key transactions that could affect the Company in the General Meeting of the Shareholders
9. The right to participate and vote in Shareholders’ Meetings by self or by Proxy
10. The right to obtain relevant and adequate information about the Company in a timely manner and on a regular basis. In 2024 the Company has consistently provided important updated of information through the (SET) and the Company’s website ensuring convenient and promptness.
11. The right to appoint and terminate the external auditor and set the auditor’s fees;
12. The right to receive accurate, complete and sufficient information before the Shareholders’ meeting to use for decision making on voting on each agenda.
13. The right to elect or terminate members of the Board
14. The right to verify accuracy after the meeting.
15. The right to propose agenda items for Shareholder Meetings as well as qualified candidates to be nominated for election to the Board of Directors in advance between September 4, 2023 - December 31, 2023 via company’s website, email, fax or the letter with details and guidelines published on the Company’s website www.kce.co.th. including publishing the right granting through the channel of the

Stock Exchange of Thailand, to preliminarily screen before submit to the Board of Directors for consideration. The Shareholders are given the opportunity to submit questions related to the agenda of the meeting in advance. Finally no Shareholders proposed an agenda or nominated a person to consider or send the questions related to the meeting agenda.

16. The right to leave a comment in the General Meeting of Shareholders, such as dividend payment. Amendment to the Company's Memorandum of Association or the Company's Articles of Association, capital increases or decreases, the approval of extraordinary transactions, etc

Details regarding the exercise of the rights of Shareholders were distributed via the SET's information channels and the Company's website to ensure the equitable treatment of Shareholders in having equal access to information.

OPERATING PERFORMANCE FOR THE YEAR 2024

THE 2024 ANNUAL GENERAL MEETING OF SHAREHOLDERS (AGM)

The Company holds annual general Meetings of Shareholders in accordance with the legal procedures and requirements of the Stock Exchange of Thailand as well as the Securities and Exchange Commission (SEC). The AGM is held within 4 months after the end of the fiscal year, and in urgent situations regarding issues that concern any major interest of Shareholders or that require Shareholders' approval, an extraordinary Meeting of Shareholders can be called.

The 2024 the Company held the annual General Meeting of Shareholders in a hybrid meeting format, which included both an electronic Annual General Meeting (E-AGM) and Physical meeting on April 18, 2024, at 15.00 hours, with live broadcasting from the Ballroom, 3rd floor, the Grand Four Wings Convention Hotel, 333 Srinakarin Road, Huamark, Bangkok, Bangkok. The Company followed the guidelines of the Shareholder Meeting quality assessment Project (AGM Checklist) of the Thai Investors Association, Listed Companies Association and the Securities and Exchange Commission (SEC). In 2024, the company received a perfect score of 100 points in the evaluation of shareholder meeting for the five conservative year, and there were no extraordinary meeting called for shareholders during the year.

ADVANCE MEETING NOTICE

The Board of Directors adopted a resolution to convene the 2024 Annual General Meeting of Shareholders No. 41/2024. The notice of the Meeting, including the Meeting agenda and the closing date of the share transfer suspension register for shareholders' meeting attendance and dividend receipt, has been communicated to shareholders in advance through the SET's information channels on March 12, 2024. The company also released the comprehensive meeting notice, containing the agenda and essential supplementary information for decision-making, as well as the board's opinions and minutes from previous meetings, in both Thai and English languages, on the company's website (www.kce.co.th) 30 days prior to the meeting, with disclosure on March 18, 2024. Shareholders were given ample time to review the meeting agenda and pertinent information related to the matters to be decided upon. Additionally, the annual general meeting invitation was advertised in newspapers, both in Thai and English, on April 1-3, 2024, for three consecutive days. Furthermore, the meeting invitation letter, in both Thai and English, was dispatched 14 days in advance via the Thailand Securities Depository Co., Ltd., on April 3, 2024. The documents provided to shareholders were as follows :

- The letter of invitation to KCE's AGM No. 41/2024 stating the date, the time, and the venue for the Meeting and information regarding the issues to be decided at the Meeting. Each agenda item was clearly specified as to whether it was for acknowledgement, approval, or consideration. The Board's opinion of each agenda was also provided.
- Minutes of AGM No. 40/2023.
- The 2023 Annual Report (56-1 One Report) via QR CODE.
- Information about the individuals who have been to replace directors who retire by rotation, which included the name, age, type of directorship, education, training courses attended, experience, the holding of positions in registered company and other businesses, the criteria and methods of directors to proposed and nominate for another term, participation in meetings during the previous year, and date of appointment as a director of the company and other relevant information.
- Details of the proposed auditors such as the names of the auditors and their affiliation for consideration. Auditor independence, Audit fees and non-assurance services.
- The Company's articles of association relating to Shareholders' Meetings.
- The Proxy Form as recommended by the Department of Business Development of the Ministry of Commerce.
- A list of documents and identification required to be showed in order to attend the AGM with an explanation of the appointment of a Proxy, the registration process, voting procedure, and the counting of votes. Details of Independent Directors who are nominated to be a shareholders' proxy.
- A Map of the Meeting venue.

In cases where a shareholder is unable to attend the meeting in person, the company provides the opportunity for shareholders to appoint a proxy, whether an independent director or any other individual, to attend the meeting on their behalf by using a specific proxy form that allows shareholders to vote on each agenda item, and includes a list of more than one independent director along with their profiles, enabling shareholders to choose their preferred proxy. Additionally, the company also offers notary services for shareholders to certify their proxy forms.

PROCEEDING OF THE SHAREHOLDERS' MEETING



Annual General Meeting of Shareholders No. 41/2024 the Company used the E-AGM application software of OJ International Co., Ltd., a service provider assessed for compliance with the meeting control system by the Electronic Transactions Development Agency (ETDA), which is a standardized system that complies with the conditions and methods of Emergency Decree on Electronic Meeting B.E.2563 (2020) and Notice of the Ministry of Digital Economy and Society on Security Standards of Electronic Meeting B.E.2563 (2020) which covers;

1. Meeting Registration
2. Attending the Meeting
3. Questioning or commenting
4. Vote casting
5. Vote counting
6. A display of the vote count and report of the Meeting's resolution

This is to ensure that the voting record is accurate, transparent and traceable.

In addition, third party mediators have been arranged, responsible for inspecting and observing from the registration process on the counting of votes by the end of the meeting Shareholders can request to check the details.

Three Directors must retire from office on a rotational basis in each AGM. Shareholders are informed of the Board's opinion to reelect any Directors. Information regarding Directors to be nominated is provided to the Shareholders. The age, education, experience, training, as well as important positions held currently or in the past by Directors to be nominated were provided to Shareholders so that they could make an informed decision. An agenda item regarding all forms of remuneration for Board members were included together with the remuneration policy and principle for determining the remuneration of each Board member and position held.

In the annual general meeting, the Company has considered the agenda in the order as specified in the meeting letter sent to the Shareholders in advance. There was no change in the order of agenda and no request for the meeting to consider matters other than those specified in the letter of general meeting of the Shareholders.

Annual General Meeting of Shareholders No.41/2024 Mr.Bancha Ongkosit, Chairman of the Board of Directors acting as the chairman of the meeting with the Board of Directors, Audit Committee, Nomination and Remuneration Committee, Enterprise Risk Management Policy Committee, Management term, Auditors and the Legal advisors all attended the meeting. A total of 1,238 Shareholders attended the Meeting, comprising 61 Shareholders holding 189,133,557 shares and 1,177 Shareholders represented by authorized Proxy holding 536,421,094 shares, or a total of 725,554,651 shares accounting for 61.38 percent of the Company's total paid-up 1,182,088,596 shares, and more than one-third of the Company's paid-up capital constituting a quorum. The members of the Board of Directors were present at this AGM, which included the Chairman of the Board of Directors, the Chairman of the Audit Committee, the Chairman of the Nomination and Remuneration Committee the Chairman of the Environmental, Social, Governance and Sustainability Development Committee, and the Chairman of the Enterprise Risk Policy Committee.

The Company provided a registration period of two hours even after the registration period has passed; there is still an opportunity for shareholders who wish to attend the meeting to register to attend the meeting without losing their rights. Shareholders can join the meeting after the meeting has started, Shareholders were able to register to attend the Meeting and cast votes on agenda items that were not yet resolved.

Mrs. Wasara Chottithammarat, the Company's Secretary, welcomed the Shareholders and provided a summary regarding the votes represented at the Meeting, explained the voting procedure, the voting process, the vote-counting process, and the summation of votes via E-Voting system, as follows :

- The number of votes cast by a Shareholder equaled the number of shares he/she or the Proxy grantor held : one share equals one vote. A Shareholder could cast the total number of their votes by ticking Approved, Disapproved, or Abstained for each agenda item.
- Shareholders/proxies cast their votes via E-Voting by press "Approved", "Disapproved" or "Abstained".
- Only votes marked as "Disapproved" and "Abstained" were counted for each agenda item, the result being deducted from the total number of votes of Shareholders present at the Meeting, with the rest considered an approved vote. The result of the votes cast appeared on the screen located in the front of the Meeting room.
- Before a Shareholder cast a vote for an agenda item, the Chairman allowed Shareholders to ask questions relevant to said agenda item.
- Shareholders/proxies who wished to leave the Meeting before its conclusion could cast votes in advance for the remaining agenda items.
- In the event that Shareholders/proxies did vote "Disapproved" or "Abstained" before the Chairman closed each agenda, the vote was regarded as "Approved."
- In the event that Shareholders/proxies joined the Meeting during any agenda item, he/she could cast votes for that particular agenda item and onward.
- The Meeting resolution : In general, if the majority of Shareholders vote to approve an agenda item and the voting is in accordance with the company's Articles of Association, it is deemed that the Meeting passed the resolution for said agenda item. If a law or regulation determines a different system be used, the Chairman would notify Shareholders before they cast their votes for the relevant agenda item.
- Asking questions/ proposing a suggestion : During the Meeting, Shareholders who wished to ask questions or make a suggestion were requested to raise their hands to be recognized by the Chairman. For the minutes, the Shareholder/Proxy was requested to state his/her name, surname and whether the person was a Shareholder or Proxy before asking the question or proposing a suggestion. To ensure that the Meeting was conducted in an efficient manner, Shareholders were required to keep their views or questions concise and to the point and relevant to the particular agenda item.
- After the Meeting, the Company collected all voting result of Shareholders to be used as evidence that their votes were cast.

The Secretary of the Meeting announced that in compliance with best practices in respect of Shareholders' rights, the Company provided minor Shareholders an opportunity to propose agenda items in advance as well as an opportunity for qualified candidates to be nominated for election to the Board of Directors for the 2024 AGM. Information regarding this was announced on the Company's website and the SET's portal system between September 4, 2023, and December 31, 2023; however, no Shareholders submitted proposals in advance. When information is provided in accordance with the agenda, the chairman conducted the meeting in accordance with the agenda items specified in the meeting invitation letter sent to the shareholders and no additional agenda items were added without prior notification to the shareholders.

THE MEETING COMMENCED

Mr. Bancha Ongkosit, the Chairman of the Shareholders' Meeting, opened the Meeting and welcomed Shareholders and all participants to AGM No. 41/2024. He then introduced the Company's Board of Directors, Audit Committee members, Nomination and Remuneration Committee members, the Environmental, Social, Governance and Sustainability Development Committee, and the Enterprise Risk Policy Committee, the company's management, the auditors from KPMG Phoomchai Audit Co., Ltd., and the legal advisor from Seri Manop & Doyle Co., Ltd., who was assigned to be auditors and inspectors of the vote count.

The Chairman of the Shareholders' Meeting conducted the Meeting by addressing each agenda item as stated in the invitation to AGM No. No. 41/2024 and no other agenda item was added to the 2024 AGM.

After provided information according to the agenda, the Chairman of the Shareholders' Meeting allowed the Shareholders sufficient time to pose questions or make suggestions and to make recommendations in each agenda.

Detailed and encompassing answers were provided by Board members and management in response to questions posed by Shareholders prior to voting. In counting votes, the Company abided strictly by its own guideline of one share one vote, and approval was based on majority vote. The vote was counted as one vote per share and the resolution was by majority vote. If there are an equal number of votes for and against a particular agenda item, the Chairman of the Meeting may exercise his deciding vote.

The 2024 Annual General Meeting of Shareholders through electronic media (E-AGM) and in the meeting room (Physical Meeting), which adhere to standardized systems in compliance with the conditions and methods of Emergency Decree on Electronic Meeting B.E.2563 (2020), there will be no printing of the ballots for attendees participating via electronic media. Shareholders will cast their votes through the screen. For onsite meetings, the ballots will be utilized for each agenda item. Shareholders will choose to vote for approval, disapproval, or abstention for each agenda item within the specified time (1 minute). Shareholders who do not vote or fail to press their vote into the system will be considered as approving the resolution. During the electronic media meeting (E-AGM), shareholders will have the opportunity to offer comments, pose questions, or express opinions related to the agenda items as appropriate in the chat box. Questions and answers, along with the names of the questioners, will be recorded in the meeting report.

The Company's Secretary recorded the resolution of the meeting by classifying votes for each agenda in writing in terms of Approval, Objection, or Abstention and recorded questions, answers, and opinions made during the Meeting. Resolutions with voting results were recorded in the Shareholders' Meeting minutes. Registration for the AGM No. 41/2024 started at 13.00 pm. The Meeting commenced at 15.00 pm and ended at 17.15 pm.

DISCLOSURE OF SHAREHOLDERS' MEETING RESULTS

The Company posted resolutions of the AGM through the Stock Exchange of Thailand on the same day after the Meeting ended. The Company submitted the minutes of the 2024 AGM to provide information regarding the vote-casting procedure, a detailed record of the questions, answers, resolutions, and voting results of each agenda item, together with a name list of all Directors who participated in the AGM, to the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) within 14 days after the AGM, and also posted said information on the Company's website www.kce.co.th on May 2, 2024, as an additional channel of providing information to Shareholders.

The company is dedicated to protecting the rights and benefits of shareholders and emphasizes the significance of the rights of all types of shareholders, whether major or minor shareholders, foreign shareholders, institutional investors or disability investors. Shareholders must be treated equally without discrimination and protected from improper actions or actions for the benefit of controlling shareholders that may affect the company's business operations, whether direct or indirect. The principles are an integral part of the company's corporate governance policy.

OPERATING PERFORMANCE FOR THE YEAR 2024

1. DESIGNATION OF PROXIES TO THE ANNUAL GENERAL MEETING OF SHAREHOLDERS

In order to preserve the rights of shareholders who are unable to attend the AGM meeting in person, shareholders have the right to appoint another person or any independent director of the Company from among all independent directors attending the meeting as a proxy. The Company provides information about independent directors in the proxy form as specified by the Ministry of Commerce, enabling them to participate in and vote on behalf of shareholders. If shareholders appoint a proxy to another person, the company will grant rights and act towards the proxy as if they were a shareholder. Additionally, the Company discloses the proxy form along with details and procedures on the website in advance of the meeting, at least 30 days before the meeting. Shareholders can also inquire for further information via telephone, email, etc.

The Company has issued a procedure for shareholders meeting attached with the shareholders meeting invitation letter in order for the attending shareholders and/or the proxies (in the cases where proxies are assigned) to be able to prepare documents/evidence as a self-identification to properly enter the meeting in accordance with the law and the Company's regulation whereby the Company does not stipulate conditions in an obstructive or unreasonably create a burden to the shareholders.

The Company has held 1 shareholders' meeting, which are: The 2024 Annual General Meeting of Shareholders on 18 April 2024, with all 9 directors presenting at the meeting and has authorized Thailand Securities Depository Co., Ltd., which is the Company's share registrar, to send out the meeting invitation letter in both Thai and English language to the shareholders 14 days in advance, as well as publicized the meeting invitation letter including the supporting documents on the Company's website in both Thai and English language 30 days in advance in order for the shareholders to learn the information prior to the date of the meeting.

2. FACILITATION OF SHAREHOLDERS' ATTENDANCE AND PARTICIPATION IN THE AGM

The Company has a policy to encourage and facilitate Shareholders in attending the AGM and ensures the equitable treatment of all Shareholders, including minority, institutional and foreign Shareholders. All Shareholders have the right to fair practice without discrimination and to participate in the AGM until its conclusion. KCE facilitated all shareholders by submitting documents showing the registration procedures, hybrid meeting and proxy along with the meeting notice.

Registration to attend the AGM began 2 hours prior to the commencement of the Meeting and continued through the end of the AGM. The 2024 AGM was held through electronic media (E-AGM) and in the meeting room (Physical meeting) with live broadcasting from the Ballroom, 3rd floor, the Grand Fourwings Convention Hotel, 333 Srinakarin Road, Huamark, Bangkok, Bangkok. The venue for the AGM was chosen due to its convenient location and to facilitate accessibility to public transportation for the Shareholders, and the meeting room is large enough to host the number of participants.

VOTING PROCEDURE AT THE AGM

The Company gives shareholders voting rights, one share, and one vote per ordinary share held and uses E-Voting system to vote for all items on a meeting agenda, and the legal advisor was arranged to check the vote counting, and third party was arranged to be the witness for the vote counting. For agenda items involving the election of directors to replace those retiring by rotation, the company conducts individual elections.

DATE, TIME AND PLACE OF THE MEETING

The Company has considered the convenience of shareholders in attending the shareholders' meeting, providing adequate time for discussion. The meeting venue is located at Ballroom, 3rd Floor, The Grand Fourwings Convention Hotel, 333 Srinakarin Road, Huamak, Bangkok, Bangkok. This location is conveniently situated for transportation, with sufficient access to public transportation to allow shareholders to attend the meeting conveniently.

6.3 ROLES OF THE STAKEHOLDERS

The Company is aware of the responsibilities to stakeholders and respects their legal rights and ensures that those rights are protected. The Company provides fair treatment and takes into account the interests of stakeholders, which include but are not limited to, various groups : Shareholders, employees, management, customers, suppliers, creditors, the community, society, the government, the environment, the public, etc. Recognizing the role of the Company as a leading Thai manufacturer, the Company places the protection of the environment and safety as one of its priorities.

The Company encourages active cooperation between the Company and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprise and ensures that all business decisions and actions comply with all applicable laws and regulations. Stakeholders of the Company are treated fairly in accordance with their legal rights as specified in relevant laws.

The Company has a clear policy in regard to the fair treatment of each and every stakeholder. The rights of stakeholders as established by law or through mutual agreements are respected. Any actions that can be considered in violation of stakeholders' legal rights are prohibited. Any violation will be effectively redressed. In 2024, there were no legal issues regarding any stakeholders. The Company provides a mechanism by which stakeholders can participate in improving the Company's performance in order to help ensure the firm's sustainability. In order for stakeholders to participate effectively, all relevant information is disclosed to them in the Annual Report (56-1 One Report), and the Company's website (www.kce.co.th).

In the case of stakeholders who engage in an illegal act or who engage in unethical practices, incorrect financial reporting, insufficient internal control etc., stakeholders can report said behavior through mail, email : whistleblower@kce.co.th, telephone, or intranet to KCE Home, and to the above-mentioned website of the Company via Whistleblower Channel, and the rights and confidentiality of the person who communicates such

practices will be protected. The internal audit assesses the efficiency and adequacy of the internal control system. There were no complaints in 2024. The Company honors its commitments to stakeholders, competes in business fairly and ethically, provides fair and equal treatment to employees, and acknowledges its responsibility to society. Its policies are clearly stated in the Corporate Governance Handbook.

ACTIONS TOWARDS COMPANY STAKEHOLDERS

1. SHAREHOLDERS

The Company continually strives for a superior performance taking into account the current and potential risk environment. It is our duty to ensure that the Company's operations are fully transparent and to do our utmost to safeguard the Company's assets, as well as to uphold our reputation. The Company strives to perform its duties with honesty, integrity, and fairness for the benefit of major and minor Shareholders as well as other related parties in order to :

- Ensure stable long-term sustainable growth while maximizing Shareholders' wealth.
- Knowledgeably execute responsibilities with the utmost care and professionalism.
- Safeguard the Company's assets.
- Disclose sufficient and accurate financial and non-financial information on the Company's operating and financial status.

2. EMPLOYEES

The Company's workforce represents the most valuable asset. Staff development both professionally and personally are encouraged so that employees can attain the highest level of competence. The Board clearly defines the policy and practice guideline concerning compensation and welfare to employees, which includes a long-term compensation. The Company's employees receive fair treatment with salary and benefits comparable to or better than those in the same industry. Each employee receives an Employee Handbook that defines the rules, regulations, procedures, and welfare of the Company's employees. The Company's Welfare Committee looks after employee benefits.

The Company has a reward policy that takes into account the performance of employees beyond short-term financial measures. In the past, the Company offered an Employee Stock Option Program (ESOP) to motivate and reward employees for their dedication in helping the Company attain its goals.

Board of Directors Meeting No.3/2024 held on March 12, 2024 passed a resolution to approve an Employee Joint Investment Program of KCE Electronics Public Company Limited No.2 (KCE-EJIP No.2). The EJIP serves as another means of compensation for employees, executives of the Company and Subsidiaries, to promote a sense of ownership, to serve as a work incentive and to encourage personnel to make a long-term commitment to the Company. Qualified employees can apply to participate in the project on a voluntary basis. Each month, the Company will deduct a rate of 4% to 20% of the basic salary of each employee who joins the EJIP and the Company will contribute 100% of such deducted amount. However, EJIP participants must strictly comply with a silent period.

Details of benefits offered to employees and listed in the Employee Handbook are as follows :



- Provident fund
- Health and accident insurance for employees.
- Health insurance for employees' family.
- Various bonus payments that include a shift bonus, and an attendance bonus for employees who are absent, take leave, or are late in a month not exceeding a certain number of days.
- Stipend to assist with cost-of-living for all employees.
- General physical and medical examinations annually for employees.
- Twenty-four hour first-aid nursing service at every plant.
- Financial assistance for funeral cremations, weddings, and gifts for those hospitalized.
- Transportation and uniforms, including safety shoes.
- The right to leave, e.g., personal leave, sick leave, annual leave, maternity leave, ordination leave, etc.
- Schooling scholarships for children of employees.
- Long-service award of 10, 20 and 30 years
- Professional training programs to enhance work efficiency through Human Resource Development Seminars and Training Courses, which include discipline, team building, teamwork, and leadership.
- Free cooked rice for employees.
- Religious ceremonies and merit-making on New Year.
- Annual recreation activity.
- Safe driving with a no alcohol project on various holidays.
- Sprinkling of water onto a Buddha image during Songkran festival.
- A stop-smoking project.
- 5-S project.
- Safety exhibitions on safety day.
- A white factory project.

TRAINING AND DEVELOPMENT POLICY

The Company offers an employee development program to enhance knowledge and the potential to be ready to take part in the Company's "Operation Excellent" program by continuous training and development, which is aimed at ensuring sustainable growth.

Throughout 2024, the Company provided various work-related training programs for employees in all sections: i) quality, e.g., standard quality system, reduction of scrap page, process control; ii) safety, e.g., training of an emergency response team, work procedures for X-rays; iii) human resources, e.g., the role of a leader, KPI, Strategic Management; and iv) environment, e.g., storage procedures for chemicals, measurement and reporting of energy management, and other training. In addition, the Company provided an opportunity for employees to self-study or continued higher education.



SAFETY POLICY

1. Work safety at the Company is every employee's responsibility; individuals at all levels must collaborate to contribute to the safety of oneself and of others.
2. The Company encourages and supports every form of safety-related activity, such as training courses, motivation, improvement of workplace conditions, and the environment.
3. Every supervisor and higher has the responsibility to monitor the safety of their subordinates and to ensure that all safety rules are strictly adhered to.
4. All employees will participate and cooperate with all of the Company's safety and occupational health projects.
5. The Company will monitor and evaluate the results of the implementation of safety and occupational health policies in order to ensure their strict compliance and maximum effectiveness.

The company has operated according to the Occupational Health and Safety Management System, certified on March 6, 2020 and continued to operate such as

- To comply the laws, regulations, standards, including customer requirements for occupational health and safety.
- To control the risks by using risks assessment and planning, measurement to reduce the working accidents such as working with chemicals, working with machines, and working with electricity, etc.
- To prepare the emergency situations, fire protection such as the installation of standard fire detection and prevention systems, equipment inspection, training the emergency team regularly.
- To control the contractor's work risks, implement the work permit systems.



3. CUSTOMERS

The Company endeavors to achieve customer satisfaction by providing quality products that meet or exceed customers' expectations and delivering exceptional service to customers. The Company believes in strong ethical standards by engaging in uncompromising integrity and honesty in all respects. The Company protects its customers and maintains the trust placed in us by ensuring that all information relating to our customers' business affairs remains confidential at all times. The Company has set up sales and support offices globally to ensure customer satisfaction. The Company develops and maintains a sustainable relationship with our customers.

QUALITY POLICY

"KCE is committed to providing products and services to meet or exceed agreed requirements for all of our customers through continuous improvement and by doing it right the first time."

All KCE employees recognize that customers are the priority and aim to provide satisfaction to customers of all levels, and covers research and development, process improvements and changes in working environment that conforms with customers' requirements. Customers' satisfaction was evaluated throughout the supply chain, starting from accepting customers' order, raw materials procurement, production, quality inspection before delivery and after-sales service. Customer satisfaction surveys are conducted annually, results of which are utilized to improve service quality. In each year, all KCE customers conducted plant visits and audited the manufacturing process 1-2 times per year. The Customer satisfaction surveys results for 2024 was satisfactory.

4. SUPPLIERS

The Company believes in being fair and defining conduct ethics in dealings with all parties having a business relationship with the Company. The procurement policy and the service acquisition process are clearly defined. The terms and conditions of the material purchasing procedure and the supplier and subcontractor qualification procedure are set to ensure fairness between the Company and suppliers by way of a transparent procurement system.

The supplier selection criteria are as follows :

1. Financial Position
2. Business Capability
3. Business Growth
4. Innovation & Technology Development

There were no disputes with the Company's suppliers in 2024

5. CREDITORS

The Company places the importance to the fair treatment to all trade partners and creditors, and the Board has established a policy and practice guideline for creditors with fairness and responsiveness;

1. A clear process, qualifications and criteria of trade partner/creditor selection
2. The term of the guarantee
3. The capital management

4. The event of payment default
5. Conflict of Interest/ Related Transaction
6. Anti-Corruption and Quality Policy

The Company is committed to discipline in the operation of our business and to ensure that all business decisions and actions comply with the terms of loans and obligations as well as with all applicable laws and regulations. The Company observes good standards of behavior and honors all commitments made to creditors. The Company performs according to the terms of the loans and respects obligations towards creditors with prompt communication and information when deemed necessary. Billing dates, documents and conditions for payment are clearly provided to the Company's creditors. There were no disputes with the Company's creditors in 2024.

6. COMPETITORS

Business transactions of the Company are performed in an ethical and transparent manner. Business competition is conducted fairly without illegal or unethical practices. The Company does not seek secret information owned by competitors in an unethical matter or unsuitably such as by payment to a competitor's employee to leak valuable information. KCE also does not intentionally damage the competitor's reputation. There were no disputes with the Company's competitors in 2024.

7. GOVERNMENT AGENCIES

The Company places great importance on government agencies as stakeholders. Guideline for conducting business transactions with the government agencies have been defined in the Company's Code of Conduct to allow employees to proceed appropriately and in compliance. The Company also cooperates with government agencies both academic supporting and various activities with the following guidelines;

1. To strictly comply with relevant laws and regulations and always realize that laws, rules or traditions in each locale may have different conditions, procedures or practices.
2. To refrain from influencing government officers to abet and collude in improper acts.
3. To create to knowledge in community development for government agencies such as local government organizations.
4. To provide support to activities undertaken by government agencies.
5. To participate in meetings, to provide opinions, support and provide academic assistance on a continuous basis.
6. To receive visits from government agencies.
7. To listen to opinions and suggestions from government agencies.

8. COMMUNITY AND SOCIETY

The company respects to human rights and treats them equally, conduct business with ethics towards all stakeholders and adhere to social responsibility by focusing on supporting activities to improve the quality of life and enhancing the benefits and happiness of the communities and societies where the company operates it also encourages employees and related parties to behave as good citizens contributing to community and society, with the following guidelines;

1. To support and provide proper assistance to society and communities, especially the communities surrounding the Company.
2. To preserve the environment nearby the communities and to control and manage waste from the production process and general consumption as well as contamination released into the environment through the use of efficient technology and close monitoring.
3. To promote and support carrying out of activities/projects designed to develop the potential and capabilities of youths in the areas of education, science, technology, sports, and art as well as instilling ethics and morals into young people so they are both smart and ethical individuals.
4. To support activities/projects dedicated to providing immediate assistance to those affected by disasters and to improve the potential and living standard of people in the society through various efforts such as career development and building strong communities to enable people to become self-reliant sustainably.
5. To support medical and public welfare activities/projects to enable people in local communities and society at large to have better health and better quality of life.
6. To promote and support activities in the areas of art, cultural heritage preservation, and sustaining religion as appropriate.
7. To provide support to foundations and charitable organizations to help and provide opportunities to the disenfranchised in society, empowering them to lead better lives. This support also extends to organizations carrying out activities beneficial to human resources development.
8. To open up opportunities for communities and other stakeholders to take part in the activities/projects to voice their opinions and suggestions, or to file complaints as a result of the Company's operations with the goal of allowing industry and the community to coexist sustainably.
9. To collaborate with the agencies concerned to foster a relationship with the community and promote community involvement.
10. To carry out business with concern for impact on the environment and the community and to encourage involved persons to take part in protecting the environment.

9. PRACTICES TOWARDS THE MEDIA, INVESTORS, ANALYSTS

The Company stresses the importance of disclosing information to the mass media, investors, analysts, in which they can communicate the information to the public accurately and rapidly with the following guidelines;

1. To disclose information to the media, investors, analysts equitably and the information must be accurate, clear, and right to the point.
2. To communicate information on a quick and timely basis.
3. To provide opportunities for the media, investors, analysts to meet and talk closely with the top executives.
4. To facilitate the media to get in contact with the Company.
5. To establish good relationships with the media, investors, analyst through various activities such as business and plant visits. To observe the production process and plant management as well as obtain accurate information.

HUMAN RIGHTS

The Company recognizes its responsibility to respect human rights of all people irrespective of differences in age, sex, etc. The Company's guidelines supporting human rights are as follows :

- The Company respects the rights of all employees in any form, not only as stated by law or constitution but also general principles, and will not obstruct or deny employees their fundamental rights.
- The Company will not support or encourage employees to violate the human rights or general rights of other people.
- The Company will keep all personal information of employees confidential and will not disclose it to others without their permission.
- All Company employees will treat others equally and fairly, and will not violate or threaten the rights of other people.

POLICY ON INTELLECTUAL PROPERTY

The Company acknowledges the importance of intellectual property created from an individual's knowledge and ability. The Company, therefore, always makes sure that information used in the Company will not violate the intellectual property of others.

- The Company does not permit or encourage its employees to use illegal software for any Company business.
- Employees who use the Company's computers must strictly follow the rules and conditions of the manufacturer and only with the permission of the Company.
- Employees are not allowed to use any intellectual initiatives created for the Company's business for personal purposes unless they receive permission from the Company. Employees have to return any intellectual property to the Company as soon as their employment is terminated.
- Employees will ensure that external information used for the Company's business purposes is legal and does not violate the intellectual property of others.

6.4

DISCLOSURE AND TRANSPARENCY

The Company recognizes the importance of information disclosure because it greatly affects decision-making by investors and stakeholders. The Company discloses accurate and complete corporate information, both financial and non-financial, as specified in relevant regulations in a timely and transparent manner through various channels, such as through the SET Community Portal (of the Stock Exchange of Thailand), Annual Report (56-1 One Report), as well as via the Company's website (www.kce.co.th) (Thai and English) to ensure a factual presentation of vital information and transparent business practices. The Company distributes the annual report, financial statement and information explaining features of the Company's performance in the previous year to Shareholders annually at the Annual General Meeting of Shareholders.

The Company has established policies in regard to external communications as recommended by the Principles for Ongoing Disclosure and Material Development Reporting by Listed Entities to be practiced by staff members, as follows :

- The Company strives to give all parties equal treatment consistently within the set framework by avoiding favoritism or situations where conflicts of interest may arise.
- Dissemination of the Company's information will be made clearly, accurately and transparently. The information is to be credible and straightforward and distributed to stakeholders in a clear, easily understood, and timely manner.
- The Company ensures that any release of information will not jeopardize client relationships, or breach regulations concerning confidential information of clients, Shareholders or other stakeholders.
- The Company's employees must follow the Company's code of conduct where sensitive information is involved.
- Spokespersons for the Company concerning sensitive information are limited to the Chairman of the Board. The managing Director, a Director, or an executive can be designated by the Chairman of the Board to act as a spokesperson to release information about selected important issues.

The Company emphasizes disclosure of information by consistently adhering to the principle of transparency, fairness, completeness, promptness and accuracy, as follows :

- The Company discloses accurate, complete and timely financial information and non-financial information.
- The Board is responsible for the Company's and subsidiaries' financial reports, the Board's statements, and the Audit Committee's reports are presented in the company's annual report. All information presented in the financial reports is correct in accordance with generally accepted accounting principles and standards, and has been audited by an independent external auditor and is up to date.
- A summary of the Company's Corporate Governance Policy together with implementation of the policy is presented through various channels such as the Company's annual reports and the Company's website (www.kce.co.th).
- Remuneration of Directors and executives with the amount of payment that corresponds to the contributions and responsibilities of each person are also disclosed via the Company's annual reports and the Company's website (www.kce.co.th).
- Disclosure of audit and non-audit fees.
- The Corporate Governance report describes the roles and responsibilities of Directors as well as provides the number of Meetings and the attendance of each Director each year.
- All Directors are to disclose and/or report their securities trading and holding, connected transactions and the equity, via the Company Secretary; to the Board of Director's Meeting each quarter.
- The Board of Directors specifies the principle for the Company's directors and Executive managements to report on conflict of interest and related person according to the Section 89/14 of the Securities and Exchange Act B.E. 2551. The report is required to be reviewed each year and/or at the time there is a change, and to be submitted to the Company Secretary.
- The Board of Directors provides a policy to prevent the use of internal information acquired by being the directors, executive managements or the employees of the Company, to exploit the benefit for themselves or to enter into a competing business or related business, including the benefit for company stock trading or giving internal information to other party for the benefit of stock trading.

All annual reports can be downloaded in both languages from our website. Further information can be obtained by contacting the Company's investor relations at 02-3260196-9 ext. 1201, 1501.

The Company provides a mechanism to facilitate stakeholders' involvement in improving the Company's performance to ensure the firm's continuous growth and success. In order for stakeholders to participate effectively, all relevant information is disclosed in Form 56-1, the annual report, and the Company's website (www.kce.co.th).

PROCEDURE CONCERNING COMPLAINT REPORTING AND THE PROTECTION MECHANISM

The Company believes that good Corporate Governance is vital for the achievement of sustainable long-term growth. Therefore, the Company provides a channel for employees, stakeholders, and concerned third parties to send comments or useful suggestions, or to report or submit information concerning wrongdoing, violations of the law, regulations, or good Corporate Governance principles via email to whistleblower@kce.co.th. Furthermore, to ensure that those who make such a report receive proper protection, the Company has a policy to receive complaints directly through the Audit Committee. All details are kept confidential, and there is a mechanism in place when investigating a party who is accused to ensure fair treatment before disciplinary or legal action is taken.

INVESTOR RELATIONS

The member of the Board of Directors appointed as the Company's public relations representative meets regularly with analysts and the press as requested. Analyst briefings and press conferences are additional channels by which corporate information is distributed.

In 2024, the Chairman of the Board, the Directors and senior executives provided information to investors

- 5 times of Conference Call/Video Conference
- 17 meetings with securities analysts and fund managers
- 4 times of Group Company Visit
- Participated in 2 events held by Stock Exchange of Thailand
- 4 times of Analyst Meeting
- 3 times of media interviews



MEETING INVESTORS

The Company joined investor Meeting activities to ensure that senior executives and Investor Relations meet investors and explain specific information on performance, strategic plans, guidelines on business growth and a summary of major events, including answering questions.

1. STRUCTURE OF THE BOARD OF DIRECTORS

The structure of the Board of Directors comprises the following :

■ THE BOARD OF DIRECTORS

The Company's Board of Directors is composed of 9 directors, consisting of 3 executive directors and 6 non-executive directors, of whom 4 are independent directors, equivalent to more than one-third of the Board size. All independent directors are independently qualified as specified in the announcement of the Company. The names and the roles and responsibilities of the independent directors are reported in the "Corporate Governance Structure" section.

The Company's Board of Directors participate in setting the direction of the growth and development of the Company through determining the strategies, policies, vision, and mission and giving advice and recommendations, as well as in directing, overseeing and monitoring the status and progress of the various operational aspects of the Company on a regular basis. Vision and mission will be revised every year. The Company's Board of Directors has a key role in setting the ethical tone of the Company which goes beyond compliance with the law.

■ 4 SUBCOMMITTEES

1. The Audit Committee
2. The Nomination and Remuneration Committee
3. The Environmental, Social, Governance and Sustainability Development Committee
4. The Risk Management Committee

■ THE EXECUTIVE BOARD

■ DIVERSIFICATION OF THE BOARD'S STRUCTURE

The Company stipulates a policy of diversification in relation to Board members in the Nomination & Remuneration Charter as well as Corporate Governance policy. The Board considers it appropriate that the Board structure comprises qualified members who possess diversified knowledge and experience and who are committed to maintaining a high degree of personal and professional ethics, honesty and integrity. In addition, Board members are selected without discrimination in terms of gender, race, religion, age, professional skill or other qualifications.

Each Board member is knowledgeable and competent with the skills, experience, and expertise that are useful to the Company. Each Board member has contributed both time and dedication to the Company in creating a strong Board of Directors to determine the business direction and policies, and to supervise and monitor the Company's operations to ensure that all activities are conducted in accordance with relevant laws and ethical standards. All Directors understand their roles and responsibilities and the nature of the Company's business. They express their ideas independently with vision and leadership and always update themselves. The Company's Directors perform their duties in good faith and with due diligence and care in the best interests of the Company and all Shareholders and in accordance with the principles of good Corporate Governance.

For the efficient performance of Directors, the Company has implemented a policy to limit the number of listed companies in which a Director can hold the position of Director to not exceeding five listed companies. Furthermore, the company has established a policy to limit the number of non-listed companies in which the chief executive officer can be a Director, not exceeding five non-listed companies.

The policy limits the number of non-listed companies, not accounting for the Company's subsidiaries or associates, due to management being centralized for the group; therefore, key members of the Company's management who may be a Director in that period may be appointed a Director of the Company's subsidiary. This is for the purpose of streamlining management policy throughout the Group.

2. SUBCOMMITTEES

The Board of Directors established two subcommittees to assist in reviewing necessary subjects for effective decision-making. In 2013, the Board appointed two new subcommittees: the Environmental, Social, Governance and Sustainability Development Committee and the Risk Management Committee. In 2016, the Board appointed the Enterprise Risk Policy Committee. The Company has four subcommittees, as follows :

1. Audit Committee
2. Nomination and Remuneration Committee
3. Environmental, Social, Governance and Sustainability Development Committee
4. Enterprise Risk Policy Committee and Risk Management Committee

The names and the roles and responsibilities of the Company's Board of Directors, the composition of each subcommittee are reported in the "Corporate Governance Structure" section.

NOMINATION OF THE DIRECTORS

TERM OF DIRECTORSHIP

The term for all Directors is 3 years. There is a restriction to the number of terms of Independent Directors of not more than 3 consecutive terms and not more than 9 years in total. The Board of Directors may consider the extension of the term for Independent Directors as deem appropriate. In the year that the term for such independent director expires according to the term limit, the board may propose the name of that director to the ordinary shareholders' meeting for re-election as an independent director. In case the tenure of an independent director exceeds 9 years, the consideration will be based on necessity and reasonable grounds.

