



FORM 56-1 **ONE REPORT** **2023**



0-2105-0456



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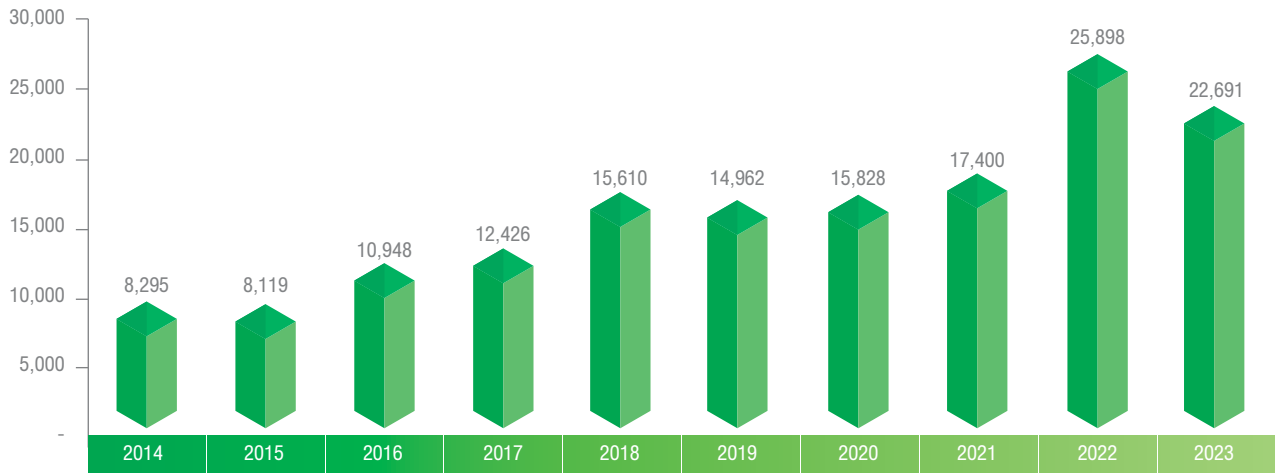
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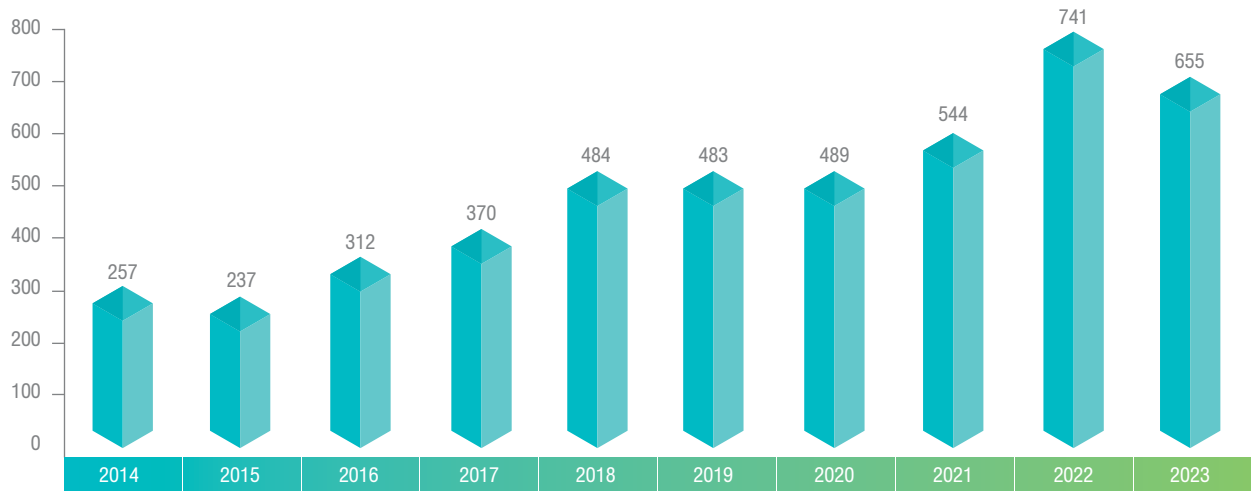
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Financial Highlights

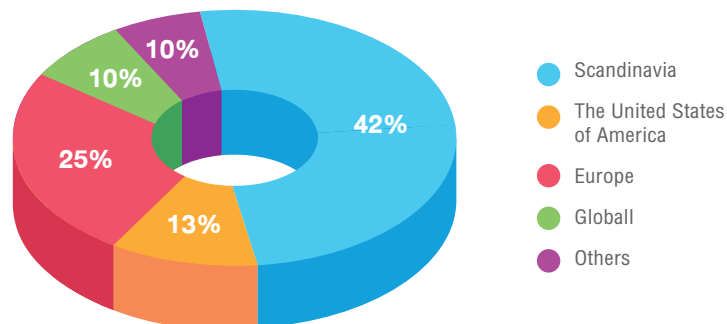
Revenue (MTHB)



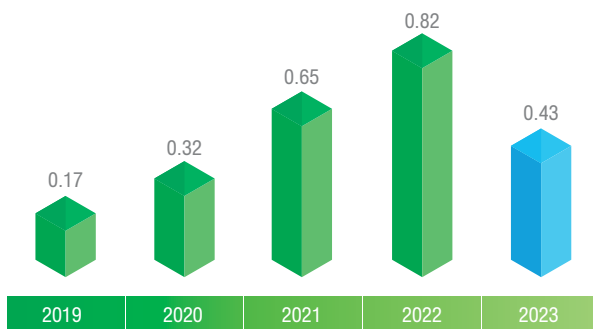
Revenue (MUSD)



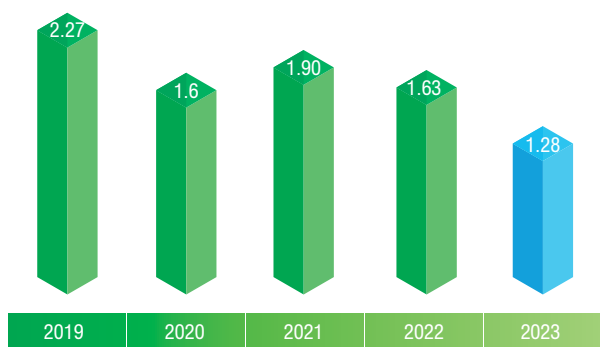
Revenue by location for 2023



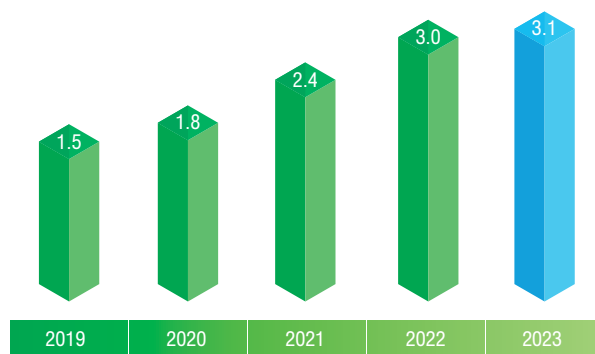
Earnings per Share



Debt to Equity



Book Value (B.V)



About SVI

SVI is a “leading Electronic Manufacturing Service”

(“EMS”) provider based in Thailand and has been providing total electronics and manufacturing solutions to customers worldwide since 1985 with a focus on high complexity and medium volume customers. SVI supplies complete electronics box builds and components to its customers in a variety of industrial focused segments such as automotive, clean energy, communication and network, power electronics, medical equipment, and micro-electronics.

SVI’s operations span across Asia and Europe with manufacturing facilities in Thailand, Cambodia, Slovakia, Austria and Hungary with a total manufacturing

“area of **135,740 sqm.**
and land area of **328,900 sqm.**”

SVI has sales teams based in Denmark, USA, China as well as its headquarter, Thailand. In 2023, SVI achieved its annual revenue of USD 655 mn with exports to Europe accounting for over 75% while the remaining are exports to US, Japan, and China.