In accordance with the Public Company Limited Act and the Company's articles of association, one-third of the Company's Directors are required to end their term at each AGM. If the number of Directors cannot be divided evenly into three parts, the number of Directors to end their Directorship must be closest to a ratio of 1/3 as much as possible. The order of retirement is based on the length of time a Director has served in his/her current term, so that Directors who have served the longest on the Board are the most eligible to retire. Nevertheless, a retiring Director is eligible for reelection. The policy of the Board of Directors is that the term of Directorship of the Sub-Committee is in line with the term of Directorship of the Company's Directors.

Addition Note :

In 2024, the board consisted of four independent directors. Among them, three served as independent directors for less than 9 years from their appointment, while one director, Mr. Paitoon Taweepon, had served as an independent director for more than 9 years. Mr. Paitoon Taweepon, who holds expertise in accounting and

finance, has been able to provide highly beneficial advice and guidance to the company. Throughout his tenure as an independent director, he conducted independent audits to protect the interests of minority shareholders, maintaining an independent standpoint from the management.

CRITERIA TO NOMINATE DIRECTORS

The Board institutes a policy, criteria and procedures for nominating Directors by which it assigns the Nomination and Remuneration Committee to search for and select persons it deems qualified to act as a Director. The Committee proposes the appropriate selection criteria to the Board according to the present circumstances of the Company. The Committee allows various channels, such as major shareholders, minor shareholders and current Directors, to nominate potential candidates. It also considers the Director Pool of the Thai Institute of Directors (IOD) as well as other channels as it deems appropriate.

The Nomination and Remuneration Committee is responsible for selecting and screening candidates to hold the position of Director, with qualifications of candidates prescribed in the Company's regulations and in compliance to the business strategies, as well as the defined Board skill matrix which determines the required qualifications and other related criteria. The name of a candidate is proposing to the Board of Directors for consideration and approval before being submitted to the Shareholders' Meeting for a vote in accordance with the following criteria and procedures :

1. Each Shareholder shall have one vote per one share.
2. Each Shareholder may exercise all votes for voting individuals nominated to be a Director, one person at a time.
3. Persons who receive the highest vote sequencing from higher to lower are elected to be a Director of the Company per the number required that year. In the case where the a vote is even for the last required Director making the number of Directors more than that required, the Chairman of the Meeting will cast the deciding vote.
4. When there is a vacancy for a Director due to other conditions rather than by rotation, the Board of Directors appoints a qualified person who meets the criteria as required by the Company's articles of association to fill the position and attend the next Board of Director's Meeting. The appointed Director will remain in office for the remaining term of the replaced Director.
5. The Company has implemented a policy to limit the number of listed companies in which a Director can hold the position of Director to not exceeding five listed companies.

BOARD SKILL METRIC

Experience and Expertise	Mr. Bancha	Mr. Pitharn	Chantima	Mr. Paitoon	Mrs. Voraluksana	Mrs. Siriphan	Mr. Kanchit	Sutee	Mr. Sant
	Ongkosit	Ongkosit	Ongkosit, MD	Taveebhol	Ongkosit	Suntanaphan	Bunajinda	Mokkhavesa, Ph.D.	Senadisai
Management / Business	✓	✓	✓	✓	✓	✓	✓	✓	✓
Electronics and Automotive Industry	✓	✓				✓			
Accounting and Audit				✓			✓		
Finance and Capital Management		✓		✓			✓	✓	✓
Engineering	✓	✓							
Strategic and Risk Management	✓	✓	✓	✓	✓	✓	✓	✓	✓
Economics and Analysis	✓	✓		✓			✓	✓	✓
Corporate Governance & Sustainability		✓	✓	✓	✓	✓	✓		
Marketing/International Commerce	✓	✓				✓			✓
Information Technology								✓	✓
Laws and Tax				✓					
Insurance								✓	
Medical			✓						

NOMINATION OF MANAGEMENT

NOMINATION OF THE CEO

The Executive Board primarily considers the selection of qualified persons who are deemed highly knowledgeable and capable and who possess a high degree of experience and understanding of the business. The Executive Board then proposes the candidate to the Nomination and Remuneration Committee to be put forward to the Board for approval.

NOMINATION OF EXECUTIVE MANAGEMENT

The Board of Directors authorizes the Chief Executive Officer to select and appoint candidates with the qualifications, knowledge, skills and experience suitable for each executive position. The recruitment will be processed under the Company's human resources procedure.

3. ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND CHIEF EXECUTIVE OFFICER

The Company has a clear separation of roles and responsibilities between the Company Directors and the chief executive officer in which the Director's role is to monitor management's performance in achieving targets and ensuring that there are systems in place to enhance the legal and ethical integrity of business operations. All Directors understand the responsibility of the Board of Directors and the business operations of the Company. They perform their duties with honesty and in good faith, using due care and diligence with regards to the highest benefits of the Company and the fair treatment of all Shareholders. They have to express their opinion independently and are completely dedicated to their duties. The role and responsibilities of the Board of Directors are provided in the "Management Structure" section.

4. LEADERSHIP AND VISION

The Board of Directors provides leadership, vision and independent decision-making. It is responsible for overseeing Corporate Governance in order to optimize the benefits of the Company and Shareholders. The Board approves the Company's vision, mission, business plan and annual operating budget, and monitors to ensure the business plan is followed in accordance with the approved budget to maximize the economic value added to the business and for the benefit of all stakeholders.

5. THE PERFORMANCE OF THE BOARD OF DIRECTORS IN 2024

The Board is determined to lead the business successfully and to create the greatest benefit for Shareholders according to the Company's vision and mission while considering business ethics, future risks and good governance. In this regard, the Board uses independent judgment and discloses important information to Shareholders and investors correctly, completely, fairly and timely.

In 2024, the Board continued to undertake the following activities :

1. Establish the Company's Policy and Business Direction

The Board joined with management in establishing and reviewing the Company's vision, mission, strategies, operation budget and business plan in each year. The Board also discussed with management regarding the operation plan, investment plan, dividend payment plan, as well as any problems, and monitored management's performance according to the preset target in Board Meetings that are scheduled once a month, or 12 times per year.

2. Promote Corporate Governance

To promote the efficiency in the practice of Corporate Governance, the Board :

- Endorsed an action plan on CG and Anti-corruption for the year 2024, together with the annual goals for cascading the plan to all for implementation.
- Encouraged the distribution of Corporate Governance Policy, business ethics and a code of conduct.
- Reviewed and updated the corporate governance and code of conduct handbook.
- Had all subcommittees and the CEO conduct a self-performance appraisal.
- Established a channel for claims and suggestions on any matter so that employees and stakeholders could express their opinions independently, which led to improvements.
- Oversaw the Environmental, Social, Governance and Sustainability Development Committee in reviewing, adjusting, assessing and updating Corporate Governance principles and business

ethics consistent with the law, regulations of the SET and SEC, and good practices of international standards, and reported such compliance to the Board.

- Designated the Internal Auditor unit to take role of the "Compliance Unit", and directly reported to the Audit Committee.
 - The Committee determined the policy of CSR and sustainability development.
3. Foster necessary risk management and continuously followed up the results through the Enterprise Risk Policy Committee's Report.
 4. Considered the management plan of the Risk Management Committee.
 5. There is a policy to allow non-executive directors and independent directors organize their own meeting without the participation of management at least 1 time per year
 6. Oversight the preparation of practical guidelines for anti-corruption policy, and promote communication regarding an anti-corruption measures through all subsidiaries in the group.
 7. Arrange for the Board to visit the new plant, including encouraging all Directors and management to attend various seminars or courses, which would be beneficial in performing their duties.
 8. Conduct an internal control self-assessment by related management, then reviewed by the Audit Committee and propose the result to the Board.
 9. Reviewed the policy and criteria in regard to the nomination and remuneration for directors and executive, including the selection procedure, the remuneration structure and the criteria for the determination of compensation, in line with their duties and responsibilities, as recommended by the Nomination and Remuneration Committee.
 10. The Nomination and Remuneration Committee revised the Committee's Charter once a year.
 11. Continue to improve the Annual Meeting of Shareholders. As a result, the Thai Investors Association and the Stock Exchange of Thailand rated the Company's AGM that was an "Excellent" level.
 12. The Board has committed to place importance in conducting business within the framework of Good Corporate Governance. As a result, the Company achieved an "Excellent" corporate governance score in the 2024 annual survey by the Thai Institute of Directors Association (IOD), for the tenth consecutive year.
 13. Assessed the Board of Directors' performance (overall and individual) with "excellent" outcome for the year.

6. BOARD OF DIRECTORS' MEETINGS

The Board jointly schedules monthly Meeting dates for the entire year in advance, and extra Meetings may be called as deemed necessary. In 2024, 13 Meetings were held to discuss regular agendas.

The Chairman and the Company's Secretary jointly set a clear agenda before each Board Meeting. All Directors are able to freely propose their agenda items for consideration by the Chairman before inclusion in a Meeting.

The Company Secretary, Mrs. Wasara Chotithammarat, is professionally qualified in terms of education and experience in accountancy and finance. The Secretary submits Meeting documents that can be revealed in written form or via electronic means without affecting the Company's business operations to the Directors at least 5 days in advance for their consideration, together with invitation letters specifying the agenda, Meeting date, time and place. In emergencies, to protect the Company's rights or interests, an appointment for such a Meeting through other methods could be given at shorter notice. Requests for more information could be obtained from the executive office. Members of the Board may also request additional agenda items for the Board's monthly Meeting.

During each Meeting, the Chairman allocates enough time for discussion of each significant issue and encourages all Directors to express their ideas with the Company's Secretary and legal department in attendance. Executives who are directly responsible for pertinent issues discussed during the Meeting could be invited to clarify and provide information. The Company's attorney attended all of the Meetings, recorded the minutes, and managed all documents as well as gave advice to the Board of Directors and executives regarding compliance issues. Directors who have a vested interest in an agenda item must abstain from voting or from attending the Meeting. The Company requires a quorum of at least 2/3 of the board members present to make a decision. The regular Meeting time usage is one-two hours.

The Board considered the monthly results of operations report compared with the targets. The Board also regularly considers and acknowledges any changes in relevant laws, rules, and regulations related to the Company, including following up the operations report in order to conform with rules, regulations, and best guidelines.

7. POLICY TO APPOINT A DIRECTOR OR MANAGEMENT TO BE THE DIRECTOR OF A SUBSIDIARY/ ASSOCIATE COMPANY

In case the Company invests in a new subsidiary of an associate company, the Company will appoint a Company Director or member of Management to be the Director of such subsidiary/ associate company. This is for the purpose of streamlining management policy throughout the Group for efficient operational management and to create the most value-added for all stakeholders. Taking a position in another subsidiary company is considered part of the duty of Directors and Management.

8. EVALUATION OF THE PERFORMANCE OF THE BOARD OF DIRECTORS

The Board of Directors stipulates (1) a self-assessment of the Board; (2) a self-evaluation of individual Directors; and (3) a self-assessment of all 4 sub-committees (the Audit Committee, the Nomination and Remuneration Committee, the Environmental, Social, Governance and Sustainability Development Committee, the Enterprise Risk Policy Committee), in order that the Directors can jointly review their performances and jointly solve problems in order to ensure an overall improvement in performance.

SELF-ASSESSMENT OF THE OVERALL PERFORMANCE OF THE BOARD

The Board has established a self-assessment for the overall performance of the Board of Directors. It serves as a tool to reflect the operational efficiency of the Board in accordance with the principles of Good Corporate Governance and to facilitate a regular review of the performance of the Board. The process aims to set a standard of practice for the assessment of the performance of the Board of Directors, which is conducted on an annual basis and led by the Chairman of the Board. The Board of Directors' performance and accomplishments are reported in the annual report.

SELF-ASSESSMENT PROCEDURE - THE ENTIRE BOARD

1. The Board reviews and approves the form and format used in the assessment.

In 2024, the Board endorsed using an evaluation form established by the SET and modified some questions to cover all areas of its responsibilities and to suit the characteristics and structure of the Company's Board of Directors.

2. The Company's Secretary concludes and analyses the assessment results of the Board's performance and reports the results to the Board.
3. The Company's Secretary summarizes the results of the analysis and additional comments from the Board to develop an improvement plan.

THE CRITERIA OF THE SELF-ASSESSMENT - THE ENTIRE BOARD

1. Structure and Qualifications of the Board consisting of the diversification of Directors, independent director ratio and qualifications of sub-committee members.
2. Roles, duties and responsibilities of Directors, which consist of a sufficient time in considering important issues, transactions involving a conflict of interest, the internal control system and risk management.
3. The Board Meeting, which consists of arranging the meeting schedule for the entire year in advance, quality of documents for the Meeting that is sufficient for the Board's decision-making.
4. Duties of Directors, which include a regular attendance of meetings and the opportunity to express opinions freely.
5. The relationship with management, which consists of an opportunity to discuss and jointly resolve problems.
6. The self-development of Directors and the development potential provided to executives, which consists of understanding roles, knowledge of the Company's business, the promotion of training for Directors and succession planning.

THE RESULT OF THE 2024 SELF-ASSESSMENT - THE ENTIRE BOARD OF DIRECTORS

The average score was excellent

SELF-ASSESSMENT OF THE PERFORMANCE - INDIVIDUAL DIRECTORS

SELF-ASSESSMENT PROCEDURE - THE INDIVIDUAL DIRECTORS

1. The Board reviewed and approved the form and format used in the assessment in accordance with the criteria set by the Environmental, Social, Governance and Sustainability Development Committee.
2. Individual Directors completed the self-evaluation themselves, giving opinions regarding the roles of Directors, their independence, management structure, knowledge development and comments on the administration of the organization.
3. The Company's Secretary concluded and analyzed the assessment result and reported said results to the Board to establish a development plan for individual Directors.

THE CRITERIA OF THE SELF-ASSESSMENT - THE INDIVIDUAL DIRECTORS

1. The qualification of Directors, the Board's diversity, performance of Directors.
2. Roles, duties and responsibilities: independence, expressing opinions, participating in activities, the internal control system, risk management and disclosure of information.
3. Meetings : meeting attendance, expressing opinions and studying the agenda before the meetings.
4. Providing other recommendations that are useful for management of the organization.

THE RESULT OF THE 2024 SELF-ASSESSMENT - THE INDIVIDUAL DIRECTOR

The average score was excellent

SELF-ASSESSMENT OF THE OVERALL PERFORMANCE - THE SUBCOMMITTEES

All Subcommittees : The Audit Committee, the Nomination and Remuneration Committee, the Environmental, Social, Governance and Sustainability Development Committee, and the Enterprise Risk Policy Committee conducted a self-assessment of their performances on a yearly basis. The results are used to improve their performances and to subsequently make the Board and the Company's operations more effective.

1. THE AUDIT COMMITTEE

Assessed topics :

- The overall performance of Directors
- Review of Financial Reporting
- Independence of Directors
- Compliance with the law
- The Committee's performance reported to the Board

THE RESULT OF THE 2024 SELF-ASSESSMENT - THE AUDIT COMMITTEE

The average score was **excellent**

2. THE NOMINATION AND REMUNERATION COMMITTEE

Assessed topics :

- Qualifications of Directors
- Independence of Directors
- Structure and continued development plan for Directors
- The Remuneration policy
- Method/criteria for fair remuneration

THE RESULT OF THE 2024 SELF-ASSESSMENT - THE NOMINATION AND REMUNERATION COMMITTEE

The average score was **excellent**

3. THE ENVIRONMENTAL, SOCIAL, GOVERNANCE AND SUSTAINABILITY DEVELOPMENT COMMITTEE

Assessed topics :

- The overall performance of Directors
- The CG Policy and Code of Conduct
- Anti-corruption measures
- Follow-up compliance with the policy
- Auditing compliance with the SET's regulations and related laws
- The Committee's performance reported to the Board

THE RESULT OF THE 2024 SELF-ASSESSMENT - THE ENVIRONMENTAL, SOCIAL, GOVERNANCE AND SUSTAINABILITY DEVELOPMENT COMMITTEE

The average score was **excellent**

4. THE ENTERPRISE RISK POLICY COMMITTEE

Assessed topics :

- The supervision and execution of risk management
- Monitoring and assessment of the results
- Stipulation of measures regarding risk management
- The Committee's performance reported to the Board

THE RESULT OF THE 2024 SELF-ASSESSMENT - THE ENTERPRISE RISK POLICY COMMITTEE

The average score was **excellent**

EVALUATION OF THE PERFORMANCE OF THE CEO

The Board of Directors requires an evaluation of the CEO's performance be conducted on a yearly basis against target and evaluation criteria that are linked to the successful carrying out of the Company's strategic plans in order to appropriately determine his remuneration and incentive rewards.

The Board considered approving the use of an assessment form for the CEO based on a preliminary format set by the SET. At the end of the year, the Company's Secretary will distribute an evaluation form to all Directors and to the CEO for his self-assessment. The results will be summarized and used for a potential development plan for the CEO.

The Company's Secretary will gather and report the evaluation results to the Nomination and Remuneration Committee and the Board in order to determine an appropriate remuneration for the CEO.

9. REMUNERATION

The Company has a policy to compensate Directors, the Chief Executive Officer and Management at an appropriate level relative to other companies in the same business. This is to motivate and retain capable personnel. Remuneration is related to the Company's performance. The Nomination and Compensation Committee sets the remuneration policy and payment procedure and proposes the remuneration package to the Board of Directors for consideration, which proposes the package to the Meeting of Shareholders Meeting for approval. Details of the remuneration paid to Directors and Executives in 2024 are reported in the section "Corporate Governance Structure."

The Nomination and Remuneration Committee set criteria concerning remuneration for the CEO and executives on both a short-term and long-term basis, as follows :

Short term : Remuneration is to be paid in the form of salary and annual bonus based on performance results (KPI)

Long term : An Employee Joint Investment Program (EJIP)

10. DEVELOPMENT OF DIRECTORS AND MANAGEMENT

The Board of Directors has a policy to support and provide training and knowledge on the Company's corporate governance system to related parties, including Directors, members of the Audit Committee, member of the Nomination and Remuneration Committee, members of the Enterprise Risk Policy Committee, members of the Environmental, Social, Governance and Sustainability Development Committee, to ensure the continuous performance improvement as arranged by the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, and training courses of Thai Institute of Directors Association (IOD).

There were directors attending trainings with the Thai Institute of Directors Association (IOD) in courses related to their roles. 100% of the total board members participated, with the IOD courses as follows :

Directors Accreditation Program (DAP) : 67% of the total board members.

Directors Certification Program (DCP) : 89% of the total board members.

Courses	Name of Directors							
	Mr. Bancha	Mr. Pitharn	Chantima	Mr. Paitoon	Mrs. Voraluksana	Mrs. Siriphan	Mr. Kanchit	Sutee
			Ongkosit, MD	Taveebhol	Ongkosit	Suntanaphan	Bunajinda	Mokkhavesa, Ph.D.
								Senadisai
Audit Committee Program (ACP)				√			√	
Anti-Corruption for Executive Program (ACEP)				√				
Director Accreditation Program (DAP)	√		√	√	√	√	√	
Director Certification Program (DCP)		√	√	√	√	√	√	√
Financial Statements for Directors (FSD)					√			
Monitoring the Internal Audit Function (MIA)				√			√	
Monitoring the System of Internal Control and Risk Management (MIR)				√			√	
Monitoring Fraud Risk Management (MFM)				√				
Monitoring the Quality of Financial Reporting (MFR)				√			√	
Chartered Director Class (R-CDC)				√				
Role of the Compensation Committee (RCC)				√				
Role of the Chairman Program (RCP)				√				
Risk Management Program for Corporate Leaders (RCL)						√		
Finance for Non-Finance Director (FN)			√		√	√		
Director Leadership Certification Program (DLCP)							√	
Role of the Chairman Program (RCP)							√	
Strategic Board Master Class (SBM)							√	

Additionally, in 2024, the board of directors and executives were also encouraged to acquire knowledge in management practices. During the year, directors and executives participated in training sessions and seminars for other courses as follows :

THE DIRECTORS ATTENDED OTHER TRAINING COURSES AS FOLLOWS :

Name of Directors			Ongkosit	Ongkosit	Ongkosit, MD	Taveebhol	Ongkosit	Suntanaphan	Bunajinda	Mokkhavesa, Ph.D.	Senadisai
Training Course	Institute	Date	Mr. Bancha	Mr. Pitharn	Chantima	Mr. Paitoon	Mrs. Voraluksana	Mrs. Siriphan	Mr. Kanchit	Sutee	Mr. Sant
1 Science based target of Climate Mitigation for Board-Level	IOD	18 Jan						√			
2 Carbon Footprint for Organization : CFO	EES Sustainability Co.,Ltd	7-8 Mar	√	√			√				
3 Preventing, suppressing and suppressing inappropriate behavior of listed companies	SEC & SET	26 Mar					√	√			
4 Risk Management for IATF 16949	Electrical and Electronics Institute	5 Apr	√	√			√				
5 National Director Conference 2024 - Sustainable Future : The Board as a Catalyst for Value	IOD	4 Jul				√					
6 CAC Certification Ceremony 2024 - Business Beyond CAC : Spotlight on Supply Chain	IOD	12 Jul				√					
7 Empowering Boards : Enhancing Governance, Standards, and Financial Insights	SET	24 Jul	√				√				
8 Independent Director Forum 2024 - Maximizing Board Effectiveness : The Role of Lead Independent Directors in Thai Business	IOD	6 Sep				√					
9 Leading with Urgency : Climate Action for Boards	IOD	24 Sep						√			
10 CAC Certification Ceremony 2/2024 - Navigating ESG : The Power of Integrity	IOD	11 Nov				√					
11 Chairman Forum 2024 - The Art of Chairman - CEO Dynamics : Fostering trust and Collaboration	IOD	11 Nov				√					
12 TCFD Disclosure and Climate Risk	IOD	3 Dec			√						√

THE MANAGEMENT ATTENDED OTHER TRAINING COURSES AS FOLLOWS :

Management			Mahatharadol						
Training Course	Institute	Date	Mrs. Siwibha	Mr. Fredrick Gharapet Ohanian	Mrs. Wasara	Mr. Athasidh	Mr. Viboon	Mr. Boonchuan	Mrs. Patcharin.
1 Preparing to become a PDPA working group in the agency (DPO In Action)	DBC Group Co.,Ltd.	27 Feb					√		
2 Digital Revolutionization for business modernization	Yip In Tsoi&Co.,Ltd	29 Feb				√			
3 ESG-101 Overview of Sustainable Business Development	SET ESG Academy	Feb-May			√		√	√	√
4 P01-Basics of business sustainability	SET ESG Academy	Feb-May			√		√	√	√
5 Corporate Carbon Footprint Assessment (CFO)	EES Sustainability Co., Ltd.	7 Mar							√
6 Transforming Organizations info Industry Leaders	Hewlett Packard Enterprise	14 Mar				√			
7 Market shift - from standard MLB/HDI automotive PCBs to HLC server / storage, high-frequency 5G applications and more complex HDI PCBs	Atotech (Thailand) co.,Ltd.	15 Mar, 15 May		√				√	
8 SET Sustainability Assessment 2024	SET	23 Apr			√				
9 PDPA Compliance Assessment for DPOs	DBC Group Co.,Ltd.	2 May					√		
10 Management of human rights policies in business organizations and public companies	Electrical and Electronics Institute	10 May			√		√		
11 Advanced Business Consolidation and Consolidated Financial Statements	Federation of Accounting Professions (TFAC)	29-30 May			√				
12 Quality Awareness for Finance and Accounting	AD/KCE	15 Jun							√
13 Company Secretary Roles and Responsibility	SET/TCSC	26 Jun			√				
14 CFO Professional Development Program "Economic Update for CFO"	SET/TLCA	28 Jun			√				√
15 Transformative Strategies for Sustainability AI and Data Security Driven Future Infrastructure in 2024	Cisco	18 Jul				√			
16 2024 Annual CFO Summit : The Finance Function of Tomorrow	BDO in Thailand	18 Jul							√
17 Audit Committee Forum 2024 'Emerging Audit Standards'	IOD	19 Jul			√				

Management				Mrs. Siwibha	Mr. Fredrick Gharapet Ohanian	Mrs. Wasara	Mr. Athasidh	Mr. Viboon	Mr. Boonchuan	Mrs. Patcharin
				Mahatharadol	Chotithammarat	Ongkosit	Sunthornwiwath	Immaraporn	Balankura	
Training Course	Institute	Date								
18 Six sigma Project (Champions)	Kasetsart University	2 Aug						√		
19 Manufacturing 4.0 Transformation and Optimization in Manufacturing 4.0 (On line)	Kasetsart University	16 Aug						√		
20 CFO Professional Development Program 'Accounting Standards related to the issuance of ESG securities'	SET/TLCA	21 Aug	√		√					√
21 Dividend Payment	SET	23 Aug	√							
22 Canva for professional work	HRD/KCE	26 Aug								√
23 Strategic CFO in Capital Markets Program	SET/TLCA	16,17,24, 30,31 Aug, 7 Sept			√					
24 PDPA Consent Request in Practice	DBC Group Co.,Ltd	10 Sep					√			
25 CFO Professional Development Program - ESG Bond Sustainability issuance	SET/TLCA	12 Sep	√		√					√
26 Transition Finance : Bridging the Gap to Sustainability	SEC	16 Sep	√							
27 Business Leaders' Summit 2024	KPMG Phoomchai holdings Co.,Ltd.	24 Sep								√
28 NDBS THAILAND & SAP USER CONFERENCE 2024	NTT DATA Business Solutions (Thailand) Ltd.	18 Oct				√				
29 Q & A Observations on preparing 56-1 One Report	SET/TLCA	30 Oct			√					
30 Accounting Issue 2024 Financial Reporting Standards 2024 Interesting accounting issues for listed companies	Thai LCA	22 Nov								√
31 Analyze financial statements to assess accounting and tax risks.	TFAC	25 Nov								√
32 Difference between accounting and tax angles	TFAC	6 Dec								√

11. SUCCESSION PLAN FOR TOP EXECUTIVE POSITIONS AT KCE

The Board stipulates the succession plan for the position of CEO and the Executive VP of all business Unit. The succession plan for the CEO and the top Executives of the Company is carried out by the Nomination & Remuneration Committee and propose to the Board of Directors. The process begins with the selection of candidates who possess the required qualifications, competency and experience for each position. The focus of the recruitment is also on young talent, as persons of this age group can be trained and developed to be future leaders. The Company implements performance-based Pay in line with the achievement to target, in order to maintain its employees and encourage them to grow together with the Company for the long term. In a long term, the Nomination and Numeration Committee must review and conclude the successor plan for the CEO and the executive management and report to the Board once a year.

12. COMPANY'S SECRETARY

The Company has a policy to appoint a Secretary to the Board and a Company Secretary in compliance with the Securities and Exchange Act and good Corporate Governance. The roles and responsibilities of the Company's Secretary are described in the "Management Structure" section.

13. HEAD OF COMPLIANCE

Mr. Pitharn Ongkosit, President and Chief Executive Officer, is Chairman of Compliance to supervise and oversee the Directors and Executives to ensure that they have been correctly complied with the regulations of the SET, the SEC, the Public Company Limited Act, and other related laws as well as creating knowledge, understanding, communication and raising awareness. With Miss Chayanee Chaidetkhajorn, Head of Internal Audit, responsible for auditing the Company's internal operations, including monitoring the correction and improvement to ensure accuracy and appropriateness.

14. CONFLICTS OF INTEREST

The Company has a policy to conduct its business with honesty, transparency, and fairness. The Company's Directors, Executives and employees must not engage in any business or undertake any connected transaction related to them or people/legal entities that could pose a conflict of interest to the Company.

The Board of Directors has established a clear policy regarding the consideration and approval of matters that may cause a conflict of interest. Directors shall disclose their conflict of interest, if any, prior to the Meeting. Directors are not allowed to attend or vote in a Meeting should there be a conflict of interest. In case there may be a transaction or matter in which there is a material conflict of interest, the Board of Directors may assign the Audit Committee to consider and propose its opinion to the Board of Directors. The Board of Directors must ensure strict conformance to the regulations and procedures for the disclosure of connected transactions specified by the law and the regulators.

Furthermore, the Directors have to disclose any conflicts of interest to the Audit Committee. All Management and staff who work in risk area (Purchasing & Shipping Department) have to disclose any conflicts of interest to Chief Executive Officer and President. Disclosure is made electronically via "Conflict of Interest Report" annually, as well as to promptly update any relevant changes to the status of their interests.

For 2024, the Directors, Management and all Purchasing & Shipping Department' staff disclosed the conflicts of interest via "Conflict of Interest Report" and no conflict was reported as the table below,

Level	Response Rate	Any Conflict of Interest
The Directors	100%	No
The Company's Management	100%	No
Purchasing & Shipping Department' staff	100%	No

The Company and subsidiaries have a connected transaction as shown in the Notes to Financial Statement regarding Related Parties, for the year ended December 31, 2024. All of related party transactions were entered into as a normal trading transaction with subsidiaries that do not result in a conflict of interest.

15. ANTI-CORRUPTION

The Board is of the opinion that corruption is a major risk factor. On November 18, 2013, the Company submitted Declaration of Intent to the Thai Private Sector Collective Action Against Corruption (CAC). The Company was certified by CAC as a member on April 3, 2015. The Company retained CAC membership for the 4th consecutive year on December 30, 2023.

In 2024, the Affiliated Company, that is Thai Laminate Manufacturer Co., Ltd., which is the Company's subsidiary, certified as CAC membership on September 30, 2024.

And on November 11, 2024, the Company has been awarded the CAC Change Agent Award 2024 from CAC. The award is given to companies that comply with CAC's criteria on Anti-Corruption practices. Also the Company must expand the transparent business network by persuading at least 10 SMEs in its supply chain to submit Declaration of Intent with the CAC project to create transparency and sustainability of supply chain.

16. REPORT ON KEY OPERATING RESULTS ON CORPORATE GOVERNANCE

During 2024, the Company carried out the following tasks :

1. Considered the preparation plan for the 2024 Annual General Meeting (AGM) and provided recommendations to ensure the meeting is conducted in an orderly, transparent, and effective manner in accordance with the principles of good corporate governance and in line with the Stock Exchange of Thailand's AGM Checklist.
2. The company received a full score of 100 points or an excellent level for the fifth consecutive year from the 2024 AGM quality assessment project by the Thai Investors Association (TIA).
3. The company achieved an overall score of 98%, classified as "Excellent CG Scoring," for the tenth consecutive year in the 2024 Corporate Governance Survey of Thai Listed Companies by the Thai Institute of Directors (IOD).
4. The company achieved an overall ESG rating of "A" with a score of 74 points from the 2024 SET ESG Rating project by the Stock Exchange of Thailand.
5. The company appointed Mr. Sant Senadisai, an independent director, as a member of the Environmental, Social, Governance, and Sustainable Development Committee, increasing the proportion of independent directors to 50% in order to enhance the effectiveness of the committee's oversight. Additionally, the number of committee meetings was increased to at least three times per year.

6. Reviewed the Charter of the Environmental, Social, Governance, and Sustainable Development (ESG) Committee and related policies, which were published on the company's website at www.kce.co.th and communicated to all executives and employees to ensure proper implementation based on principles of governance alongside environmental care and genuine social responsibility.
7. Considered and approved the assessment results of key sustainability issues or materiality, reviewed and improved the company's ESG governance operations for 2024, and approved the governance plan and operational plan for 2024, focusing on environmental, social, and governance aspects to drive sustainable business development.
8. Reviewed and set both short-term and long-term greenhouse gas emission reduction targets, including a Net-Zero target, aligned with the Science-Based Target Initiative (SBTi).
9. Reviewed the performance of the Sustainable Development Operation Committee, which consists of senior executives from various departments and task forces, to support the execution of projects related to environmental, social, and governance issues within the framework of sustainable development.
10. Oversaw the implementation of measures to comply with the Personal Data Protection Act B.E. 2562 (2019), ensuring that the Data Protection Officer (DPO), the Personal Data Protection Committee, and the Personal Data Protection Task Force were responsible for compliance with the law and declared policies. In 2024, the company did not encounter any personal data breaches or complaints that violated the Personal Data Protection Policy.
11. Oversaw the implementation of information security controls for both internal company data, customer data, and supplier data, in accordance with the Information Security Management System certified by the Trusted Information Security Assessment Exchange (TISAX) standard to manage information security and enhance stakeholder confidence.
12. Considered and provided recommendations to the Anti-Corruption Task Force regarding training and awareness activities, as well as communications campaigns, to foster a corporate culture of integrity, transparency, and anti-corruption, and approved the review of anti-corruption measures.
13. The company renewed its membership in the Thai Private Sector Collective Action Coalition Against Corruption (CAC) for the third consecutive year, receiving the CAC certification in 2024, and was awarded the CAC Change Agent 2024 for inviting partners to join the CAC pledge for the second consecutive year.
14. Considered and provided recommendations to the Human Rights Task Force in establishing measures to mitigate risks and impacts related to human rights from the annual Human Rights Due Diligence (HRDD) review for 2024.
15. Considered and supported the company's engagement with stakeholders to ensure practical actions that benefit stakeholders, such as participating in circular economy projects with partners in raw material packaging recycling, employee participation in the Happy Workplace program, community participation in the community market project, and academic collaboration in student internship and a green energy for education project.

07

CORPORATE GOVERNANCE STRUCTURE AND MATERIAL FACTS

MANAGEMENT STRUCTURE

The Company's management structure consists of six boards and sub-committees comprising the Board of Directors, the Executive Board, the Audit Committee, the Nomination and Remuneration Committee, the Environmental, Social, Governance and Sustainability Development Committee, and the Enterprise Risk Policy Committee. The details of each committee and their scope, duties and responsibilities are as follows :

1. BOARD OF DIRECTORS

The Board of Directors consists of nine directors as follows :

- The Chairman, who is a different person from the President and Chief Executive Officer, so there is a clear segregation of roles, duties and a balance of power in operations.
- Four Independent Directors, accounting for more than one-third of the Board of Directors, to ensure board representation meets good corporate governance standards as set by the SET.
- Six of the Board members are non-executive directors and three are executive directors.

THE NAMES AND POSITIONS OF THE BOARD OF DIRECTORS ARE AS FOLLOWS :

- | | | | |
|----|------------------|--------------------------|--|
| 1. | Mr. Bancha | Ongkosit ⁽¹⁾ | <ul style="list-style-type: none"> ▪ Chairman of the Board of Directors ▪ Chairman of the Executive Board |
| 2. | Mr. Pitharn | Ongkosit ⁽¹⁾ | <ul style="list-style-type: none"> ▪ Vice Chairman of the Board of Director ▪ Chief Executive Officer ▪ Chairman of the Risk Management Committee ▪ Enterprise Risk Policy Committee member |
| 3. | Chantima | Ongkosit, MD | <ul style="list-style-type: none"> ▪ Director ▪ Nomination & Remuneration Committee member |
| 4. | Mr. Paitoon | Taveebhol | <ul style="list-style-type: none"> ▪ Independent Director ▪ Chairman of the Audit Committee ▪ Chairman of the Nomination & Remuneration Committee ▪ Enterprise Risk Policy Committee member ▪ Environmental, Social, Governance and Sustainability Development Committee member |
| 5. | Mrs. Voraluksana | Ongkosit ⁽¹⁾ | <ul style="list-style-type: none"> ▪ Director ▪ Executive Vice Chairperson ▪ Environmental, Social, Governance and Sustainability Development Committee member |
| 6. | Mrs. Siriphan | Suntanaphan | <ul style="list-style-type: none"> ▪ Director ▪ Chairman of the Environmental, Social, Governance and Sustainability Development Committee ▪ Enterprise Risk Policy Committee member |
| 7. | Mr. Kanchit | Bunajinda | <ul style="list-style-type: none"> ▪ Independent Director ▪ Audit Committee member ▪ Chairman of the Enterprise Risk Policy Committee member ▪ Nomination & Remuneration Committee member |
| 8. | Sutee | Mokkhavesa, Ph.D | <ul style="list-style-type: none"> ▪ Independent Director ▪ Audit Committee member ▪ Enterprise Risk Policy Committee member |
| 9. | Mr. Sant | Senadisai ⁽²⁾ | <ul style="list-style-type: none"> ▪ Independent Director ▪ Environmental, Social, Governance and Sustainability Development Committee member |

Remark : ⁽¹⁾ Executive Director

⁽²⁾ Mr. Sant Senadisai was appointed as a Environmental, Social, Governance and Sustainability Development Committee member on February 13, 2024 in accordance with the resolution of the Board of Director's Meeting No.2/2024 on February 13, 2024.

THE AUTHORIZED DIRECTORS

The directors with company signatory rights are Mr. Bancha Ongkosit, Chantima Ongkosit, MD, Mrs. Voraluksana Ongkosit, Mrs. Siriphan Suntanaphan and Mr. Pitharn Ongkosit. Two directors are empowered to jointly sign on behalf of the Company with the company seal.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS :

1. Acting in the best interests of shareholders (fiduciary duty) by adhering to the following four main practices :
 - 1) Performing duties with all circumspection and caution (duty of care)
 - 2) Performing duties with faithfulness and honesty (duty of loyalty)
 - 3) Performing duties in compliance with laws, objectives, Articles of Association, and resolutions of Shareholders' Meetings (duty of obedience)
 - 4) Disclosing information to shareholders accurately, completely, and transparently (duty of disclosure)
2. Approving and reviewing the Company's vision, mandate, policy, operational and budget plan, and supervising the performance of top executives to ensure they efficiently and effectively comply with policies for the security and balanced and sustainable interest of all stakeholders.
3. Undertake management in compliance with the law, the Company's objectives and Articles of Association and the resolutions of Shareholders' Meetings with integrity and in good faith, to protect the Company interest.
4. In supervising the Company's business, the Board has determined the following matters to be the authority and responsibility of the Board, who shall consider for the approval :
 - 1) Policy, strategic management, targets, plans and annual budget of the company and subsidiaries
 - 2) The Company's monthly and quarterly performance, compare to the plan and budget
 - 3) Investment projects that were not included in the annual capital budget, and approving any regular trade transactions which exceed the CEO's authorization limit.
 - 4) The purchase or sale of assets, the acquisition of business and the participation in joint - venture that complies to the SET's criteria, and the value do not exceeding the President's authority
 - 5) Any transactions or actions that will result in a major impact to the Company's financial status, debt burden, business operational strategy and reputation
 - 6) Any contract execution that is not related to the usual business operations, as well as any important contract on the usual business activities
 - 7) Opening and closing a Company's bank account with any financial institutes
 - 8) Related Transactions between the Company, subsidiaries, associate company and related persons, which do not meet with the requirements of the SET and SEC
 - 9) Payment of the interim dividend
 - 10) The change of policy and procedure that significantly affect accounting, risk management or internal control
 - 11) Determination and change of the approval authority conferred to CEO and executive management
 - 12) The proposed appointment and the termination of the Company's directorship and the Company secretary status
 - 13) Empowerment to either Chairman of the Board, CEO or Director, including the revision, change, amendment of the said empowerment, where the action does not contradict to the criteria and regulations of SET or SEC
 - 14) The appointment and determination of the sub-committee's duties and responsibilities
 - 15) The appointment of the Director in subsidiaries
 - 16) The change or reorganizing the Company structure, for the Executive VP position up
 - 17) Any other actions to comply with laws, the Company's objectives, the Articles of Association and the resolutions of the Board
5. Supervising and examining the financial reporting system for accuracy, transparency and adequacy.

6. Complying strictly with the Company's good corporate governance policy.
7. Initiate and be in part in determining the Corporate Governance policy, corporate governance guideline practice, roles and duty of the Company directors, and approve the CG policy.
8. To establish the Internal Audit Unit to perform the duty within the Company, having a direct reporting line to the Audit Committee.
9. Reviewing resolutions on director and executive remuneration for the best and sustainable interest of the Company and its shareholders.
10. Supervising the process of appointment and election of directors for the purpose of transparency and clarity.
11. Monitoring and managing any conflict of interest that may occur. Promoting awareness of the importance of the internal control system and internal audits to reduce the risk of fraud, abuse of authority and to prevent any illegal acts.
12. Protecting the rights of all shareholders and stakeholders. Monitoring and supervising the disclosure of information and communications in an accurate, complete and transparent manner.
13. Reviewing the recruitment and nomination of executives as needed.
14. Policy placement, the administration of Company and including the auditing of the company's performance
15. Overseeing and developing the risk management system, and corporate governance to achieve internationally accepted standards.
16. Assessing the performance of the Board and its committees annually (in addition, each individual director performs a self-assessment).
17. Attending all meetings of the Board of Directors and shareholder meetings except in unavoidable circumstances with advance notification to the Board or the secretary to the Board.

The Company has defined the role and qualifications of the *Independent Directors* in compliance with the Securities and Exchange Commission's and the Stock Exchange of Thailand's criteria, as follows :

1. Shall not hold more than 0.5% of the total voting shares of the company, including the shares held by related persons of that independent director.
2. Is not or has never been a director involved in management, an employee, a staff member, a salaried advisor, or a person with controlling authority in the company unless at least 2 years have passed since leaving such positions.
3. Is not related by blood or by legal registration (e.g., parent, spouse, sibling, child, or spouse of a child) to any other director, executive, major shareholder, controlling authority, or a person nominated as a director, executive, or controlling authority of the company or its subsidiaries.
4. Has no current or prior business relationship with the company in a manner that might obstruct independent judgment. This includes not being or having been a significant shareholder or controlling authority of an entity that has a business relationship with the company unless at least 2 years have passed since such relationships ended.
5. Is not and has never been an auditor of the company* and is not a significant shareholder, controlling authority, or partner of the audit firm where the auditor of the company belongs, unless at least 2 years have passed since such relationships ended.
6. Is not and has never been a professional service provider, including a legal or financial advisor who receives service fees exceeding 2 million baht per year from the company, nor a significant shareholder, controlling authority, or partner of that professional service provider unless at least 2 years have passed since such relationships ended.

7. Is not appointed as a representative of the company's directors, major shareholders, or shareholders who are related to major shareholders.
8. Does not operate or hold shares exceeding 0.5% of total voting shares in a business that is similar to and significantly competes with the company or its subsidiaries, nor is a partner in a partnership or a director involved in management, employee, staff member, or salaried advisor of such competing business.
9. Has no other characteristics that would impede the ability to express independent opinions on the company's operations.
10. Is capable of performing duties, expressing opinions, and reporting work outcomes independently, without being under the control of the company's management, major shareholders, or related persons, including close relatives of those individuals.

ROLES AND DUTIES OF THE CHAIRMAN OF THE BOARD

The Chairman functions as the leader of the board. He has the responsibility of setting the board agenda, providing information to directors, and to lead open boardroom discussions, enabling the directors to engage in constructive debate and effective discussions that are beneficial to the Company.

The Chairman works to create and maintain a culture of openness and constructive challenge which allows for a diversity of views to be expressed. The Chairman should also be available to shareholders for dialogue on key matters of Company governance, particularly in areas where shareholders have concerns.

Even though the Chairman is not an independent director, the Nomination and Remuneration Committee is of the opinion that this management structure is suitable to the nature of KCE's business, and that his talents have been instrumental in the success and continued growth of the business. As the Chairman was the first person to bring PCB production technology to Thailand, he therefore has many years of expertise in the PCB business and is capable of performing his duties with an accountability to the benefit of all stakeholders, particularly minor shareholders.

The Chairman of the Board has neither absolute nor superior powers. The Public Company Act describes the additional responsibilities and duties of the Chairman as :

- Acting as a chairman at the board meeting and overseeing board meetings to ensure they are efficient and open for comments, suggestions and independent recommendations by the directors.
- Having a casting vote in the board meeting and shareholder meetings.
- Calling board meetings
- Acting as chairman at shareholder meetings

In addition to his roles and responsibilities as director, the Chairman must strictly comply with the ethics and good corporate governance practices and act as a role model for the directors, and all employees of the Company.

2. EXECUTIVE BOARD

The Board of Directors appoints the Executive Committee, which comprises the directors and senior executive management as follows :

The names and positions of the members of the Executive Committee are as follows :

1. Mr. Bancha	Ongkosit	Chairman of the Executive Committee
2. Mrs. Voraluksana	Ongkosit	Executive Vice Chairperson
3. Mr. Pitharn	Ongkosit	President & CEO
4. Mr. Fredrick Gharapet Ohanian		Executive Vice President of Operations
5. Mrs. Wasara	Chotithammarat	Senior Vice President of Accounting & Finance
6. Mrs. Siriphan	Suntanaphan	Director of Thai Laminate Manufacturer Co., Ltd. (Subsidiary Company)
7. Mr. Lin	Po-Chiung	Director of Chemtronic Products Co., Ltd. (Subsidiary Company)

DUTIES AND RESPONSIBILITIES OF THE EXECUTIVE COMMITTEE :

1. Review the policy, direction, strategic plan to conduct the business, Management structure and the annual budget of the Company and Subsidiaries, all investment projects and Manpower plan
2. Approving the nomination, selection, and appointment of a new executive management (Assistance VP position or higher), and determine compensation in line with the Nomination & Remuneration Committee's criteria.
3. Supervising the performance of Management in accordance with Company policy, having overall responsibility for and taking control of the expenses and investment funds as outlined in the Company's Annual Plan as approved by the Board of Directors.
4. Reviewing the performance results in line with management policy and determining the positioning, strategic and operational plans in order to achieve the Company's ultimate goals.
5. Taking responsibility for the performance results of management and providing troubleshooting advice in order to ensure the Company's goals are efficiently achieved.
6. Taking control of the Company's expense budget as assigned by the Board of Directors or as outlined in the Company's Annual Plan.
7. Providing information and advice to the Board of Directors in support of any decision-making for the Company.
8. Solving problems or conflicts that have an impact on the organization of the Company.
9. Maintaining efficient communications with stakeholders.
10. Reviewing the Company's fundraising plans for further submission to the Board of Directors.
11. Approving the appointment of advisors for specific areas, as required by the Company's business operations.

3. AUDIT COMMITTEE

The Board of Directors appointed the Audit Committee, whose qualifications are fully compliant with the criteria of the Stock Exchange of Thailand, to review business operations, financial reports and internal control systems, to select independent auditors, and to review conflicts of interest. The members of the Audit Committee have the necessary qualifications and experience to ensure the reliability of the financial statements.

The Audit Committee consists of three directors who meet the following the criteria :

- Three independent directors
- The committee chairman has adequate knowledge and experience to review and attest to the reliability of the financial statement.

THE NAMES AND POSITIONS OF THE MEMBERS OF THE AUDIT COMMITTEE ARE AS FOLLOWS :

- | | | | |
|----|-------------|------------------|----------|
| 1. | Mr. Paitoon | Taveebhol | Chairman |
| 2. | Mr. Kanchit | Bunajinda | Member |
| 3. | Sutee | Mokkhavesa, Ph.D | Member |

Ms. Chayanee Chaidetkhajorn was appointed as the Audit Committee's secretary.

DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE :

1. Conducting audits to ensure that the Company has prepared accurate and adequate financial reports and ensure the auditor attends the committee meetings on a quarterly basis.
2. Conducting audits to ensure that the Company complies with the Securities and Exchange Act, the requirements of the Stock Exchange of Thailand and other laws relating to the Company's business.
3. Reviewing the disclosure of Company information in instances of connected transactions or transactions that may cause conflicts of interest, to ensure that such reported transactions are accurate and complete.
4. Conducting audits to ensure that the Company has proper and effective systems of internal control, including reviews of the internal audit report, the auditing procedures, and assessing the review of Company operations in accordance with generally accepted procedures and standards and coordinating with the Company's auditor.
5. Reviewing, selecting, nominating or terminate the Company's external auditor, as well as deciding on a suitable auditing fee, and meeting with the auditor at least once a year, in absent of management.
6. Making assessments of the Company's major risks and giving advice to minimize such risks.
7. Approving the nomination, appointment, transfer or dismissal, and rewards to the chief of the Company Internal Audit Unit.
8. Approving the audit plan of the Internal Audit Unit; reviewing the budget plan and the manpower needs of the Internal Audit Unit.
9. Reviewing and making an assessment of the supervisory performance of the Audit Committee and preparing the report of the Audit Committee to be disclosed in the Company annual report.
 - 1) Accuracy and reliability of the financial report
 - 2) Adequacy of the internal control
 - 3) Compliance with the law on securities, SET requirements and applicable law
 - 4) Auditor's suitability
 - 5) Transactions with potential conflict of interests
 - 6) Audit Committee's meetings and the attendance of individual member
 - 7) Opinion or notice arising out of performing duties
 - 8) Any other matters the shareholders and general investor should know

10. The Chairman or the members of the Audit Committee shall attend Shareholders' Meetings in order to provide explanations on matters relating to the Audit Committee or the appointment of the Company's auditor
11. Reviewing and revising updates of the Charter of the Audit Committee annually (if deemed appropriate)
12. Ensuring the risk management systems to be in appropriated standard, conferring with the Risk Management Committee regarding the main policy related to risk management and risk assessment in all areas, including the risk of corruption
13. Taking any other action as assigned by the Board of Directors
14. Regularly report its performance to the Board every quarter.

4. NOMINATION AND REMUNERATION COMMITTEE

The Board of Directors is responsible for the appointment of the Nomination and Remuneration Committee, which comprises three directors as follows :

- Two independent directors and one non-executive director
- The chairman is the independent director

THE NAMES AND POSITIONS OF THE MEMBERS OF THE NOMINATION AND REMUNERATION COMMITTEE ARE AS FOLLOWS :

- | | | | |
|----|-------------|--------------|----------|
| 1. | Mr. Paitoon | Taveebhol | Chairman |
| 2. | Mr. Kanchit | Bunajinda | Member |
| 3. | Chantima | Ongkosit, MD | Member |

Mrs. Wasara Chotithammarat was appointed as the Nomination and Remuneration Committee's secretary.

DUTIES RELATED TO NOMINATION TASKS

1. Considering the appropriate structure and the composition of the Board, for the Committee and individual, to suit the organization in terms of the size, business type and the complexity of the Company's business; the qualification of each director in terms of education, knowledge, expertise, skill, experience and specialization that related to the Company's business or industry that the Company currently operate
2. Considering the qualification of the Independent Director that conforms to the SEC's regulations
3. Considering the qualification of top executive director who suits the Company's business management to achieve the Company's vision, covering the education, experience, knowledge and skill, and concerned factors of the business environment that is important must also be considered.
4. Creating policy, rules, methodology and procedure in nominating a person for the Company's director, which conform to the structure and qualifications as determined and suit to the Company's organization
Recommending a development plan in order to enhance the knowledge for both current directors and new director, to understand the business, roles and responsibilities of the director and the important development. Coordinating with management to arrange orientation program to the new director, providing documents and information that are useful for the director to perform his duties
5. Recommending a succession plan for the Company's top executive in order to be prepared for the successor in the event that such top executive will retire or not in the position to perform the duty, so that the Company's business could be continued to operate as usual
6. Providing minority shareholders with an opportunity to propose qualified persons for selection as directors
7. Selecting qualified director to be a member of the sub-committee and nominating the director to the Board of Directors for consideration
8. Identifying qualified candidates to replace directors retiring at the end of their term or whatever the

case may be, and submitting a list of nominees to the Board of Directors and/or the Shareholders' Meeting for resolution

9. Hold meetings and regularly report its performance to the Board at least twice a year.

DUTIES RELATED TO REMUNERATION TASKS

1. Reviewing and proposing compensation form and methodologies, so that remuneration is appropriately corresponds to respective assigned duties and responsibilities, by linking remuneration to the performance assessment, business plan and overall Company's operating results. The directors' remuneration should be adequate to provide incentives for the directors and to retain the capable directors. The Board of Directors should consider and propose to the Shareholders' Meeting for approval resolution
2. Considering the Assessment form for the Board of Directors and propose to the Board for approval. The form will be used and reviewed by the Nomination Committee and the assessment results will be considered in determining the Director's compensation
3. Considering the Assessment form of the annual performance for the Company's CEO
4. Reviewing and approving compensation structure and standards for the Company's CEO, including other compensation in every year.
5. Evaluating the CEO's annual performance and determine appropriate remuneration, and propose to the Board of Directors for approval.
6. Hold meetings and regularly report its performance to the Board of Directors at least twice a year.

5. ENVIRONMENTAL, SOCIAL, GOVERNANCE AND SUSTAINABILITY DEVELOPMENT COMMITTEE

The Board of Directors is responsible for the appointment of the Environmental, Social, Governance and Sustainability Development Committee, which comprises four directors as follows :

THE NAMES AND POSITIONS OF THE MEMBERS OF THE ENVIRONMENTAL, SOCIAL, GOVERNANCE AND SUSTAINABILITY DEVELOPMENT COMMITTEES ARE AS FOLLOWS :

- | | | | |
|----|------------------|-------------|-------------|
| 1. | Mrs. Siriphan | Suntanaphan | Chairperson |
| 2. | Mrs. Voraluksana | Ongkosit | Member |
| 3. | Mr. Paitoon | Taveebhol | Member |
| 4. | Mr. Sant | Senadisai | Member |

Mrs. Suwadee Setthasuk was appointed as the Environmental, Social, Governance and Sustainability Development Committee's secretary.

DUTIES AND RESPONSIBILITIES OF THE ENVIRONMENTAL, SOCIAL, GOVERNANCE AND SUSTAINABILITY DEVELOPMENT COMMITTEE :

1. Defining policy and proposing appropriate and practical guidance to the Company's Board of Directors
2. Managing and controlling Company operations in accordance with the Company's good corporate governance standards, policies, and related laws
3. Defining and reviewing important policies and procedures and revising them to be more appropriate on a regular basis
4. Reporting to the Board of Directors on the results of good corporate governance including comments and for further proposed improvements
5. Covering the scope of CSR activities
6. The CG Committee is obliged to conduct at least three meetings a year, depending on the necessity and appropriateness. The results of the meetings are reported to the Board of Directors.

6. ENTERPRISE RISK POLICY COMMITTEE

The Board of Directors passed a resolution approving an establishment of the Enterprise Risk Policy Committee and appointing the Company Director and the CEO to be member of the Committee.

THE NAMES AND POSITIONS OF THE MEMBERS OF THE ENTERPRISE RISK POLICY COMMITTEE ARE AS FOLLOWS :

- | | | | |
|----|---------------|------------------|----------|
| 1. | Mr. Kanchit | Bunajinda | Chairman |
| 2. | Mr. Paitoon | Taveebhol | Member |
| 3. | Mr. Pitharn | Ongkosit | Member |
| 4. | Mrs. Siriphan | Suntanaphan | Member |
| 5. | Sutee | Mokkhavesa, Ph.D | Member |

Miss. Kanjana Khwannimit appointed as the Enterprise Risk Policy Committee's secretary.

DUTIES AND RESPONSIBILITIES OF THE ENTERPRISE RISK POLICY COMMITTEE :

1. Create a policy and practical guideline for risk management to cover all dimensions of the risk for the Board of Directors to consider and approve
2. Define essential risk for the Company and propose the preventive actions or minimizing the risk at an acceptable level
3. Review the suffice of the risk policy and the risk management system, including the effectiveness of the system and practices in compliance with the policy
4. Oversee, follow up and assess the performance, including the adjustment of the operation plan, in order to continually reduce the risk and be suitable for the Company's business situation
5. Performing other duties as assigned by the Board of Directors.
6. Hold meetings and regularly report its performance to the Board at least twice a year

RISK MANAGEMENT COMMITTEE

The Board of Directors has established a Risk Management Committee and appointed the following members, who come from the senior executive management of operations.

THE NAMES AND POSITIONS OF THE MEMBERS OF THE RISK MANAGEMENT COMMITTEE ARE AS FOLLOWS :

- | | | | |
|----|---------------|------------------|----------|
| 1. | Mr. Pitharn | Ongkosit | Chairman |
| 2. | Mr. Fredrick | Gharapet Ohanian | Member |
| 3. | Mrs. Wasara | Chotithammarat | Member |
| 4. | Mr. Athasidh | Ongkosit | Member |
| 5. | Mr. Viboon | Sunthornwiwath | Member |
| 6. | Ms. Nitaya | Rojanakamphol | Member |
| 7. | Mr. Rachaphol | Suntanaphan | Member |
| 8. | Mr. Lin | Po-Chiung | Member |

Miss. Kanjana Khwannimit was appointed as the Risk Management Committee's secretary.

DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT COMMITTEE :

1. Defining potential risk factors that could impact the Company's business, and oversee the operations in line with the Risk Policy Committee's plan.

2. Defining risk management policies to keep risk at an acceptable level.
3. Defining the risk-management process according to risk-management policies, and following up to check on the effectiveness of the practice compared with the predefined process.
4. Reviewing and ensuring that the practices of risk management are adequate, appropriate and practiced continuously so that risks can be maintained at an acceptable level.
5. Presenting the overall risks facing the Company including the management process, and the results of performance to the Board of Directors on a quarterly basis.

SUMMARY OF THE APPOINTMENT OF DIRECTORS TO SUBCOMMITTEES

Directors		Board of Directors	Audit Committee	Nomination & Remuneration Committee	ESG & SD Committee	Enterprise Risk Policy Committee
Mr. Bancha	Ongkosit	C	-	-	-	-
Mr. Pitharn	Ongkosit	VC	-	-	-	M
Chantima	Ongkosit, MD.	M	-	M	-	-
Mr. Paitoon	Taveebhol	M	C	C	M	M
Mrs. Voraluksana	Ongkosit	M	-	-	M	-
Mrs. Siriphan	Suntanaphan	M	-	-	C	M
Mr. Kanchit	Bunajinda	M	M	M	-	C
Sutee	Mokkhavesa, PhD	M	M	-	-	M
Mr. Sant	Senadisai*	M	-	-	M	-

Remark : C - Chairman/Chairperson VC - Vice Chairman M - Member

*Mr. Sant Senadisai was appointed as a Environmental, Social, Governance and Sustainability

Development Committee member on February 13, 2024 in accordance with the resolution of the Board of Director's Meeting No.2/2024 on February 13, 2024

SUMMARY OF MEETING ATTENDANCE OF THE BOARD OF DIRECTORS IN 2024

Directors		Attendance (Meeting)						
		Board of Directors	Audit Committee	Nomination & Remuneration Committee	ESG & SD Committee	Enterprise Risk Policy Committee	Non-Executive Meeting	Annual General Meeting 18 Apr.2024
Mr. Bancha	Ongkosit ⁽¹⁾	11/13	-	-	-	-	-	1/1
Mr. Pitharn	Ongkosit	13/13	-	-	-	4/4	-	1/1
Chantima	Ongkosit, MD.	13/13	-	1/1	-	-	1/1	1/1
Mr. Paitoon	Taveebhol	13/13	5/5	1/1	3/3	4/4	1/1	1/1
Mrs. Voraluksana	Ongkosit ⁽¹⁾	12/13	-	-	3/3	-	-	1/1
Mrs. Siriphan	Suntanaphan	13/13	-	-	3/3	4/4	-	1/1
Mr. Kanchit	Bunajinda	13/13	5/5	1/1	-	4/4	1/1	1/1
Sutee	Mokkhavesa, PhD ⁽²⁾	11/13	3/5	-	-	3/4	1/1	1/1
Mr. Sant	Senadisai*	13/13	-	-	2/3	-	1/1	1/1

Remark : *Mr. Sant Senadisai was appointed as a Environmental, Social, Governance and Sustainability Development Committee member on February 13, 2024 in accordance with the resolution of the Board of Director's Meeting No.2/2024 on February 13, 2024

⁽¹⁾ Sick

⁽²⁾ Business leave

EXECUTIVE MANAGEMENT

In 2024, the names of 9 executive managements are as follows :

1.	Mr. Bancha	Ongkosit	Chairman of the Executive Board
2.	Mrs. Voraluksana	Ongkosit	Executive Vice Chairperson/Dir. of the Executive Office
3.	Mr. Pitharn	Ongkosit	President and Chief Executive Officer
4.	Mr. Fredrick Gharapet	Ohanian	Executive Vice President of Operations
5.	Ms. Siwibha	Mahatharadol	Assistant of President and Chief Executive Officer
6.	Mrs. Wasara	Chotithammarat	Senior Vice President of Accounting & Finance
7.	Mr. Athasidh	Ongkosit	Senior Vice President of Information Technology
8.	Mr. Viboon	Sunthornwiwath	Senior Vice President of Human Resources
9.	Mr. Boonchuan	Immaraporn	Senior Vice President of Manufacturing Engineer

THE AUTHORITY AND DUTIES OF THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer has the authority and duties in respect to the management of the Company as assigned by the Board of Directors and shall manage the Company by strictly complying with the plan and budget as approved by the Board of Directors honestly, faithfully and carefully, and to protect the interests of the Company and shareholders include the following :

1. Supervising the business operations and/or general management of the Company.
2. Employing, appointing, removing, transferring, promoting, demoting, reducing salaries or wages, or taking disciplinary action against staff and employees, and, as required, summarily dismissing staff and employees except for the position of head of department or equivalent for which the dismissal requires the approval of the Board of Directors, as stipulated in the Working Rules.
3. Being authorized to approve the employment of executive management; Sr. Vice President, Vice President and Manager
4. Being authorized to direct, contact, instruct, take action, enter into legal acts, agreements, directives, notices or any letters in order to communicate with government agencies, state enterprises and other persons, as well as taking any necessary and appropriate action to complete the aforementioned interactions
5. Giving approval or authorizing sub-agents to grant approval for the payment for the procurement of property and services for the Company's benefit. The Managing Director's authority to approve payment is limited to Bt800 million for normal commercial transactions and Bt400 million for procurement of other property. Payment exceeding the limit of the Managing Director's approval shall be proposed for the approval of the Board of Directors.
6. Being authorized to approve the salary adjustment, bonus payment and adjust annual compensation for Management and employee
7. Directing the preparation and submission of the Company's business policy, as well as business and budget plans for the approval of the Board of Directors, and reporting on the progress under the approved business and budget plans to the Board of Directors quarterly.
8. Managing or undertaking business in accordance with the policy, business and budget plans approved by the Board of Directors and/or the Executive Committee.
9. Being eligible to authorize sub-agents and/or assign other persons to perform certain duties. Such authorization and/or assignments shall be subject to the extent of authorization under this Power of Attorney and/or in accordance with the regulations, rules or directives stipulated by the Board of Directors and/or the Company.

10. Approving the appointment of the authorized signatory for checks or money-ordering documents of the Company, as well as agreements, accounting and financial documents and general documents.
11. Acting as management advisor in respect of the financial, marketing, human resources and other operational policies that involve the Company's business operations.
12. Approving the appointment of advisors for specific tasks as required for the Company's business operations.
13. Acting as the authorized person in managing the Company's business, in all respects, in accordance with the Company's objectives, rules, policies, regulations, codes of conduct, directives, resolutions of shareholder meetings and/or resolutions of the Board of Directors or Executive Committee.

COMPANY SECRETARY

To comply with good governance practice, the Board of Directors appointed Mrs. Wasara Chotithammarat, to be the Company Secretary, assisting the directors in ensuring that the Company has an appropriate, efficient and transparent operation. On behalf of the Company or the Board, the Company Secretary's responsibilities are as follows ;

1. Preparing and keeping the following documents :
 - 1) Directors' Profiles
 - 2) Invitation letters to meetings and minutes of Board meetings and the Company's annual report
 - 3) Invitation letters to shareholders and minutes of shareholder meetings.
2. Keeping track of the company's connected transaction disclosures, as reported by directors or members of management
3. Performing other duties as assigned by the Board of Directors
4. Organizing Shareholders' Meetings and Board of Directors' meetings in accordance with the laws, the Company's Articles of Association and other relevant requirements
5. Drafting management policies
6. Recording the minutes of Shareholder and Board meetings, and following up to ensure compliance of the resolutions of these meetings
7. Ensuring the disclosure of Company data and information to the authorized supervising bodies in accordance with the regulations and requirements of the Government authorities
8. Ensuring Company and Board compliance with the laws and requirements of the SEC/SET
9. Promoting and standardizing good corporate governance in the company
10. Communicating with the shareholders to ensure that they receive their entitlements and information from the Company
11. Managing the activities of the Board of Directors

BIOGRAPHIES OF THE COMPANY SECRETARY

Mrs. Wasara Chotithammarat

- Currently, being the Senior Vice President of Accounting & Finance
- Education : Master of Business Administration, Faculty of Commerce and Accountancy, Thammasat University
- Qualification : Knowledge of relevant Accounting matters and be able to make a conclusion, prepare the Board Meeting's minutes, organize a Shareholders' Meeting. She is also flexible in performing the duty, posses a good interpersonal relationship, creative thinking and posses leadership skill. In addition, she is capable of communication and co-ordination with others and being honest.
- Attended the seminar in Company Secretary related courses, organized by Thailand Institute of Directors (IOD) and other related trainings from SET

REMUNERATION OF DIRECTORS AND EXECUTIVE MANAGEMENT

REMUNERATION OF DIRECTORS

The Nomination and Remuneration Committee has considered the principle and the form of the remuneration of directors and executive management, taking into account the fairness which reflects the extent of their duties and responsibilities and the suitability against the achievements, the Company's operating performance and other related factors, including a comparison to the remuneration of other similar companies in the same industry. The company also made a reference to the survey of remuneration of directors which was jointly undertaken by the Stock Exchange of Thailand and the Thai Institute of Directors Association (IOD).

1. THE POLICY AND CRITERIA OF THE REMUNERATION FOR THE COMPANY DIRECTORS

The director remuneration policy and criteria is established by the Board of Directors. Currently, the form of remuneration of the directors comprises of 3 types; the monthly compensation, the yearly compensation, and meeting allowance which considers the tasks, responsibilities and performance of directors, including a comparison to the remuneration of other similar companies in the same industry. The remuneration criteria is application to all directors, including the executive directors.

The Nomination and Remuneration Committee has reviewed and proposed the remuneration of directors to the Board of Directors for consideration and concurrence in submitting it to the Annual General Meeting each year. The 2023 and 2024 remuneration of directors was approved by AGM No. 40/2023 on April 27, 2023 and AGM No. 41/2024 on April 18, 2024 respectively

REMUNERATION OF BOARD OF DIRECTORS

No.	Name		Position	Remuneration (Baht)		Meeting allowance (Baht)	
				2024	2023	2024	2023
1	Mr. Bancha	Ongkosit	Chairman	2,200,000	2,200,000	585,000	520,000
2	Mr. Pitharn	Ongkosit	Vice Chairman	1,100,000	1,100,000	520,000	460,000
3	Chantima	Ongkosit, MD	Director	1,100,000	1,100,000	520,000	460,000
4	Mr. Paitoon	Taveebhol	Director	1,100,000	1,100,000	520,000	460,000
5	Mrs. Voraluksana	Ongkosit	Director	1,100,000	1,100,000	520,000	460,000
6	Mrs. Siriphan	Suntanaphan	Director	1,100,000	1,100,000	520,000	460,000
7	Mr. Kanchit	Bunajinda	Director	1,100,000	1,100,000	520,000	460,000
8	Sutee	Mokkhavesa, Ph.D	Director	1,100,000	1,100,000	520,000	460,000
9	Panja	Senadisai, Ph.D ⁽¹⁾	Vice Chairman	-	-	-	220,000
10	Mr. Sant	Senadisai ⁽²⁾	Director	1,100,000	1,100,000	520,000	200,000
Total				11,000,000	11,000,000	4,745,000	4,160,000
Number of meetings						13 times	12 times

Remark: ⁽¹⁾ Panja Senadisai, Ph.D ends his term as director on June 26, 2023

⁽²⁾ Mr. Sant Senadisai was appointed as a director on July 11, 2023 in accordance with the resolution of the Board of Director's Meeting No.7/2023 on July 11, 2023

REMUNERATION OF AUDIT COMMITTEE

No.	Name		Position	Remuneration (Baht)		Meeting allowance (Baht)	
				2024	2023	2024	2023
1	Mr. Paitoon	Taveebhol	Chairman	560,000	560,000	200,000	240,000
2	Mr. Kanchit	Bunajinda	Member	480,000	480,000	175,000	210,000
3	Sutee	Mokkhavesa, Ph.D ⁽²⁾	Member	480,000	480,000	105,000	210,000
Total				1,520,000	1,520,000	480,000	660,000
Number of meetings						5 times	6 times

REMUNERATION OF NOMINATION AND REMUNERATION COMMITTEE

No.	Name		Position	Meeting allowance (Baht)	
				2024	2023
1	Mr. Paitoon	Taveebhol	Chairman	30,000	90,000
2	Mr. Kanchit	Bunajinda	Member	25,000	75,000
3	Panja	Senadisai, Ph.D ⁽¹⁾	Member	-	25,000
4	Chantima	Ongkosit, MD ⁽²⁾	Member	25,000	25,000
Total				80,000	215,000
Number of meetings				1 times	3 times

Remark : ⁽¹⁾ Panja Senadisai, Ph.D ends his term as director on June 26, 2023

⁽²⁾ Chantima Ongkosit, MD was appointed as a director of Nomination and Remuneration Committee on July 11, 2023 in accordance with the resolution of the Board of Director's Meeting No.7/2023 on July 11, 2023

REMUNERATION OF ENTERPRISE RISK POLICY COMMITTEE

No.	Name		Position	Meeting allowance (Baht)	
				2024	2023
1	Mr. Kanchit	Bunajinda	Chairman	120,000	120,000
2	Mr. Pitharn	Ongkosit	Member	100,000	100,000
3	Mr. Paitoon	Taveebhol	Member	100,000	100,000
4	Mrs. Siriphan	Suntanaphan	Member	100,000	100,000
5	Sutee	Mokkhavesa, Ph.D	Member	75,000	50,000
6	Panja	Senadisai, Ph.D ⁽¹⁾	Member	-	50,000
Total				495,000	520,000
Number of meetings				4 times	4 times

Remark : ⁽¹⁾ Panja Senadisai, Ph.D ends his term as director on June 26, 2023

REMUNERATION OF ENVIRONMENTAL, SOCIAL, GOVERNANCE AND SUSTAINABILITY DEVELOPMENT COMMITTEE

No.	Name		Position	Meeting allowance (Baht)	
				2024	2023
1	Mrs. Siriphan	Suntanaphan	Chairman	90,000	60,000
2	Mrs. Voraluksana	Ongkosit	Member	75,000	50,000
3	Mr. Paitoon	Taveebhol	Member	75,000	50,000
4	Mr. Sant	Senadisai ⁽¹⁾	Member	50,000	-
Total				290,000	160,000
Number of meetings				3 times	2 times

Remark : ⁽¹⁾ Mr. Sant Senadisai was appointed as a director of Environmental, Social, Governance and Sustainability Development on February 13, 2024 in accordance with the resolution of the Board of Director's Meeting No.2/2024 on February 13, 2024.

2. THE POLICY AND CRITERIA OF THE REMUNERATION FOR THE EXECUTIVE MANAGEMENT

The Board determines the policy and criteria of the remuneration for the Executive management, which is proposed by the Nomination & Remuneration Committee to consider and approve. Such remuneration is appropriately determined and based on the remuneration structure of the Company, taken into account of a reference to the survey of remuneration by a recognized institute, inflation rates, the Company's operating results, as well as the individual's performance, and in line with the assigned duties and responsibilities. The Company contributes remuneration in form of salary, annual bonus and contribution to provident fund.

REMUNERATION OF EXECUTIVE MANAGEMENT

Type of remuneration	2024		2023	
	Number	Amount (Baht)	Number	Amount (Baht)
Salary	8	32,035,768	10	30,357,341
Bonus/ Contribution to Provident fund		5,450,098		4,835,201

OTHER REMUNERATIONS OF DIRECTORS AND MANAGEMENT

In the Board of Directors Meeting No. 3/2024 held on March 12, 2024, the Board of Directors passed a resolution to approve an Employee Joint Investment Program of KCE Electronics Public Company Limited - No. 2 ("EJIP"). The EJIP serves as another means of compensation for employees, executives of the Company and its subsidiaries, to promote a sense of ownership, and serve as a motivational tool to enhance performance and retain personnel in the long term. Qualified employees can apply to participate in the project on a voluntary basis. Each month, the Company will deduct a rate of 4% to 20% of the basic salary of each employee who joins the EJIP, and the Company will contribute 100% of such deducted amount. However, EJIP participants must strictly adhere to the conditions of the Silent Period, during which the shares cannot be transferred or sold.

PERSONNEL

Total number of employees of the Company, as at December 31,

Number of personnel	2024 (person)	2023 (person)	2022 (person)	2021 (person)
Management (Assistant MGR and up)	77	73	75	65
Sales & Administration staffs	154	153	180	143
Manufacturing operations	751	812	794	766
Subcontracted workers	1,574	1,746	1,688	1,552
Total personnel*	2,556	2,784	2,737	2,526

Total personnel of the Company and Subsidiaries, as of December 31,

Number of personnel*	2024 (person)	2023 (person)	2022 (person)	2021 (person)
KCE Electronics PCL.	2,556	2,784	2,737	2,526
KCE Technology Co., Ltd	1,659	1,824	1,820	1,824
K.C.E. International Co., Ltd.	-	-	142	257
Thai Laminate Manufacturer Co., Ltd.	341	334	346	345
Group of Chemtronic	70	69	70	64
KCE (Thailand) Co., Ltd.	17	16	16	16
Circuit Holding Co., Ltd	-	-	-	-
Total personnel in the country	4,643	5,027	5,131	5,032
KCE Singapore Pte., Ltd.	29	29	32	32
KCE America Inc.	26	26	26	26
International Circuits Ltd.	14	-	-	-
Total overseas personnel	69	50	58	58
Total Personnel*	4,712	5,082	5,189	5,090

*Include subcontracted personnel

REMUNERATION TO EMPLOYEES

As at December 31, 2024, total number of the Company's employee was 2,556 and total remuneration paid to employee was at a totaling of Baht 1,114 million, which consisted of the salary and wages, overtime pay, cost of living allowance, the annual bonus, other compensations, the company contribution to social security fund, the contribution to provident fund and employee joint investment program, and other employee benefit projects. In addition, the Company's subsidiaries have total employee 2,156 and also paid the same form of remuneration to employee at a totaling of Baht 1,229 million during 2024.

Remuneration to employees	2024 (Million Baht)	2023 (Million Baht)	2022 (Million Baht)	2021 (Million Baht)
KCE Electronics PCL.	1,144	1,144	1,259	1,139
Company's subsidiaries	1,229	1,249	1,350	1,326
Total Remuneration to employees	2,343	2,393	2,609	2,464

AUDITOR'S REMUNERATION

The Board provides external independent auditors who are qualified to be the auditors of companies approved by the Securities and Exchange Commission (SEC) by appointing a rotating auditor at least every 7 years. The same auditor shall not be appointed to perform the audit for 7 years whether consecutive or not, and will not be appointed to audit the Company's accounts except after at least 5 consecutive fiscal years have elapsed.

The auditor has authority to audit the Company's and subsidiaries accounts, other related documents and evidence related to income and expenses including the assets and liabilities of the Company and subsidiaries during business hours. In this case, the auditor has authority to interrogate directors, management, employees of the Company in any position and also representatives of the Company and also advise them to provide financial facts or provide related documents or evidence related to the Company's business operations. The auditor has a duty to attend every shareholders' meeting when considering the financial statements and any issues related to the Company's accounting.

The shareholders' meeting approved the appointment of auditors from KPMG Phoomchai Audit Company Limited as the auditors for the company and its subsidiaries for the year 2024 with the annual audit fee for the group, totaling 4,475,0000 Baht.

In 2024, the company established a subsidiary, Circuit Holding Co., Ltd., and the audit fees for this newly added subsidiary were approved by the Board of Directors. This was in accordance with the resolution of the shareholders' meeting, which authorized the Board to approve the appointment of auditors and determine audit fees for any subsidiaries that may be newly established or undergo changes during the year 2024.

List of auditors approved by shareholders		CPA Registration No.
1) Mr. Sumate	Jangsamsee	9362
2) Mr. Chokechai	Ngamwutikul	9728
3) Mr. Veerachai	Ratanajaratkul	4323
4) Mr. Teerawat	Witthayaphalert	11464

The Key Audit Engagement Partner in auditing the company's financial reports in 2024 is Mr. Sumate, who has been performing his duties in auditing the company's accounts for the 5th year.

The Company and 8 subsidiaries paid the audit fees to KPMG Poomchai Audit Ltd., as follows :

1. AUDIT FEE :

(Unit : Baht)			
Company	2024	2023	2022
1. KCE Electronics PCL.	1,657,000	1,657,000	1,563,000
2. K.C.E. International Co., Ltd.	100,000	115,000	200,000
3. KCE Technology Co., Ltd.	1,112,000	1,112,000	1,049,000
4. Thai Laminate Manufacturer Co., Ltd.	589,000	589,000	556,000
5. KCE (Thailand) Co., Ltd.	375,000	375,000	357,000
6. Chemtronic Technology (Thailand) Co., Ltd.	75,000	75,000	75,000
7. Chemtronic Products Co., Ltd.	294,000	294,000	280,000
8. CTC Chemical Co., Ltd.	273,000	273,000	260,000
9. Circuit Holding Co., Ltd.*	150,000	-	-
Total Audit fee for the year	4,625,000	4,490,000	4,340,000

* Established on October 18, 2024

2. NON-ASSURANCE SERVICES

(Unit : Baht)

Company	Non-Assurance Service	2024		2023	2022
		Paid during the year	Future Payment	Total	Total
1. KCE Electronics PCL.	Inventory and asset destruction fee	15,000	-	15,000	15,000
2. K.C.E. International Co., Ltd.	Inventory and asset destruction fee	-	-	15,000	15,000
3. KCE Technology Co., Ltd.	Inventory and asset destruction fee	15,000	-	15,000	-
4. KCE Electronics PCL.	BOI audit fee	-	140,000	140,000	70,000
5. KCE Technology Co., Ltd.	BOI audit fee	-	140,000	210,000	210,000
6. Thai Laminate Manufacturer Co., Ltd.	BOI audit fee	-	130,000	195,000	195,000
7. Chemtronic Technology (Thailand) Co., Ltd.	BOI audit fee	-	-	-	-
8. Chemtronic Products Co., Ltd.	BOI audit fee	-	120,000	120,000	120,000
Total Non-Assurance Service		30,000	530,000	710,000	625,000

For the financial year ended 31 December 2024, the external auditors confirmed to the Audit Committee on the actions they take to maintain their professional independence with respect to the Company and its affiliates in accordance with the Code of Ethics for Professional Accountants issued by Thailand's Federation of Accounting Professions by not holding any shares in the Company and its affiliates and not purchasing goods and services from the Company and its affiliates

08

REPORT OF THE SUB-COMMITTEE

8.1

REPORT OF THE AUDIT COMMITTEE

TO THE SHAREHOLDERS

The Audit Committee of KCE Electronics Public Company Limited consists of three qualified independent directors and is chaired by Mr.Paitoon Taveebhol, who is deemed to possess the necessary qualifications, knowledge and experience to attest to the reliability of the Company's financial statements, and Mr. Kanchit Bunajinda, and Dr. Sutee Mookhavesa as committee members. The Audit Committee performed its duties in accordance within the scope and responsibilities that were assigned to it by the Board and as stated in the Audit Committee's charter, which is in line with the regulations of the Stock Exchange of Thailand.