SVI DENMARK
SVI A/S (Denmark)



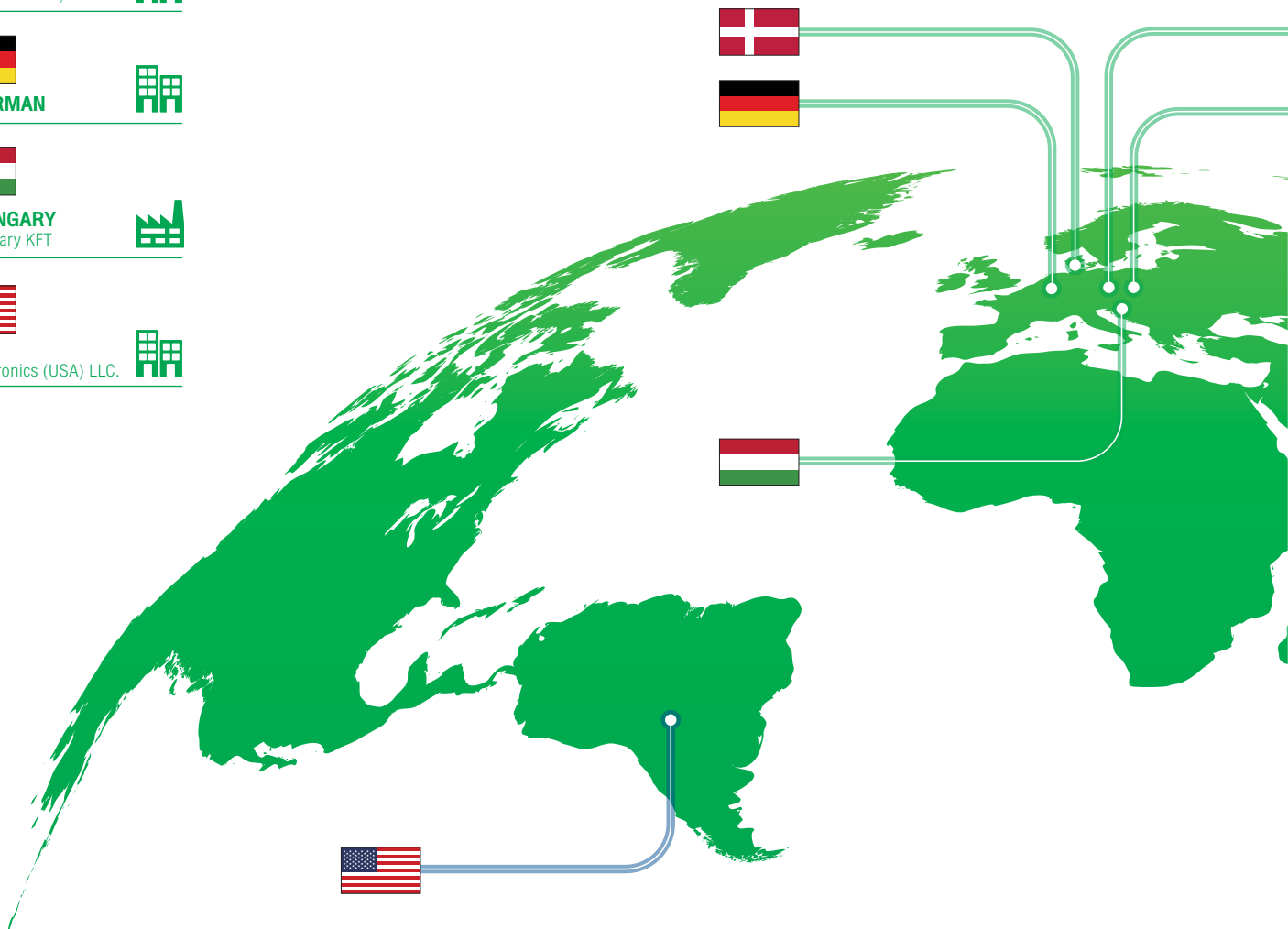
SVI GERMAN



SVI HUNGARY
SVI Hungary KFT



SVI US
SVI Electronics (USA) LLC.

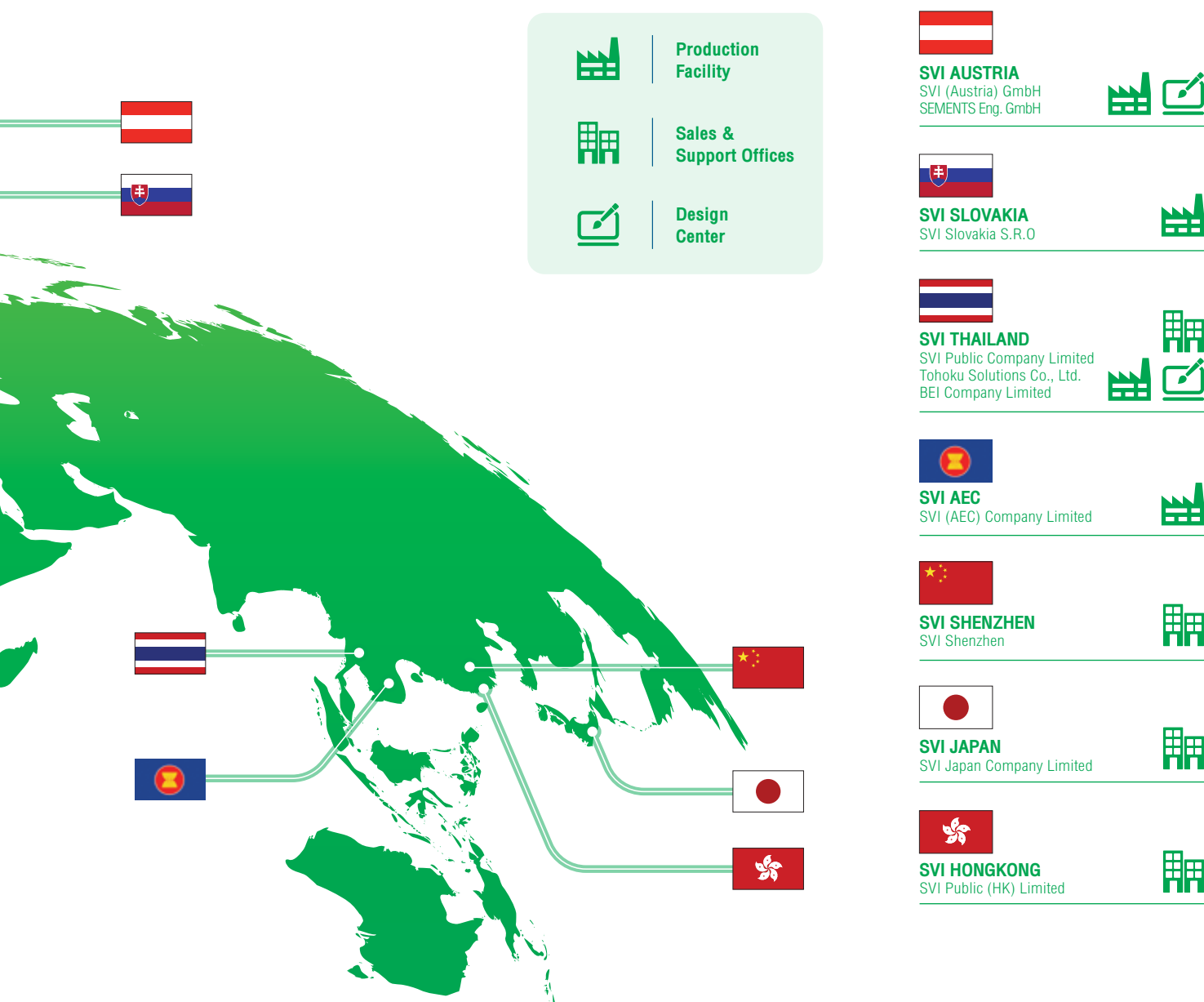


Our Locations

SVI's European locations focus on high complexity products with close proximity to our European customers and are supported by two Eastern European manufacturing facilities in Slovakia and Hungary allowing SVI to be cost competitive.

SVI's Thailand location is the headquarter of the group with a strong focus on automation and high-volume production.