In 2024, the Audit Committee met 5 times. At each session, the Committee consulted with an external auditor, the chief of the internal audit unit and the accounting director, and also provided candid and independent views and recommendations. The Committee reported the results of its audits of the Company's business operations to the Board on a quarterly basis, with a summary of its performance, as follows :

THE ACCURACY, COMPLETENESS AND RELIABILITY OF FINANCIAL REPORTS

The Audit Committee reviewed the quarterly and annual financial statements, all significant accounting policies and material financial transactions, as well as compliance to the Federation of Accounting Professions' Accounting standard, including the sufficient disclosure of key data in the notes to the financial statements in accordance with the financial reporting standard. With considering to the scope, audit plan, internal auditor's report, methodology of the audit and the findings from the auditor's review, in cooperation with the responsible executives, the Audit Committee's opinion is that the Company's financial reports were prepared in accordance with accounting principles prescribed by the Federation of Accounting Professions and are accurate, complete and reliable. In addition, the adoption of accounting policies was sensible, and the disclosure was adequate.

THE ADEQUACY OF INTERNAL CONTROLS, INTERNAL AUDIT SYSTEMS, RISK MANAGEMENT AND CORPORATE GOVERNANCE

The Committee reviewed the assessment reports of the Internal Audit Unit and of the external auditor on internal control systems, risk management and corporate governance, as well as provided necessary suggestions to support and monitor the improvement of executive performance as recommended in the audit reports. It is the Committee's view that the Company's internal control systems and risk management systems are adequate and appropriate.

The Audit Committee reviewed and endorsed the annual internal audit plan, which was prepared in accordance with a Risk-Based Audit Approach and with consideration of the audit performance; and also regularly consulted with the Internal Audit Unit on the auditor's observations in the absence of management. Following this, the Audit Committee concluded that the Internal Audit Unit's activities were independent and appropriate.

OVERSIGHT OF ANTI-CORRUPTION

Subsequent to CAC membership certification that was awarded on April 3, 2015, the Company retained CAC membership for the 4th consecutive year on December 30, 2023. The Committee placed increased importance on corporate governance procedures and compliance with anti-corruption guideline practices. The Committee assigned the Internal Audit Unit to review KCE's anti-corruption guideline practices and report the result to the Audit Committee.

CONNECTED TRANSACTIONS OR TRANSACTIONS THAT MAY CAUSE CONFLICTS OF INTERESTS

The Audit Committee reviewed the financial reports and significant financial activities among the Company's subsidiaries and associated companies with a particular focus on connected transactions as well as transactions that may lead to conflicts of interests, to ensure they are in compliance with the applicable laws and regulations of the Stock Exchange of Thailand. Additionally, the external auditor was requested to undertake a full review of these connected transactions occurred in a quarterly basis. In 2024, the Audit Committee concluded that these related-party transactions were part of the company's normal course of business and based on regular commercial terms, sensible and fair conditions and were undertaken for the maximum benefit of the Company.

SUITABILITY, REVIEW, SELECTION AND THE APPOINTMENT OF THE EXTERNAL AUDITOR

The Committee assessed the independence of the external auditor and its performance in 2024 and found that its overall performance to be good. It also concluded that the Company was fully independent in its audit activities. The Committee also consulted with the external auditor on one occasion in the absence of management in order to perceive other opinions regarding the audit activities and the coordination with management of the concerned departments.

In selecting and proposing a firm to serve as the Company's auditor for the year 2025, the Committee considered the Company's performance, work experience, knowledge and competency, audit expertise, trustworthiness, sufficiency of human resources, the volume of audit work and the auditor's independence. The auditor must be approved by the Securities and Exchange Commission. The Committee concluded that the performance of KPMG Phoomchai Audit Ltd. had been suitable in relation to the proposed remuneration fee for 2025. The Audit Committee suggested that the Board of Directors propose to the Shareholders' Meeting that KPMG Phoomchai Audit be reappointed as the auditor for the Company and its subsidiaries in 2025.

COMPLIANCE WITH SECURITIES AND EXCHANGE LAWS, SET REGULATIONS, AND OTHER APPLICABLE LAWS

The Audit Committee ensured that the Company's corporate practice was in line with Securities and Exchange Commission (SEC) laws, SET regulations and other laws relating to the Company's operations. The Committee also assigned management to keep up with any substantial amendments concerning the Securities and Exchange Act and other related SEC Notifications and continuously report such changes to the Committee. The Committee also provided oversight of the readiness for a revision of the Company's code of conduct and corporate governance under the SEC's Code of Corporate Governance. To this end, it assigned management to review the compliance the Code of Corporate Governance in order to be prepared for the SEC's implementation. For 2024, the Audit Committee's opinion is that the Company is fully compliant with the SEC's laws and SET's regulations, as well as other laws pertaining to the Company's business.

OVERALL VIEW OF THE PERFORMANCE IN COMPLIANCE WITH THE CHARTER

The Committee conducted a self-assessment of the overall performance of the Audit Committee in 2024, where by an assessment was made of the overall activities and specific activities of the Audit Committee, which consist of 6 activities, as follows: 1) the review of financial reports to ensure their accuracy and completeness; 2) the review of the efficiency and effectiveness of the Company's internal control systems and Internal Audit Unit; 3) the review of connected transactions or transactions with conflicts of interests; 4) the selection and recommendation regarding the appointment of the external auditor; 5) the review of the compliance with Securities and Exchange laws, SET regulations, and other applicable laws; and 6) the preparation of the Audit Committee's report.

The Audit Committee's overall view was that the members had performed their duties and responsibilities as stated in the Audit Committee's charter, which was approved by the Board, sufficiently and thoroughly with due competence, care, prudence and independence for the equitable interest of all stakeholders.



Mr. Paitoon Taveebhol
Chairman of the Audit Committee

REPORT OF THE ENVIRONMENTAL, SOCIAL, GOVERNANCE AND SUSTAINABILITY DEVELOPMENT COMMITTEE

TO THE SHAREHOLDERS

The Environmental, Social, Governance, and Sustainable Development Committee of KCE Electronics Public Company Limited consists of four members, with Mrs. Siriphan Suntanaphan serving as the Chairperson, and Mrs. Voraluksana Ongkosit, Mr. Paitoon Taveebhol, and Mr. Sant Senadisai as committee members. The Committee has performed its duties and responsibilities as assigned by the Board of Directors. In 2024, the Committee held three meetings in February, July, and November to review and monitor the implementation of the ESG governance development plan and anti-corruption efforts. Additionally, the Committee provided recommendations on operations based on the principles of good corporate governance and reported to the Board of Directors. The activities of the ESG Oversight Committee in 2024 are as follows :

1. Considered the preparation plan for the 2024 Annual General Meeting (AGM) and provided recommendations to ensure the meeting is conducted in an orderly, transparent, and effective manner in accordance with the principles of good corporate governance and in line with the Stock Exchange of Thailand's AGM Checklist.
2. The company received a full score of 100 points or an excellent level for the sixth consecutive year from the 2024 AGM quality assessment project by the Thai Investors Association (TIA).
3. The company achieved an overall score of 98%, classified as "Excellent CG Scoring," for the tenth consecutive year in the 2024 Corporate Governance Survey of Thai Listed Companies by the Thai Institute of Directors (IOD).
4. The company achieved an overall ESG rating of "A" with a score of 74 points from the 2024 SET ESG Rating project by the Stock Exchange of Thailand.
5. The company appointed Mr. Sant Senadisai, an independent director, as a member of the Environmental, Social, Governance, and Sustainable Development Committee, increasing the proportion of independent directors to 50% in order to enhance the effectiveness of the committee's oversight. Additionally, the number of committee meetings was increased to at least three times per year.
6. Reviewed the Charter of the Environmental, Social, Governance, and Sustainable Development (ESG) Committee and related policies, which were published on the company's website at www.kce.co.th and communicated to all executives and employees to ensure proper implementation based on principles of governance alongside environmental care and genuine social responsibility.
7. Considered and approved the assessment results of key sustainability issues or materiality, reviewed and improved the company's ESG governance operations for 2024, and approved the governance plan and operational plan for 2024, focusing on environmental, social, and governance aspects to drive sustainable business development.
8. Reviewed and set both short-term and long-term greenhouse gas emission reduction targets, including a Net-Zero target, aligned with the Science-Based Target Initiative (SBTi).
9. Reviewed the performance of the Sustainable Development Operation Committee, which consists of senior executives from various departments and task forces, to support the execution of projects related to environmental, social, and governance issues within the framework of sustainable development.

10. Oversaw the implementation of measures to comply with the Personal Data Protection Act B.E. 2562 (2019), ensuring that the Data Protection Officer (DPO), the Personal Data Protection Committee, and the Personal Data Protection Task Force were responsible for compliance with the law and declared policies. In 2024, the company did not encounter any personal data breaches or complaints that violated the Personal Data Protection Policy.
11. Oversaw the implementation of information security controls for both internal company data, customer data, and supplier data, in accordance with the Information Security Management System certified by the Trusted Information Security Assessment Exchange (TISAX) standard to manage information security and enhance stakeholder confidence.
12. Considered and provided recommendations to the Anti-Corruption Task Force regarding training and awareness activities, as well as communications campaigns, to foster a corporate culture of integrity, transparency, and anti-corruption, and approved the review of anti-corruption measures.
13. The company renewed its membership in the Thai Private Sector Collective Action Coalition Against Corruption (CAC) for the third consecutive year, receiving the CAC certification in 2024, and was awarded the CAC Change Agent 2024 for inviting partners to join the CAC pledge for the second consecutive year.
14. Considered and provided recommendations to the Human Rights Task Force in establishing measures to mitigate risks and impacts related to human rights from the annual Human Rights Due Diligence (HRDD) review for 2024.
15. Considered and supported the company's engagement with stakeholders to ensure practical actions that benefit stakeholders, such as participating in circular economy projects with partners in raw material packaging recycling, employee participation in the Happy Workplace program, community participation in the community market project, and academic collaboration in student internship and a green energy for education project.

The Board of Directors remains committed to conducting operations according to good corporate governance principles, ethical standards, business ethics, and prioritizes anti-corruption efforts. The Environmental, Social, Governance, and Sustainable Development Committee oversees the operations of directors, executives, and employees at all levels to ensure compliance with good corporate governance throughout the organization, thereby building trust among all stakeholders and fostering sustainable growth for the company.



Mrs. Siriphan Suntanaphan
Chairman of the Environmental, Social, Governance,
and Sustainable Development Committee

TO THE SHAREHOLDERS

The Nomination and Remuneration Committee of KCE Electronics Public Company Limited has been appointed by the board of directors, following the good corporate governance guidelines of listed companies. A committee is a person who has complete qualifications according to the company's charter, not having prohibited characteristics under the relevant laws, have the knowledge, ability, experience, and understanding of qualifications, duties, and responsibilities, including knowledge of corporate governance, and able to devote sufficient time to perform duties, so that the performance of the nomination and remuneration committee achieved according to objectives. The Nomination and Remuneration Committee consists of 3 directors, including 2 independent directors and 1 non-executive director as follows :

Mr. Paitoon	Taveebhol	Chairman of Nomination & Remuneration Committee (Independent director)
Mr. Kanchit	Bunajinda	Member of Nomination & Remuneration Committee (Independent director)
Chantima	Ongkosit, MD	Member of Nomination & Remuneration Committee (Non-Executive Director)

The Committee's duties and responsibilities are to select and nominate suitable persons for appointment as a director or member of executive management through selection procedures and criteria that are transparent. The Committee's duty is also to deliberate fair and sensible guidelines for the determination of compensation for directors and executives.

The Nomination and Remuneration Committee held 1 meeting in 2024, with all committee members attending the meeting, and the committee reported the summary of its operations to the Board of Directors, with key activities in 2024 as follows :

1. The Committee reviewed roles, duties and responsibilities of the Nomination and Remuneration Committee.
2. The Committee reviewed and amended the charter, policy and criteria in regard to the nomination and remuneration of directors, including the criteria and selection procedure, the remuneration structure and other benefits, in line with their duties and responsibilities, and considering information in reference to other companies in the same industry, including the report on the remuneration of directors surveyed by the Thai Institute of Directors (IOD).
3. Suitable candidates were nominated for appointment as directors and sub-committee members, and presented to the Board of Directors and the 2024 Annual Shareholders' meeting (AGM). The directors who were retiring by rotation in 2024 were reelected to resume their positions as directors for another term. The AGM approved the reappointment of all nominated directors as proposed.
4. The Committee promoted, supported and provided opportunities for minor shareholders to jointly manage and propose any suggestions regarding the Company's business. The Committee allowed minor shareholders to propose an agenda item as well as a qualified candidate to be nominated for election to the Board of Directors in advance of the 2024 AGM, not less than 90 days, between September 4, 2023, and December 31, 2023. However, no candidate was proposed to be nominated as a director.

5. Nominated suitable candidates for appointment as directors to replace the directors who will be retiring by rotation in 2024, and to propose to the Board and the 2025 AGM for consideration.
6. The Committee considered the annual remuneration of year 2024 for the Board, the Audit Committee, Sub-committee and proposed to the Board and the AGM for consideration. The Committee's proposal was endorsed by the 2024 AGM. For the purpose of transparency, the remuneration of Directors was disclosed in this annual report.
7. The Committee evaluated the CEO's performance in 2024, with CEO's participation in goal setting and appraisal method for his performance self-assessment.
8. The Committee acknowledged the result of its self-assessment for 2024. The results of the assessment were used for further improvement of the Committee's performance according to the principles of good governance.
9. The Committee reviewed the current Board structure and the composition of the directors. The Committee was particularly strong in establishing the right size and mix of members of the Board with a good balance of the core skills, knowledge and experience (board skills matrix) align with business strategies for the business to remain effective in achieving the goals.

The Nomination and Remuneration Committee performed its duties as stipulated in the Charter with prudence, transparency and fairness, and adhered to the principle of good governance in a manner deemed sufficient and appropriate for the equitable interest of all stakeholders.



Mr. Paitoon Taveebhol

Chairman of the Nomination and Remuneration Committee

TO THE SHAREHOLDERS

KCE Electronics Public Company Limited emphasizes sustainable risk management as a critical mechanism and tool in achieving its organizational objectives and goals. This focus enables the company to achieve good performance, operate efficiently, and comply with relevant regulations. The company applies the international COSO ERM standard to ensure the highest effectiveness in risk management.

The Enterprise Risk Management Policy Committee currently consists of 5 members. In 2024, the committee held 4 meetings, which addressed key topics and details regarding various risk factors. The main points are as follows :

1. Annual review of key enterprise risks, encompassing six major areas :
 - 1) Strategic Risk
 - 2) Operational Risk
 - 3) Financial Risk
 - 4) Emerging Risk
 - 5) Information Technology Risk
 - 6) Environmental, Social, and Governance (ESG) Risk
2. Analysis of critical and urgent risks that may significantly impact the company's business operations. These include risks arising from international conflicts affecting the global economy, exchange rate volatility, technological changes, cyber security risks, and risks associated with climate change impacts. Preventive measures and strategies to mitigate these risks were identified.
3. Approval of risk maps, risk indicators, and significant risk levels, as well as consideration of risk management measures for each risk owner's unit.
4. Reviewing and approving the scope and framework of risk management to ensure alignment with current business operations and practices for effective risk management.
5. Reporting the outcomes of risk management to the company's Board of Directors.

The Enterprise Risk Management Policy Committee will continue to oversee and monitor significant risk management outcomes to ensure that risks are maintained at an acceptable level. This approach supports and enhances the organization's ability to achieve its objectives and goals.



Mr. Kanchit Bunajinda

Chairman of the Enterprise Risk Policy Committee

09

INTERNAL CONTROL AND CONNECTED TRANSACTION

9.1 INTERNAL CONTROL

The Board of Directors emphasizes having an efficient and effective Internal Control system. The Internal Audit system monitors and ensures that the Company has and is in compliance with the prescribed policies and guidelines regarding operating control, financial reporting, information technology as well as applicable rules and regulations as required by competent authorities. The compliance unit determines an audit plan that fully covers operations of all functions, and the plan shall be evaluated every quarter. The sufficiency of the internal control system shall also be evaluated every quarter. In 2024, the Company was in full compliance with its operating policies and applicable rules, regulations and guidelines as prescribed by the relevant authorities.

The Company has established an internal control assessment by Management and Internal Audit Unit every year. The Audit Committee reviewed and reported the result to the Company's Board of Directors. In the 2024, it is the Committee's view that the Company's internal control systems and risk management systems are adequate and appropriate. The comment was based on the "Internal control self-assessment questionnaire", suggested by the SEC, which can be summarized as follows :

1. CONTROL ENVIRONMENT

The Company has a clear and solid target for the business operations, by preparing the business plan, the annual budget, enhance well being of personnel, having production process that is friendly to the environment, responsive to customer's expectation and responsible for social.

For the corporate governance, the Company creates management structure which is consist of the Board of Directors and the sub-committees, being the Audit Committee, the Nomination & Remuneration Committee, the Enterprise Risk Policy Committee and the Environmental, Social, Governance and Sustainability Development Committee. Each committee is responsible for oversight the management to achieve the target, within the framework of ethic and social responsibility.

Regarding the anti-corruption, the Company is a certified member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2015, and get the 4th extension in 2023 for three more years. The Company conducted a risk assessment concerning fraud within the organization, including review policy practice, to ensure sufficient measures are in place to prevent and to identify the corruption efficiently.

2. RISK ASSESSMENT

The Board considers the Risk management policy an essential policy, which is governed through 2 committees; the Enterprise Risk Policy Committee and the Risk Management Committee, which covers entire operations in all units in the Company and all subsidiaries. The Enterprise Risk Policy Committee is responsible for considering the risk factors that could affect the Company ability to achieve its strategic targets, to provide necessary suggestions, do the assessment and support the operational activities of the Risk Management Committee, and regularly report its performance to the Board.

3. CONTROL ACTIVITIES

The Board controls the operations through its 4 sub-committees, which is consist of the Audit Committee, the Nomination and Remuneration Committee, the Enterprise Risk Policy Committee and the Environmental, Social, Governance and Sustainability Development Committee, who perform the work under the scope of duty and responsibility as assigned in monitoring operational activities of management team. Furthermore, the Audit Committee reviewed and approved the annual internal audit plan to cover all high-risk operational processes to ensure that sufficient monitoring is in place. The Audit Committee strictly considered key issue and problem found from the audit, and gave advice to concerned management for corrective action, follow up on the correction progress and provide preventive measures so that the problem will not repeat.

In case of entering a transaction with a connected company or connected person, the transaction must be approved according to the Company's procedure, and the concerned person doing the transaction must consider that the transaction is reasonable, being the normal course of business and considered the best benefit to the Company and shareholder.

4. INFORMATION AND COMMUNICATION

For the Board meeting, necessary information is provided sufficiently for decision making, and the information is sent 7 days before the meeting date. The Company secretary gives suggestions regarding related rules and regulations, and co-ordinate for the Board resolutions in action, and being the center of document preparation and retaining of important documents; the Director's register, the Notice of Board meeting, the Minutes of Board Meeting, the Invitation of AGM, the Minutes of AGM, all are in good order for the audit of appropriateness in performing the Director's duty, in a later date. Regarding the accounting document keeping, all important documents are completely kept, for transparency and to support the accounting activities. In this regards, the Company was never been informed of any deficiency by the auditor.

The Audit Committee consulted with an External auditor, the Internal Audit Unit and a concerned personnel who prepared the financial statement, in each quarter to ensure that the adoption of accounting policy was in accordance with generally accepted accounting principles and is suitable for nature of Business, including the disclosure of key data is sensible and sufficient.

5. MONITORING ACTIVITIES

The Board keeps track of the company performance against target. In 2024, there were 13 Board meetings to regularly monitor the target and oversee the operations in compliance with the strategic plan, as well as the annual operations plan that was approved by the Board, including resolve any problems that may occurred, or adjust the operation plan in according to the changing situation, and regularly report the performance to the Board. The Company regularly performed the audit of internal control practice, by the Internal Audit Unit and independently reported the audit results to the Audit Committee.

At present, Ms. Chayanee Chaidetkhajorn is the chief of the Internal Audit Unit who was appointed and directly report to the Audit Committee.

USE OF INSIDE INFORMATION POLICY

KCE Electronics Public Company Limited (“the Company”) recognizes and understands the importance of governing the use of inside information in accordance with the principles of good corporate governance, adhering to integrity, honesty, ethics, and morality in business operations. The Company has established a Use of Inside Information Policy to prevent directors, executives, an employees from using the Company’s inside information for personal gain or disclosing it to others, including for securities trading purposes. The Company also adheres to the regulations set by the Securities of Exchange Commission such as the reporting of securities transactions by directors and executives; the Company has developed a Use of inside Information Policy to ensure compliance going forward.

1. INTERNAL INFORMATION PROTECTION POLICY

The Company has established a policy to prevent the misuse of internal information for personal gain, to prevent the use of internal information for trading the Company’s securities. Requiring directors, executives, and departments involved with critical information, policies and procedures for supervising directors and management to prevent them from using the Company’s internal information for personal benefit, which can be summarized as follows :

1. The Company will educate its directors and executives on the obligation to prepare and disclose reports on securities holding and the change thereof of (a) themselves, (b) their spouses or cohabiting couples (c) minor children and (d) juristic person in which the directors or executives, his or her (b) and (c) collectively hold shares more than 30 percent of the total voting rights, provided that such aggregate shareholding is considered the largest shareholding in such juristic person. The reports shall be disclosed to the Office of the Securities and Exchange Commission in accordance with Section 59 of the SEC Act and the penalty regarding Section 275 of SEC Act. The Company shall also educate its directors and executives on the reports on acquisition or disposal of securities in accordance with Section 246 of the SEC Act.
2. The Company requires directors and executives to prepare and submit reports on their securities holdings, as well as the holdings of their spouses or cohabiting partners, minor children, and legal entities in which the directors, executives, their spouses or cohabiting partners, and minor children hold more than 30% of the total voting rights of the entity, according to the specified securities

holdings report format, to the Company secretary before submitting to the SEC. They must prepare and submit their securities holdings report within 30 days from the date they are appointed to the position of director and/or executives, and whenever there is a change in their securities holdings. They must also report any changes in securities holdings within 3 business days from the date of purchase, sale, transfer, or receipt of transfer of the securities. The Company secretary is required to summarize the securities holdings report and any changes in securities holdings for presentation to the Board of Directors for acknowledgment every 6 months.

3. The Company requires directors and executives to report changes in securities holding to the SEC in accordance with Section 59 and as specified in Announcement Sor Jor 6/2567 (2024). The report must be submitted within 3 business days from the date of the change in securities holdings, except in cases where the value of each transaction is less than 3 million Baht. In such cases, the report may be submitted within 3 business days after the cumulative value of the transactions reaches 3 million Baht or after 6 months from the date of the first transaction, whichever comes first. And they must notify the Company secretary to acknowledge and record the changes, as well as summarize the securities holdings of each director and executives to be presented to the Board of Directors at the next meeting. Additionally, the penalties for any violations or failure to comply with the above requirements have also been communicated.
4. The Company prohibits directors, executives, employees, and workers of the Company who have access to the Company's inside information from disclosing or using the Company's secrets and/or business information for personal gain or for the benefit of others. This includes using such information to buy or sell, offer to buy or offer to sell, or solicit others to buy or sell the Company's securities. Additionally, these individuals must not disclose such information to others who may use it for similar purposes, especially competitors, whether directly or indirectly, and regardless of whether they receive compensation. This also includes using such information to engage in business that competes with the Company or its subsidiaries.
5. The Company requires that directors, executives as well as individuals holding managerial positions in accounting or finance departments at the level of department director or equivalent, and relevant employees, including their spouses and minor children, who have access to significant inside information that may affect the price of the Company's securities, must suspend trading of the Company's securities during the period before the financial statements are disclosed or information regarding the Company's financial position and status is made public, until the Company's has disclosed the information to the public. The Company will notify directors and executives as well as individuals holding managerial positions in accounting or finance departments at the level of department manager or equivalent, to suspend buying, selling, offering to buy, offering to sell, or soliciting others to buy, sell, offer to buy, or offer to sell the Company's securities, either directly or indirectly, and regardless of whether the actions are for their own benefit or for others' benefit. This suspension will apply for at least 30 days prior to the disclosure of information to the public and for at least 24 hours after the Company's inside information has been publicly disclosed. Individuals with access to this inside information must not disclose it to others.
6. The Company prohibits directors, executives, employees, and workers of the Company, or former directors, executives or employees who have resigned, from disclosing inside information or the Company's secrets, as well as confidential information of the Company's clients that they have become aware of through the performance of their duties, to external parties. This prohibition applies even if the disclosure of such information may not result in harm to the Company or its clients.

7. Directors, executives and employees of the Company, or former directors, executives, employees, or former employees who have resigned, have the duty to maintain the confidentiality of the Company's inside information. They are obligated to use the Company's inside information solely for the purpose of conducting the Company's business. It is prohibited for directors, executives and employee of the Company to use the Company's confidential or inside information for the benefit of other companies in which they are shareholders, directors, executives, employees, or workers.
8. The Company has measures in place to prevent the misuse of inside information by restricting access to information that has not yet been disclosed to the public. Only those who are involved and necessary are allowed to access it. Additionally, a system for securing inside information is implemented, with data owners ensuring that all relevant personnel strictly adhere to these measures.
9. The disclosure of information must be carried out by Company's personnel who have the authority and responsibility. General personnel do not have the duty to disclose information. When asked to disclose information that is not within their responsibility, they should advise the inquirer to consult the person responsible for disclosing that information, in order to ensure that the information provided is accurate and consistent.
10. The Company considers any actions that violate the Use of Inside Information Policy, unauthorized disclosure of information, which causes damage to the Company and relate individuals, as an offense subject to disciplinary action according to the Company's work regulations. The Company will consider penalties appropriate to the situation, ranging from a warning to termination of employment, as well as legal liability.

This approach has been approved by the Company's Board of Directors.

2. PREVENTION OF THE USE OF INTERNAL INFORMATION BY BOARD MEMBERS, EXECUTIVE MANAGEMENT, EMPLOYEES AND RELATED PERSONS

Measures have been taken to prevent insider trading for one's self-interest or for that of another which is unfair to other investors. Such an act is not only illegal but could also impact the trustworthiness of the Company. The Company stipulates practices in managing confidential internal information that may affect the Company's share price, which conforms to the main principles,

- 2.1 Established an internal control system to prevent the leakage of information
 1. A clear written policy to determine the standard behavior and procedures related to managing confidential internal information. The policy must be communicated to all employees to be put into practice and shall be regularly reviewed.
 2. Strict management of documentation and accessibility to information
 3. A clear policy regarding communication with mass media and other outsiders.
 4. Conduct an audit and execute steps to deal with a leakage of information. Stipulate a policy to carry out an investigation in case of a suspected leakage of information and communicate said procedures to employees. Provide a whistle-blowing policy.
 5. The Company has implemented a Firewall system to prevent unauthorized access or destruction of important company data. Additionally, there is an Anti-Virus system in place to prevent the introduction and spread of viruses that could destroy data.
 6. The Company has established the security control system for employee data access within each software, defining the access rights of employees to data.
- 2.2 Register a list of names of insiders who are involved with confidential transactions, including both personnel within and without the Company, who are considered an "insider" and limit the list to the least number of persons.

2.3 Proceed with necessary actions to remind Board members, management and staff who have access to internal information to carry out their duty in treating confidential data.

1. Impose a duty of confidentiality and restrictions in stock trading in employment contracts or other agreements for all staff, including temporary staff, who have potential access to internal information.
2. The Company Executives who have access to the company's financial information must not exploit this information for personal benefit before disclosing it to the public, either directly or indirectly.
3. The Company has established guidelines for the storage, retention, and protection of internal company data in employment contracts, regulations, and codes of conduct related to work. Employee and related parties are not permitted to seek personal benefits from any confidential information or news of the Company that has not been disclosed to the public.
4. In case of a resignation, an exit interview will be conducted and all internal information must be returned to the Company.
5. The Company promoted and facilitated training and knowledge sharing for the Directors, Management and all employees who involved in handling confidential information. This is to prevent unintentional or inappropriate disclosure of confidential information.
6. The stock trading policy should state the restrictions concerning inside trading according to law that covers Board members, executives, management and all staff who are registered as insiders. There is also a measure that covers securities trading during which the Company enters into confidential transactions that are not yet disclosed to the public. And Members of the Board of Directors, Management, and Investor Relations are prohibited from trading shares and derivatives that are relative to the Company during the silent period of each quarter, up until 1 calendar day after the quarterly result announcement. The Company's Board members and its executives are required to disclose their investments in the Company's shares. Reports of their holding must be updated and submitted to the Board of Directors on a regular basis. Members of the Board of Directors, Management, and Investor Relations are prohibited from trading shares and derivatives that are relative to the Company during the silent period of each quarter, up until 1 calendar day after the quarterly result announcement.
7. External parties involved in auditing or transactions related to information that may affect the company's securities prices must enter into a confidentiality agreement with the company until the information is disclosed to the Stock Exchange of Thailand and the Securities and Exchange Commission.

In 2024 there were no cases of unfair practices or exploitation of investors through insider trading by the company's directors or executives.

2.4 Report on financial Assistance

In 2024 the Company did not engage in any financial assistance transactions, such as lending money or providing credit guarantees to entities other than its subsidiaries.

- 2.5 In 2024 the Company did not violate any criteria regarding share repurchases/preventing shareholders from communicating with each other/failure to disclose agreements between shareholders.
- 2.6 To promote the ratio of the common shares held by minority shareholders (Free Float) at more than 40% of the total issued shares of the Company.
- 2.7 In the event that the shareholders will enter into a shareholder's agreement, the Company will ensure that the agreement between the shareholders does not have a significant impact on the Company or other shareholders

PENALTY REGARDING THE USE OF INTERNAL INFORMATION BY EXECUTIVES AND EMPLOYEES

Penalties for unauthorized use of internal information include various measures, starting from verbal warnings, written warnings, deduction of allowances, deduction of wages, temporary suspension without pay, or termination of employment. Additionally, the individual may be required to compensate the company for any financial losses incurred due to their actions. The severity of the penalty depends on the seriousness of the offense and may also involve legal consequences depending on the circumstances

3. THE RESULTS OF MONITORING COMPLIANCE WITH THE POLICY AND PROCEDURES TO PREVENT DIRECTORS AND MANAGEMENT FROM USING THE COMPANY'S INTERNAL INFORMATION FOR PERSONAL BENEFIT ARE AS FOLLOWS :

3.1 Report on changes in securities holdings of directors and management in the Company and subsidiaries for the year 2024

Name		KCE		Subsidiaries	
		28 Dec. 23	30 Dec. 24	28 Dec. 23	30 Dec. 24
Mr. Bancha	Ongkosit	404,760	445,751	-	-
Mrs. Voraluksana	Ongkosit	1,879,500	1,900,450	-	-
Mr. Pitharn	Ongkosit	164,754,244	164,790,546	-	-
Chantima	Ongkosit, MD	8,267,650	8,267,650	-	-
Mrs. Siriphan	Suntanaphan	11,209,800	11,244,074	-	-
Mr. Chaipayorn	Suntanaphan (husband)	1,090,000	990,000	-	-
Mr. Paitoon	Taveebhol	-	-	-	-
Mr. Kanchit	Bunajinda	200,000	-	-	-
Sutee	Mokkhavesa Ph,D	-	-	-	-
Mr. Sant	Senadisai	75,000	75,000	-	-
Mr. Fredrick Gharapet	Ohanian	700,000	700,000	-	-
Ms. Siwibha	Mahatharadol	-	-	-	-
Mrs. Wasara	Chotithammarat	-	18,855	-	-
Mr. Athasidh	Ongkosit	59,609,000	61,638,887	-	-
Mrs. Rossarin	Ongkosit (wife)	2,000,000	2,000,000	-	-
Mr. Viboon	Sunthornwiwath	66,878	92,620	-	-
Mr. Boonchuan	Immaraporn	-	5,507	-	-
Mrs. Wanvadee	Pattanasath	-	-	1,365	2,365
Mr. Vinai	Kamolpornpan	-	-	-	-
Ms. Nitaya	Rojanakamphol	-	-	584,185	612,134
Mrs. Pichaya	Ongkosit	-	-	83,792	106,001
Mr. Lin,	Po-Chiung	-	-	-	-
Mrs. Hsiao,	Yu-Chu	-	-	21,300	20,100
Ms. Prapakorn	Manasilp	-	-	221,331	264,781
Mr. Looi	Hong Wah	-	-	-	-

3.2 Report on directors and management to prevent them from using the company's internal information for personal benefit.

In 2024, no directors or management were found to have traded securities during the period that the company had specified to suspend trading.

POLICY AND RATIONALE FOR CONNECTED TRANSACTIONS

The Company, its subsidiaries and associated companies have from time to time entered into transactions with connected parties. The transactions involved the buying or selling of produced goods, raw materials or fixed assets, other revenue, expense charges, dividend payments and other transactions that supported normal business activities. The selling and buying prices were in line with normal business rates or made with reference to the market price. All connected transactions with related parties in 2024 were disclosed in Note No.5 in the financial statement for the year ended December 31, 2024, and both the Board of Directors and the Audit Committee reviewed the transactions to ensure they were justified and sensible.

APPROVAL PROCEDURE FOR CONNECTED TRANSACTIONS

All connected transactions must be approved by the Board of Directors and proposed to the Audit Committee for consideration and for their opinions on the justification and appropriateness of the transaction. The approval of connected transactions must also comply with the Stock Exchange of Thailand's rules and regulations relating to connected transactions and the acquisition or disposal of assets. In the case that any board member has a conflict of interest in any related transaction, he or she must refrain from rendering any opinion or vote on that particular agenda matter. In approving any connected transaction, the Company enforces a strict procedure that includes deliberate consideration, making a sensible and independent judgment and taking into account the maximum benefit to the Company. The connected transaction will be treated as if it were a normal outside transaction.

POLICY FOR FUTURE CONNECTED TRANSACTIONS

Connected transactions between the Company and related parties will continue to occur in the future and be conducted in the normal course of business. The principle governing such transactions remains one based on sensibility, fair pricing and general trading terms in order to ensure equitable benefit to shareholders and all stakeholders, in accordance with good corporate governance. The Company will strictly comply with the approval process as described earlier. In the event that any connected transaction requires approval from the Audit Committee, as regulated by the SET, but the Audit Committee has no expertise in that particular area, the Company will appoint an independent professional or its external auditor to provide an opinion on the matter to help the Board make an appropriate decision. The Company will ensure that connected transactions do not involve a transfer of benefit between the Company and its subsidiaries and the Company has taken into account the maximum benefit for all shareholders.

CONNECTED PARTIES

Company	Abbreviations	Relationship		
KCE Electronics Public Company Ltd.	KCE	<u>Parent company</u>	Members of the Board of Directors or Management serving as directors in the subsidiary/associate company	
KCE Technology Co., Ltd.	KCET	<u>Subsidiary</u>	KCE	holds 99.99% of shares
Thai Laminate Manufacturer Co., Ltd.	TLM	<u>Subsidiary</u>	KCE	holds 99.99% of shares
Chemtronic Technology (Thailand) Co., Ltd.	CT	<u>Subsidiary</u>	KCE	holds 94.75% of shares
Chemtronic Chemical Co., Ltd.	CTC	<u>Subsidiary (Indirect)</u>	CT	holds 98.75% of shares
CTC Chemical Co., Ltd.	CTCC	<u>Subsidiary (Indirect)</u>	CT	holds 99.60% of shares
Chemtronic Products Co., Ltd .	CTP	<u>Subsidiary</u>	KCE	holds 94.96% of shares
KCE (Thailand) Co., Ltd.	KCETH	<u>Subsidiary</u>	KCE	holds 60% of shares
KCE Singapore Pte., Ltd.	KCES	<u>Subsidiary</u>	KCE	holds 100% of shares
KCE America Inc.	KCEA	<u>Subsidiary</u>	KCE	holds 95% of shares
KCE America Partners LLC	KCEAP	<u>Subsidiary (Indirect)</u>	KCEA	holds 100% of shares
Circuit Holding Co., Ltd.	CH	<u>Subsidiary</u>	KCE	holds 99.97% of shares
International Circuits Ltd.	ICL	<u>Subsidiary (Indirect)</u>	CH	holds 100% of shares
KCE Taiwan Co., Ltd.	KCETW	<u>Associate</u>	KCE	holds 49% of shares

The item with KCE Taiwan Co., Ltd. ("KCETW"), which is associates and a representative company, is responsible for sourcing raw materials and machinery abroad for the group of companies. The group holds a 49% share in KCETW.

No.	Nature of the transaction	Value of the intercompany transaction (Baht Million)			Necessity and reasonableness
		2024	2023	2022	
1	The group of companies, including KCE, KCEI, and KCET, has ordered raw materials such as Drill Bits, Back up/Entry, machinery, and spare, etc. In addition, the group has purchased production tool components from KCETW and incurred expenses related to product returns and commission fees.				Contacting other suppliers in Taiwan through KCWTW allows the group of companies to receive better trade terms, as it is a transaction between companies within Taiwan. Therefore, the company conducts its purchases through KCETW. The policy for determining the purchase price is the cost price of the goods, plus the management expenses directly related to the purchase of those goods, such as the shipping cost.
	1) Purchases				
	- By KCE	62.4	57.2	72.1	
	- By KCEI	-	-	-	
	- By KCET	39.9	26.5	32.4	
	2) Purchases Asset				
	- By KCE	9.7	2.6	4.4	
	- By KCEI	-	-	-	
	- By KCET	0.2	0.1	-	
	3) Trade accounts payable				
	- By KCE	18.0	14.6	15.1	
	- By KCEI	-	-	-	
	- By KCET	11.2	6.6	8.7	
	4) Accounts payable for machinery and equipment				
	- By KCE	-	-	1.5	
	- By KCEI	-	0.1	-	
	5) Expenses				
	- By KCE	5.0	5.1	3.1	
	- By KCEI	-	-	-	
	- By KCET	0.7	1.0	2.3	
	6) Dividend received				
	- By KCE	13.7	16.3	17.4	
	7) Others income				
	- By KCE	0.8	-	0.7	
	- By KCET	-	0.7	-	
	8) Others sales				
	- By KCE	-	-	4.3	
	- By KCET	-	-	-	
	9) Others accounts receivable				
	- By KCE	-	-	-	
	- By KCET	-	-	-	



PART

03

FINANCIAL REPORT

REPORT ON RESPONSIBILITIES FOR FINANCIAL REPORTS OF THE BOARD OF DIRECTORS

TO SHAREHOLDERS

The Board of Directors of KCE Electronics Public Company Limited is responsible for the Company's financial statements and its subsidiaries, including financial information appeared in the annual report. The financial statements were prepared in accordance with generally accepted accounting principles by applying proper accounting policies and consistently adhering to them. Moreover, the Company carefully exercised discretion with reasonable estimations for such preparation and also disclosed information in Notes to Financial Statements sufficiently. Hence, such financial statements were completely audited and unqualified opinions were expressed by the independent certified public accountant with transparency and beneficially to shareholders and general investors.

The Board of Directors has provided and maintained an appropriate and effective internal control system to reasonably ensure that accounting information is accurate, complete and sufficient to maintain assets as well as to prevent fraud or materially abnormal operations.

The Board of Directors appointed the Audit Committee, comprised of independent directors, who are responsible for the quality of the financial reports and the internal control systems. The Audit Committee expressed the opinions on such matters in the Audit Committee's report as shown in the Form 56-1 One Report.

The Board of Directors was of opinion that the Company's internal control system was sufficient and appropriate. Moreover, it could build reasonable confidence in the reliability of the Company's financial statements for the year ended December 31, 2024



Mr. Bancha Ongkosit
Chairman of the Board of Directors

**KCE Electronics Public Company Limited
and its subsidiaries**

Financial statements for the year ended
31 December 2024
and
Independent Auditor's Report

Independent Auditor's Report

To the Shareholders of KCE Electronics Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of KCE Electronics Public Company Limited and its subsidiaries (the “Group”) and of KCE Electronics Public Company Limited (the “Company”), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2024, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2024 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Profession (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Acquisitions of business	
Refer to the notes 4 to the financial statements	
The key audit matter	How the matter was addressed in the audit
In 2024, the Group acquired a company internationally which their business relating to distribution of electric printed circuit board products. The Group recognised assets acquired and liabilities assumed from the business combination at their fair value. The acquisition method of accounting for business combination requiring the Group to determine the fair value of identifiable assets acquired and liabilities assumed and consideration transferred with any resulting differences recognised as goodwill or a gain on bargain purchase. To estimate the fair value, the Group engaged independent appraisers to determine the fair values of assets acquired and liabilities assumed from a business acquisition. Management make judgement based on the independent appraisers's valuation result on identifying and determining the fair values of assets acquired and liabilities assumed from a business acquisition comparing with the consideration transferred to the seller. Due to the complexity of valuation methodologies and key assumptions, I considered this to be a key audit matter.	My audit procedures included • reading the sale and purchase agreement and relevant minutes of meetings of management in order to understand the significant terms and conditions; • evaluating the qualifications and independence of the independent valuer of the Group; • evaluating the assessment by the Group of the identification of all the assets acquired and liabilities assumed, including the consideration transferred to the seller, and examined the relevant purchase and disbursement documents; • evaluating key assumptions in evaluating the fair value of assets acquired and liabilities assumed with reference to external and internal sources; • considering the adequacy of the Group's disclosures in accordance with Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Sumate Jangsamsee)
 Certified Public Accountant
 Registration No. 9362

KPMG Phoomchai Audit Ltd.
 Bangkok
 24 February 2025

KCE Electronics Public Company Limited and its subsidiaries
Statement of financial position

Assets	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2024	2023	2024	2023
<i>(in Baht)</i>					
Current assets					
Cash and cash equivalents	6	1,566,087,142	1,766,783,801	241,409,966	479,388,111
Trade and other current receivables	5, 7	3,645,929,394	4,378,648,427	2,779,970,081	3,233,993,848
Short-term loans to related party	5	-	-	450,000,000	-
Inventories	8	3,674,994,039	3,792,514,860	2,089,569,660	1,999,573,641
Other current financial assets	23	-	51,418,719	1,708,681	32,395,836
Other current assets		68,464,408	75,387,698	34,422,289	31,226,612
Non-current assets classified as held for sale		-	14,670,791	-	-
Total current assets		8,955,474,983	10,079,424,296	5,597,080,677	5,776,578,048
Non-current assets					
Investment in associate	9	32,981,170	31,873,080	1,642,115	1,642,115
Investments in subsidiaries	10	-	-	3,200,417,805	2,849,475,934
Contract costs assets	19	339,772,855	368,735,153	324,444,581	355,515,499
Investment properties	11	151,090,508	153,316,660	176,272,259	178,869,437
Property, plant and equipment	12	7,645,373,123	8,124,497,954	4,746,573,303	5,115,810,846
Right-of-use assets	13	58,473,883	29,551,809	21,075,581	12,913,983
Goodwill	14	450,353,977	153,517,054	-	-
Intangible assets	15	631,437,461	130,713,337	53,243,882	55,037,617
Deferred tax assets	21	123,057,781	116,137,015	48,737,120	33,605,795
Other non-current assets		27,665,370	5,551,603	23,668,264	3,280,594
Total non-current assets		9,460,206,128	9,113,893,665	8,596,074,910	8,606,151,820
Total assets		18,415,681,111	19,193,317,961	14,193,155,587	14,382,729,868

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries
Statement of financial position

Liabilities and equity	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2024	2023	2024	2023
		(in Baht)			
<i>Current liabilities</i>					
Short-term borrowings from financial institutions	16, 23	996,000,000	1,280,499,340	454,000,000	570,499,340
Trade and other current payables	23	2,843,017,598	2,728,403,511	2,288,976,794	2,010,982,678
Current contract liabilities		-	36,360,000	-	-
Current portion of long-term borrowings	16, 23	68,490,298	425,348,096	66,600,000	294,587,924
Current portion of lease liabilities	16, 23	13,493,949	6,279,388	5,662,462	3,780,521
Short-term loans from related party	5	-	-	110,000,000	-
Income tax payable		64,367,706	85,044,796	-	26,550,429
Other current financial liabilities	23	143,432	-	-	-
Total current liabilities		3,985,512,983	4,561,935,131	2,925,239,256	2,906,400,892
<i>Non-current liabilities</i>					
Long-term borrowings	16, 23	51,670,944	502,519,096	46,100,000	495,005,217
Lease liabilities	16, 23	33,808,606	12,580,698	9,829,580	5,653,267
Deferred tax liabilities	21	175,299,083	44,362,870	-	-
Non-current provisions for employee benefits	17	351,330,161	322,637,455	185,230,903	171,580,588
Total non-current liabilities		612,108,794	882,100,119	241,160,483	672,239,072
Total liabilities		4,597,621,777	5,444,035,250	3,166,399,739	3,578,639,964

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries
Statement of financial position

		Consolidated financial statements		Separate financial statements	
		31 December		31 December	
Liabilities and equity	Note	2024	2023	2024	2023
<i>(in Baht)</i>					
Equity					
Share capital	18				
Authorised share capital		591,044,298	591,396,798	591,044,298	591,396,798
Issued and paid-up share capital		591,044,298	591,044,298	591,044,298	591,044,298
Share premium		2,160,858,725	2,160,858,725	2,160,858,725	2,160,858,725
Retained earnings					
Appropriated					
Legal reserve		59,139,680	59,139,680	59,139,680	59,139,680
Unappropriated		11,014,502,582	10,916,658,370	8,214,712,487	7,992,046,543
Other components of equity		(69,577,041)	(39,189,274)	1,000,658	1,000,658
Equity attributable to owners of the parent		13,755,968,244	13,688,511,799	11,026,755,848	10,804,089,904
Non-controlling interests		62,091,090	60,770,912	-	-
Total equity		13,818,059,334	13,749,282,711	11,026,755,848	10,804,089,904
Total liabilities and equity		18,415,681,111	19,193,317,961	14,193,155,587	14,382,729,868

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries

Statement of comprehensive income

		Consolidated financial statements		Separate financial statements	
		For the year ended		For the year ended	
		31 December		31 December	
	Note	2024	2023	2024	2023
		(in Baht)			
Income					
Revenues from sale of goods and rendering of services	19	14,832,847,061	16,343,630,238	8,477,871,655	9,510,453,227
Dividend income from subsidiaries	10	-	-	1,372,585,682	1,601,702,263
Dividend income from associate	9	-	-	13,667,872	16,271,265
Other income		377,590,229	339,730,781	166,798,181	230,323,770
Total income		15,210,437,290	16,683,361,019	10,030,923,390	11,358,750,525
Expenses					
Cost of sale of goods and rendering of services	20	11,571,188,313	12,940,633,602	7,113,452,245	7,997,755,094
Distribution costs	20	458,279,368	515,168,029	439,756,873	488,072,588
Administrative expenses	20	1,348,332,351	1,258,968,428	665,504,112	634,794,658
Total expenses		13,377,800,032	14,714,770,059	8,218,713,230	9,120,622,340
Profit from operating activities		1,832,637,258	1,968,590,960	1,812,210,160	2,238,128,185
Finance costs		(51,798,468)	(103,794,020)	(31,534,921)	(69,088,683)
Share of profit from investments in associate	9	17,304,039	14,169,662	-	-
Profit before income tax expense		1,798,142,829	1,878,966,602	1,780,675,239	2,169,039,502
Tax expense	21	(119,739,168)	(131,493,397)	(15,133,353)	(28,760,063)
Profit for the year		1,678,403,661	1,747,473,205	1,765,541,886	2,140,279,439
Other comprehensive income					
Items that will be reclassified subsequently to profit or loss					
Exchange differences on translating financial statements		(30,387,767)	(5,494,915)	-	-
Total items that will be reclassified subsequently to profit or loss		(30,387,767)	(5,494,915)	-	-
Items that will not be reclassified subsequently to profit or loss					
Loss on remeasurements of defined benefit plans	17	(17,374,564)	-	(7,700,959)	-
Income tax relating to items that will not be reclassified	21	3,474,913	-	1,540,192	-
Total items that will not be reclassified subsequently to profit or loss		(13,899,651)	-	(6,160,767)	-
Other comprehensive loss for the year, net of tax		(44,287,418)	(5,494,915)	(6,160,767)	-
Total comprehensive income for the year		1,634,116,243	1,741,978,290	1,759,381,119	2,140,279,439

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries
Statement of comprehensive income

	Consolidated financial statements		Separate financial statements	
	For the year ended 31 December		For the year ended 31 December	
	2024	2023	2024	2023
	<i>(in Baht)</i>			
Profit attributable to:				
Owners of the Company	1,648,459,038	1,719,581,960	1,765,541,886	2,140,279,439
Non-controlling interests	29,944,623	27,891,245	-	-
Profit for the year	1,678,403,661	1,747,473,205	1,765,541,886.00	2,140,279,439
Total comprehensive income attributable to:				
Owners of the Company	1,604,171,620	1,714,087,045	1,759,381,119	2,140,279,439
Non-controlling interests	29,944,623	27,891,245	-	-
Total comprehensive income for the year	1,634,116,243	1,741,978,290	1,759,381,119	2,140,279,439
Earnings per share <i>(in Baht)</i>				
Basic earnings per share	1.39	1.45	1.49	1.81

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries
Statement of changes in equity

		Consolidated financial statements						
		Other components of equity						
		Retained earnings		Translation financial statements	Change in book value of the subsidiaries at the acquisition date <i>(in Bahr)</i>	Total other components of equity	Equity attributable to owners of the Company	Total equity
	Note	Issued and paid-up share capital	Share premium	Warrants	Legal reserve	Unappropriated		
Year ended 31 December 2023								
		590,982,798	2,156,722,646	738,677	59,139,680	10,615,582,725	2,832,620	(38,558,460)
							2,031,481	(33,694,359)
							13,389,472,167	55,834,860
								13,445,307,027
Transactions with owners, recorded directly in equity								
Contributions by and distributions to owners of the parent								
Issue of ordinary shares	18	61,500	3,355,440	(159,900)	-	-	3,257,040	3,257,040
Share-based payment transactions		-	780,639	(578,777)	-	-	201,862	201,862
Dividends	22	-	-	-	-	(1,418,506,315)	(1,418,506,315)	(1,441,461,508)
							(22,955,193)	(22,955,193)
Total contributions by and distributions to owners of the parent								
		61,500	4,136,079	(738,677)	-	-	(1,415,047,413)	(1,438,002,606)
Total transactions with owners, recorded directly in equity								
		61,500	4,136,079	(738,677)	-	-	(1,415,047,413)	(1,438,002,606)
Comprehensive income for the year								
Profit or loss		-	-	-	-	1,719,581,960	1,719,581,960	1,747,473,205
Other comprehensive income		-	-	-	-	-	(5,494,915)	(5,494,915)
Total comprehensive income for the year								
		-	-	-	-	1,719,581,960	(5,494,915)	1,741,978,290
Balance at 31 December 2023		591,044,298	2,160,858,725	-	59,139,680	10,916,658,370	13,688,511,799	13,749,282,711

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries
Statement of changes in equity

	Consolidated financial statements									
	Other components of equity									
	Excess of investments arising from additional purchases of investments in subsidiaries at a price higher than the net book value of the subsidiaries at the acquisition date (in Baht)									
	Issued and paid-up share capital	Share premium	Legal reserve	Retained earnings	Translation financial statements	Change in percentage of holding in subsidiaries	Total other components of equity	Equity attributable to owners of the Company	Non-controlling interests	Total equity
Year ended 31 December 2024										
Balance at 1 January 2024	591,044,298	2,160,858,725	59,139,680	10,916,658,370	(2,662,295)	2,031,481	(39,189,274)	13,688,511,799	60,770,912	13,749,282,711
Transactions with owners, recorded directly in equity										
<i>Distributions to owners of the parent</i>										
Dividends	-	-	-	(1,536,715,175)	-	-	-	(1,536,715,175)	(28,624,445)	(1,565,339,620)
<i>Total distributions to owners of the parent</i>	-	-	-	(1,536,715,175)	-	-	-	(1,536,715,175)	(28,624,445)	(1,565,339,620)
Total transactions with owners, recorded directly in equity	-	-	-	(1,536,715,175)	-	-	-	(1,536,715,175)	(28,624,445)	(1,565,339,620)
Comprehensive income for the year										
Profit or loss	-	-	-	1,648,459,038	-	-	-	1,648,459,038	29,944,623	1,678,403,661
Other comprehensive income	-	-	-	(13,899,651)	(30,387,767)	-	(30,387,767)	(44,287,418)	-	(44,287,418)
Total comprehensive income for the year	-	-	-	1,634,559,387	(30,387,767)	-	(30,387,767)	1,604,171,620	29,944,623	1,634,116,243
Balance at 31 December 2024	591,044,298	2,160,858,725	59,139,680	11,014,502,582	(33,050,062)	2,031,481	(69,577,041)	13,755,968,244	62,091,090	13,818,059,334

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries
Statement of changes in equity

		Separate financial statements					Total equity
		Retained earnings			Other components of equity		
		Share premium	Warrants	Legal reserve (in Baht)	Unappropriated	Change in percentage of holding in subsidiaries	
Note	Issued and paid-up share capital						
Year ended 31 December 2023							
Balance at 1 January 2023	590,982,798	2,156,722,646	738,677	59,139,680	7,270,273,419	1,000,658	10,078,857,878
Transactions with owners, recorded directly in equity							
Contributions by and distributions to owners							
18	61,500	3,355,440	(159,900)	-	-	-	3,257,040
	-	780,639	(578,777)	-	-	-	201,862
22	-	-	-	-	(1,418,506,315)	-	(1,418,506,315)
	61,500	4,136,079	(738,677)	-	(1,418,506,315)	-	(1,415,047,413)
	61,500	4,136,079	(738,677)	-	(1,418,506,315)	-	(1,415,047,413)
Total transactions with owners, recorded directly in equity							
Comprehensive income for the year							
	-	-	-	-	2,140,279,439	-	2,140,279,439
	-	-	-	-	2,140,279,439	-	2,140,279,439
Total comprehensive income for the year							
	591,044,298	2,160,858,725	-	59,139,680	7,992,046,543	1,000,658	10,804,089,904
Balance at 31 December 2023							

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries
Statement of changes in equity

	Separate financial statements					Other components of equity	Total equity
	Issued and paid-up share capital	Share premium	Legal reserve (in Baht)	Unappropriated	Change in percentage of holding in subsidiaries		
Year ended 31 December 2024							
Balance at 1 January 2024	591,044,298	2,160,858,725	59,139,680	7,992,046,543	1,000,658	10,804,089,904	
Transactions with owners, recorded directly in equity							
<i>Distributions to owners</i>							
Dividends	-	-	-	(1,536,715,175)	-	(1,536,715,175)	
<i>Total distributions to owners</i>	-	-	-	(1,536,715,175)	-	(1,536,715,175)	
Total transactions with owners, recorded directly in equity	-	-	-	(1,536,715,175)	-	(1,536,715,175)	
Comprehensive income for the year							
Profit or loss	-	-	-	1,765,541,886	-	1,765,541,886	
Other comprehensive income	-	-	-	(6,160,767)	-	(6,160,767)	
<i>Total comprehensive income for the year</i>	-	-	-	1,759,381,119	-	1,759,381,119	
Balance at 31 December 2024	591,044,298	2,160,858,725	59,139,680	8,214,712,487	1,000,658	11,026,755,848	

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries
Statement of cash flows

	Consolidated financial statements		Separate financial statements	
	For the year ended		For the year ended	
	31 December		31 December	
	2024	2023	2024	2023
	<i>(in Baht)</i>			
<i>Cash flows from operating activities</i>				
Profit for the year	1,678,403,661	1,747,473,205	1,765,541,886	2,140,279,439
<i>Adjustments to reconcile profit to cash receipts (payments)</i>				
Tax expense	119,739,168	131,493,397	15,133,353	28,760,063
Share of profit of associate accounted for using equity method, net of tax	(17,304,039)	(14,169,662)	-	-
Depreciation for plant and equipment, investment properties and right-of-use assets	1,019,689,462	1,052,429,231	610,963,267	606,994,293
Amortisation	46,936,565	43,137,314	18,273,301	17,983,903
Amortisation on contract costs assets	45,017,949	30,099,774	44,278,050	24,136,934
Reversal of expected credit loss	(11,000)	(11,000)	-	-
(Reversal of) loss on inventories devaluation	8,169,289	(942,621)	10,986,042	(22,034,000)
Loss (gain) on disposal of machinery and equipment	(144,138,812)	6,392,923	18,523,717	9,108,257
Loss from write-off of inventories	51,440,025	35,272,297	32,568,168	21,376,482
Loss from write-off of equipment	2,184,675	2,807,993	831,599	824,675
(Reversal of) impairment loss on machinery and plant equipment	43,127,521	(1,076,779)	36,497,447	-
Provision for employee benefit	30,781,653	41,407,072	15,354,767	15,962,621
Unrealised loss on exchange rate and hedging activities	31,915,898	5,152,836	41,803,989	15,720,723
Share-based payment transactions	-	201,862	-	123,040
Dividend received from subsidiaries	-	-	(1,372,585,682)	(1,601,702,263)
Dividend received from associate	-	-	(13,667,872)	(16,271,265)
Interest expense	49,054,705	96,522,105	28,214,224	64,957,172
	<u>2,965,006,720</u>	<u>3,176,189,947</u>	<u>1,252,716,256</u>	<u>1,306,220,074</u>
<i>Changes in operating assets and liabilities</i>				
Trade and other current receivables	1,080,032,802	400,499,932	(499,554,639)	292,199,939
Inventories	119,963,702	1,080,774,091	(133,550,229)	657,071,276
Other current financial assets	51,418,719	11,539,192	32,395,836	-
Other current assets	16,920,360	51,735,227	420,828	16,011,580
Contract costs assets	(16,055,651)	(14,606,309)	(13,207,132)	(14,606,309)
Other non-current assets	(811,843)	4,027,024	7,356,497	(5,000)
Trade and other current payables	(724,160,726)	(354,105,900)	25,749,066	(452,390,690)
Current contract liabilities	-	36,360,000	-	-
Employee benefit paid	(19,463,511)	(65,901,148)	(9,405,411)	(16,605,659)
Net cash generated from operations	<u>3,472,850,572</u>	<u>4,326,512,056</u>	<u>662,921,072</u>	<u>1,787,895,211</u>
Taxes paid	<u>(162,651,699)</u>	<u>(112,690,043)</u>	<u>(59,933,262)</u>	<u>(12,899,732)</u>
Net cash from operating activities	<u>3,310,198,873</u>	<u>4,213,822,013</u>	<u>602,987,810</u>	<u>1,774,995,479</u>

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries

Statement of cash flows

	Consolidated financial statements		Separate financial statements	
	For the year ended		For the year ended	
	31 December		31 December	
	2024	2023	2024	2023
	(in Baht)			
Cash flows from investing activities				
Proceeds from disposals of machinery and equipment	145,938,691	23,916,935	17,344,989	9,188,432
Acquisition of property, plant and equipment	(413,118,187)	(443,880,205)	(228,918,097)	(261,443,866)
Acquisition of intangible assets	(1,932,950)	(4,221,078)	(932,713)	(3,513,223)
Net cash outflow on acquisition of subsidiary	(531,442,967)	-	(200,005,690)	-
Net short-term loans to related party	-	-	450,000,000	-
Dividend received from subsidiaries	-	-	1,372,585,682	1,601,702,263
Dividend received from associate	13,667,872	16,271,265	13,667,872	16,271,265
Net cash from (used in) investing activities	(786,887,541)	(407,913,083)	1,423,742,043	1,362,204,871
Cash flows from financing activities				
Interest paid	(56,311,566)	(108,533,966)	(36,549,863)	(77,271,968)
Decrease in short-term borrowings				
from financial institutions	(279,000,000)	(897,506,963)	(111,000,000)	(951,881,905)
Payment of lease liabilities	(18,550,041)	(27,398,054)	(13,549,819)	(9,978,605)
Net short-term loans from related party	-	-	110,000,000	-
Proceeds from borrowings from financial institutions	-	146,000,000	-	146,000,000
Repayment of borrowings from financial institutions	(807,640,625)	(854,193,350)	(676,893,141)	(537,999,770)
Proceeds from capital increase and warrants exercised	-	3,257,040	-	3,257,040
Dividend paid	(1,565,339,620)	(1,441,461,508)	(1,536,715,175)	(1,418,506,315)
Net cash used in financing activities	(2,726,841,852)	(3,179,836,801)	(2,264,707,998)	(2,846,381,523)
Net increase (decrease) in cash and cash equivalents				
before effect of exchange rate	(203,530,520)	626,072,129	(237,978,145)	290,818,827
Effect of exchange rate changes on balances held				
in foreign currencies	2,833,861	(3,816,508)	-	-
Net increase (decrease) in cash and cash equivalents	(200,696,659)	622,255,621	(237,978,145)	290,818,827
Cash and cash equivalents at 1 January	1,766,783,801	1,144,528,180	479,388,111	188,569,284
Cash and cash equivalents at 31 December	1,566,087,142	1,766,783,801	241,409,966	479,388,111
Supplemental disclosure of cash flows information				
1) Net (increase) decrease in other current receivables from				
disposal of machinery and equipment	112,350	(112,350)	5,709,000	(1,714,000)
2) Net increase (decrease) in trust receipts from				
purchase of machinery and equipment	(5,499,340)	5,499,340	(5,499,340)	5,499,340
3) Net increase (decrease) in other current payables from				
purchase of machinery and equipment	194,503,837	(130,971,538)	92,808,510	(65,224,949)
4) Net increase in right-of-use assets	10,798,074	18,596,652	14,519,542	6,264,820
5) Borrowing costs relating to the acquisition of assets	6,701,543	13,956,301	6,395,343	12,587,975

The accompanying notes are an integral part of these financial statements.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Note	Contents
1	General information
2	Basis of preparation of the financial statements
3	Entire Business Transfer
4	Acquisitions of business
5	Related parties
6	Cash and cash equivalents
7	Trade accounts receivables
8	Inventories
9	Investments in associate
10	Investments in subsidiaries
11	Investment properties
12	Property, plant and equipment
13	Leases
14	Goodwill
15	Intangible assets
16	Interest-bearing liabilities
17	Non-current provisions for employee benefits
18	Share capital
19	Segment information and disaggregation of revenue
20	Expenses by nature
21	Income tax
22	Dividends
23	Financial instruments
24	Capital management
25	Commitments with non-related parties
26	Events after the reporting period

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorized for issue by the Board of Directors on 24 February 2025.

1 General information

KCE Electronics Public Company Limited (“the Company”), is incorporated in Thailand and was listed on the Stock Exchange of Thailand on 30 August 1988. The Company’s registered office at No. 72-72/1-3 Soi Chalongkrung 31, Kwang Lumplatew, Khet Lat Krabang, Bangkok.

The Company’s major shareholders during the financial year were Ongkosit family including APCO CAPITAL PTE. LTD (33% shareholding).

The principal activities of the Company are the manufacture and distribution of electric printed circuit board products. Details of the subsidiaries as at 31 December 2024 and 2023 are given in note 5 and 10.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies, described in the notes, have been applied consistently to all periods presented in these financial statements.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Entire Business Transfer

On 9 July 2024, the meeting of the Company’s Board of Directors approved the business restructuring by way of an entire business transfer of the subsidiary, K.C.E. International Co., Ltd., to the Company.

On 1 August 2024, the subsidiary (“transferor”) completed the transfer of its entire business which consist of all assets and liabilities to the Company (“transferee”). The business transfer is considered as business combination under common control with no impact on the consolidated financial statements.

The summary of the consideration transferred and the carrying amounts of assets and liabilities of the subsidiary transferred to the separate financial statements of the Company at the date of business transfer, previously presented in the consolidated financial statements, are as follows:

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

	Amount (in thousand Baht)
Cash and cash equivalents	3,290
Other current receivables	660
Other current assets	3,452
Investment in associate	150,936
Machinery and equipment	1,020
Intangible assets	15,547
Deferred tax assets	11,657
Other current payables	(505)
Total net assets	186,057
Difference from business combination under common control	-
Consideration transferred	186,057

4 Acquisitions of business

Accounting policy

The Group applies the acquisition method when the Group assess that the acquired set of activities and assets meets the definition of a business and control is transferred to the Group.

The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested annually for impairment (see note 14). Any gain on bargain purchase is recognised in profit or loss immediately. Transaction costs are expensed as incurred.

(a) Acquisition of International Circuits Limited

On 29 October 2024 the Group obtained control of International Circuits Limited which is engaged in the business of sales agent in foreign countries and incorporate under the laws of the United Kingdom as per the definitive Share Purchase Agreement dated 29 October 2024 through its subsidiary, Circuit Holding Co., Ltd., by acquiring 100% of the shares and voting interests in the company. The consideration consisted of a cash payment of GBP 17.90 million (Baht 784.13 million). The Group incurred acquisition-related costs of Baht 15.35 million which have been included in administrative expenses.

Taking control of International Circuits Limited will enable the Group to align the Group's marketing strategy with its strategic goals more effectively. The acquisition is expected to provide the Group to improve management of sales office expenses in the European region, contributing to increased profit share and assets in the Group's consolidated financial statements.

During the period from acquisition date to 31 December 2024, International Circuits Limited contributed revenue of GBP 1.01 million (Baht 44.99 million) and loss of GBP 0.14 million (Baht 6.28 million) to the Group's results. If the acquisition had occurred on 1 January 2024, management estimates that consolidated revenue would have increased by GBP 8.64 million (Baht 383.05 million) and consolidated profit for the year would have increased by GBP 0.27 million (Baht 11.97 million) compare with the case where the business was not acquired. In determining these amounts, management has assumed that the fair value adjustments, determined provisionally, that arose on the date of acquisition would have been the same if the acquisition had occurred on 1 January 2024.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

<i>Identifiable assets acquired and liabilities assumed</i>	<i>Note</i>	Fair value <i>(in thousand Baht)</i>
Cash and cash equivalents		252,691
Trade receivables		340,427
Inventories		64,191
Other current assets		57,098
Property, plant and equipment	12	3,505
Right-of-use assets		22,909
Intangible assets – customer relationship	15	564,540
Trade and other current payables		(662,686)
Lease liabilities	16	(24,476)
Deferred tax liabilities	21	(141,135)
Total identifiable net assets		477,064
Controlling interest (%)		100
Total identifiable net assets received		477,064
Goodwill arising from the acquisition	14	307,070
Purchase consideration transferred		784,134
Cash acquired		(252,691)
Cash paid		613,229
Consideration payable		170,905
Net cash outflows		531,443

The trade receivables comprise gross contractual amounts due of GBP 7.78 million (Baht 340.74 million), of which GBP 0.01 million (Baht 0.32 million) was expected to be uncollectible at the acquisition date.

The consideration amount of GBP 3.9 million (Baht 170.91 million) was payable as of 31 December 2024 included in other current payables. The consideration payable is expected to be paid in the second quarter of 2025.

Goodwill

The goodwill is attributable mainly to the marketing skills and technical talent of International Circuits Limited's work force, and the synergies expected to be achieved from integrating the company.

5 Related parties

Relationships with subsidiaries and associates are described in notes 9 and 10. Other related parties which the group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation/ nationality	Nature of relationships
Key management personnel	Thai	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Group.

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

<i>Significant transactions with related parties</i> <i>For the years ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Subsidiaries				
Sales of goods	-	-	940,562	1,169,873
Rendering of service	-	-	120,695	124,139
Rental income	-	-	2,752	4,879
Interest income	-	-	2,562	-
Other income	-	-	14,367	12,180
Purchases of goods	-	-	2,459,218	2,663,086
Purchases of property, plant and equipment	-	-	336	3,182
Sales of property, plant and equipment	-	-	2,363	8,437
Dividend income	-	-	1,372,586	1,601,702
Commission expense	-	-	183,358	208,237
Interest expenses	-	-	360	-
Other expenses	-	-	6,067	58,498
Associates				
Other income	752	731	752	731
Purchases of raw materials	102,318	83,660	62,406	57,196
Purchases of property, plant and equipment	9,907	2,739	9,717	2,681
Dividend income	13,668	16,271	13,668	16,271
Other expenses	5,743	6,110	4,984	5,076
Key management personnel				
Key management personnel compensation				
Short-term employee benefit	145,401	151,297	58,811	53,618
Retirement benefits obligations	2,396	2,431	1,270	1,203
Total key management personnel compensation	147,797	153,728	60,081	54,821
Balance with related parties At 31 December				
	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Trade receivables				
Subsidiaries	-	-	766,483	453,375
Total	-	-	766,483	453,375
Less allowance for expected credit loss	-	-	-	-
Net	-	-	766,483	453,375

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
<i>Balance with related parties At 31 December</i>	<i>(in thousand Baht)</i>			
Other current receivables				
Subsidiaries	-	-	17,140	17,144
Total	-	-	17,140	17,144
Short-term loans to				
Subsidiaries	-	-	450,000	-
Total	-	-	450,000	-
Expected credit losses				
<i>Year ended 31 December</i>	Consolidated financial statements		Consolidated financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Trade receivables	-	-	-	-
Balance with related parties				
<i>At 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Trade payables				
Subsidiaries	-	-	809,227	860,494
Associate	29,243	21,183	18,035	14,548
Total	29,243	21,183	827,262	875,042
Other payables for purchase of machineries and equipment				
Subsidiaries	-	-	-	4,869
Associate	-	54	-	-
Total	-	54	-	4,869
Other current payables				
Subsidiaries	-	-	186,820	335
Total	-	-	186,820	335
Short-term loans from				
Subsidiaries	-	-	110,000	-
Total	-	-	110,000	-

Significant agreements with related parties

Loan Agreements

As of 31 December 2024, the Company had short-term loan to a subsidiary, bearing interest at the fixed rate and due at call.

As of 31 December 2024, the Company had short-term loan from certain subsidiaries, bearing interest at the fixed rate and due at call.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

6 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Cash on hand	396	460	50	50
Cash at banks	1,565,341	1,643,779	241,360	479,338
Others	350	122,545	-	-
Total	1,566,087	1,766,784	241,410	479,388

7 Trade accounts receivables

Accounting policy

A trade receivable is recognised when the group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when the Group has no reasonable expectations of recovering.

The group estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rate. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

	Consolidated financial statements		Separate financial statements	
<i>At 31 December</i>	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Within credit terms	2,918,694	3,473,095	2,190,789	2,342,922
Overdue:				
Less than 3 months	615,708	791,057	509,255	810,943
3 - 6 months	20,857	42,387	16,163	36,941
6 - 12 months	115	3,567	102	-
Over 12 months	552	563	-	-
Total	3,555,926	4,310,669	2,716,309	3,190,806
<i>Less</i> allowance for expected credit loss	(864)	(563)	-	-
Net	3,555,062	4,310,106	2,716,309	3,190,806

	Consolidated financial statements		Separate financial statements	
<i>Allowance for expected credit loss</i>	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
At 1 January	563	574	-	-
Assumes from business acquisition	312	-	-	-
Reversal	(11)	(11)	-	-
At 31 December	864	563	-	-

Information of credit risk is disclosed in note 23 (b.1).

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

8 Inventories

Accounting policy

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the weighted average cost principle. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity.

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Finished goods	1,732,527	1,687,548	980,376	912,525
Work in progress	358,061	444,019	272,814	334,510
Raw materials	581,844	756,941	203,123	236,574
Factory supplies	630,376	617,040	415,709	396,279
Spare parts	248,334	253,224	127,662	123,688
Goods in transit	259,395	161,116	153,461	38,822
	<u>3,810,537</u>	<u>3,919,888</u>	<u>2,153,145</u>	<u>2,042,398</u>
Less allowance for decline in value	<u>(135,543)</u>	<u>(127,373)</u>	<u>(63,575)</u>	<u>(42,824)</u>
Net	<u>3,674,994</u>	<u>3,792,515</u>	<u>2,089,570</u>	<u>1,999,574</u>
Inventories recognised as an expense in 'cost of sales of goods':				
- Cost	11,511,579	12,906,305	7,060,133	7,998,413
- Write-off	51,440	35,272	32,568	21,376
- Write-down to net realisable value (reversal)	8,169	(943)	20,751	(22,034)
Net	<u>11,571,188</u>	<u>12,940,634</u>	<u>7,113,452</u>	<u>7,997,755</u>

Inventories as at 31 December 2024 included finished goods (made to order) of Baht 900 million (2023: Baht 1,001 million) in the consolidated financial statements and Baht 543 million (2023: Baht 498 million) in the separate financial statements, which had been delivered to the customers' warehouses but the title of the inventory shall remain with the Group until the customers' requisition to their production process. The Group will receive the payment for these inventories after the customers' requisition to their production process, and following conditions within the periods specified in the agreements.

9 Investments in associate

Accounting policy

Investments in associates in the separate financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Company's right to receive payment is established. If the Company disposes of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments are recognised in profit or loss.

The Group recognised investments in associates using the equity method in the consolidated financial statements, until the date on which significant influence ceases. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's dividend income and share of the profit or loss and other comprehensive income of equity-accounted investees.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

The Group translated the financial statements of foreign associates and considers impairment on investments in associates as disclosed in note 10 and 12, respectively.

		Consolidated financial statements Equity Method		Separate financial statements Cost Method	
	<i>Note</i>	2024	2023	2024	2023
		<i>(in thousand Baht)</i>			
Associate					
At 1 January		31,873	35,764	1,642	1,642
Share of profit from investments in associate using equity method		17,304	14,170	-	-
Dividend income	5	(13,668)	(16,271)	-	-
Foreign currency translation differences for foreign operations		(2,528)	(1,790)	-	-
At 31 December		32,981	31,873	1,642	1,642

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Investments in associate as at 31 December 2024 and 2023 and dividend income from investments for each year were as follows:

	Consolidated financial statements					
	Type of business	Country of incorporation	Ownership interest		Paid-up capital	
			2024	2023	2024	2023
Associate	(1)	Taiwan	(%)			
			49.00	49.00	NTD 3,000,000	NTD 3,000,000
Total					Cost	
					2024	2023
						(in thousand Baht)
					At equity method	
					2024	2023
					1,642	1,642
					32,981	31,873
					32,981	31,873

(1) Foreign raw materials and machinery sourcing representative of the Group

Associate was incorporated and operate in Taiwan.

Separate financial statements									
	Ownership interest		Paid-up capital		Cost		Warrant granted to associate's directors and employees		Dividend income
	2024	2023	2024	2023	2024	2023	2024	2023	
	(%)						(in thousand Baht)		
Associate									
KCE Taiwan Co., Ltd.	49.00	49.00	NTD 3,000,000	NTD 3,000,000	1,642	1,642	-	-	1,642
					<u>1,642</u>	<u>1,642</u>	<u>-</u>	<u>-</u>	<u>13,668</u>
Total					1,642	1,642	-	-	16,271

The following table summarises the financial information of the associate in their own financial statements, not adjusted for the Group's interest in this company.

Reporting date	Ownership interest		Total assets		Total liabilities		Total revenues		Profit (loss)	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
		(%)								
KCE Taiwan Co., Ltd.	49.00	49.00	111,065	94,201	44,696	29,958	158,194	129,331	35,497	28,930
Total			111,065	94,201	44,696	29,958	158,194	129,331	35,497	28,930

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

10 Investments in subsidiaries

Accounting policy

Investments in subsidiaries in the separate financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Company's right to receive payment is established. If the Company disposes of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments are recognised in profit or loss. The Company considers impairment of investments in subsidiaries as disclosed in note 12.

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the "Group") and the Group's interests in associates. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases. Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

At the acquisition date, the Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree. In addition, when there is a change in the Group's interest in a subsidiary that do not result in a loss of control, any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid from the acquisition of the non-controlling interests with no change in control are accounted for as other in shareholders' equity.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities, any related non-controlling interests and other components of equity of the subsidiary. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Thai Baht at the exchange rates at the reporting date. The revenues and expenses of foreign operations are translated to Thai Baht at rates approximating the exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income and accumulated in the translation reserve until disposal of the investment.

When a foreign operation is disposed of in its entirety or partially such that control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Investments in subsidiaries as at 31 December 2024 and 2023, and dividend income from those investments for the years then ended, were as follows:

Separate financial statements										
Type of business	Ownership Interest		Paid-up capital		Cost		Warrant granted to subsidiaries' directors and employees		Dividend income	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
	(in thousand Baht)									
Direct subsidiaries										
KCE Technology Co., Ltd.	(1)	100.00	100.00	1,600,000	1,600,000	1,600,000	-	25,324	1,625,324	696,000
K.C.E. International Co., Ltd.	(1)	99.99	99.99	100,000	100,000	185,395	-	14,477	199,879	174,989
Chemtronic Technology (Thailand) Co., Ltd.	(2)	94.75	94.75	48,000	48,000	227,810	-	2,356	230,166	-
Chemtronic Products Co., Ltd.	(2)	94.96	94.96	80,000	80,000	75,968	-	-	75,968	189,920
Thai Laminat Co., Ltd.	(3)	100.00	74.80	250,000	250,000	368,460	-	15,596	384,056	448,800
KCE (Thailand) Co., Ltd.	(4)	60.00	60.00	3,600	3,600	2,160	-	1,366	3,526	16,632
KCE Singapore Pte., Ltd.	(5)	100.00	75.00	SGD 500,000	SGD 500,000	168,267	-	675	172,086	51,666
KCE America, Inc.	(5)	95.00	70.00	USD 50,000	USD 50,000	161,009	-	613	161,944	23,695
Circuit Holding Co., Ltd.	(7)	100.00	-	200,000	-	199,999	-	-	199,999	-
Total				3,200,418	2,789,069	3,200,418	60,407	2,849,476	1,372,586	1,601,702
Indirect subsidiaries										
Chemtronic Chemical Co., Ltd.	(2)	93.57	93.57	4,800	4,800	-	-	-	-	-
CTC Chemical Co., Ltd.	(2)	94.35	94.35	4,800	4,800	-	-	-	-	-
KCE America Partner Co., Ltd.	(6)	95.00	70.00	USD 302,257	USD 302,257	-	-	-	-	-
International Circuits Limited	(5)	100.00	-	GBP 100,000	-	-	-	-	-	-

- (1) The manufacture and distribution of electric printed circuit board products
(2) The manufacture and distribution of chemicals products
(3) The manufacture and distribution of prepreg and laminate products
(4) The domestic sale representative
(5) The foreign sale representative
(6) Rental building

(7) Domestic and international investment

All subsidiaries were incorporated in Thailand except KCE Singapore Pte., Ltd. which was incorporated in Singapore, KCE America, Inc. and KCE America Partner Co., Ltd., which both were incorporated in America and International Circuits Limited was incorporated in United Kingdom.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Material movement Year ended 31 December	Separate financial statements	
	2024	2023
	<i>(in thousand Baht)</i>	
Acquire investment in Circuit Holding Co., Ltd.	199,999	-
Acquire investment in Thai Laminate Manufacturer Co., Ltd.	147,470	-
Acquire investment in KCE Singapore Pte., Ltd.	3,144	-
Acquire investment in KCE America, Inc.	322	-

During the fourth quarter of 2024, the Company has invested in share capital in Circuit Holding Co., Ltd. of 1,999,997 ordinary shares, with a par value of Baht 100 per share, totaling Baht 199.99 million. Total invested shares represent 100% ownership. The subsidiary was incorporated on 18 October 2024.

In August 2024, the Company acquired an additional 25.2% interest in Thai Laminate Manufacturer Co., Ltd., a subsidiary, for Baht 147.47 million in cash from K.C.E. International Co., Ltd., increasing its ownership interest from 74.80% to 100%.