SVI (AEC) – a subsidiary in Cambodia, provides an alternative solution for lower cost manufacturing compared to Thailand and also offers trade advantages such as compliance with the US TAA.



Letter to Shareholders

Dear Shareholders,

The year 2023 proved to be a very challenging for us at SVI with the rise of interest rates, slow down of the global economy and significant inventory stocking within the industry. Nevertheless, despite operating in a very difficult environment, our company's foundation remains as strong as ever through the support of our customers, the unrivaled commitment from our employees and management as well as the long-lasting relationship that we have developed with our suppliers and other stakeholders. For this, I would like to express my gratitude for their continued support for SVI.

In 2023, our group revenue dropped from our highest record of USD 741 million achieved in 2022 to USD 655 million. Despite the decrease, compared to 2021 revenue of USD 544 million, which was at that time the highest revenue recorded, we grew by 20.5% in a very challenging year. Our balance sheet continues to provide a strong foundation for us to expand. During 2023, we repaid a total of THB 915 million for bank debt, bringing our debt-to-equity ratio down to 0.59 compared to the year before of 0.67. With major expansions completed in Slovakia and Cambodia coupled with the reduction in inventory as the alleviation of the semiconductor shortage improves, our balance sheet will continue to provide room for new investments.

The recently expanded facilities in Cambodia and Slovakia will provide a strong foundation for SVI's growth as they are able to provide immediate available capacity to existing and new customers. Our Slovakia factory, with over 11,000 sqm., provides cost efficient manufacturing capabilities for exports within the European Union. As part of the near-shoring effort within the electronics manufacturing industry, our Slovakia factory has seen significant interest from European industrials, automotive and e-mobility customers. Our Cambodia factory, located in an industrial zone 10 minutes from Phenom Penh international airport, also completed its expansion of 25,000 sqm., bringing its total footprint to 35,000 sqm. The site will be key to SVI's grow as we aim to attract customers looking to manufacture outside of China. Moreover, Cambodia is the only country in Southeast Asia to offer tax benefits for exports to the US. As of the end of 2023, we have over 136,000 sqm. of manufacturing space globally.

In growing our revenue, we aim to penetrate new customers in the US and China markets. While European customers continue to be the core driving force for us, US and China markets are regions with unrealized potential as these markets remain relatively untapped for SVI. With the on-going trade tension between the US and China, Southeast Asia is one the main recipients of increased manufacturing activities and foreign direct investments coming out of China and the US. SVI's existing footprint in Thailand and Cambodia will be able to provide manufacturing solutions to these customers.



While we have expanded our capacity to get ready for new customers, we are also focused on cost-savings and improving our margins. The acquisition of Tohoku Solutions continues to provide cost reductions for our customers for plastic and metal parts. Additionally, as our Cambodia factory grow, we aim to install high volume capabilities for plastic injection and metal stamping parts in order to offer our customers the best manufacturing solution. We are also constantly exploring ways to acquire new technical knowledge in order to provide enhanced cost savings to our customers.

In terms of R&D, in 2023 we have successfully launched SVI's owned designed EV charger under the brand Boston Electronics with a focus on product design and development. We have seen an increased interest in our EV charger in the Thai market and we are also looking to export to other regions of the world as well. We are continuously exploring ways to develop new and exciting products relating to energy savings and e-mobility. In terms of automation and digitization, we have implemented automation to part of our warehouse and manufacturing process through our internal robotics team. We are focused on developing software and applications that will help us become more automated in our manufacturing process, supply chain and finance functions.

Environmental, Social and Corporate Governance related matters will continue to be an integral part of our business so that we operate in a more sustainable manner. We continue to implement improvement projects relating to sustainability such as the reduction of greenhouse gas emission, reduction in waste, reduction in water consumption and reduction in paper waste relating to packaging. Community engagement has also been an important part of SVI. In 2023, we engaged in multiple activities, some of which include blood donation by our employees to local hospitals, merit making at local temples, scholarship sponsors to local schools and planting trees in creating awareness for the environment.

Looking forward to the years ahead, we continue to set ambitious targets for our company for both revenue growth and margins improvement. We have built a strong foundation to capture new opportunities whether it be getting new customers in our focus regions and markets or making new strategic investments to grow our margins. Finally, on behalf of all management and employees, we are grateful to all our customers, suppliers, and shareholders for their support. My thanks to all SVI colleagues for their dedication and unparalleled commitment, enabling SVI to build a strong foundation for which to rely upon.

Mr. Prasert Bunsumpun

Chairman of the Board





1

Mr. Prasert Bunsumpun

Independent Director, Chairman of the Board, and Chairman of the Nomination and Compensation Committee



2

Mr. Threekwan Bunnag

Independent Director, Chairman of the Audit Committee and Chairman of the Risk Management Committee



3

Mr. Chatchaval Jiaravanon

Independent Director and Member of the Nomination and Compensation Committee



4

Mr. Sapon Punyaratabandhu

Independent Director, Member of the Audit Committee and Chairman of the Corporate Governance and Sustainable Development Committee



5

Mr. Chatchawal Eimsiri

Director, Member of the Nomination and Compensation Committee and Member of the Corporate Governance and Sustainable Development Committee



6

Mr. Ralph Robert Tye

Independent Director, Member of the Audit Committee and Member of the Corporate Governance and Sustainable Development Committee



7

Mr. Somchai Siripanyanon

Director

Mr. Prasert Bunsumpun

Independent Director, Chairman of the Board,
and Chairman of the Nomination and
Compensation Committee

Age 71



Appointed Date: 1 May 2017
Common shareholding as of December 31, 2023 -None-
Warrant holding as of December 31, 2023 -None-

Education:

- Honorary Doctoral in Engineering, Chulalongkorn University, Thailand
- Honorary Doctoral in Management, National Institute of Development Administration (NIDA), Thailand
- Honorary Doctoral in Management Science, Petchaburi Rajabhat University, Thailand
- Honorary Doctoral in Management, Mahasarakarm University, Thailand
- Honorary Doctoral in Social Innovation Management, Suan Sunandha Rajabhat University, Thailand
- MBA, Utah State University, USA
- Bachelor in Engineering (Civil Engineering), Chulalongkorn University, Thailand
- Director Accreditation Program (DAP) 26/2547
- The Role of Chairman Program (RCP) 28/2555, IOD
- Sustainability E-Training for Director program, The Institute of Singapore Chartered Accountants (ISCA) 2565
- Cyber Security Awareness Cloud Sec Asia Co., Ltd. 2566

Experience:

- President and CEO, PTT Public Company Limited
- Director, PTT Public Company Limited
- Director and Chairman, PTT Exploration and Production Public Company Limited
- Independent Director, Krungthai Bank Public Company Limited
- Chairman/ Chairman of Executive Board of Director, IRPC Public Company Limited
- Member of the National Legislative Assembly (NLA)
- Chairman, Yuanta Securities (Thailand) Company Limited
- Chairman, PTT Global Chemical Public Company Limited
- Chairman, Nok Air Airline Public Company Limited
- Independent Director/ Chairman of the Board, Thaicom Public Company Limited
- Independent Director, Intouch Holdings Public Company Limited
- Distinguished Member of Chulalongkorn Council
- Distinguished Member of Suranaree University of Technology Council

Present Positions

Listed Company:

- Independent Director, Chairman of the Board, Clover Power Public Company Limited
- Independent Director, Chairman of the Board, and Chairman of the Nomination and Compensation Committee, SVI Public Co., Ltd.
- Chairman/ Chairman of the Executive Board of Director, Thoresen Thai Agencies Public Company Limited
- Chairman, Aira Capital Public Company Limited
- Independent Director, TKS Technology Co., Ltd.
- Independent Director, Vice Chairman Major Cineplex Group Public Company Limited

Non-Listed Company:

- Chairman, Mermaid Maritime Public Company Limited
- Chairman, Thailand Business Council for Sustainable Development (TBCSD)
- Distinguished Member of King Prajidadok's Institute
- Chairman, Aira Property Public Company Limited
- President of the University Council / Distinguished Member of Dhurakij Pundit University
- Distinguished Member of Chulabhorn Royal Academy