In August 2024, the Company acquired an additional 25% interest in KCE Singapore Pte., Ltd., a subsidiary, for Baht 3.14 million in cash from K.C.E. International Co., Ltd., increasing its ownership interest from 75% to 100%.

In August 2024, the Company acquired an additional 25% interest in KCE America, Inc., a subsidiary, for Baht 0.32 million in cash from K.C.E. International Co., Ltd., increasing its ownership interest from 70% to 95%.

11 Investment properties

Accounting policy

Investment properties are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the investment property. The Group considers impairment of the investment properties as disclosed in note 12.

Depreciation is calculated on a straight-line basis over the estimated useful lives of buildings and improvement of 25 years and recognised in profit or loss. No depreciation charged on freehold land and assets under construction.

Differences between the proceeds from disposal and the carrying amount of investment property are recognised in profit or loss.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Cost				
At 1 January	168,787	167,966	196,918	195,961
Additions	-	821	-	957
At 31 December	168,787	168,787	196,918	196,918
Depreciation				
At 1 January	15,470	13,254	18,049	15,464
Depreciation charge for the year	2,226	2,216	2,597	2,585
At 31 December	17,696	15,470	20,646	18,049
Net book value				
At 1 January	153,317	154,712	178,869	180,497
At 31 December	151,091	153,317	176,272	178,869
	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
For the year ended 31 December				
The amounts recognised in profit or loss				
Rental income	6,208	6,799	7,364	7,830

Investment properties comprise of land and building in Japan that are leased to third parties. Each of the leases contains an initial non-cancellable period of 2 years. Subsequent renewals are negotiated with the lessee. No contingent rents are charged.

The Group has performed the revaluation in 2024 by Daiwa Real Estate Appraisal Co., Ltd., the external independent property valuer certified by Japan Association of Real Estate Appraiser; JAREA, at income approach on an existing use basis. The appraised value for all land and building was Yen 638 million which was not significantly different from acquisition cost in 2016, amounting to Yen 608 million. The fair value of investment property has been categorised as a Level 3 fair value.

12 Property, plant and equipment

Accounting policy

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes capitalised borrowing costs and the costs of dismantling and removing the items and restoring the site on which they are located.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction.

The estimated useful lives are as follows:

Buildings and plant	20 - 50	years
Machinery and plant equipment	5 - 20	years
Plant and office improvement	5 - 20	years
Furniture, fixtures and office equipment	5 - 20	years
Vehicles	5	years

Impairment losses

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset exceeds its recoverable amount.

An impairment loss of asset recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount, but only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognised.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Consolidated financial statements											
	Land and land improvement	Buildings and plant	Machinery and plant equipment	Plant improvement	Furniture, Fixtures and office equipment	Office improvement	Vehicles	Buildings and plant under construction	Machinery and equipment under installation	Machinery and equipment in transit	Total
	<i>(in thousand Baht)</i>										
Cost											
At 1 January 2023	694,686	3,221,162	13,244,880	920,860	486,407	112,644	86,037	156,816	708,236	25,791	19,657,519
Additions	-	9,786	74,364	7,196	10,915	2,646	2,943	17,919	242,214	(21,434)	346,549
Transfers	-	2,669	344,728	77,365	(470)	360	15,383	(95,418)	(331,703)	-	12,914
Transfers to assets held for sale	(12,000)	(68,927)	(660)	-	-	-	-	-	-	-	(81,587)
Disposals/write-off	-	(3,396)	(969,391)	(1,747)	(42,896)	-	(5,015)	-	(1,032)	-	(1,023,477)
At 31 December 2023 and 1 January 2024	682,686	3,161,294	12,693,921	1,003,674	453,956	115,650	99,348	79,317	617,715	4,357	18,911,918
Additions	99,170	7,329	150,230	10,646	5,354	321	5,332	3,841	319,448	7,289	608,960
Acquisitions through business combinations	-	269	-	-	248	-	2,988	-	-	-	3,505
Transfers	-	78,373	695,086	44,498	83	-	1,759	(32,881)	(785,459)	-	1,459
Disposals/write-off	-	(3,634)	(467,681)	(8,633)	(11,109)	-	(13,336)	-	(1,668)	-	(506,061)
Effect of movements in exchange rates	-	(9)	-	-	(510)	-	(99)	-	-	-	(618)
At 31 December 2024	781,856	3,243,622	13,071,556	1,050,185	448,022	115,971	95,992	50,277	150,036	11,646	19,019,163

For the year ended 31 December 2024

Annual Report 2024 (56-1 One Report) 303

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Consolidated financial statements

	Land and land improvement	Buildings and plant	Machinery and plant equipment	Plant improvement	Furniture, Fixtures and office equipment	Office improvement	Vehicles	Building and plant under construction	Machinery and equipment under installation	Machinery and equipment in transit	Total
<i>Net book value</i>											
At 31 December 2023											
Owned assets	682,686	1,714,242	4,541,024	427,286	14,216	16,861	26,794	79,317	617,715	4,357	8,124,498
	682,686	1,714,242	4,541,024	427,286	14,216	16,861	26,794	79,317	617,715	4,357	8,124,498
At 31 December 2024											
Owned assets	781,856	1,649,149	4,545,346	415,218	10,347	6,894	24,604	50,277	150,036	11,646	7,645,373
	781,856	1,649,149	4,545,346	415,218	10,347	6,894	24,604	50,277	150,036	11,646	7,645,373

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Separate financial statements												
		Land and land improvement	Buildings and plant	Machinery and plant equipment	Plant improvement	Furniture, Fixtures and office equipment	Office improvement	Vehicles	Building and plant under construction	Machinery and equipment under installation	Machinery and equipment in transit	Total
		<i>(in thousand Baht)</i>										
<i>Cost</i>												
At 1 January 2023		362,340	1,523,023	6,536,389	700,478	83,080	131,435	20,740	156,816	466,105	25,328	10,005,734
Additions		-	1,007	54,924	4,692	6,441	186	-	17,919	154,029	(21,434)	217,764
Transfers		-	-	194,225	76,175	(453)	-	15,383	(95,418)	(176,998)	-	12,914
Disposals/write-off		-	-	(120,566)	-	(546)	-	(10,300)	-	-	-	(131,412)
At 31 December 2023												
and 1 January 2024		362,340	1,524,030	6,664,972	781,345	88,522	131,621	25,823	79,317	443,136	3,894	10,105,000
Additions		-	122	114,846	5,680	2,821	321	-	2,900	166,377	7,289	300,356
Acquisition through												
Entire Business Transfer	3	-	-	57,080	10,940	2,118	-	3,458	-	-	-	73,596
Transfers		-	-	444,225	39,710	(17)	-	-	(31,939)	(451,979)	-	-
Disposals/write-off		-	(714)	(277,077)	(8,441)	(1,174)	-	-	-	(1,668)	-	(289,074)
At 31 December 2024		362,340	1,523,438	7,004,046	829,234	92,270	131,942	29,281	50,278	155,866	11,183	10,189,878

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

	Land and land improvement	Buildings and plant	Machinery and plant equipment	Plant improvement	Furniture, fixtures and office equipment	Separate financial statements (in thousand Baht)					Machinery and equipment under installation	Machinery and equipment in transit	Total
						Office improvement	Vehicles	Building and plant under construction	Machinery and equipment under installation	Machinery and equipment in transit			
Depreciation and impairment losses													
At 1 January 2023	-	495,363	3,447,456	380,171	73,751	78,574	17,787	-	-	-	-	-	4,493,102
Depreciation charge for the year	-	59,390	474,858	48,258	4,639	9,526	4,859	-	-	-	-	-	601,530
Transfers	-	-	82	-	(82)	-	5,598	-	-	-	-	-	5,598
Disposals/write-off	-	-	(106,453)	-	(502)	-	(4,086)	-	-	-	-	-	(111,041)
At 31 December 2023													
and 1 January 2024	-	554,753	3,815,943	428,429	77,806	88,100	24,158	-	-	-	-	-	4,989,189
Depreciation charge for the year	-	59,285	477,458	51,555	4,328	9,534	1,117	-	-	-	-	-	603,277
Acquisition through													
Entire Business Transfer	-	-	53,341	7,311	2,101	-	2,438	-	-	-	-	-	65,191
Impairment losses from acquisition through													
Entire Business Transfer	-	-	3,739	3,629	17	-	-	-	-	-	-	-	7,385
Impairment losses	-	-	36,498	-	-	-	-	-	-	-	-	-	36,498
Transfers	-	-	14	-	(14)	-	-	-	-	-	-	-	-
Disposals/write-off	-	(250)	(249,643)	(7,171)	(1,171)	-	-	-	-	-	-	-	(258,235)
At 31 December 2024	-	613,788	4,137,350	483,753	83,067	97,634	27,713	-	-	-	-	-	5,443,305
Net book value													
At 31 December 2023	362,340	969,277	2,849,029	352,916	10,716	43,521	1,665	79,317	443,136	3,894	5,115,811		
Owned assets	362,340	969,277	2,849,029	352,916	10,716	43,521	1,665	79,317	443,136	3,894	5,115,811		
At 31 December 2024													
Owned assets	362,340	909,650	2,866,696	345,481	9,203	34,308	1,568	50,278	155,866	11,183	4,746,573		
	362,340	909,650	2,866,696	345,481	9,203	34,308	1,568	50,278	155,866	11,183	4,746,573		

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

During the year 2024, the Group and the Company recognised the impairment losses for machinery and equipment that damaged or replaced for improving efficiency and technology amounting to Baht 43.1 million and Baht 36.5 million, respectively.

During the year 2024, K.C.E. International Co., Ltd., a subsidiary, has disposed their property, plant and equipment. Net gain on disposal of property, plant and equipment amounting to Baht 144.6 million was recognised in other income in the statements of comprehensive income for the year ended 31 December 2024.

Capitalised borrowing costs relating to the acquisition of the land and the construction of the new factory for the Group and the Company amounted to Baht 6.70 million (2023: *Baht 13.96 million*) and Baht 6.40 million (2023: *Baht 12.59 million*), respectively with a capitalization rate of 1.9% - 4.0% (2023: 0.2% - 7.3%) and 2.3% - 4.0% (2023: 0.2% - 7.3%), respectively.

The gross amount of the Group's and the Company's fully depreciated plant and equipment that was still in use as at 31 December 2024 amounted to Baht 2,965 million (2023: *Baht 2,931 million*) for the consolidated financial statements and Baht 784 million (2023: *Baht 796 million*) for the separate financial statements.

Mortgage and pledge

12.1 The Company and its subsidiary, Thai Laminate Manufacturer Co., Ltd., entered into negative pledge memorandums which are part of bank overdrafts and loans agreements. Under these memorandums, the Company and its subsidiaries are not allowed to dispose of, transfer, mortgage or provide any lien on their assets, as stipulated in such memorandums.

12.2 The subsidiaries have mortgaged and pledged the following property, plant and equipment.

12.2.1 KCE Singapore Pte., Ltd. has mortgaged its office building with a total net book value as at 31 December 2024 of Baht 131 million (2023: *Baht 134 million*), as collateral for loans from banks, as described in Note 16.

12.2.2 Chemtronic Products Co., Ltd. has mortgaged its construction with a total net book value as at 31 December 2024 of Baht 117 million (2023: *Baht 188 million*), as collateral for loans from banks, as described in Note 16.

12.2.3 KCE America Partner Co., Ltd has mortgaged its land and construction with a total net book value as at 31 December 2024 of Baht 125 million (2023: *Baht 131 million*), as collateral for loans from banks, as described in Note 16.

13 Leases

Accounting policy

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Group has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which is recognised as an expense on a straight-line basis over the lease term.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. The Group considers impairment of the right-of-use asset as disclosed in note 12.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification, or a change in the assessment of options specified in the lease. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-use assets At 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Vehicles	32,996	28,190	16,636	11,552
Office Buildings	21,038	-	-	-
Others	4,440	1,362	4,440	1,362
Total	58,474	29,552	21,076	12,914

The Company leases a number of plants for 3 years, with extension options at the end of lease term. The rental is payable monthly as specified in the contract.

Extension options

The Group has extension options on property leases exercisable up to one year before the end of the contract period. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options and will regularly reassess so.

For the year ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Amounts recognised in profit or loss				
Depreciation of right-of-use assets:				
- Vehicles	7,264	1,977	3,726	1,518
- Office Buildings	1,107	-	-	-
- Others	1,362	1,362	1,362	1,362

In 2024, total cash outflow for leases of the Group and the Company were Baht 18.5 million and Baht 13.5 million, respectively. (2023: Baht 27.4 million and Baht 10.0 million, respectively)

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

14 Goodwill

Accounting policy

Goodwill is measured at cost less accumulated impairment losses. In respect of equity-accounted investee, the carrying amount of goodwill is included in the carrying amount of the investment.

Impairment losses

The recoverable amount of the cash-generating unit (CGU) to which goodwill belongs is estimated each year at the same time or once impairment indication exists. An impairment loss is recognised in profit or loss if the carrying amount of its CGU exceeds its recoverable amount. The recoverable amount is assessed from the estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to CGU.

	<i>Note</i>	Consolidated financial statements	
		2024	2023
		<i>(in thousand Baht)</i>	
<i>Cost</i>			
At 1 January		153,517	153,517
Acquisitions through business combination	4	307,070	-
Effect of movements in exchange rates		(10,233)	-
At 31 December		450,354	153,517
<i>Impairment losses</i>			
At 1 January		-	-
At 31 December		-	-
<i>Net book value</i>			
At 31 December		450,354	153,517

CGUs of goodwill

For the purposes of impairment testing, goodwill has been allocated to the Group's CGUs as follows.

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Chemtronic Group	79,793	79,793	-	-
KCE Singapore Pte. Ltd.	37,705	37,705	-	-
KCE America, Inc.	36,019	36,019	-	-
International Circuits Limited	296,837	-	-	-
Total	450,354	153,517	-	-

Impairment testing for CGUs containing goodwill

The recoverable amount of CGU was based on fair value less costs of disposal, estimated using discounted cash flows. The fair value measurement was categorised as a Level 3 fair value.

The key assumptions used in the estimation of the recoverable amount are set out below. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

	Consolidated financial statements	
	2024	2023
	(%)	
Chemtronic Group		
Discount rates	13.0	11.0
Terminal value growth rate	-	-
KCE Singapore Pte. Ltd.		
Discount rate	11.0	12.0
Terminal value growth rate	-	-
KCE America, Inc.		
Discount rate	10.0	11.0
Terminal value growth rate	-	-
International Circuits Limited		
Discount rate	12.5	-
Terminal value growth rate	-	-

The discount rate was a post-tax measure estimated based on the historical industry average weighted-average cost of capital, and a possible debt leveraging.

Five years of cash flows were included in the discounted cash flow model. A long-term growth rate into perpetuity has been determined from the past growth rate of the operating CGUs and the long-term compound annual EBITDA growth rate estimated by management.

Budgeted EBITDA growth rate was based on expectations of future outcomes taking into account past experience, adjusted for anticipated revenue growth. Revenue growth was projected taking into account the average growth levels experienced in the past and the estimated sales volume and price growth for the next five years.

15 Other intangible assets

Accounting policy

Intangible assets are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefits. The Group considers impairment of the intangible assets as disclosed in note 12.

Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss. The estimated useful lives are as follows:

Software licences	3-15	years
Customer relationship	10-12	years

The amortisation of software licences is allocated to the cost of inventory and is recognised as cost of sales as inventory is sold. The amortisation of customer relationship acquired from business combination is included in administrative expense.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Consolidated financial statements				
	Note	Software License	Customer Relationship (in thousand Baht)	Total
Cost				
At 1 January 2023		461,930	96,219	558,149
Additions		1,756	-	1,756
Transfers		2,469	-	2,469
Disposals		(11,614)	-	(11,614)
At 31 December 2023 and 1 January 2024		454,541	96,219	550,760
Additions		1,747	-	1,747
Acquisitions through business combination	4	-	564,540	564,540
Transfers		300	-	300
Disposals		(3,444)	-	(3,444)
Effect of movements in exchange rates		40	(18,813)	(18,773)
At 31 December 2024		453,184	641,946	1,095,130
Amortisation and impairment losses				
At 1 January 2023		309,942	78,577	388,519
Amortisation for the year		33,515	9,622	43,137
Disposals		(11,609)	-	(11,609)
At 31 December 2023 and 1 January 2024		331,848	88,199	420,047
Amortisation for the year		31,338	15,599	46,937
Disposals		(3,291)	-	(3,291)
At 31 December 2024		359,895	103,798	463,693
Net book value				
At 31 December 2023		122,693	8,020	130,713
At 31 December 2024		93,289	538,148	631,437

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

		Separate financial statements
		Software License
	<i>Note</i>	<i>(in thousand Baht)</i>
<i>Cost</i>		
At 1 January 2023		230,927
Additions		1,044
Transfers		2,469
At 31 December 2023 and 1 January 2024		234,440
Additions		1,085
Acquisition through Entire Business Transfer	3	51,067
Transfers		(231)
At 31 December 2024		286,361
<i>Amortisation and impairment losses</i>		
At 1 January 2023		161,419
Amortisation for the year		17,983
At 31 December 2023 and 1 January 2024		179,402
Amortisation for the year		18,274
Acquisition through Entire Business Transfer	3	35,520
Disposals		(79)
At 31 December 2024		233,117
<i>Net book value</i>		
At 31 December 2023		55,038
At 31 December 2024		53,244

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

16 Interest-bearing liabilities

Accounting policy

The Group recognises and measures financial liabilities as disclosed in note 23.

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
<i>Current</i>				
Short-term borrowings from financial institutions - secured	240,000	515,499	240,000	225,499
Packing credits - secured	756,000	765,000	214,000	345,000
Total short-term borrowings from financial institutions	996,000	1,280,499	454,000	570,499
Current portion of long-term borrowings - secured	68,490	425,348	66,600	294,588
Short-term loans from related parties	-	-	110,000	-
Lease liabilities	13,494	6,279	5,662	3,781
Total current interest-bearing liabilities	1,077,984	1,712,126	636,262	868,868
<i>Non-current</i>				
Long-term borrowings - secured	51,671	502,519	46,100	495,005
Lease liabilities	33,809	12,581	9,830	5,653
Total non-current interest-bearing liabilities	85,480	515,100	55,930	500,658
Total	1,163,464	2,227,226	692,192	1,369,526
<i>Assets pledged as security for liabilities as at 31 December</i>				
	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Property, plant and equipment	372,651	453,086	-	-
Total	372,651	453,086	-	-

- 16.1 Under the long-term borrowings agreement from financial institutions of KCE Electronics Public Company Limited, the Company has to comply with certain conditions, including maintaining debt to equity ratio of not more than 2:1 and debt service coverage ratio (DSCR) of not less than 1.25:1.
- 16.2 Long-term borrowings from financial institutions of KCE America Partner Co., Ltd., an indirect subsidiary, are in US Dollar, with a fixed interest rate as specified in agreement. The loans are secured by the mortgage of the subsidiary's land and construction. Under the loan agreement, the subsidiary has to comply with certain conditions.

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Details of long-term borrowings from financial institutions as at 31 December 2024 and 2023 are as follows:

		Outstanding long-term borrowings amount				Significant terms and conditions of loan agreements				
No.	Contract date	2024		2023		Borrowings period	Interest rate	Principal repayment	Interest repayment	
		Current portion	Non-current portion	Total	Current portion					Non-current portion
		(in thousand Baht)								
The Company										
1.	11 May 2021	-	-	-	20,000	20,000	40,000	THB FIX + fixed percentage	3 months	1 month
2.	11 May 2021	-	-	-	188,788	257,305	446,093	SOFR + CAS + fixed percentage	3 months	1 month
3.	11 May 2021	-	-	-	52,500	105,000	157,500	BIBOR 3M + fixed percentage	3 months	1 month
4.	15 August 2023	-	33,000	33,000	-	33,000	33,000	THOR + fixed percentage	3 months	1 month
5.	7 December 2023	66,600	13,100	79,700	33,300	79,700	113,000	MLR + fixed percentage	3 months	1 month
Total borrowings of the Company		66,600	46,100	112,700	294,588	495,005	789,593			
Subsidiaries										
<u>KCE Technology Company Limited</u>										
1.	29 March 2021	-	-	-	128,953	-	128,953	Fixed percentage	3 months	1 month
		-	-	-	128,953	-	128,953			
<u>KCE America Partner Company Limited</u>										
1.	15 December 2016	1,890	5,571	7,461	1,807	7,514	9,321	Fixed percentage	1 month	1 month
		1,890	5,571	7,461	1,807	7,514	9,321			
Total borrowings of subsidiaries		1,890	5,571	7,461	130,760	7,514	138,274			
Total borrowing of the Company and subsidiaries		68,490	51,671	120,161	425,348	502,519	927,867			

As at 31 December 2024, the Group and the Company had all types of unutilised credit facilities totaling Baht 19,915 million and US dollar 37 million (Baht 6,262 million for separate financial statements).

As at 31 December 2023, the Group and the Company had all types of unutilised credit facilities totaling Baht 19,216 million and US dollar 42 million (Baht 5,803 million for separate financial statements).

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Changes in liabilities arising from financing activities

	Note	Short-term borrowings from financial institutions	Consolidated financial statements Long-term borrowings from financial institutions (in thousand Baht)	Lease liabilities	Total
2024					
At 1 January		1,280,499	927,867	18,860	2,227,226
Additions		-	-	22,868	22,868
Changes from financing cash flows					
- Proceeds from		2,813,500	-	-	2,813,500
- Repayment		(3,098,061)	(807,641)	(18,550)	(3,924,252)
Acquisitions through business combination	4	-	-	24,476	24,476
The effect of changes in foreign exchange rates		62	(65)	(351)	(354)
At 31 December		996,000	120,161	47,303	1,163,464
2023					
At 1 January		2,172,507	1,641,956	10,267	3,824,730
Additions		-	-	35,991	35,991
Changes from financing cash flows					
- Proceeds from		5,434,547	146,000	-	5,580,547
- Repayment		(6,216,664)	(854,193)	(27,398)	(7,098,255)
The effect of changes in foreign exchange rates		(109,891)	(5,896)	-	(115,787)
At 31 December		1,280,499	927,867	18,860	2,227,226

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

	Separate financial statements				
	Short-term borrowings from financial institutions	Long-term borrowings from financial institutions	Lease liabilities (in thousand Baht)	Short-term loans from related parties	Total
2024					
At 1 January	570,499	789,593	9,434	-	1,369,526
Additions	-	-	19,608	-	19,608
Changes from financing cash flows					
- Proceeds from	1,240,000	-	-	305,000	1,545,000
- Repayment	(1,356,561)	(676,893)	(13,550)	(195,000)	(2,242,004)
The effect of changes in foreign exchange rates	62	-	-	-	62
At 31 December	454,000	112,700	15,492	110,000	692,192
2023					
At 1 January	1,516,882	1,186,081	10,267	-	2,713,230
Additions	-	-	9,146	-	9,146
Changes from financing cash flows					
- Proceeds from	3,464,547	146,000	-	-	3,610,547
- Repayment	(4,406,664)	(538,000)	(9,979)	-	(4,954,643)
The effect of changes in foreign exchange rates	(4,266)	(4,488)	-	-	(8,754)
At 31 December	570,499	789,593	9,434	-	1,369,526

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

17 Non-current provisions for employee benefits

Accounting policy

Defined benefit plans

The Group's obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed by a qualified actuary using the projected unit credit method.

Remeasurements of the defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the defined benefit liability during the period as a result of contributions and benefit payments. Interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Wages and salaries	1,810,895	1,847,167	877,361	874,003
Defined contribution plans	39,535	41,655	14,408	13,993
Defined benefit plans	30,782	41,407	15,355	14,680
Others	462,434	463,047	207,312	241,130
Total	2,343,646	2,393,276	1,114,436	1,143,806

Defined benefit plans

The Company and subsidiaries in Thailand operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk and interest rate risk.

Present value of the defined benefit obligations

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
At 1 January	322,637	347,132	171,581	172,224
<i>Include in profit or loss:</i>				
Current service cost	20,032	31,449	10,002	9,744
Interest on obligation	10,750	9,958	5,353	4,936
	30,782	41,407	15,355	14,680

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

<i>Present value of the defined benefit obligations</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
<i>Included in other comprehensive income</i>				
Actuarial loss				
- Financial assumptions	17,375	-	7,701	-
- Experience adjustment	-	-	-	-
	<u>17,375</u>	<u>-</u>	<u>7,701</u>	<u>-</u>
Transfers employee benefits from related party	-	-	-	1,283
Benefit paid	<u>(19,464)</u>	<u>(65,902)</u>	<u>(9,406)</u>	<u>(16,606)</u>
	<u>(19,464)</u>	<u>(65,902)</u>	<u>(9,406)</u>	<u>(15,323)</u>
At 31 December	<u>351,330</u>	<u>322,637</u>	<u>185,231</u>	<u>171,581</u>

<i>Principal actuarial assumptions</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
				(%)
Discount rate	3.40	3.40	3.40	3.40
Future salary growth	4.0-6.0	4.0-6.0	4.0-6.0	4.0-6.0

Assumptions regarding future mortality are based on published statistics and mortality tables.

As at 31 December 2024, the weighted-average duration of the defined benefit obligation was 9 years (2023: 9 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant.

<i>Effect to the defined benefit obligation</i>	Consolidated financial statements		Separate financial statements	
	Increase	Decrease	Increase	Decrease
				(in thousand Baht)
At 31 December 2024				
Discount rate (1% movement)	(28,572)	33,509	(13,230)	15,234
Future salary growth (1% movement)	35,759	(30,966)	16,229	(14,317)
At 31 December 2023				
Discount rate (1% movement)	(28,194)	33,007	(12,237)	14,092
Future salary growth (1% movement)	35,216	(30,550)	15,012	(13,243)

18 Share capital

Accounting policy

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity, net of any tax effects.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

<i>Authorised shares at 31 December</i>	Par value per share (in Baht)	2024		2023	
		Number	Amount	Number	Amount
		(thousand shares / in thousand Baht)			
<i>Authorised</i>					
At 1 January					
- ordinary shares	0.5	1,182,794	591,397	1,182,794	591,397
Reduction of shares	0.5	(705)	(353)	-	-
At 31 December					
- ordinary shares	0.5	<u>1,182,089</u>	<u>591,044</u>	<u>1,182,794</u>	<u>591,397</u>
<i>Issued and paid-up</i>					
At 1 January					
- ordinary shares	0.5	1,182,089	591,044	1,181,966	590,983
Issue of new shares	0.5	-	-	123	61
At 31 December					
- ordinary shares	0.5	<u>1,182,089</u>	<u>591,044</u>	<u>1,182,089</u>	<u>591,044</u>

At the Annual General Meeting held on 18 April 2024, the Company's Shareholders approved the reduction of the Company's authorised share capital in the amount of Baht 352,500 from the authorised share capital of Baht 591,396,798 to Baht 591,044,298 by cancelling 705,000 unissued ordinary shares with Baht 0.50 par value per share. The Company registered the said reduction of authorised share capital with the Ministry of Commerce on 23 April 2024.

19 Segment information and disaggregation of revenue

Accounting policy

(1) Segment reporting

Segment results that are reported to the Group's CEO (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly from distribution costs and administrative expenses.

(2) Revenue recognition

Revenue is recognised when a customer obtains control of the goods services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax or other sales taxes and is after deduction of any trade discounts and volume rebates. Revenue in foreign currency are translated into functional currency at exchange rates at the dates of transactions.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers. For the sales that permit the customers to return the goods, the Group estimates the returns based on the historical return data, does not recognise revenue for this transaction and remains recognition of inventory for the estimated products to be returned.

Revenue for rendering of services is recognised over time as the services are provided.

For bundled packages, the Group recognises revenue from sales of products and rendering of services separately if a product or service is separately identifiable from other items and a customer can benefit from it or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices.

For the contracts that the Group is arranging for the provision of the goods or services on behalf of its customers and does not control the goods or services before the primary sellers or service

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

providers will provide the goods or services to the customers. The Group acts in the capacity of an agent and recognises the net amount of consideration as commission revenue.

(3) Contract cost assets

Contract cost assets are the incremental costs to obtain a contract with a customer. The Group expects to recover these costs. However, the incremental costs of obtaining a contract are expensed when incurred, if the expected amortisation period is one year or less.

Contract cost assets are measured at cost less accumulated amortisation and impairment losses. Amortisation is charged to profit or loss on systematic basis over the term of the contract it relates to, consistent with the related revenue recognition.

The Group considers impairment of the contract cost assets as disclosed in note 12.

(a) Segment information

The Group has 3 reportable segments, as described below, which are the Group's strategic divisions. The strategic divisions offer different products and services, and are managed separately because they require different technology and marketing strategies. For each of the strategic divisions, the chief operating decision maker (CODM) reviews internal management reports on at least a quarterly basis. The following summary describes the operations in each of the Group's reportable segments.

- Segment 1 Manufacturing and distributing of Prepreg and Laminate
- Segment 2 Manufacturing and distributing of Printed Circuit Board
- Segment 3 Manufacturing and distributing of Chemical

None of other segments meets the quantitative thresholds for determining reportable segments in 2024 or 2023.

Information regarding the results of each reportable segments is included below. Performance is measured based on segment operating profit, as included in the internal management reports that are reviewed by the Group's CODM. Segment operating profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

The Company and its subsidiaries' operations mainly involve business segments in manufacture and sale of prepreg and laminate, printed circuit board, and chemical products with production facilities in Thailand and operate to both local and overseas markets. Financial information of the Company and its subsidiaries by business for the years ended 31 December 2024 and 2023 is as follows:

[illegible]

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Consolidated financial statements

For the years ended 31 December 2024 and 2023

Printed Circuit Board business

	Prepreg and Laminate business		America		Europe		Asia		Total		Chemical business		Eliminating entries		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Segment operating profit	602,058	685,988							2,620,022	2,783,420	337,146	287,355	(297,568)	(353,766)	3,261,658	3,402,997
Unallocated profit and expenses:									<i>(in thousand Baht)</i>							
Other income															377,590	339,730
Distribution costs															(458,279)	(515,168)
Administrative expenses															(1,348,332)	(1,258,969)
Finance costs															(51,798)	(103,794)
Share of profit from investments in associate															17,304	14,170
Income tax expense															(119,739)	(131,493)
Profit for the year															1,678,404	1,747,473
Segment assets as at 31 December	1,945,877	2,208,917							24,823,052	23,777,347	656,421	631,733	(9,009,669)	(7,424,679)	18,415,681	19,193,318
Segment liabilities as at 31 December	439,963	707,779							7,181,938	6,519,943	111,909	115,241	(3,136,188)	(1,898,928)	4,597,622	5,444,035

For the year ended 31 December 2024, the Group had total revenues which were converted to US Dollar amounted to US dollar 421.6 million (2023: US dollar 472.1 million).

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

	Separate financial statements						
	Reportable segment						
	Printed Circuit Board business						
	America		Europe		Asia		Total
	2024	2023	2024	2023	2024	2023	
	<i>(in thousand Baht)</i>						
For the years ended 31 December							
Disaggregation of revenue							
Revenues from sales	2,102,876	2,464,458	4,868,506	5,155,170	1,506,490	1,890,825	9,510,453
Revenues from rendering of services	-	-	-	-	70,421	124,139	9,386,314
Total	2,102,876	2,464,458	4,868,506	5,155,170	1,506,490	1,890,825	9,510,453
Timing of revenue recognition							
At a point in time	2,102,876	2,464,458	4,868,506	5,155,170	1,506,490	1,890,825	9,510,453
Total	2,102,876	2,464,458	4,868,506	5,155,170	1,506,490	1,890,825	9,510,453

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

(b) Geographical information

In presenting geographical information, revenue is based on the geographical location of customers.

(c) Major customer

Revenues from 3 customers of the Group's printed circuit board business segment represents approximately Baht 5,527 million (2023: Baht 6,088 million) of the Group's total revenues.

(d) Contract Balances

The following table provides information about receivable and contract assets from contracts with customer.

		Consolidated		Separate	
		financial statements		financial statements	
		31	31	31	31
	Note	December	December	December	December
		2024	2023	2024	2023
<i>(in thousand Baht)</i>					
Trade accounts receivable - net	7	3,555,062	4,310,106	2,716,309	3,190,806
Contract costs assets		339,773	368,735	324,445	355,515

The amount of amortisation which is included in the consolidated statement of comprehensive income for the year ended 31 December 2024 were Baht 45.0 million (2023: Baht 30.1 million) and the separate statement of comprehensive income for the year then ended were Baht 44.3 million (2023: Baht 24.1 million). There was no impairment loss recognised from the said assets.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

(e) *Promotional privileges*

The Group have been granted promotional privileges under the Investment Promotion Act B.E. 2520 by the Board of Investment under certain conditions. Significant privileges of the Company and its subsidiaries are as follows:

Details	KCE Electronics Public Company Limited			
	1219(2)/2557 Manufacturing of Printed Circuit Board	64-0932-1-00-1-0 Manufacturing of Printed Circuit Board	67-0765-2-05-1-0 Manufacturing of Printed Circuit Board	65-0629-1-00-1-0 Manufacturing of Printed Circuit Board
1. Certificate No.	8 years	6 years	3 years	8 years
2. Promotional privileges for				
3. The significant privileges are				
3.1 Exemption from corporate income tax on net income from promoted operations and exemption from income tax on dividends paid from promoted operations throughout the period in which the corporate income tax is exempted.	Not granted	Not granted	Not granted	Not granted
3.2 Allowance for 5% of the increment in export income over the preceding year for ten years, providing that the export income of that particular year should not be lower than the average export income over the three preceding years except for the first two years.	Granted	Granted	Granted	Granted
3.3 Exemption from import duty on machinery as approved by the board	Not granted	Not granted	Not granted	Not granted
3.4 Exemption from import duty on raw materials and essential supplies used in export production for a period of one year from the first import date.				
4. Date of first earning operating income	1 October 2015	2 October 2023	2 May 2024	Not yet operated

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

KCE Technology Co., Ltd.				
Details	60-0545-1-05-1-0 Manufacturing of Printed Circuit Board	63-1212-1-05-1-0 Manufacturing of Printed Circuit Board	64-1034-1-00-1-0 Manufacturing of Printed Circuit Board	65-0300-1-07-1-0 Manufacturing of Printed Circuit Board
1. Certificate No.				
2. Promotional privileges for				
3. The significant privileges are				
3.1 Exemption from corporate income tax on net income from promoted operations and exemption from income tax on dividends paid from promoted operations throughout the period in which the corporate income tax is exempted.	3 years	4 years	6 years	3 years
3.2 Allowance for 5% of the increment in export income over the preceding year for ten years, providing that the export income of that particular year should not be lower than the average export income over the three preceding years except for the first two years.	Not granted	Not granted	Not granted	Not granted
3.3 Exemption from import duty on machinery as approved by the board	Granted (Expired)	Granted (Expired)	Granted	Granted
3.4 Exemption from import duty on raw materials and essential supplies used in export production for a period of one year from the first import date.	Not granted	Not granted	Not granted	Not granted
4. Date of first earning operating income	1 June 2017	3 November 2020	3 March 2022	17 March 2022

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Details	Thai Laminate Manufacturer Co., Ltd		Chemtronic Products Co., Ltd	
1. Certificate No.	2490(2)/2557	64-0897-1-00-1-0	62-0056-1-00-1-0	62-0312-1-00-1-0
2. Promotional privileges for	Manufacturing of Laminate	Manufacturing of Prepreg	Recovery of Copper Sulfate	Recovery of Copper Sulfate
3. The significant privileges are	6 years	6 years	8 years	8 years
3.1 Exemption from corporate income tax on net income from promoted operations and exemption from income tax on dividends paid from promoted operations throughout the period in which the corporate income tax is exempted.	Not granted	Not granted	Not granted	Not granted
3.2 Allowance for 5% of the increment in export income over the preceding year for ten years, providing that the export income of that particular year should not be lower than the average export income over the three preceding years except for the first two years.	Not granted	Not granted	Not granted	Not granted
3.3 Exemption from import duty on machinery as approved by the board	Granted	Granted	Granted	Granted
3.4 Exemption from import duty on raw materials and essential supplies used in export production for a period of one year from the first import date.	Granted	Not granted	Not granted	Not granted
4. Date of first earning operating income	27 November 2017	7 November 2022	27 June 2018	16 January 2020

As promoted companies, the Group must comply with certain terms and conditions prescribed in the promotional certificates.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

20 Expenses by nature

Accounting policy

The Group recognises expenses as disclosed in note 7-8, 11-13, 15, 17, 19.