Mr. Threekwan Bunnag

Independent Director, Chairman of the Audit Committee and Chairman of the Risk Management Committee

Age 66

Appointed Date:

In year 1998

Common shareholding as of December 31, 2023

600,000 shares

Warrant holding as of December 31, 2023

-None-

Education:

- Master of Business Administration, University of North Texas, U.S.A.
- Directors Certification Program Class 12/2001, Thai Institute of Directors
- Director Accreditation Program 2006, Thai Institute of Directors
- Advanced Audit Committee Program (AACP) Class 27/2017, Thai Institute of Directors
- Ethical Leadership Program (ELP) Class 31/2023, Thai Institute of Directors
- The Board's Role in Mergers & Acquisitions (BMA) Class 6/2023, Thai Institute of Directors

Present Positions

Listed Company:

- Independent Director, Chairman of the Audit Committee and Chairman of the Risk Management Committee, SVI Public Company Limited
- Independent Director, Vice Chairman of the Board of Director and Chairman of Audit Committee, Beryl 8 Plus Public Company Limited

Non-Listed Company:

- Director and Chairman of the Audit Committee, Siam Agro-food Industry Public Company Limited
- Director, Gold Master Public Company Limited
- Director, Emerald Bay Resort Company Limited
- Director, Emerald Bay Villa Company Limited
- Chairman Frasers Property Industrial REIT Management (Thailand) Company Limited

Mr. Chatchaval Jiaravanon

Independent Director and Member of
the Nomination and Compensation Committee

Age 62



Appointed Date:	24 April 2013
Common shareholding as of December 31, 2023	-None-
Warrant holding as of December 31, 2023	-None-

Education:

- Bachelor Degree in Business Administration, University of Southern California
- Director Accreditation Program, Thai Institute of Director.
- Executive Program, Capital Market Academy in 2009

Experience:

- Independent Director, Cal-Comp Electronics (Thailand) Public Company Limited
- Director, Hi Pro Electronic Public company Limited
- Independent Director, Seamico Securities Public Company Limited
- Chairman of the board, Metrostar Property Public Company Limited
- Director, Chia Tai Enterprises International Company Limited
- Advisor to the Deputy Minister of Commerce
- Director, The Federation of Thai Industries
- Director, Thailand Management Association

Present Positions

Listed Company:

- Independent Director and Member of the Nomination and Compensation Committee, SVI Public Company Limited
- Chairman, Finansia Syrus Securities Public Company Limited
- Director, AEON Thana Sinsap (Thailand) Public Company Limited
- Independent Director, Member of Audit Committee and Member of Compensation and Nomination Committee, Frasers Property (Thailand) Public Company Limited
- Chairman of the Board of Directors, Beryl 8 Plus Public Company Limited
- Director, Member of Executive Committee, Chairman of Risk Management Committee, WP Energy Public Company Limited.

Non-Listed Company:

- Director and Chairman of the Board of Directors, Charoen Energy and Water Asia Company Limited
- Chairman, Thai Kodama Company Limited



Mr. Sapon Punyaratabandhu

Independent Director, Member of the Audit Committee and Chairman of the Corporate Governance and Sustainable Development Committee

Age 61

Appointed Date:	1 July 2019
Common shareholding as of December 31, 2023	-None-
Warrant holding as of December 31, 2023	-None-

Education:

- B.BA. in Accounting (Hons) and M.S. in Accounting, Thammasat University
- Certified Public Accountant (Thailand)
- Fellow Member, Thailand Institute of Directors
- Directors Certification Program (DCP) / 2545
- Ethical Leadership Program by Thai Institute of Directors
- Audit Committee Seminar by Ernst & Young
- The Board's Roles in Mergers & Acquisitions by Thai Institute of Directors
- Essential of Audit Committee to the trust of the Thai Capital Market by the Securities and Exchange Commission / Thai Institute of Directors

Experience:

- Partner, Coopers & Lybrand
- Executive Director, VST ECS (Thailand) Co., Ltd.
- Director, Sanko Diecasting (Thailand) Public Company Limited
- President, Thai Venture Capital Association

Present Positions

Listed Companies:

- Independent Director, Audit Committee Member, Chairman of Risk Management Committee, Asia Plus Group Holdings Public Company Limited
- Independent Director, Audit Committee Member, Chairman of the Corporate Governance and Sustainable Development Committee, SVI Public Company Limited
- Executive Director, Vintcom Technology Public Company Limited
- Executive Director, Copperwired Public Company Limited

17 Non-Listed Companies and non-profit organizations, including:

- President, Vnet Capital Co., Ltd.
- Independent Director, Frasers Property Industrial REIT Management (Thailand) Co., Ltd.
- Independent Director, Chairman of Audit Committee, Asset Plus Fund Management Co., Ltd.
- Director, Chairman of Audit Committee, Electrical and Electronics Institute
- Audit Committee Member, Electronic Transactions Development Agency

Mr. Chatchawal Eimsiri

Director, Member of the Nomination and Compensation Committee and Member of the Corporate Governance and Sustainable Development Committee

Age 64



Appointed Date:	27 November 2019
Common shareholding as of December 31, 2023	100,000 Shares
Warrant holding as of December 31, 2023	-None-

Education:

- Master of Science in Operation Research, London School of Economics and Political Science University of London
- Bachelor of Science in Mathematics, Imperial College of Science and Technology University of London
- O/A Levels, Geldeston Hall, UK
- Directors Certification Program (DCP) / 2550

Experience:

- Acting President, PTT International Company Limited
- Executive Vice President, PTT Exploration and Production Public Company Limited
- President PTT Natural Gas Distribution Company Limited

Present Positions

Listed Company:

- Director and Member of the Nomination and Compensation Committee and Compensation Committee and Member of the Corporate Governance and Sustainable Development Committee, SVI Public Company Limited

Non-Listed Company:

- None



Mr. Ralph Robert Tye

Independent Director, Member of the Audit Committee and Member of the Corporate Governance and Sustainable Development Committee

Age 65

Appointed Date:	20 January 2022
Common shareholding as of December 31, 2023	-None-
Warrant holding as of December 31, 2023	-None-

Education:

- Master of Commerce in Accounting, University of Auckland, New Zealand
- Master of Business Administration in Finance, Thammasat University
- Bachelor of Commerce in Accounting, University of Auckland, New Zealand
- Chartered Accountant Australia and New Zealand, Institute of Chartered Accountants of New Zealand
- Cost and Management Accountant, Institute of Chartered Accountants of New Zealand
- Director Certification Program (DCP 266/2018), Thai Institute of Directors Association
- Diploma Examination (67/2018), Thai Institute of Directors Association
- Advanced Audit Committee Program (AACP 32/2019), Thai Institute of Directors Association
- Strategic Board Master Class (SBM 6/2019), Thai Institute of Directors Association
- Boards that Make a Difference (BMD 9/2019), Thai Institute of Directors Association
- Risk Management Program for Corporate Leaders (RCL 26/2022), Thai Institute of Directors Association
- Ethical Leadership Program (ELP 30/2023), Thai Institute of Directors Association
- Director Leadership Certification Program (DLCP 12/2023), Thai Institute of Directors Association

Experience:

- Director, Bangkok Ranch Public Company Limited
- Senior Audit Partner, EY Office Limited
- Assurance Market Leader and Japanese Business Service Leader, EY Office Limited
- Country Independence Leader, EY Office Limited
- Director, EY Corporate Services Limited

Present Positions

Listed Company:

- Independent Director, Member of the Audit Committee and Member of the Corporate Governance and Sustainable Development Committee, SVI Public Company Limited
- Independent Director and Member of the Audit Committee, Lanna Resources Public Company Limited
- Independent Director and Chairman of the Audit Committee, CP Axtra Public Company Limited

Non-Listed Company:

- None

Mr. Somchai Siripanyanon

Director

Age 62



Appointed Date:	11 May 2022
Common shareholding as of December 31, 2023	283,217 Shares
Warrant holding as of December 31, 2023	-None-

Education:

- Master of Business Administration, Thammasat University
- Bachelor of Engineering, Major in Electrical and Electronics, King Mongkut's Institute of Technology, Thonburi

Experience:

- Engineering Manager, AT&T Microelectronics (Thai) Company Limited.
- General Manager, Alphatec Semiconductor Company Limited
- Managing Director, Vigilant Technology Company Limited

Present Positions

Listed Company:

- Managing Director, SVI Public Company Limited

Non-Listed Company:

- None



1

Mr. Somchai Siripanyanon

President



2

Mr. Carsten Bremerskov Kaysen

Vice President of Sales, Europe



3

Mr. Claus Broberg

Vice President of Business Development



4

Mr. Apirak Saengsie

Corporate Controller Senior Director

Mr. Somchai Siripanyanon

President



Education

- Master of Business Administration, Thammasat University
- Bachelor of Engineering, Major in Electrical and Electronics, King Mongkut's Institute of Technology, Thonburi

Working Experience

- Engineering Manager, AT&T Microelectronics (Thai) Company Limited
- General Manager, Alphatec Semiconductor Company Limited
- Managing Director, Vigilant Technology Company Limited
- Director, SVI Public Company Limited

Present Position

- President, SVI Public Company Limited



Mr. Carsten Bremerskov Kaysen

Vice President of Sales, Europe

Education

- Bachelor in Organization, Niels Brock - Copenhagen Business College
- Bachelor of Electronics Engineer, Frederiksberg Technical School

Working Experience

- Sales Manager, Anker Consulting A/S
- Program Manager, Phase One A/S

Present Position

- Vice President of Sales, Europe, SVI Public Company Limited

Mr. Claus Broberg

Vice President of Business Development



Education:

- Master of Public Administration, Roskilde University, Denmark
- Bachelor of Social Sciences, Roskilde University, Denmark

Work Experience:

- Program Director, ClassA Industrial (M) Sdn Bhd
- Program Director, Flex US China

Current Position:

- Vice President of Business Development, SVI Public Company Limited



Mr. Apirak Saengsie

Corporate Controller Senior Director

Education

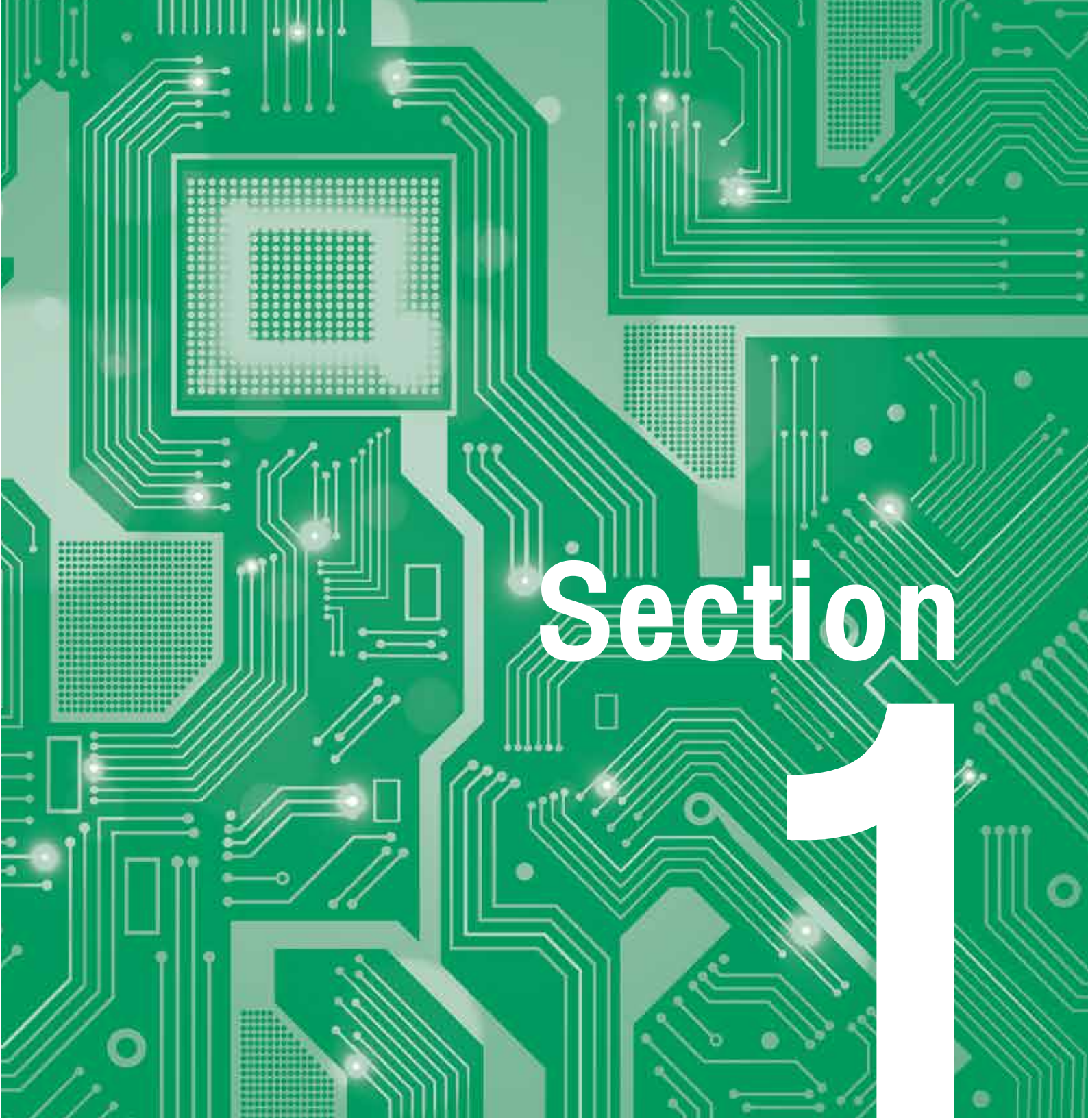
- Master of Business Administration (Major: Accounting), Dhurakij Pundit University.
- Strategic CFO Class 8, The Stock Exchange of Thailand
- “Insight Financial Management”, The Stock Exchange of Thailand
- IT Governance and Cyber Resilience Program (ITG), The Institute of Directors
- CFO Refresher Course 2023, The Stock Exchange of Thailand
- Financial Model 1 Fundamentals of Finance 2/66, Federation of Accounting Professions

Working Experience

- Accounting Section Manager, GMM Grammy Public Company Limited
- Accounting Manager, SVI Electronic (Tianjin) Co., Ltd.
- Factory Manager, SVI Electronics (Tianjin) Co., Ltd.
- Corporate Controller, SVI Public Company Limited
- Senior Manager International Accounting, Mono Technology (Thailand) Public Company Limited
- Director of Corporate Controller, SVI Public Company Limited

ตำแหน่งปัจจุบัน

- Senior Director of Corporate Controller, SVI Public Company Limited
- Secretary the Corporate Governance and Sustainable Development Committee, SVI Public Company Limited

The background of the top half of the image is a green circuit board pattern. It features a complex network of white lines representing circuit traces, with numerous small white dots indicating connection points or components. Some of these dots are highlighted with a soft, glowing effect. A large, white, stylized number '1' is positioned on the right side of the circuit board, partially overlapping the text 'Section'.

Section

Business Operations and Performance

1.1 Vision and Business Goals

Vision To be a premium manufacturing company that strives for growth, profitability, integrity and social responsibility. We are a passionate team that work hard to build the highest quality products and to provide unsurpassed service, that, together, create superior value to our customers, globally.

Our objectives are to support our customers to be the leader in their respective industries and to provide fulfillment to our employees.

Mission SVI as a leading Electronics Manufacturing Service provider has set company's mission according to United Nations Sustainable Development goals (SDGs). SDGs have 3 pillars which are 1) economic growth 2) social inclusion and 3) environmental protection.

Business Goals and Objective The Company's objective is to be the leader in full turnkey electronics manufacturing services, according to the following goals:

- 1 The company is focusing on high value-added products, such as, niche products and industrial control systems particularly, the product features that require highly specialized labor as well as advanced production technology processes. The products also have a long life cycle. The Company does not focus on electronics consumer products such as mobile phones that have less value added and are characterized by a short life cycle. The characteristics of our products manufacturing are diversified product lines with small volume builds. Hence there is less competition from larger companies in terms of production costs. Also, there is less competition from similar sized or smaller sized companies as it requires highly specialized skills in terms of experience, technology and materials management. We take advantage of these factors to stay ahead of the competition.
- 2 As for targeted customers, the Company's strategy is to have revenue generated by selling 50% to the customers in Scandinavia, Europe and the other 50% is derived from customers in the United States, Germany, France, Switzerland and Japan.
- 3 To drive and to establish in-house business vertical integration, which helps gain more market shares into major key electronic components such as metal parts, plastic parts and wire harnesses.
- 4 Established and providing the product design development to our strategic customers. Added services and engineering values to our existing manufacturing services and supply chain, gain more in Total Cost of Ownership and add values to our services.
- 5 In addition to our product strategy, the Company has improved its production capacity and improved its quality and manufacturing capability to support the needs of our customers and their complex technology requirements, (high-end system-build). The Company also continues to review and increase its production capability.

The business goal is to grow income steadily and consistently despite the volatile global economic environment. Moreover, it will be gaining efficient in competitiveness and stepping to large target markets.

1.1.2 Background and Major Progress

SVI Public Company Limited, formerly known as Semiconductor Venture International Limited was established on August 2, 1985 to operate as an Electronics Manufacturing Service (EMS). The Company's background and major milestones are as follows:

Year	Activities
1985	• SVI founded as a COB assembly house.
1989	• Initial Public offering in Thailand (SET), named Semiconductor Venture International Public Company Limited.
2000	• Began high technology production process of “Micro-BGA and Flip Chip.
2002	• Mr. Pongsak Lothongkam appointed as a CEO. New Vision, New Strategies.
2003	• Changed company's name to SVI Public Company Limited.
2004	• Acquired the 2nd factory “SVI-2” at Bangkadi Industrial Park, Pathumthani, Thailand.
2005	• Setup factory at Tianjin, China.
2008	• Acquired the 3rd facility “SVI-3” at Bangkadi Industrial Park, Pathumthani, Thailand.
2009	• Nominated by SET as one of The Best Performance Awards and The Best CEO Awards.
2010	• Acquired additional facilities “SVI-5” at Bangkadi Industrial Park, Pathumthani, Thailand.
2013	• Moved HQ to “SVI-3” at Bangkadi Industrial Park, Pathumtani.
2016	• Acquired Seidel Electronics Group in Europe, 3 productions facilities in Austria, Hungary and Slovakia, 2 Research Design companies located in Austria and Slovenia.
2017	• SVI (AEC), in Phnom Penh, Cambodia on construction of factory on land area of 64,000 sq.m.
2018	• Setup factory at SVI (AEC), in Phnom Penh, Cambodia. • SVI acquired land and building area of 13,000 sq.m.
2019	• New sales team setup in France, China, and Japan in order to gain new customer base.
2020	• Entry into Optical Electronics markets with first product delivered. • Set up US subsidiary to focus on key customers.
2021	• Acquired Tohoku Pioneer (Thailand) Co., Ltd. and changed the name to be “Tohoku Solutions Co., Ltd.” to expand the vertical capabilities of the company.
2022	• Successfully entered into the electric vehicle (EV) market. • Finished SVI Slovakia expansion, facility more than 11,500 sq.m.
2023	• Finished SVI (AEC) expansion, facility more than 34,200 sq.m.

1.2 Characteristics of Business

The Company provides turnkey Electronics Manufacturing Services (EMS) to customers who are Original Equipment Manufacturers (OEM) and Design Houses. At the beginning, the Company only provided PCBA services and later developed its business strategy to focus on Turnkey Box-Build and System-Build product manufacturing. SVI's flexible manufacturing process is to be able to produce and meet the finished goods requirements for its customers, to produce according to the specific production process, step 1 or step 2, or both step 1 and 2 or all 3 steps, based on the following processes:

1 • Printed Circuit Board Assembly (PCBA)

The PCBA service was the original business of SVI. The Company has been evolving its skills, knowledge and developing its capability in line with the market requirements and customer demands to generate more income and added value. Hence, the Company changed its strategy by concentrating on the production of finished products (Turnkey Box Build). Our revenue generated from PCBA was approximately 27% of the total revenue in 2023.

2 • Turnkey Box-Build

As a full range EMS provider, SVI also produces completed box-build products as well as provides services and advice to customers by using high technology and flexible product lines with short lead-times for product delivery at competitive prices which these mentioned factors are our competitive advantages. The products in this category are high technology products, such as high frequency radio communication, satellite communication, Digital Signal Processing Audio used in radio and television stations, Professional IP video, and medical products such as hearing aids. The products in this category generated revenue approximately 72% of the total revenue in 2023.

3 • System-Build

System builds are more advanced products that involve more complex manufacturing processes than box-build manufacturing. The Company has increased its manufacturing capabilities to produce systems used in large industrial control systems and instruments. This contributes to higher revenue and adds value for the Company. Examples of products in this category are large boards or systems such as temperature control equipment for cold storage, Blood Analysis Systems and other laboratory equipment used in hospitals, representing approximately 1% of the total revenue in 2023.

1.2.1 The structure of revenue

The Company's revenue is mainly generated from manufacturing electronic products. The Company's revenue from 2021 to 2023 was classified by product category as per the details listed below:

Table 1: Revenue classified by product category

Revenue Structure (Consolidated)	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Sales Revenue						
1. Industrial Control	5,170	29.71	7,094	27.39	5,608	24.71
2. Automotive and Transportation	1,607	9.24	1,655	6.39	2,514	11.08
3. Medical Laboratory Equipment	1,227	7.05	1,685	6.51	1,542	6.80
4. Communication and Network System	5,917	34.01	10,169	39.27	7,308	32.21
5. Professional Audio and Video	666	3.83	2,083	8.04	2,115	9.32
6. Photonics and Lighting	267	1.53	554	2.14	349	1.54
7. Clean-Energy	365	2.09	236	0.91	363	1.60
8. Micro-Electronics	1,388	7.98	972	3.75	1,575	6.94
9. Vertical Integration	793	4.56	1,450	5.60	1,317	5.80
Total Sales Revenue	17,400	100.00	25,898	100.00	22,691	100.00
Gain on exchange rate	82		123		-	
Other income*	94		178		147	
Total Revenue	17,576		26,199		22,838	

Note: * Other income was the sales of scrapped and salvaged materials from the production line, profit from investment, interest income, equity and dividend.

➤ The revenue generated by the company and subsidiaries are listed below:

Table 2: Classified by the company and subsidiaries

Revenue Structure	2021 (Consolidated)		2022 (Consolidated)		2023 (Consolidated)	
	Million Baht	%	Million Baht	%	Million Baht	%
The Company	13,063.71	75.08	17,417.24	67.25	14,604.23	64.36
Subsidiaries						
SVI Public (HK) Limited	61.27	0.35	67.03	0.26	201.15	0.89
SVI A/S (Denmark)	1,279.80	7.36	984.61	3.80	772.51	3.40
SVI (AEC) Company Limited	1,388.10	7.98	2,915.73	11.26	2,454.49	10.82
SVI (Austria) GmbH	2,754.75	15.83	3,849.92	14.87	4,132.86	18.21
SVI Hungary KFT	73.94	0.42	91.04	0.35	97.10	0.43
SVI Slovakia S.R.O.	936.14	5.38	1,549.18	5.98	1,410.30	6.22
SVI Japan Company Limited	-	-	-	-	-	-
BEI Company Limited	-	-	-	-	-	-
Tohoku Solutions Co., Ltd.	105.38	0.61	1,152.25	4.45	1,202.68	5.30
Total	19,663.09	113.01	28,027.00	108.22	24,875.32	109.63
Related transaction (Deducted)	(2,263.49)	(13.01)	(2,128.77)	(8.22)	(2,184.16)	(9.63)
Total Revenue	17,399.60	100.00	25,898.23	100.00	22,691.16	100.00