		Consolidated		Separate	
		financial statements		financial statements	
	Note	2024	2023	2024	2023
		(in thousand Baht)			
Raw materials and consumables used		7,720,564	8,725,105	5,031,982	5,671,752
Employee benefit expenses	17	2,343,646	2,393,276	1,114,436	1,143,806
Utility expenses		1,040,171	1,142,831	591,865	656,577
Depreciation of plant and equipment investment properties and right-of-use assets	11, 12, 13	1,019,689	1,052,429	610,963	606,994
Repair and maintenance expenses		371,860	344,453	182,375	183,978
Commission expense		123,958	161,650	291,771	344,891
Freight charge		102,445	70,872	65,714	39,815
Others		655,467	824,154	329,607	472,809
Total cost of sales of goods, distribution costs and administrative expenses		13,377,800	14,714,770	8,218,713	9,120,622

21 Income tax

Accounting policy

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and joint ventures to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Income tax recognised in profit or loss

<i>For the years ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
<i>Current tax expense</i>				
Current year	128,681	140,775	17,067	32,436
Under provided in prior years	-	-	-	-
	<u>128,681</u>	<u>140,775</u>	<u>17,067</u>	<u>32,436</u>
<i>Deferred tax expense</i>				
Movements in temporary differences	(8,942)	(9,282)	(1,934)	(3,676)
	<u>(8,942)</u>	<u>(9,282)</u>	<u>(1,934)</u>	<u>(3,676)</u>
Total	<u>119,739</u>	<u>131,493</u>	<u>15,133</u>	<u>28,760</u>

Income tax recognised in other comprehensive income

	Consolidated financial statements					
	Before tax	2024 Tax benefit	Net of tax	Before tax	2023 Tax benefit	Net of tax
	<i>(in thousand Baht)</i>					
Defined benefit plan actuarial loss	(17,375)	3,475	(13,900)	-	-	-
Total	<u>(17,375)</u>	<u>3,475</u>	<u>(13,900)</u>	<u>-</u>	<u>-</u>	<u>-</u>

	Separate financial statements					
	Before tax	2024 Tax benefit	Net of tax	Before tax	2023 Tax benefit	Net of tax
	<i>(in thousand Baht)</i>					
Defined benefit plan actuarial loss	(7,701)	1,540	(6,161)	-	-	-
Total	<u>(7,701)</u>	<u>1,540</u>	<u>(6,161)</u>	<u>-</u>	<u>-</u>	<u>-</u>

Reconciliation of effective tax rate

<i>For the years ended 31 December</i>	Consolidated financial statements			
	Rate (%)	2024 <i>(in thousand Baht)</i>	Rate (%)	2023 <i>(in thousand Baht)</i>
Profit before income tax expense		1,798,143		1,878,967
Income tax using the Thai corporation tax rate	20	359,629	20	375,793
Income not subject to tax	(12)	(216,777)	(14)	(257,671)
Expenses not deductible for tax purposes and additional reduction transactions	-	680	1	9,532
Others	(1)	(23,793)	-	3,839
Total	<u>7</u>	<u>119,739</u>	<u>7</u>	<u>131,493</u>

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

*For the years ended
31 December*

	<i>Rate (%)</i>	Separate financial statements	
		2024	2023
		<i>(in thousand Baht)</i>	<i>(in thousand Baht)</i>
Profit before income tax expense		1,780,675	2,169,040
Income tax using the Thai corporation tax rate	20	356,135	433,808
Income not subject to tax	(19)	(339,866)	(413,025)
Expenses not deductible for tax purposes and additional reduction transactions	-	(179)	9,574
Others	-	(957)	(1,597)
Total	1	15,133	28,760

Deferred tax

Deferred tax assets and liabilities as at 31 December were as follows:

	Consolidated financial statements			
	Assets		Liabilities	
	2024	2023	2024	2023
		<i>(in thousand Baht)</i>		
Total	128,315	123,409	(180,556)	(51,635)
Set off of tax	(5,257)	(7,272)	5,257	7,272
Net deferred tax assets (liabilities)	123,058	116,137	(175,299)	(44,363)

	Separate financial statements			
	Assets		Liabilities	
	2024	2023	2024	2023
		<i>(in thousand Baht)</i>		
Total	54,167	41,053	(5,430)	(7,447)
Set off of tax	(5,430)	(7,447)	5,430	7,447
Net deferred tax assets	48,737	33,606	-	-

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Movements in total deferred tax assets and liabilities during the years were as follows:

	Note	Consolidated financial statements (Charged) / Credited to:			At 1 January 2023	At 1 January 2024	Consolidated financial statements (Charged) / Credited to:			Acquisitions through business combination <i>(in thousand Baht)</i>	Effect of movements in exchange rates	At 31 December 2024
		At 1 January 2023	Profit or loss	Other comprehensive income			At 1 January 2024	Profit or loss	Other comprehensive income			
<i>(in thousand Baht)</i>												
Deferred tax assets												
Allowance for decline in value of inventories		10,519	3,330	-	13,849	13,849	1,587	-	-	-	-	15,436
Allowance for expected credit loss		115	(25)	-	90	90	20	-	-	-	-	110
Allowance for impairment of assets		26,840	-	-	26,840	26,840	8,150	-	-	-	-	34,990
Property, plant and equipment		8,600	-	-	8,600	8,600	-	-	-	-	-	8,600
Employee benefit obligations		73,447	583	-	74,030	74,030	(8,326)	3,475	-	-	-	69,179
Total		119,521	3,888	-	123,409	123,409	1,431	3,475	-	-	-	128,315
Deferred tax liabilities												
Leases		(9,240)	1,794	-	(7,446)	(7,446)	2,017	-	-	-	-	(5,429)
Property, plant and equipment		(20,651)	649	-	(20,002)	(20,002)	969	-	-	-	-	(19,033)
Intangible assets	4	(27,138)	2,951	-	(24,187)	(24,187)	4,525	-	(141,135)	4,703	4,703	(156,094)
Total		(57,029)	5,394	-	(51,635)	(51,635)	7,511	-	(141,135)	4,703	4,703	(180,556)
Net		62,492	9,282	-	71,774	71,774	8,942	3,475	(141,135)	4,703	4,703	(52,241)

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

	At 1 January 2023	Separate financial Statements (Charged) / Credited to:	At 31 December 2023	At 1 January 2024	Separate financial Statements (Charged) / Credited to:	Acquisition through Entire Business Transfer	At 31 December 2024
		Profit or loss (in thousand Baht)			Profit or loss (in thousand Baht)		
					Other comprehensive income		
Deferred tax assets							
Allowance for decline in value of inventories	631	2,267	2,898	2,898	-	-	4,505
Allowance for impairment of assets	-	-	-	-	-	-	8,777
Property, plant and equipment	8,600	-	8,600	8,600	-	-	8,600
Employee benefit obligations	29,940	(385)	29,555	29,555	1,540	11,657	32,285
Total	39,171	1,882	41,053	41,053	1,540	11,657	54,167
Deferred tax liabilities							
Leases	(9,241)	1,794	(7,447)	(7,447)	-	-	(5,430)
Total	(9,241)	1,794	(7,447)	(7,447)	-	-	(5,430)
Net	29,930	3,676	33,606	33,606	1,540	11,657	48,737

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

<i>Unrecognised deferred tax assets</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Tax losses	-	269,251	-	-
Total	-	269,251	-	-

22 Dividends

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
<i>Paid in 2024</i>				
Annual dividend	18 April 2024	10 May 2024	0.70	827
Interim dividend	13 August 2024	11 September 2024	0.60	709
<i>Paid in 2023</i>				
Annual dividend	27 April 2023	12 May 2023	0.60	709
Interim dividend	8 August 2023	7 September 2023	0.60	709

23 Financial instruments

Accounting policy

(1) Classification and measurement

Financial assets and financial liabilities (except trade accounts receivables (see note 7)) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or fair value through profit or loss (FVTPL). Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method or FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

Financial assets and financial liabilities in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions, and the balances at the end of reporting period are translated at the exchange rate at the reporting date. Foreign currency differences are generally recognised in profit or loss.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

(2) Derecognition and offset

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(3) Derivatives

Derivatives are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss, except when a derivative is designated as a hedging instrument which recognition of any resultant gain or loss depends on the nature of the item being hedged.

(4) Hedging

At inception of designated hedging relationships, the Group documents the risk management objective and strategy for undertaking the risk, the economic relationship between the hedged item and the hedging instrument, including consideration of the hedge effectiveness at the inception of the hedging relationship and throughout the remaining period to determine the existence of economic relationship between the hedged item and the hedging instrument.

(5) Impairment of financial assets other than trade accounts receivables

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 90 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 365 days past due.

(6) Write offs

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(7) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

(8) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit or loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the instrument or until the fair value level is transferred or the transaction is closed out.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

	Note	Carrying amount		Consolidated financial statements			
		Fair value through profit or loss	Amortised cost - net	Total	Level 1 (in thousand Baht)	Level 2	Level 3
<i>At 31 December 2024</i>							Total
Financial liabilities							
Other financial liabilities:							
Forward currency exchange contracts	25	143	-	143	-	143	143
Total other financial liabilities		143	-	143			
At 31 December 2023							
Financial assets							
Other financial assets:							
Forward currency exchange contracts	25	51,419	-	51,419	-	51,419	51,419
Total other financial assets		51,419	-	51,419			

KCE Electronics Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

		Separate financial statements						
		Carrying amount		Fair value				
		Fair value through profit or loss	Amortised cost - net	Total	Level 1	Level 2	Level 3	Total
	Note				(in thousand Baht)			
At 31 December 2024								
Financial assets								
Other financial assets:								
Forward currency exchange contracts		25	-	1,709	-	1,709	-	1,709
Total other financial assets			-	1,709				
At 31 December 2023								
Financial assets								
Other financial assets:								
Forward currency exchange contracts		25	-	32,396	-	32,396	-	32,396
Total other financial assets			-	32,396				

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

The following tables present valuation technique of financial instruments measured at fair value in the statements of financial position:

Type	Valuation technique
Forward exchange contracts	The fair value of foreign currency forward contracts determined the price from an agreement announced by financial institutions.

(b) Financial risk management policies

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes regular reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers.

(b.1.1) Trade accounts receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate. Detail of concentration of revenue are included in note 19.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes external ratings, if they are available, financial statements, credit agency information, industry information and in some cases bank references.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

The Group limits its exposure to credit risk from trade accounts receivables by establishing a maximum payment period of 160 days. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due for individual trade receivables/groupings of various customer segments with similar credit risks to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivables and contract assets are disclosed in note 7 and 19, respectively.

(b.1.2) Cash and cash equivalent and derivatives

The Group's exposure to credit risk arising from cash and cash equivalents and derivative assets is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

(b.2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

Consolidated financial statements					
Contractual cash flows					
At 31 December	Carrying amount	1 year or less	More than 1 year but less than 5 years (in thousand Baht)	More than 5 years	Total
2024					
Non-derivative financial liabilities					
Trade payables	1,889,491	1,889,491	-	-	1,889,491
Other current payables	953,527	953,527	-	-	953,527
Short-term borrowings from financial institutions	996,000	996,000	-	-	996,000
Lease liabilities	47,303	13,494	33,809	-	47,303
Long-term borrowings	120,161	68,490	51,671	-	120,161
Interest payable	1,396	26,536	2,717	-	29,253
	4,007,878	3,947,538	88,197	-	4,035,735
2023					
Non-derivative financial liabilities					
Trade payables	1,941,430	1,941,430	-	-	1,941,430
Other current payables	786,974	786,974	-	-	786,974
Short-term borrowings from financial institutions	1,280,499	1,280,499	-	-	1,280,499
Lease liabilities	18,860	6,279	12,581	-	18,860
Long-term borrowings	927,867	425,348	502,519	-	927,867
Interest payable	4,701	42,870	7,437	-	50,307
	4,960,331	4,483,400	522,537	-	5,005,937

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Separate financial statements					
Contractual cash flows					
	Carrying amount	1 year or less	More than 1 year but less than 5 years	More than 5 years	Total
<i>At 31 December</i>			<i>(in thousand Baht)</i>		
2024					
<i>Non-derivative financial liabilities</i>					
Trade payables	1,516,862	1,516,862	-	-	1,516,862
Other current payables	772,115	772,115	-	-	772,115
Short-term borrowings from financial institutions	454,000	454,000	-	-	454,000
Short-term loans from related parties	110,000	110,000	-	-	110,000
Lease liabilities	15,492	5,662	9,830	-	15,492
Long-term borrowings	112,700	66,600	46,100	-	112,700
Interest payable	613	14,462	2,045	-	16,507
	2,981,782	2,939,701	57,975	-	2,997,676
2023					
<i>Non-derivative financial liabilities</i>					
Trade payables	1,524,081	1,524,081	-	-	1,524,081
Other current payables	486,902	486,902	-	-	486,902
Short-term borrowings from financial institutions	570,499	570,499	-	-	570,499
Lease liabilities	9,434	3,781	5,653	-	9,434
Long-term borrowings	789,593	294,588	495,005	-	789,593
Interest payable	2,553	23,151	6,213	-	29,364
	3,383,062	2,903,002	506,871	-	3,409,873

(b.3) Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows: .

(b.3.1) Foreign currency risk

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Group primarily utilises forward exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases and sales, denominated in foreign currencies, for the subsequent period.

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

<i>Exposure to foreign currency as at 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
<i>United States Dollar</i>				
Cash and cash equivalents	677,434	735,306	108,002	122,200
Trade and other current receivables	2,418,577	3,260,433	1,962,646	2,540,451
Interest-bearing liabilities	-	(584,367)	-	(446,093)
Trade and other current payables	(1,444,380)	(1,561,692)	(1,371,055)	(1,286,801)
Gross balance sheet exposure	<u>1,651,631</u>	<u>1,849,680</u>	<u>699,593</u>	<u>929,757</u>
<i>Euro</i>				
Cash and cash equivalents	47,292	44,892	18,760	29,138
Trade and other current receivables	572,420	524,384	531,035	457,824
Interest-bearing liabilities	-	-	-	-
Trade and other current payables	(9,520)	(16,361)	(24,424)	(48,709)
Gross balance sheet exposure	<u>610,192</u>	<u>552,915</u>	<u>525,371</u>	<u>438,253</u>
<i>Yen</i>				
Cash and cash equivalents	7,069	2,083	4,527	616
Trade and other current receivables	-	-	-	5
Interest-bearing liabilities	-	(5,499)	-	(5,499)
Trade and other current payables	(18,912)	(17,854)	(15,296)	(17,204)
Gross balance sheet exposure	<u>(11,843)</u>	<u>(21,270)</u>	<u>(10,769)</u>	<u>(22,082)</u>
<i>Chinese Yuan</i>				
Cash and cash equivalents	66,917	113,227	35,983	73,443
Trade and other current receivables	123,972	133,907	109,984	118,390
Trade and other current payables	(45,418)	(85,362)	(65,187)	(66,613)
Gross balance sheet exposure	<u>145,471</u>	<u>161,772</u>	<u>80,780</u>	<u>125,220</u>
<i>Singapore Dollars</i>				
Cash and cash equivalents	9,982	6,112	-	-
Trade and other current payables	(170)	(410)	(154)	(190)
Gross balance sheet exposure	<u>9,812</u>	<u>5,702</u>	<u>(154)</u>	<u>(190)</u>
<i>Pound Sterling</i>				
Cash and cash equivalents	254,378	634	619	634
Trade and other current receivables	3,048	-	-	-
Trade and other current payables	(287,375)	-	-	-
Gross balance sheet exposure	<u>(29,949)</u>	<u>634</u>	<u>619</u>	<u>634</u>
<i>Taiwan Dollars</i>				
Trade and other current payables	(698)	(148)	(698)	-
Gross balance sheet exposure	<u>(698)</u>	<u>(148)</u>	<u>(698)</u>	<u>-</u>
<i>Swiss franc</i>				
Trade and other current payables	-	(7)	-	(7)
Gross balance sheet exposure	<u>-</u>	<u>(7)</u>	<u>-</u>	<u>(7)</u>

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows. The Group is primarily exposed to interest rate risk from its borrowings (see note 16) which are mainly at fixed interest rate; So the Group has low interest rate risk. The sensitivity impact to the increase or decrease in interest expenses from borrowings, as a result of changes in interest rates is immaterial on financial statements of the Group.

<i>Exposure to interest rate risk at 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
<i>Financial instruments with fixed interest rates</i>				
Short-term borrowings				
from financial institutions	996,000	1,280,499	454,000	570,499
Short-term loans from				
related parties	-	-	110,000	-
Long-term borrowings	7,461	138,274	-	-
	1,003,461	1,418,773	564,000	570,499
<i>Financial instruments with variable interest rates</i>				
Long-term borrowings	112,700	789,593	112,700	789,593
	112,700	789,593	112,700	789,593

24 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board monitors the return on capital, which the Group defines as result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

25 Commitments with non-related parties

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
<i>Capital commitments</i>				
Buildings and other constructions	36,902	36,571	36,902	36,571
Machinery and equipment	117,092	49,797	101,541	46,331
Total	153,994	86,368	138,443	82,902
<i>Future minimum lease payments under non-cancellable services contracts</i>				
Within one year	14,367	54,434	3,151	37,344
After one year but within five years	126	9,139	-	1,080
Total	14,493	63,573	3,151	38,424

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Other commitments				
Unrecognised purchase orders for raw materials	382,705	811,760	104,398	149,102
Bank guarantees	42,734	42,085	38,134	37,885
Total	425,439	853,845	142,532	186,987

Forward exchange contracts

As at 31 December 2024, the Group had outstanding forward exchange contracts as follows:

	Consolidated financial statements			
Currency	Amount (Thousand)	Maturity date	Contract exchange rate (Per unit of foreign currency)	
<i>Selling contract</i>				
US dollar	8,700	15 January 2025 – 13 May 2025	33.2750 – 34.8475	
EURO	1,300	27 January 2025 – 6 May 2025	36.4000 – 36.7000	
<i>Buying contract</i>				
US dollar	300	6 January 2025	32.5900	

As at 31 December 2023, the Group had outstanding forward exchange contracts as follows:

	Consolidated financial statements			
Currency	Amount (Thousand)	Maturity date	Contract exchange rate (Per unit of foreign currency)	
<i>Selling contract</i>				
US dollar	27,950	16 January 2024 – 14 May 2024	34.9700 - 36.5700	
EURO	3,549	16 February 2024 – 11 April 2024	37.8300 - 38.7600	

As at 31 December 2024, the Company had outstanding forward exchange contracts as follows:

	Separate financial statements			
Currency	Amount (Thousand)	Maturity date	Contract exchange rate (Per unit of foreign currency)	
<i>Selling contract</i>				
US dollar	600	28 January 2025	33.4800 – 33.5800	
EURO	1,300	27 January 2025 – 6 May 2025	36.4000 – 36.7000	
<i>Buying contract</i>				
US dollar	300	6 January 2025	32.5900	

As at 31 December 2023, the Group had outstanding forward exchange contracts as follows:.

	Separate financial statements			
Currency	Amount (Thousand)	Maturity date	Contract exchange rate (Per unit of foreign currency)	
<i>Selling contract</i>				
US dollar	17,800	31 January 2024 – 14 May 2024	34.9700 - 36.5700	
EURO	3,549	16 February 2024 – 11 April 2024	37.8300 - 38.7600	

KCE Electronics Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

26 Events after the reporting period

On 21 January 2025, the Company's Board of Directors at the Board of Directors' Meeting approved to enter into the Share Purchase Agreement to acquire 100% equity stake in KCE Printed Circuit Boards GmbH which incorporate under the laws of Germany from its existing shareholders through its subsidiary, Circuit Holding Co., Ltd. The total investment value is EUR 10.65 million (Baht 380.63 million). The investment will be completed on the date on which all parties have fully and completely complied with their completion obligations required under the said Share Purchase Agreement. The Company expects that the investment will be completed by second quarter of 2025.

ATTACHMENT 1

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
Mr. Bancha Ongkosit ■ Chairman of the Board of Directors ■ Chairman of the Executive Board	73	SIAD, SURREY DIP. GRAPHIC DESIGN (Second Class Honours) Reigate College of Arts, England Certification from Thai Institute of Directors (IOD) 2004 ■ Directors Accreditation Program (DAP)	0.04	Husband of Mrs. Voraluksana Ongkosit Director	2016 - Present	■ Chairman of the Board	Chemtronic Products Co., Ltd.
					2012 - Present	■ Chairman of the Board ■ Director	CTC Chemical Co., Ltd. KCE (Taiwan) Co., Ltd.
						■ Chairman of the Board	Chemtronic Chemical Co., Ltd.
					2007 - Present	■ Chairman of the Board	Chemtronic Technology (Thailand) Co., Ltd
					2000 - Present	■ Chairman of the Board	KCE (Thailand) Co., Ltd.
					1995 - Present	■ Chairman of the Board	KCE Technology Co., Ltd.
					1991 - Present	■ Chairman of the Board	Thai Laminated Manufacturer Co., Ltd.
					1982 - Present	■ Chairman of the Board	KCE Singapore PTE.
					1988 - 2024	■ Chairman of the Board	KCE Electronics PCL.
						■ Chairman of the Board	KCE International Co., Ltd.

ATTACHMENT 1

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
Mr. Pitharn Ongkosit ■ Director ■ Vice Chairman of the Board of Directors ■ President and Chief Executive Officer ■ Chairman of Risk Management Committee ■ Enterprise Risk Policy Committee Member	43	■ Master of Business Administration, Cornell University, Johnson Graduate School of Management ■ B.S. of Computer Engineering (Honors), University of California, Riverside ■ B.S. of Electrical Engineering (Honors), University of California, Riverside Certification from Thai Institute of Directors (IOD) 2014 ■ Director Certification Program (DCP)	13.94	Son of Mr. Bancha Ongkosit Chairman of the Board and Mrs. Voraluksana Ongkosit Director	2024 - Present	■ Director	Circuit Holding Co., Ltd.
					2019 - Present	■ Director	Mos Burger (Thailand) Co., Ltd.
					2017 - Present	■ Director	The Face Shop Co., Ltd.
					2016 - Present	■ Director	Chemtronic Products Co., Ltd.
					2016 - Present	■ Director	CTC Chemical Co., Ltd.
					2016 - Present	■ Enterprise Risk Policy Committee Member	KCE Electronics PCL.
					2016 - Present	■ Director	KCE America, Inc.
					2014 - Present	■ Director	KCE Electronics PCL.
						■ Chairman of Risk Management Committee	
					2014 - Present	■ Director	KCE Electronics PCL.
					2014 - Present	■ Director	KCE Singapore PTE.
					2013 - Present	■ President and Chief Executive Officer	KCE Electronics PCL.
					2012 - Present	■ Director	KCE (Thailand) Co., Ltd.
					2012 - Present	■ Director	KCE Taiwan Co. Ltd
					2012 - Present	■ Director	Chemtronic Chemical Co., Ltd.
					2010 - Present	■ Director	Chemtronic Technology (Thailand) Co., Ltd.
					2009 - Present	■ Director	Thai Laminated Manufacturer Co., Ltd.
						■ Assistant to Managing Director	KCE Technology Co., Ltd.
					2009 - 2024	■ Director	KCE International Co., Ltd.
						■ Assistant to Managing Director	

ATTACHMENT 1

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
Chantima Ongkosit, MD ■ Director ■ Nomination & Remuneration Committee Member	78	■ M.D. (1st Class Honors), Chiangmai University ■ Diplomate America Board of Psychiatry & Neurology ■ Residency training in Psychiatry and Neurology, Department of Psychiatry, University of Illinois, Chicago, Illinois, U.S.A. Certification from Thai Institute of Directors (IOD) 2014 ■ Director Certificate Program update (DCPU) 2008 ■ Director Certificate Program (DCP) 2004 ■ Finance for Non-Finance Director (FN) 2004 ■ Director Accreditation Program (DAP)	0.70	Sister of Mr. Bancha Ongkosit Chairman of the Board	2023 - Present 2003 - Present 1983 - Present 1983 - 2021 1985 - 2018	■ Nomination & Remuneration Committee Member ■ Chairman ■ Director ■ Chairman of the Corporate Governance Committee ■ Special Lecturer of Psychiatry	KCE Electronics PCL. PAC (Siam) Co., Ltd. (Manarom Hospital) KCE Electronics PCL. KCE Electronics PCL. Faculty of Medicine at Ramathibodi Hospital, Mahidol University and Somdet Chaopraya Institute of Psychiatry

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
Mr. Paitoon Taveebhol ■ Independent Director ■ Chairman of Audit Committee ■ Chairman of Nomination & Remuneration Committee ■ Enterprise Risk Policy Committee Member ■ Environmental, Social, Governance and Sustainability Development Committee Member ■ Committee Member	74	■ MBA, Kasetsart University ■ Certificate in Auditing, Thammasat University ■ B.A. (Accounting), Ramkhamhaeng University Certification from Thai Institute of Directors (IOD) 2012 ■ Anti-Corruption for Executive Program (ACEP) 2010 ■ Monitoring the Internal Audit Function (MIA) 2010 ■ Monitoring the System of Internal Control and Risk Management (MIR) 2010 ■ Monitoring the Quality of Financial Reporting (MFR) 2010 ■ Role of the Compensation Committee (RCC) 2009 ■ Monitoring Fraud Risk Management (MFM) 2008 ■ Chartered Director Class (R-CDC) 2005 ■ Audit Committee Program (ACP) 2005 ■ Role of Chairman Program (RCP) 2003 ■ Director Certification Program (DCP) 2003 ■ Director Accreditation Program (DAP)	-	None	2023 - Present	■ Chairman of the Audit and Corporate Governance Committee ■ Nomination & Remuneration Committee Member ■ Environmental, Social, Governance and Sustainability Development Committee Member	Somboon Advance Technology PCL.
					2021 - Present		KCE Electronics PCL.
					2020 - Present	■ Chairman of the Nomination and Remuneration Committee ■ Enterprise Risk Policy Committee Member	KCE Electronics PCL.
					2014 - Present	■ Chairman of the Board of Director ■ Independent Director ■ Independent Director	Zen Corporation Group PCL.
					2012 - Present	■ Chairman of Audit Committee ■ Independent Director	KCE Electronics PCL.
					2012 - Present	■ Audit Committee Member ■ Independent Director	Easy Buy PCL
					2008 - Present 2016 - 2019	■ Chairman of the Enterprise Risk Policy Committee ■ Nomination and Remuneration Committee Member	Somboon Advance Technology PCL. KCE Electronics PCL.
					2014 - 2022	■ Chairman of the Risk Management Committee ■ Chairman of the Nomination & Remuneration Committee	Central Pattana PCL.
					2008 - 2022	■ Audit and Corporate Governance Committee Member ■ Board Member ■ Independent director ■ Chairman of the Audit Committee	Somboon Advance Technology PCL.
					2004 - 2011 2002 - 2022		Mater Dei Institute Central Pattana PCL.

ATTACHMENT 1

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
Mrs. Voraluksana Ongkosit Original surname Tongpradit ■ Director ■ Executive Vice Chairperson ■ Environmental, Social, Governance and Sustainability Development Committee Member	73	PITMAN DIP. BUSINESS & SECRETARIAL ST. JAMES COLLEGE, ENGLAND Certification from Thai Institute of Directors (IOD) 2014 ■ Director Certificate Program update (DCPU) 2011 ■ Financial Statement for Directors (FSD) 2008 ■ Directors Certification Program (DCP) 2004 ■ Finance For Non-Finance Director (FN) 2004 ■ Directors Accreditation Program (DAP)	0.16	Wife of Mr. Bancha Ongkosit Chairman of the Board	2007 - Present	■ Director	KCE (Thailand) Co., Ltd.
					2000 - Present	■ Director	KCE Technology Co., Ltd.
					1995 - Present	■ Director	Thai Laminate Manufacturer Co., Ltd.
					1991 - Present	■ Director	KCE Singapore Pte., Ltd.
					1990 - Present	■ Director	KCE America, Inc.
					1989 - Present	■ Director	KCE Electronics PCL.
						■ Environmental, Social, Governance and Sustainability Development Committee Member	
Mrs. Siriphan Sutanapha Original surname Ongkosit ■ Director ■ Chairman of the Environmental, Social, Governance and Sustainability Development Committee ■ Enterprise Risk Policy Committee Member	69	B.A., Chulalongkorn University Certification from Thai Institute of Directors (IOD) 2018 ■ Risk Management Program for Corporate Leaders (RCL) 2014 ■ Director Certificate Program update (DCPU) 2008 ■ Directors Certification Program (DCP) 2004 ■ Finance for Non-Finance Director (FN) 2004 ■ Director Accreditation Program (DAP)	0.95	Sister of Mr. Bancha Ongkosit Chairman of the Board	2021 - Present	■ Chairman of the Environmental, Social, Governance and Sustainability Development Committee	KCE Electronics PCL.
					2016 - Present	■ Enterprise Risk Policy Committee Member	KCE Electronics PCL.
					1995 - Present	■ Director	Thai Laminate Manufacturer Co., Ltd.
					1992 - Present	■ Managing Director	
						■ Director	KCE Electronics PCL.
					1988 - 2024	■ Director	KCE International Co., Ltd.

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
Mr. Kanchit Bunajinda ■ Independent Director ■ Audit Committee Member ■ Chairman of Enterprise Risk Policy Committee ■ Nomination & Remuneration Committee Member	57	■ MBA Finance, Sasin Graduate Institute of Business Administration of Chulalongkorn University ■ B.S of Civil Engineering, Chulalongkorn University Certification from Thai Institute of Directors (IOD) 2023 ■ Strategic Board Master Class (SBM) 2021 ■ Role of the Chairman Program (RCP) 2009 ■ Director Leadership Certification Program (DLCP) 2009 ■ Monitoring the Quality of Financial Reporting (MFR) 2009 ■ Monitoring the Internal Audit Function (MIA) 2009 ■ Monitoring the System of Internal Control and Risk Management (MIR) 2006 ■ Audit Committee Program (ACP) 2005 ■ Directors Accreditation Program (DAP) 2003 ■ Directors Certification Program (DCP)	-	None	2024 - Present	■ Independent Director	The ONE Enterprise PCL.
					2024 - Present	■ Director	Vetville Pet Co., Ltd.
					2023 - Present	■ Director	Bluebik Vulcan Co., Ltd.
					2022 - Present	■ Independent Director	Card X Co., Ltd.
					2022 - Present	■ Director	Koon Tree Holdings Co., Ltd.
					2020 - Present	■ Chairman of the Enterprise Risk Policy Committee	KCE Electronics PCL.
						■ Nomination and Remuneration Committee Member	
					2020 - Present	■ Director	Bluebik Group PCL
						■ Independent Director	
						■ Chairman of Risk Policy Committee	
						■ Nomination and Remuneration Committee Member	
					2019 - Present	■ Independent Director	Central Retail Corporation PCL.
						■ Chairman of Risk Policy Committee	
					2019 - Present	■ Director	Kallayanamit Chucherd Co., Ltd.
					2016 - Present	■ Independent Director	KCE Electronics PCL.
						■ Audit Committee member	
					2016 - Present	■ Director	Thai Listed Companies Association
					2015 - Present	■ Director	Center for Building Competitive Enterprises, Thai Listed Company Association
					2016 - 2019	■ Enterprise Risk Policy Committee Member	KCE Electronics PCL.
					2014 - 2017	■ Vice Chairman	Investor Relation Club, Thai Listed Company Association
					2014 - 2017	■ Advisor	Market for Alternative Investment (MAI)

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
Sutee Mookhavesa, Ph.D. ■ Independent Director ■ Audit Committee Member ■ Enterprise Risk Policy Committee Member	49	■ Ph.D. Applied Mathematical Finance, Imperial College, London ■ MSci. Mathematics, Imperial College, London Certification from Thai Institute of Directors (IOD) 2016 ■ Director Certification Program (DCP)	-	None	2021 - Present	■ President ■ Director ■ Executive Committee Member ■ Risk Management Committee Member ■ Investment Committee Member ■ Product Governance Committee Member ■ Independent Director ■ Independent Director ■ Research Committee Member	Muang Thai Life Assurance PCL.
					2021 - Present	■ Independent Director	The Thailand Clearing House Co. Ltd.
					2021 - Present	■ Independent Director	The Thailand Securities Depository Co., Ltd.
					2021 - Present	■ Research Committee Member	Thailand Capital Market Development Fund (CMDP)
					2020 - Present	■ Independent Director	KCE Electronics PCL.
						■ Audit Committee Member	
						■ Enterprise Risk Policy Committee Member	
					2020 - Present	■ Director and Secretary	The Education and Public Welfare Foundation
					2019 - Present	■ Chairman	Aigen Co., Ltd.
					2017 - Present	■ Director	Fuchsia Venture Capital Co., Ltd.
						■ Executive Committee Member	
						■ Investment Committee Member	
					2017 - Present	■ Director, Centre of Excellence in Mathematics	Faculty of Science, Mahidol University
					2016 - Present	■ Independent Director ■ Chairman of Enterprise Risk Management Committee Member ■ Investment Committee Member	Thaire Life Assurance PCL.

ATTACHMENT 1
DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
					2009 - Present	■ Advisor to the President ■ Director ■ Executive Committee Member ■ Risk Management Committee Member ■ Investment Committee Member ■ Credit Sub-Committee Member	Phatra Leasing PCL.
					2006 - Present	■ Advisor to the President ■ Risk Management Committee Member	Muang Thai Insurance PCL.
					2006 - Present	■ Market and Liquidity Risk Consultant ■ GHB Securitization Team ■ GHB Mortgage Insurance Team ■ GHB ALM System Implementation Team	Government Housing Bank

ATTACHMENT 1

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
Mr. Sant Senadisai ■ Independent Director ■ Environmental, Social, Governance and Sustainability Development Committee Member	37	■ MBA with a concentration in Strategy Sasin Graduate Institute of Business Administration of Chulalongkorn University ■ Sasin Exchange Program ESSEC Business School, Paris, France ■ Bachelor's degree Major: International Business Pepperdine University, Malibu, CA Certification from Thai Institute of Directors (IOD) 2023 ■ Director Certification Program (DCP)	0.006	None	2024 - Present	■ Environmental, Social, Governance and Sustainability Development Committee Member	KCE Electronics PCL
					2023 - Present	■ Independent Director	KCE Electronics PCL
					2021 - Present	■ Assistant Administrative Director	Ruamjaiarak Hospital
					2019 - 2021	■ Operations Manager	Novart Furniture Professionals
					2016 - 2019	■ AVP Corporate Sales, Global Markets Division	Citibank N.A.
					2013 - 2016	■ Corporate Sales, Financial Markets Division	Siam Commercial Bank

ATTACHMENT 1

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
Mr. Fredrick Gharapet Ohanian Executive Vice President of Operations	71	B s c in Mechanical Eng	0.06	None	2013 - Present 2000 - Present	■ Executive Vice President of Operations ■ Technical advisor	KCE Electronics PCL KCE Group Thai Laminate Manufacturer Co., Ltd.
Ms. Siwibha Mahatharadol Assistant of President and Chief Executive Officer	43	■ MBA, Massachusetts Institute of Technology Sloan School of Management ■ Bachelor of Accountancy, Chulalongkorn University	-	None	2024 - Present 2019 - 2024	■ Assistant of President and Chief Executive Officer ■ AVP Finance	KCE Electronics PCL Minor Food Group PCL.
Mrs. Wasara. Chotithamarat ■ Senior Vice President of Accounting & Finance ■ Company's Secretary	59	■ Master of Business Administration, Faculty of Commerce and Accountancy, Thammasat University ■ Bachelor of Accountancy, Faculty of Commerce and Accountancy, Thammasat University Certification from Thai Institute of Directors (IOD) 2022 ■ Company Secretary Program (CSP) 2022 ■ Ethical Leadership Program (ELP) 2017 ■ Advanced Audit Committee Program (AACP) 2009 ■ Director Certification Program (DCP)	0.002	None	2022 - Present 2020 - Present 2016 - Present	■ Senior Vice President of Accounting & Finance ■ Independent Director ■ Member of Audit Committee ■ Independent Director ■ Member of Audit Committee	KCE Electronics PCL Lease IT PCL. QTC Energy PCL.

ATTACHMENT 1

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON ASSIGNED TO TAKE THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, AND THE COMPANY'S SECRETARY

Name/Position	Age (years)	Education	Shareholding in the Company* (%)	Family relationship between executives	Working Experiences in past 5 years		
					Period	Position	Organization / Company / Business
Mr. Athasidh Ongkosit Senior Vice President of Information Technology	44	Bachelor of Science Assumption University	5.21	Son of Mr. Bancha Ongkosit Chairman of the Board and Mrs. Voraluksana Ongkosit Director	2024 - Present 2010 - Present	■ Director ■ Senior Vice President of Information Technology	Circuit Holding Co., Ltd. KCE Electronics PCL.) KCE Group
Mr. Viboon Sunthornwiwath Senior Vice President of Human Resources	57	Master of Science in Human Resource Management (M.Sc. in HRM) Sasin Graduate Institute of Business Administration	0.01	None	2016 - Present 2014 - 2016 2012 - 2014	■ Senior Vice President of Human Resources ■ Group Head of Human Resource ■ Asst. General Manager	KCE Electronics PCL. KCE Group The Cool Co., Ltd. Summit Auto Seats Industry Co Ltd.
Mr. Boonchuan Immaraporn Senior Vice President of Manufacturing Engineer	51	PhD. Chemistry, MS Colloids, Polymers and Surfaces Carnegie Mellon University	0.0005	None	2021 - 2024	Senior Vice President of Manufacturing Engineer	KCE Electronics PCL.
Mrs. Patcharin Balankura The person supervising accounting	55	Master of Business Administration, Ramkhamhaeng University	0.01	None	2022 - Present	General accounting & Group Consolidation manager	KCE Electronics PCL.

ATTACHMENT 2

DETAILS OF THE DIRECTORS OF THE COMPANY AND SUBSIDIARIES

[illegible]

Note: Symbol X = Chairman of the Board of Director Y = Vice Chairman of the Board I = Director II = Independent Director
V = Executive Board P = Chief Executive Officer O = Management
III = Independent Director / Audit Committee

KCE	KCE Electronics Public Company Limited	KCES	KCE Singapore Pte., Ltd.
KCET	KCE Technology Co., Ltd.	KCETW	KCE Taiwan Co., Ltd.
TLM	Thai Laminate Manufacturer Co., Ltd.	CT	Chemtronic Technology (Thailand) Co., Ltd.
KCETH	KCE (Thailand) Co., Ltd.	CTP	Chemtronic Products Co., Ltd.
KCEA	KCE America Inc.	CH	Circuit Holding Co., Ltd.

DETAILS OF THE HEADS OF THE INTERNAL AUDIT AND COMPLIANCE UNITS

HEAD OF INTERNAL AUDIT

The Company's head of internal audit is Miss Chayanee Chaidetkhajorn (Assist Vice President - Internal Audit)

EDUCATION BACKGROUND

Master of Accounting (CPA Extension), Macquarie University, Australia

Bachelor of Accountancy, Chulalongkorn University, Thailand

Bachelor of Economics, Ramkhamhaeng University, Thailand

TRAINING COURSES

2022

- E-Learning : Ethics & TFRS for NPAEs
(organized by Department of Business Development)
- E-Learning : Accounting Information System 1
(organized by Department of Business Development)
- E-Learning : Accounting Information System 2
(organized by Department of Business Development)
- E-Learning : Cash Flow Statements
(organized by Department of Business Development)
- E-Learning : Financial Statements Analysis
(organized by Department of Business Development)
- E-Learning : Accounting Standards - Property, Plant & Equipment
(organized by Department of Business Development)
- E-Learning : Accounting ... Way to Success
(organized by Department of Business Development)
- E-Learning : Basic Understanding of E-Commerce
(organized by Department of Business Development)
- E-Learning : E-Commerce Marketing
(organized by Department of Business Development)
- E-Learning : Data Analytics for Retailers
(organized by Department of Business Development)
- E-Learning : Strategies to Attract Online Customers
(organized by Department of Business Development)
- E-Learning : Financial Statements in Managerial Decision Making
(organized by Department of Business Development)
- Webinar : Ethics in the Accounting Profession
(Facebook Live organized by Federation of Accounting Professions)
- Training session - Lean Supply Chain Strategy (organized by KCE Electronics Public Company Limited and instructors from Purchasing and Supply Chain Management Association of Thailand)
- Training session - ISO22301:2019 Business Continuity Management Systems - Requirements (organized by KCE Electronics Public Company Limited and instructors from BSI Group (Thailand) Co., Ltd.)
- Training session - Information Security Awareness (organized by KCE Electronics Public Company Limited and instructors from NTT Data Business Solutions (Thailand) Ltd.)
- Training session - Anti-corruption (organized by KCE Electronics Public Company Limited and instructors from Bunne Businession Co., Ltd.)

DETAILS OF THE HEADS OF THE INTERNAL AUDIT AND COMPLIANCE UNITS

- Training session - Internal Audit for TISAX and Information Security (TISAX VDA ISA 5.0) (organized by KCE Electronics Public Company Limited and instructors from NTT Data Business Solutions (Thailand) Ltd.)
- Webinar : Data Analytics and Fraud Detection - A Powerful Combination
(organized by Wolters Kluwer)

2023

- Workshop : Working Paper for Better Corruption Preventive no. 1/66
(organized by Federation of Accounting Professions)
- E-Learning : Ethics in the Accounting Profession
(organized by Department of Business Development)
- E-Learning : Accounting Information System
(organized by Department of Business Development)
- E-Learning : Cash Flow Statements
(organized by Department of Business Development)
- E-Learning : Financial Statements Analysis
(organized by Department of Business Development)
- E-Learning : Accounting Standards - Property, Plant & Equipment
(organized by Department of Business Development)
- E-Learning : Framework for Financial Reporting
(organized by Department of Business Development)
- E-Learning : Financial Statements in Managerial Decision Making
(organized by Department of Business Development)
- E-Learning : Accounting ... Way to Success
(organized by Department of Business Development)
- E-Learning : Business Writing
(organized by Department of Business Development)
- E-Learning : Basic Understanding of E-Commerce
(organized by Department of Business Development)
- E-Learning : Analytics and Business Plan Preparation for the AEC
(organized by Department of Business Development)
- E-Learning : How to Start Business Professionally
(organized by Department of Business Development)
- E-Learning : E-Commerce Marketing
(organized by Department of Business Development)
- Training session - Overview of Sustainability Development (ESG) for Management (organized by KCE Electronics Public Company Limited and instructor from Twin P Consulting Co., Ltd.)
- Webinar : Enhancing Internal Audit Maturity through Digital Resilience - A Roadmap for Success
(organized by Wolters Kluwer)
- Webinar : Assessing the Risk of Corruption to Your Business
(organized by United Nations Global Compact)
- Training session - ISO 26000 Social Responsibility Requirements (organized by KCE Electronics Public Company Limited and instructor from BSI Group (Thailand) Co., Ltd.)
- Webinar : CAC Change Agent
(organized by Thai Private Sector Collective Action Against Corruption: CAC)

DETAILS OF THE HEADS OF THE INTERNAL AUDIT AND COMPLIANCE UNITS

- Training session - ESG Overview for Management (organized by KCE Electronics Public Company Limited and instructor from Sustainability Business Development Institute)
- Training session - Cyber Security for Automotive Sector - For Management Level (VDA ISA 5.1) (organized by KCE Electronics Public Company Limited and instructor from Digitrans Solution Co., Ltd.)
- Webinar : Preparing for the Future: ESG and Internal Audit in 2023
(organized by Wolters Kluwer)
- Webinar : Report on Interest and Policy for Non-public Price-Sensitive Information
(organized by Thai Listed Companies Association)

2024

- E-Learning : Ethics in the Accounting Profession
(organized by Department of Business Development)
- E-Learning : Accounting Information System
(organized by Department of Business Development)
- E-Learning : Framework for Financial Reporting
(organized by Department of Business Development)
- E-Learning : Financial Statements Analysis
(organized by Department of Business Development)
- E-Learning : Accounting Standards - Property, Plant & Equipment
(organized by Department of Business Development)
- E-Learning : Cash Flow Statements
(organized by Department of Business Development)
- E-Learning : Accounting ... Way to Success
(organized by Department of Business Development)
- E-Learning : Financial Statements in Managerial Decision Making
(organized by Department of Business Development)
- E-Learning : How to Start Business Professionally
(organized by Department of Business Development)
- E-Learning : Basic Understanding of E-Commerce
(organized by Department of Business Development)
- E-Learning : E-Commerce Marketing
(organized by Department of Business Development)
- E-Learning : Business Writing
(organized by Department of Business Development)
- E-Learning : Ethics in the Accounting Profession
(organized by CPD Tutor)
- E-Learning : ESG101 Basic Understanding of Sustainability
(organized by SET ESG Academy)
- E-Learning : P01 Foundations of Sustainable Business
(organized by SET ESG Academy)
- Training session - Overview of "Carbon Footprint for Organization" (CFO) (organized by KCE Electronics Public Company Limited and instructor from EES Sustainability Co., Ltd.)
- Training session - Overview of "Carbon Footprint of Product" (CFP) (organized by KCE Electronics Public Company Limited and instructor from EES Sustainability Co., Ltd.)