1.2.2 Product Information

➤ Type of Products and Services

The products built under the aforementioned three processes are classified into 8 major categories based on the type of business as follows:

- 1 • Optical:**
Highly integrated manufacturing design for optical products. SVI offers comprehensive manufacturing and design services for optical products. Leveraging cleanroom technology and our proficiency in developing test equipment and engineering, we ensure the delivery of products to our customers that adhere to the highest standards of quality and precision.
- 2 • Automotive and E-Mobility:**
With years of experience meeting the industry's rigorous quality requirements in supporting automotive electronic component design and manufacturing, SVI has become a trusted provider for top automobile brands throughout the world. More recently, we have diversified into high-end E-mobility solutions. As our mission statement reads, we offer superior services with the highest quality to customers worldwide.
- 3 • MedTech and Healthcare:**
Through our customized design strategy, manufacturing, and comprehensive strategic management, we are established as leaders in digital healthcare products. We deliver reliable and affordable solutions to solve challenges and meet requirements to ensure patients worldwide have access to the best equipment to meet their critical care needs.
- 4 • Communication and Data Technology:**
With our cutting-edge technology and strong supply chain, we offer our customers design and manufacturing for consumer and industrial communication products used in many types of applications and environments.
- 5 • Audio Video and Security:**
For decades, SVI has maintained a core competency supporting world-renowned brands in the high-end home and pro audio and video industries. With the extensive design, PCBA and box build manufacturing, and test, we are a world leader in this EMS industry in this sector, with the ability to improve your time-to-market. SVI also has extensive vertical plastic, metal and cable capabilities specifically aimed at these market sectors.
- 6 • Industrial and Automation:**
At SVI, we are constantly increasing our technological capacity by introducing the latest technologies and capabilities into our production process, including advanced robotic technology and fully automated SMT lines. Process automation also allows us to continually improve our product quality and service efficiency. These investments make SVI a choice supplier for the leaders in global automation and ruggedized industrial markets.
- 7 • Clean-Energy:**
Products for a sustainable future and environment SVI partners with industry leaders to provide cost-effective and environmentally responsible solutions by innovating and developing clean energy products for the future and the environment.
- 8 • Aerospace:**
SVI's reputation as a global leader in quality makes us an attractive partner in the field of commercial aerospace product manufacturing. Whether it be leading-edge designs or continuing to support older technology, high mix low volume or low mix high volume, SVI can provide solutions customized to our customers' needs.

➤ BOI Privilege

The Company has been granted promotional privileges under the Investment Promotion Act B.E. 2520 by the Board of Investment under certain significant conditions. Significant privileges of the Company are as follows.

The details of BOI privileges are presented in Note 30 of the Financial Statement.

➤ Research & Development Process (R&D process)

The Company provides full turnkey business solutions of outsourced services for print circuit board assembly, and electronic finished products (Electronics Manufacturing Service - EMS) to customers who own the product prototype (Original Equipment Manufacturer: OEM) and to those who are contract designers (Design House); therefore, the Company doesn't have their own products R&D.

However, the Company has been engaging with clients for products R&D by having our company's Design & New Product Introduction team by participating with the customers' R&D at the early phase of products designing. Moreover, SVI has been participating and utilizing the R&D service from NSTDA (National Science and Technology Development Agency) and Academic Institute for improvement on efficiency and R&D as required.

➤ Marketing and Competition Strategy

Marketing

Loyal Partners, Strong Network, Global Reach:

SVI cultivates long-term, mutually beneficial relationships with its customers, primarily renowned and mid-sized Original Equipment Manufacturers (OEMs). These partnerships are built on trust and a deep understanding of our industry. We collaborate closely with them to optimize material and capacity planning, facilitating both their growth and ours.

Our customer base primarily resides in Europe, with many having subsidiaries across the globe. We leverage our robust global network, with its optimal footprint and efficient supply chain, to deliver seamless support from China, the USA, Europe, and Southeast Asia.

Recognizing the importance of diversification, SVI actively expands its customer reach beyond its current base. We strategically target new markets in the North America, Germany, Japan, China, and other regions, minimizing our exposure to any single economy. This global presence ensures our products reach diverse end customers across various industries, mitigating risks associated with potential economic fluctuations.

Table 3: Revenue classified by region are listed below: (Consolidated)

Sales Revenue by Region	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Scandinavia	6,939	39.88	9,745	37.63	9,590	42.63
USA	1,809	10.40	2,662	10.28	2,842	12.53
Europe	4,530	26.03	4,649	17.95	5,702	25.13
Global (customers who have subsidiaries in many countries)	1,734	9.97	3,560	13.74	2,178	9.60
Total Overseas Market	15,012	86.28	20,616	79.60	20,312	89.52
Domestic & Others	2,388	13.72	5,282	20.40	2,379	10.48
Total Sales Revenue*	17,400	100.00	25,898	100.00	22,691	100.00

**Excluding others incomes*

➤ The Company's Potential Competition

The Company has expanded into countries in Europe, Americas and China, and has extended into new markets such as electric vehicle related (EV), Optical Electronics, Cloud Computing and Microelectronics. The Company has also won new major orders from existing business units within the communication and network and automotive segments. The Company continues to face competition globally; however, SVI is in a unique position in that the Company is able to deliver products and services that are most cost-effective given our vertical integration capabilities, global locations and suppliers network.

SVI has no substantial competitor in Thailand. There are competitors from Europe who has set up manufacturing facilities in Thailand. However, the Company continues to manufacture unique products in high growth industries which has allowed it to differentiate itself from competitors. There will continue to be increased competition; however, with our strategic locations, our ability to manufacture highly complexed product in the most cost-efficient manner while targeting high potential growth industries will allow us to withstand our competition.

➤ Industry and Competition Trend

Electronics Manufacturing Services (EMS) is an industry designed to support the global electronics products industry and other high-end equipment such as optical electronics (5G) industry, airline industry, automotive, telecommunication and medical services. These products are now necessary for supporting multiple functions in our daily lives.

The business primarily depends on the global economic situation and overall demand of electronics products which is increasing more and more each year. SVI has also benefit from the trade tension between the US and China as well as supply chain disruptions as manufacturers diversify their supply chain. This trend will likely continue for the foreseeable future. It is inevitable that competition will continue to increase but the markets in which we serve will also continue to have strong growth. This combined with our cost advantages and strategic locations will allow SVI to be the manufacturer of choice for high complexity electronics products.



As part of our business DNA, we continue to serve and look for high growth industries in which to serve and enter in order to maintain a strong growth and foundation in a sustainable manner. We've continue to win new orders in key areas such as communication and network, optical electronics, microelectronics as well as electric vehicle (EV) related. Within the communication and network segment, SVI manufactures industrial security cameras allowing for maximum surveillance in the most secured locations. This segment will continue to have high growth for the foreseeable future with the increasing demand for surveillance. In 2021, SVI has successfully scaled up the production for optical electronics related products. These are products and applications that employ the use of 5G technology. Applications relating to 5G will enable endless technological advances such as autonomous driving, medical treatment without having a physician physically present, or automated manufacturing process. This provide an important entry point for SVI as demand for 5G related applications are on a rise. The 5G market is currently valued at USD 5.5 billion and is expected to reach USD 668 billion in 2026. Other segments that we have significant growth are within the industrial and microelectronics segments. In the industrial segment, SVI manufactures a wide range of products including temperature and electricity voltage controls for usage within logistics industries. The recent upsurge in demand for logistics as well as ecommerce will help this segment expand exponentially. In the micro-electronics segment, SVI manufactures electronic shelf label (ESL), which are essentially automated price labels. These labels allow retailers to better manage their inventory as price can be changed instantaneously according to supply and demand as well as to reduce operational cost with the reduction of manual labor. ESL continues to be rolled out within the US and, more recently, within the Asia Pacific region. The market is expected to grow to USD 74.6 billion by 2025. More recently, SVI has invested in R&D capabilities to develop products relating electric vehicle as there has been a surge in investments from global automakers in Thailand.