DETAILS OF THE HEADS OF THE INTERNAL AUDIT AND COMPLIANCE UNITS

- Seminar - CAC Change Agent Hearing Day (organized by Thai Private Sector Collective Action Against Corruption: CAC)
- Webinar - How to Prevent Inappropriate Behaviors of Listed Companies (organized by Securities Exchange of Thailand: SET)
- Training session - PDPA for Internal Audit (organized by Thai Law Training (Association of Legal & Political Studies: ALPS))
- Seminar - CAC Certification Ceremony 2024 "Business Beyond CAC: Spotlight on Supply Chain" (organized by Thai Private Sector Collective Action Against Corruption: CAC)
- Seminar - Private Sector Stakeholder Consultation at the "Strengthening Public-Private Cooperation to Tackle Corruption" Event (organized by UN Global Compact Network Thailand: UNGCNT)
- Seminar - 3 Lines of Defense - The Immune System of Listed Companies (organized by Securities Exchange of Thailand: SET)
- Seminar - Road to Certify with CAC and CAC Change Agent (SME Workshop) (organized by Thai Private Sector Collective Action Against Corruption: CAC)
- Webinar - IIAT Annual Conference 2024 Ethical Challenges along the Path to Sustainability in Future (organized by Institute of Internal Auditors Thailand: IIAT)
- Seminar - CAC Certification Ceremony 2/2024 "Navigating ESG: The Power of Integrity" (organized by Thai Private Sector Collective Action Against Corruption: CAC)
- Seminar - 2024 Team Mate User Meeting Thailand (organized by Wolters Kluwer)
- Training session - PDPA for Internal Audit (organized by Dharmniti Seminar and Training Co., Ltd.)
- Webinar - TFRS for the year 2024 and Interesting Accounting Issues for Listed Companies (organized by Securities Exchange of Thailand: SET)
- Training session - ITGC Audit (organized by Federation of Accounting Professions)
- Webinar - Charity Day Seminar "The Challenges of Internal Auditors for the year 2025" (organized by Institute of Internal Auditors Thailand: IIAT)

ATTACHMENT 4

ASSETS FOR BUSINESS UNDERTAKING AND DETAILS OF ASSET APPRAISAL

The fixed assets of the Company and its subsidiaries has book value as of December 31, 2024 as follows :

LAND AND BUILDING

OWNERSHIP : OWNED BY THE COMPANY OR SUBSIDIARY

Asset	Location	Area (Rai-Ngan-Square Wah)	Objective	Ownership	Book Value (Million Baht)		Obligation Loan Guarantee (Million Baht)
Land and Construction	48 Soi Chalongkrung 31 Kwang Lumplatew Lat Krabang, Bangkok	1-3-18	Factory and document storage	KCE Electronics PCL.	Land Building	1.62 0.99	-
Land and Construction	72/1-2 Soi Chalongkrung 31 Kwang Lumplatew Lat Krabang, Bangkok	9-1-27	Factory	KCE Electronics PCL.	Land Building	14.57 9.05	-
Land and Construction	72/3 Soi Chalongkrung 31 Kwang Lumplatew Lat Krabang, Bangkok	10-2-14	Factory	KCE Electronics PCL.	Land Building	35.00 0.66	-
Land and Construction	72 Soi Chalongkrung 31 Kwang Lumplatew Lat Krabang, Bangkok	19-3-71	Office, Factory and Warehouse	KCE Electronics PCL.	Land Building	113.20 898.95	-
Land	Deed #56362 Kwang Lumplatew Lat Krabang, Bangkok	1-3-19	-	KCE Electronics PCL.	Land	19.95	-
Land and Construction	AZ Cube Building 1-2-9 Kouraku Bunkyo-ku Tokyo, JAPAN	1 Floor	Office for rent	KCE Electronics PCL.	Building	25.18	-
Land	Deed #14590, 14591, 32134 Rojana Industrial Estate Ayutthaya	67-2-91	-	KCE Electronics PCL.	Land	178.00	-
Land and Construction	70 Soi Chalongkrung 31 Kwang Lumplatew Lat Krabang, Bangkok	8-2-6	Office and Factory	Thai Laminate Manufacturer Co., Ltd.	Land Building	27.34 67.38	-
Land and Construction	70/1 Soi Chalongkrung 31 Kwang Lumplatew Lat Krabang, Bangkok	3-1-16	Office and Factory	Thai Laminate Manufacturer Co., Ltd.	Land Building	32.61 67.54	-
Land and Construction	Deed # 4971, 5386, 12142, 49440105 Moo1 Ban Wa Bang Pa-in, PhraNakhon Si Ayutthaya	21-3-28	-	Thai Laminate Manufacturer Co., Ltd.	Land Building	99.16 5.37	-

ATTACHMENT 4

ASSETS FOR BUSINESS UNDERTAKING AND DETAILS OF ASSET APPRAISAL

Asset	Location	Area (Rai-Ngan-Square Wah)	Objective	Ownership	Book Value (Million Baht)		Obligation Loan Guarantee (Million Baht)
Land and Construction	70/2 Soi Chalongkrung 31 Kwang Lumplatew Lat Krabang, Bangkok	2-2-52	Warehouse	Thai Laminate Manufacturer Co., Ltd.	Land Building	36.82 47.05	-
Land and Construction	117, 118 Moo 1 Hi-Tech Industrial Estate Ayutthaya	28-2-72	Office, Factory and Warehouse	KCE Technology Co., Ltd.	Land Building	82.53 210.82	-
Land	Deed # 55796 Hi-Tech Industrial Estate Ayutthaya	11-0-53	Build a factory in the future	KCE Technology Co., Ltd.	Land	37.85	-
Land and Construction	1/28 Moo 5 Amphur Uthai Ayutthaya	3-2-59	Office, Factory and Warehouse	Chemtronic Technology (Thailand) Co., Ltd.	Land Building	14.59 2.54	-
Land and Construction	1/82 Moo 5 Amphur Uthai Ayutthaya	13-1-86.9 For rent 1,500Sq.M.	Office, Factory and Warehouse	Chemtronic Products Co., Ltd.	Land Building	57.78 10.75	-
Construction on leased land	1/97 Moo 5 Amphur Uthai Ayutthaya	3,963.20 Sq.M.	Office,	Chemtronic	Building	20.39	117
	1/98 Moo 5 Amphur Uthai Ayutthaya	1,564.30 Sq.M.	Factory and Warehouse	Products Co., Ltd.	Building	25.46	
Condominium	1 Sims Lane, #05-11, Singapore 387355.	96.5 Sq.M.	Office	KCE Singapore Pte., Ltd.	Land Building	27.98 136.28	131
Land and Construction	954 San Rafael Ave., Mountain View, California 94043, U.S.A.	17,250 Sq.Ft.	Office	KCE America Partners LLC.	Land Building	2.85 120.74	125

OWNERSHIP : LEASE AGREEMENT

Asset	Location	Area	Objective	Ownership
1. Land	LatKrabang Industrial Estate, Bangkok	3,204 Sq.M.	Factory	Industrial Estate
2. The right to use the land	LatKrabang Industrial Estate, Bangkok	1,225 Sq.M.	Laying pipes in Industrial Estate	Industrial Estate
3 Buiding	Ashcombe House, Queen Street Godalming, Surrey, Gu7 1BA	500 Sq.M	Buiding Rental	Timcor Holding Limited

ASSETS FOR BUSINESS UNDERTAKING AND DETAILS OF ASSET APPRAISAL

DETAILS OF THE LEASE AGREEMENT

Agreement	counterparties	Period	Rental Rate (Baht)
1. Land-Rental	Between KCE Electronics PCL. and Industrial Estate Authority of Thailand	3 years (January 1, 2025 - December 31, 2027)	1. January 1, 2025 - April 30, 2025 Total Baht 113,519 2. May 1, 2025 - May 31, 2025 Baht 115,349 per month 3. June 1, 2025 - December 31, 2025 Baht 124,861 per month and the facility maintenance fee Baht 2,571 per month
2. The right to lay Pipes in the Lat Krabang Industrial Estate and the facility maintenance fee	Between KCE Electronics PCL. and Industrial Estate Authority of Thailand	3 years (January 1, 2023 - December 31, 2025)	Rental fee Baht 114,133 per year and the facility maintenance fee Baht 10,493 per year
3. Building rental contract	Between Timcor Holding limited, and International Circuits limited,	10 years (September 29, 2019 - September 28, 2029)	Rental fee GBP 120,000 per year

INVESTMENT PROPERTIES : LAND AND BUILDING IN JAPAN

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Cost	(in thousand Baht)			
At 1 January	168,787	167,966	196,918	195,961
Additions	-	821	-	957
At 31 December	168,787	168,787	196,918	196,918
Depreciation				
At 1 January	15,470	13,254	18,049	15,464
Depreciation charge for the year	2,226	2,216	2,597	2,585
At 31 December	17,696	15,470	20,646	18,049
Net book value				
At 1 January	153,317	154,712	178,869	180,497
At 31 December	151,091	153,317	176,272	178,869

ASSETS FOR BUSINESS UNDERTAKING AND DETAILS OF ASSET APPRAISAL

For the year ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	(in thousand Baht)			
The amounts recognised in profit or loss				
Rental income	6,208	6,799	7,364	7,830

Investment properties comprise of land and building in Japan that are leased to third parties. Each of the leases contains an initial non-cancellable period of 2 years. Subsequent renewals are negotiated with the lessee. No contingent rents are charged.

The Group has performed the revaluation in 2024 by Daiwa Real Estate Appraisal Co., Ltd., the external independent property valuer certified by Japan Association of Real Estate Appraiser; JAREA, at income approach on an existing use basis. The appraised value for all land and building was Yen 638 million which was not significantly different from acquisition cost in 2016, amounting to Yen 608 million. The fair value of investment property has been categorised as a Level 3 fair value.

POLICY AND GUIDELINES ON CORPORATE GOVERNANCE AND CODE OF BUSINESS CONDUCT

As a committed adherent to the sustainable development values of the United Nations Global Compact (UNGC), KCE Electronics Pcl. ('KCE') upholds the universal principles of human rights, labor, the environment, and anti-corruption. Our values and commitment to the highest business standards are reflected in the KCE Code of Ethics that outlines the policies and practices, and ethical principles and laws to which KCE adheres. This code of conduct is considered an integral part of the Company's working regulations for all directors, management, and employees of the KCE Group to follow.

KCE is committed to the principle of sustainability and good corporate citizenship. To this end, the Company will support total alignment with international recognized standards, including the Responsible Business Alliance (RBA) and the UN Universal Declaration of Human Rights. We are committed to the following :

- Operating in full compliance with all relevant laws, rules, and regulations.
- Providing employees with a safe and healthy workplace.
- Doing business fairly and upholding the highest standards of business integrity.
- Creating company value and enhancing shareholder value.
- Reducing the impact our operations may have on the environment.
- Promoting CSR practices throughout the supply chain.

It is critical that this code of conduct be put to use in daily interactions with our customers, shareholders, and employees. We also expect our business partners to uphold and convey its values within their organizations as well as with their subcontractors.

The Code is made up of five sections. Sections A, B, and C outline standards for Labor, Health and Safety, and the Environment, respectively. Section D adds standards relating to business ethics. Section E outlines the elements of an acceptable system to manage conformity to this Code.

A. LABOR

KCE is committed to uphold the human rights of workers, and to treat them with dignity and respect as understood by the international community. This applies to all workers including temporary, contract, direct employees, and any other type of worker.

The labor standards are :

1. FREELY CHOSEN EMPLOYMENT

Forced, bonded (including debt bondage) or indentured labor, involuntary or exploitative prison labor, slavery or trafficking of persons is not permitted. This includes transporting, harboring, recruiting, transferring, or receiving persons by means of threat, force, coercion, abduction or fraud for labor or services. There shall be no unreasonable restrictions on workers' freedom of movement in the facility in addition to unreasonable restrictions on entering or exiting company-provided facilities including, if applicable, workers' dormitories or living quarters. As part of the hiring process, all workers must be provided with a written employment agreement in their native language that contains a description of terms and conditions of employment. All work must be voluntary, and workers shall be free to leave work at any time or terminate their employment without penalty if reasonable notice is given as per worker's contract. Employers, agents, and sub-agents' may not hold or otherwise destroy, conceal, or confiscate identity or immigration documents, such as government-issued identification, passports, or work permits.

POLICY AND GUIDELINES ON CORPORATE GOVERNANCE AND CODE OF BUSINESS CONDUCT

Employers can only hold documentation if such holdings are required by law. In this case, at no time should workers be denied access to their documents. Workers shall not be required to pay employers' agents or sub-agents' recruitment fees or other related fees for their employment. If any such fees are found to have been paid by workers, such fees shall be repaid to the worker.

2. YOUNG WORKERS

Child labor is not to be used in any stage of manufacturing. The term "child" refers to any person under the age of 15, or under the age for completing compulsory education, or under the minimum age for employment in the country, whichever is greatest. Participants shall implement an appropriate mechanism to verify the age of workers. Workers under the age of 18 (Young Workers) shall not perform work that is likely to jeopardize their health or safety, including night shifts and overtime. In the absence of local law, the wage rate for interns and apprentices shall be at least the same wage rate as other entry-level workers performing equal or similar tasks. If child labor is identified, assistance/remediation is provided.

3. WORKING HOURS

Studies of business practices clearly link worker strain to reduced productivity, increased turnover, and increased injury and illness. Working hours are not to exceed the maximum set by local law. Further, a workweek should not be more than 60 hours per week, including overtime, except in emergency or unusual situations. All overtime must be voluntary. Workers shall be allowed at least one day off every seven days.

4. WAGES AND BENEFITS

Compensation paid to workers shall comply with all applicable wage laws, including those relating to minimum wages, overtime hours and legally mandated benefits. In compliance with local laws, workers shall be compensated for overtime at pay rates greater than regular hourly rates. Deductions from wages as a disciplinary measure shall not be permitted. For each pay period, workers shall be provided with a timely and understandable wage statement that includes sufficient information to verify accurate compensation for work performed. All use of temporary, dispatch and outsourced labor will be within the limits of the local law.

5. HUMANE TREATMENT

There is to be no harsh or inhumane treatment including violence, gender-based violence, sexual harassment, sexual abuse, corporal punishment, mental or physical coercion, bullying, public shaming, or verbal abuse of workers; nor is there to be the threat of any such treatment. Disciplinary policies and procedures in support of these requirements shall be clearly defined and communicated to workers.

6. NON-DISCRIMINATION/NON-HARASSMENT

KCE is committed to a workplace free of harassment and unlawful discrimination. Companies shall not engage in discrimination or harassment based on race, color, age, gender, sexual orientation, gender identity and expression, ethnicity or national origin, disability, pregnancy, religion, political affiliation, union membership, covered veteran status, protected genetic information or marital status in hiring and employment practices such as wages, promotions, rewards, and access to training. Workers shall be provided with reasonable accommodation for religious practices. In addition, workers or potential workers should not be subjected to medical tests, including pregnancy or virginity tests, or physical exams that could be used in a discriminatory way.

POLICY AND GUIDELINES ON CORPORATE GOVERNANCE AND CODE OF BUSINESS CONDUCT

7. FREEDOM OF ASSOCIATION

In conformance with local law, the Company shall respect the right of all workers to form and join trade unions of their own choosing, to bargain collectively, and to engage in peaceful assembly as well as respect the right of workers to refrain from such activities. Workers and/or their representatives shall be able to openly communicate and share ideas and concerns with management regarding working conditions and management practices without fear of discrimination, reprisal, intimidation, or harassment.

B. HEALTH AND SAFETY

KCE recognizes that in addition to minimizing the incidence of work-related injury and illness, a safe and healthy work environment enhances the quality of products and services, consistency of production and worker retention and morale. We also recognize that ongoing worker input and education are essential to identifying and solving health and safety issues in the workplace.

The health and safety standards are :

1. OCCUPATIONAL SAFETY

Worker potential for exposure to health and safety hazards (chemical, electrical and other energy sources, fire, vehicles, and fall hazards, etc.) are to be identified and assessed, mitigated using the Hierarchy of Controls, which includes eliminating the hazard, substituting processes or materials, controlling through proper design, implementing engineering and administrative controls, preventative maintenance and safe work procedures (including lockout/tag out), and providing ongoing occupational health and safety training. Where hazards cannot be adequately controlled by these means, workers are to be provided with appropriate, well-maintained, personal protective equipment, and educational materials about risks to them associated with these hazards. Reasonable steps must also be taken to remove pregnant women and 'nursing mothers from working conditions with high hazards, remove or reduce any workplace health and safety risks to pregnant women and nursing mothers, including those associated with their work assignments, and provide reasonable accommodations for nursing mothers.

2. EMERGENCY PREPAREDNESS

Potential emergency situations and events are to be identified and assessed, and their impact minimized by implementing emergency plans and response procedures including emergency reporting, employee notification and evacuation procedures, worker training, and drills. Emergency drills must be executed at least annually or as required by local law, whichever is more stringent. Emergency plans should also include appropriate fire detection and suppression equipment, clear and unobstructed egress, adequate exit facilities, contact information for emergency responders, and recovery plans. Such plans and procedures shall focus on minimizing harm to life, the environment, and property.

3. OCCUPATIONAL INJURY AND ILLNESS

Procedures and systems are to be in place to prevent, manage, track and report occupational injury and illness, including provisions to encourage worker reporting, classify and record injury and illness cases, provide necessary medical treatment, investigate cases and implement corrective actions to eliminate their causes, and facilitate the return of workers to work.

POLICY AND GUIDELINES ON CORPORATE GOVERNANCE AND CODE OF BUSINESS CONDUCT

4. INDUSTRIAL HYGIENE

Worker exposure to chemical, biological, and physical agents is to be identified, evaluated, and controlled according to the Hierarchy of Controls. If any potential hazards were identified, participants shall look for opportunities to eliminate and/or reduce the potential hazards. If elimination or reduction of the hazards is not feasible, potential hazards are to be controlled through proper design, engineering, and administrative controls. When hazards cannot be adequately controlled by such means, workers are to be provided with and use appropriate, well-maintained, personal protective equipment free of charge. Protective programs shall be ongoing and include educational materials about the risks associated with these hazards.

5. PHYSICALLY DEMANDING WORK

Worker exposure to the hazards of physically demanding tasks, including manual material handling and heavy or repetitive lifting, prolonged standing, and highly repetitive or forceful assembly tasks is to be identified, evaluated, and controlled.

6. MACHINE SAFEGUARDING

Production and other machinery shall be evaluated for safety hazards. Physical guards, interlocks, and barriers are to be provided and properly maintained where machinery presents an injury hazard to workers.

7. SANITATION, FOOD, AND HOUSING

Workers are to be provided with ready access to clean toilet facilities, potable water and sanitary food preparation, storage, and eating facilities. Worker dormitories provided by the Company or a labor agent, if any, are to be maintained to be clean and safe, and provided with appropriate emergency egress, hot water for bathing and showering, adequate lighting and heat and ventilation, individually secured accommodations for storing personal and valuable items, and reasonable personal space along with reasonable entry and exit privileges.

8. HEALTH AND SAFETY COMMUNICATION

The Company shall provide workers with appropriate workplace health and safety information and training in the language of the worker or in a language the worker can understand for all identified workplace hazards that workers are exposed to, including but not limited to mechanical, electrical, chemical, fire, and physical hazards. Health and safety related information shall be clearly posted in the facility or placed in a location identifiable and accessible by workers. Training is provided to all workers prior to the beginning of work and regularly thereafter. Workers shall be encouraged to raise any health and safety concerns without retaliation.



C. ENVIRONMENT

KCE recognizes that environmental responsibility is integral to producing world-class products. The Company shall identify the environmental impacts and minimize adverse effects on the community, environment, and natural resources within their manufacturing operations, while safeguarding the health and safety of the public.

The environmental standards are :

POLICY AND GUIDELINES ON CORPORATE GOVERNANCE AND CODE OF BUSINESS CONDUCT

1. ENVIRONMENTAL PERMITS AND REPORTING

All required environmental permits (e.g. discharge monitoring), approvals, and registrations are to be obtained, maintained, and kept current and their operational and reporting requirements are to be followed.

2. POLLUTION PREVENTION AND RESOURCE REDUCTION

Emissions and discharges of pollutants and generation of waste are to be minimized or eliminated at the source or by practices such as adding pollution control equipment; modifying production, maintenance, and facility processes; or by other means. The use of natural resources, including water, fossil fuels, minerals, and virgin forest products, is to be conserved by practices such as modifying production, maintenance and facility processes, materials substitution, re-use, conservation, recycling, or other means.

3. HAZARDOUS SUBSTANCES

Chemicals, waste, and other materials posing a hazard to humans or the environment are to be identified, labeled, and managed to ensure their safe handling, movement, storage, use, recycling or reuse, and disposal.

4. SOLID WASTE

The Company shall implement a systematic approach to identify, manage, reduce, and responsibly dispose of or recycle solid waste (non-hazardous).

5. AIR EMISSIONS

Air emissions of volatile organic chemicals, aerosols, corrosives, particulates, ozone depleting substances, and combustion byproducts generated from operations are to be characterized, routinely monitored, controlled, and treated as required prior to discharge. Ozone depleting substances are to be effectively managed in accordance with the Montreal Protocol and applicable regulations. Participants shall conduct routine monitoring of the performance of its air emission control systems.

6. MATERIALS RESTRICTIONS

The Company adheres to all applicable laws, regulations, and customer requirements regarding the prohibition or restriction of specific substances in products and manufacturing, including labeling for recycling and disposal.

7. WATER MANAGEMENT

The Company shall implement a water management program that documents, characterizes, and monitors water sources, use and discharge; seeks opportunities to conserve water; and controls channels of contamination. All wastewater is to be characterized, monitored, controlled, and treated as required prior to discharge or disposal. We shall conduct routine monitoring of the performance of its wastewater treatment and containment systems to ensure optimal performance and regulatory compliance.

8. ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS

The Company is to establish a corporate-wide greenhouse gas reduction goal. Energy consumption and all relevant Scopes 1 and 2 greenhouse gas emissions are to be tracked, documented, and publicly reported

POLICY AND GUIDELINES ON CORPORATE GOVERNANCE AND CODE OF BUSINESS CONDUCT

against the greenhouse gas reduction goal. We are to look for methods to improve energy efficiency and to minimize their energy consumption and greenhouse gas emissions.

D. ETHICS

To meet social responsibilities and to achieve success in the marketplace, KCE and their agents are to uphold the highest standards of ethics including :

1. BUSINESS INTEGRITY

The highest standards of integrity are to be upheld in all business interactions. The Company shall have a zero-tolerance policy to prohibit any and all forms of bribery, corruption, extortion and embezzlement.

2. NO IMPROPER ADVANTAGE

Bribes or other means of obtaining undue or improper advantage are not to be promised, offered, authorized, given, or accepted. This prohibition covers promising, offering, authorizing, giving or accepting anything of value, either directly or indirectly through a third party, in order to obtain or retain business, direct business to any person, or otherwise gain an improper advantage. Monitoring, record keeping, and enforcement procedures shall be implemented to ensure compliance with anti-corruption laws.

3. DISCLOSURE OF INFORMATION

All business dealings should be transparently performed and accurately reflected on the Company's business books and records. Information regarding the Company's labor, health and safety, environmental practices, business activities, structure, financial situation, and performance is to be disclosed in accordance with applicable regulations and prevailing industry practices. Falsification of records or misrepresentation of conditions or practices in the supply chain are unacceptable.

4. INTELLECTUAL PROPERTY

Intellectual property rights are to be respected, transfer of technology and know-how is to be done in a manner that protects intellectual property rights, and customer and supplier information is to be safeguarded.

5. FAIR BUSINESS, ADVERTISING AND COMPETITION

Standards of fair business, advertising, and competition are to be upheld.

6. PROTECTION OF IDENTITY AND NON-RETALIATION

Programs that ensure the confidentiality, anonymity, and protection of supplier and employee whistleblowers² are to be maintained, unless prohibited by law. The Company should have a communicated process for their personnel to be able to raise any concerns without fear of retaliation.

7. RESPONSIBLE SOURCING OF MINERALS

The Company shall adopt a policy and exercise due diligence on the source and chain of custody of the tantalum, tin, tungsten, and gold in the products they manufacture to reasonably assure that they are sourced in a way consistent with the Organization for Economic Co-operation and Development

POLICY AND GUIDELINES ON CORPORATE GOVERNANCE AND CODE OF BUSINESS CONDUCT

(OECD) Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas or an equivalent and recognized due diligence framework.

8. PRIVACY

The Company is committed to protecting the reasonable privacy expectations of personal information of everyone they do business with, including suppliers, customers, consumers, and employees. Participants are to comply with privacy and information security laws and regulatory requirements when personal information is collected, stored, processed, transmitted, and shared.

E. MANAGEMENT SYSTEMS

KCE shall adopt or establish a management system with a scope that is related to the content of this Code. The management system shall be designed to ensure : (a) compliance with applicable laws, regulations and customer requirements related to the participant's operations and products; (b) conformance with this Code; and (c) identification and mitigation of operational risks related to this Code. It should also facilitate continual improvement.

The management system should contain the following elements :

1. COMPANY COMMITMENT

Corporate social and environmental responsibility policy statements affirming KCE's commitment to compliance and continual improvement, endorsed by executive management, and posted in the facility in the local language.

2. MANAGEMENT ACCOUNTABILITY AND RESPONSIBILITY

The Company clearly identifies senior executive and company representative(s) responsible for ensuring implementation of the management systems and associated programs. Senior management reviews the status of the management systems on a regular basis.

3. LEGAL AND CUSTOMER REQUIREMENTS

A process to identify, monitor and understand applicable laws, regulations, and customer requirements, including the requirements of this Code.

4. RISK ASSESSMENT AND RISK MANAGEMENT

A process to identify the legal compliance, environmental, health and safety and labor practice and ethics risks associated with Participant's operations. Determination of the relative significance for each risk and implementation of appropriate procedural and physical controls to control the identified risks and ensure regulatory compliance.

5. IMPROVEMENT OBJECTIVES

Written performance objectives, targets and implementation plans to improve the Company's social, environmental, and health and safety performance, including a periodic assessment of company's performance in achieving those objectives.

POLICY AND GUIDELINES ON CORPORATE GOVERNANCE AND CODE OF BUSINESS CONDUCT**6. TRAINING**

Programs for training managers and workers to implement the Company's policies, procedures, and improvement objectives and to meet applicable legal and regulatory requirements.

7. COMMUNICATION

A process for communicating clear and accurate information about the Company's policies, practices, expectations, and performance to workers, suppliers, and customers.

8. WORKER FEEDBACK, PARTICIPATION AND GRIEVANCE

Ongoing processes, including an effective grievance mechanism, to assess workers' understanding of and obtain feedback on or violations against practices and conditions covered by this Code and to foster continuous improvement. Workers must be given a safe environment to provide grievance and feedback without fear of reprisal or retaliation.

9. AUDITS AND ASSESSMENTS

Periodic self-evaluations to ensure conformity to legal and regulatory requirements, the content of the Code, and customer contractual requirements related to social and environmental responsibility.

10. CORRECTIVE ACTION PROCESS

A process for timely correction of deficiencies identified by internal or external assessments, inspections, investigations, and reviews.

11. DOCUMENTATION AND RECORDS

Creation and maintenance of documents and records to ensure regulatory compliance and conformity to company requirements along with appropriate confidentiality to protect privacy.

12. SUPPLIER RESPONSIBILITY

A process to communicate Code requirements to suppliers and to monitor supplier compliance to the Code.

POLICY AND GUIDELINES ON CORPORATE GOVERNANCE AND CODE OF BUSINESS CONDUCT**CODE OF ETHICS AND ETHICAL STANDARDS**

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/charter/20210826-kce-cg-code-of-conduct-en.pdf>

SUSTAINABLE DEVELOPMENT POLICY

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

STAKEHOLDER ENGAGEMENT POLICY

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20231220-kce-stakeholder-engagement-policy-en.pdf>

DISCLOSURE POLICY

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20231220-kce-disclosure-policy-en.pdf>

ANTI-FRAUD & CORRUPTION POLICY

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20230919-kce-anti-fraud-corruption-policy-en.pdf>

PERSONAL DATA PROTECTION ACT POLICY

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20230202-kce-personal-data-protection-act-policy-en.pdf>

INFORMATION SECURITY MANAGEMENT SYSTEM POLICY

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20230202-kce-information-security-management-system-policy-en.pdf>

HUMAN RIGHT POLICY AND WORKER PRACTICE

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

THE OCCUPATIONAL HEALTH AND SAFETY POLICY

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20230202-kce-the-occupational-health-and-safety-policy-en.pdf>

USE OF INSIDE INFORMATION

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-use-of-inside-information-policy-en.pdf>

GRI CONTENT INDEX

Statement of use	KCE Electronics Public Company Limited has reported in accordance with the GRI Standards for the period 1 January 2024 - 31 December 2024
GRI 1 used	GRI 1 : Foundation 2021
Applicable GRI Sector Standard	-

GRI Standard	Disclosure	Pages	Omission
GRI 2 : General Disclosures 2021 - The organization and its reporting practices			
GRI2-1	Organizational details	2, 34-35	
GRI2-2	Entities included in the organization's sustainability reporting	76	
GRI2-3	Reporting period, frequency and contact point	76	
GRI2-4	Restatements of information	76	
GRI2-5	External assurance	86, 89	
GRI 2 : General Disclosures 2021 - Activities and workers			
GRI2-6	Activities, value chain and other business relationships	77	
GRI2-7	Employees	120-121, 248	
GRI2-8	Workers who are not employees	-	Information Unavailable
GRI 2 : General Disclosures 2021 - Governance			
GRI2-9	Governance structure and composition	13-32	
GRI2-10	Nomination and selection of the highest governance body	216-217	
GRI2-11	Chair of the highest governance body	13, 30	
GRI2-12	Role of the highest governance body in overseeing the management of impacts	234-236	
GRI2-13	Delegation of responsibility for managing impacts	237-241	
GRI2-14	Role of the highest governance body in sustainability reporting	240	
GRI2-15	Conflicts of interest	229	
GRI2-16	Communication of critical concerns	66-71	
GRI2-17	Collective knowledge of the highest governance body	224-228	
GRI2-18	Evaluation of the performance of the highest governance body	221-224	
GRI2-19	Remuneration policies	245-248	
GRI2-20	Process to determine remuneration	245-248	
GRI2-21	Annual total compensation ratio	245-248	

GRI CONTENT INDEX

GRI Standard	Disclosure	Pages	Omission
GRI 2 : General Disclosures 2021 - Strategy, policies and practices			
GRI2-22	Statement on sustainable development strategy	73-74	
GRI2-23	Policy commitments	73, 374	
GRI2-24	Embedding policy commitments	82, 115, 131, 159, 161, 164, 374	
GRI2-25	Processes to remediate negative impacts	117-118, 150, 170, 205, 214	
GRI2-26	Mechanisms for seeking advice and raising concerns	134, 142, 205	
GRI2-27	Compliance with laws and regulations	82, 159-160	
GRI2-28	Membership associations	72, 161	
GRI 2 : General Disclosures 2021 - Stakeholder engagement			
GRI2-29	Approach to stakeholder engagement	77-80	
GRI2-30	Collective bargaining agreements	142	
GRI 3 : Material Topics 2021			
GRI3-1	Process to determine material topics	80-81	
GRI3-2	List of material topics	81	
GRI3-3	Management of material topics	85, 91, 123, 169	
GRI 201 : Economic Performance 2016			
GRI201-1	Direct economic value generated and distributed	42-43	
GRI201-3	Defined benefit plan obligations and other retirement plans	142-143	
GRI201-4	Financial assistance received from government	54, 190	
GRI 202 : Market Presence 2016			
GRI3-3	Management of material topics	119	
GRI202-1	Ratios of standard entry level wage by gender compared to local minimum wage	122	
GRI202-2	Proportion of senior management hired from the local community	120	
GRI 203 : Indirect Economic Impacts 2016			
GRI3-3	Management of material topics	151	
GRI203-1	Infrastructure investments and services supported	152	
GRI203-2	Significant indirect economic impacts	152-155	
GRI 204 : Procurement Practices 2016			
GRI3-3	Management of material topics	169	
GRI204-1	Proportion of spending on local suppliers	175	
GRI 205 : Anti-corruption 2016			
GRI3-3	Management of material topics	161	
GRI205-1	Operations assessed for risks related to corruption	71, 161	
GRI205-2	Communication and training about anti-corruption policies and procedures	161-162	
GRI205-3	Confirmed incidents of corruption and actions taken	162	

GRI CONTENT INDEX

GRI Standard	Disclosure	Pages	Omission
GRI 301 : Materials 2016			
GRI3-3	Management of material topics	109	
GRI301-1	Materials used by weight or volume	110	
GRI301-2	Recycled input materials used	110-111	
GRI301-3	Reclaimed products and their packaging materials	111	
GRI 302 : Energy 2016			
GRI3-3	Management of material topics	91	
GRI302-1	Energy consumption within the organization	92-93, 96	
GRI302-2	Energy consumption outside of the organization	-	Information Unavailable
GRI302-3	Energy intensity	92	
GRI302-4	Reduction of energy consumption	91-97	
GRI302-5	Reduction in energy requirements of products and services	-	Not Applicable
GRI 303 : Water and Effluents 2018			
GRI3-3	Management of material topics	98	
GRI303-1	Interactions with water as a shared resource	99-100	
GRI303-2	Management of water discharge-related impacts	101	
GRI303-3	Water withdrawal	99	
GRI303-4	Water discharge	99	
GRI303-5	Water consumption	99	
GRI 304 : Biodiversity 2016			
GRI3-3	Management of material topics	-	Information Unavailable
GRI304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-	Information Unavailable
GRI304-2	Significant impacts of activities, products, and services on biodiversity	-	Information Unavailable
GRI304-3	Habitats protected or restored	-	Information Unavailable
GRI304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-	Information Unavailable
GRI 305 : Emissions 2016			
GRI3-3	Management of material topics	85	
GRI305-1	Direct (Scope 1) GHG emissions	86, 89	
GRI305-2	Energy indirect (Scope 2) GHG emissions	86, 89	
GRI305-3	Other indirect (Scope 3) GHG emissions	86, 89	
GRI305-4	GHG emissions intensity	86	
GRI305-5	Reduction of GHG emissions	87-89	
GRI305-6	Emissions of ozone-depleting substances (ODS)	-	Not Applicable
GRI305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	84	

GRI CONTENT INDEX

GRI Standard	Disclosure	Pages	Omission
GRI 306 : Waste 2020			
GRI3-3	Management of material topics	103	
GRI306-1	Waste generation and significant waste-related impacts	104, 107	
GRI306-2	Management of significant waste-related impacts	105-108	
GRI306-3	Waste generated	104, 107	
GRI306-4	Waste diverted from disposal	104, 107	
GRI306-5	Waste directed to disposal	104, 107	
GRI 308 : Supplier Environmental Assessment 2016			
GRI3-3	Management of material topics	167	
GRI308-1	New suppliers that were screened using environmental criteria	171	
GRI308-2	Negative environmental impacts in the supply chain and actions taken	171	
GRI 401 : Employment 2016			
GRI3-3	Management of material topics	119	
GRI401-1	New employee hires and employee turnover	122, 141	
GRI401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	142	
GRI401-3	Parental leave	142	
GRI 403 : Occupational Health and Safety 2018			
GRI3-3	Management of material topics	131	
GRI403-1	Occupational health and safety management system	132	
GRI403-2	Hazard identification, risk assessment, and incident investigation	132	
GRI403-3	Occupational health services	132	
GRI403-4	Worker participation, consultation, and communication on occupational health and safety	134	
GRI403-5	Worker training on occupational health and safety	134	
GRI403-6	Promotion of worker health	135	
GRI403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	136-137	
GRI403-8	Workers covered by an occupational health and safety management system	132	
GRI403-9	Work-related injuries	137-138	
GRI403-10	Work-related ill health	137-138	
GRI 404 : Training and Education 2016			
GRI3-3	Management of material topics	123	
GRI404-1	Average hours of training per year per employee	124	
GRI404-2	Programs for upgrading employee skills and transition assistance programs	126-130	

GRI CONTENT INDEX

GRI Standard	Disclosure	Pages	Omission
GRI404-3	Percentage of employees receiving regular performance and career development reviews	124-125	
GRI 405 : Diversity and Equal Opportunity 2016			
GRI3-3	Management of material topics	119	
GRI405-1	Diversity of governance bodies and employees	120-121, 215	
GRI405-2	Ratio of basic salary and remuneration of women to men	122	
GRI 406 : Non-discrimination 2016			
GRI3-3	Management of material topics	113-114	
GRI406-1	Incidents of discrimination and corrective actions taken	113-118	
GRI 407 : Freedom of Association and Collective Bargaining 2016			
GRI3-3	Management of material topics	113	
GRI407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	115-117	
GRI 408 : Child Labor 2016			
GRI3-3	Management of material topics	113-114, 119	
GRI408-1	Operations and suppliers at significant risk for incidents of child labor	116, 171-172	
GRI 409 : Forced or Compulsory Labor 2016			
GRI3-3	Management of material topics	113-114, 119	
GRI409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	116, 171-172	
GRI 410 : Security Practices 2016			
GRI3-3	Management of material topics	113-114	
GRI410-1	Security personnel trained in human rights policies or procedures	118	
GRI 413 : Local Communities 2016			
GRI3-3	Management of material topics	152	
GRI413-1	Operations with local community engagement, impact assessments, and development programs	153-158	
GRI413-2	Operations with significant actual and potential negative impacts on local communities	152	
GRI 414 : Supplier Social Assessment 2016			
GRI3-3	Management of material topics	167	
GRI414-1	New suppliers that were screened using social criteria	173	
GRI414-2	Negative social impacts in the supply chain and actions taken	173	
GRI 418 : Customer Privacy 2016			
GRI3-3	Management of material topics	164-165	
GRI418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	164	



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