As can be observed, SVI is in a unique position to offer the most cost-effective solution to our customers while targeting high growth industries.

➤ **Strategic plan to compete the markets**

SVI has used the competitive strategy which includes operation management, manufacturing management, quality control, supply chain management and also the cooperation with clients to develop new products as follows:

Operations Management

We offer a complete, dynamic, turn-key service to customers by providing materials procurement to customers who require us to be their material supplier. To increase flexibility and cost competitiveness, we have established and driven the in-house business vertical integration to gain more market shares into major keys electronics components such as plastic part, wire harness and metal part. We have professional technical product development teams to work with our customers closely for System build, box build and PCBA, prior to starting actual production to boost efficiency and save costs. We also provide design services to all our customers to win more in their markets as well as continuously supporting equipment development to test finished products to ensure quality before delivery thereby providing customer satisfaction.

Our design development and NPI (New Product Innovation) team have been established to provide new product designs, quicker prototype and quick turn-around time to customers, enabling SVI to be more competitive in terms of time to market and design involvement from the beginning of product life cycle.

Manufacturing

SVI expanded its capacity along with the improvement of product quality and production capability. This supports the growing demand of customers, product technology, including high complexity of production process for high-end and system build products. SVI continued to expand production floor space by investing in additional production facility in Cambodia. The European plant continued to expand especially in Slovakia to support European customer with focus on High-End System Products to gain freight cost.

Additional Surface Mount Technology (SMT), Flip Chips, X-Ray and Coating machines, Chip On Board machine, robotic, and automation lines have been installed and implemented. Those machines and our automation lines are hi-technology and improve efficiency and quality in the production process.

Product

The Company has focused to produce high value-added products in the Industrial Control and Office Automation categories. These products have higher labour intensive, require high technology and also have a long life cycle. The Company has purposely avoided production of consumer products and mobile phones because they are low value-added products which have rapid changes in design and technology.

With regards to the high value-added products, since the production volumes are typically low or medium quantity and products have a high mix; therefore, the larger players do not focus on this business category. The small to medium sized EMS also avoid this category due to the lack of efficient materials management and production skills

Quality Standard

In recognition of our commitment to excellence in the manufacturing business, SVI received recognition for international quality and environmental management standards as follows:

SVI's QUALITY STANDARD



A Quality standard aids in coordinating and directing the activities of a business in order to achieve customer satisfaction and meet international requirements, to enhance efficiency and work towards continual improvement.



QUALITY STANDARD OBJECTIVES

- 1** Reduce the total cost of quality
- 2** Improve customer experience
- 3** Better management of operational risks
- 4** Ensure compliance
- 5** Reduce non-conformances in manufacturing

SUPERIOR SERVICE , HIGHEST QUALITY

➤ Production

The Company manufactures products based on customer's orders. Our engineers have a high expertise in ensuring the improvement of electronic circuit boards prior to launching into production. We focus and provide the best manufacturing options for cost competitiveness as well as increasing the efficiency of production and quality. The Company also has high capabilities to design and develop test systems to test assembled products and their reliability before delivery to our customers.

Currently, our company has five main technologies to manufacture the products for our customers.

- 1** SMT Technology (Surface Mounted Technology) is our main technology which is primarily used for most of our products. This technology is to connect electrical circuits and other semiconductor devices onto the surface of printed circuit boards (PCB). The SMT is useful for both design and manufacturing since it can save space in the assembly of electronic components onto printed circuit boards. Our SMT lines also cover the technology of BGA (Ball Grid Array), flip chip as well as other higher technologies of SMD (surface mount devices) with fully integrated AOI machines (automatic Optical Inspection).
- 2** IMT Technology (Insertion Mounted Technology) is a technology for assembling electronic components by inserting these into the cavity of the printed circuit board (PCB). The production of any components of IMT technology products has a lower cost compared to the manufacture of SMT products.
- 3** COB Technology (Chip on Board) this technology is connected to the integrated circuit devices without the chassis (Bare IC) directly to the printed circuit board. This type of technology is popular for the product which is limited in the area of electronic product assembly. The COB technology enables lower production costs compared to the cost of producing integrated circuit devices with chassis (Package IC) which is a significant part of the higher prices. Moreover, the company also provides the gold wire bonding as an additional technology of aluminium wire bond.
- 4** Box build and system build our company has provided full services of back end operation to support a completed box build and/or system build. The dedicated lines are fully equipped with custom tools, functional testers as well as fully trained operators to match our products requirement and output.
- 5** Microelectronics Technology are based on precision and accurate process i.e optical micro-packaging. The technology and know-how that obtained through process, production and equipment are transfer from our OEM customer. The special equipment is Photolithography machine, Wafer dicing, Thin film metallization Titanium(Ti), Platinum (Pt) and Gold(Au) and Gold wire bonding

The Company currently had a total capacity as follows:

Capacity* (Unit: dots per year)	2021	2022	2023
Factory in Thai (Bangkadi + Rojana Plant)			
• Capacity	9,393,582,206	10,247,544,225	9,126,222,471
• Utilization	7,678,314,095	8,816,796,113	6,143,748,969
Factory in Cambodia			
• Capacity	861,448,658	1,340,031,245	1,340,031,245
• Utilization	458,462,976	873,834,375	935,002,781
Factory in Europe			
• Capacity	443,333,923	477,611,788	487,055,923
• Utilization	300,432,985	382,523,085	415,130,502
Total			
• Capacity	10,698,364,787	12,065,187,258	10,953,309,639
• Utilization	8,437,210,056	10,073,153,573	7,493,882,252
The rate of capacity utilization	79%	83%	68%

Remark: *Capacity has been calculated from the working schedule of operators which are 6 days per week, 7 hours per shift and 3 shifts per day. Generally, production also needs operators to assemble products. Therefore, measuring the rate of capacity utilization above is only a measure of the capacity of the machines.

➤ Product Testing

Prior to starting mass production, SVI performs test runs to ensure the quality of the products produced meet customers' requirements and approvals. Product testing helps minimize risks from technology transfers or test requirements.

➤ Material Sourcing

Most of our major materials are imported from Europe, Singapore, Hong Kong, Japan and USA. SVI gives the highest attention to costs and delivery time when sourcing for raw materials. Since the Company has efficient materials management, we maintain a smooth production process to continually serve customers' orders.

SVI also has a strong strategy for the materials sourcing which applies to our international purchasing offices located in Denmark, Austria, China and Thailand. However, the materials purchasing functions are centralized in the Thailand office, where the lists of required materials are distributed to those selected suppliers and the final decision is made by the Headquarters with consideration to the cost, performance, and other conditions. We also have an e-bidding system in place. The company continually improves the material sourcing and procurement system both from overseas and local sources that are able to deliver at reasonable costs and ensure the quality of products.

In addition, types of raw material used in 2023 can be classified as follows:

Materials	%
Integrated Circuit :IC	31.0
LCD	6.5
Printed Circuit Board: PCB	5.7
Module	3.7
Power Supply	0.7
Others	52.4

1.2.4 Assets for Operation

► Property, plant and equipment of the company and subsidiaries

As of December 31, 2023 and 2022, the Company and its subsidiaries had the following assets to operate the business as follows:

Type of property, plant and equipment	Details	Ownership Characteristics	Net Book Value (Million Baht)		Obligation
			2022	2023	
1. Land					
Chaengwattana Plant	21,400 sq.m., production and office space 9,700 sq.m.	own	171.70	171.70	None
Bangkadi Plant SVI 2A	20,400 sq.m., production and office space 12,500 sq.m.	own	39.55	39.55	None
Bangkadi Plant Head office	71,400 sq.m office space 17,000 sq.m	own	218.62	218.62	None
Bangkadi Plant SVI 5, 2B and 2M	62,500 sq.m., production and office space 25,500 sq.m.	own	118.12	118.12	None
Austria Plant	16,397 sq.m., production and office space 8,150 sq.m.	own	36.05	37.23	Yes
Slovakia Plant	17,544 sq.m., production and office space 7,640 sq.m.	own	8.67	8.95	None
Hungary Plant	16,959 sq.m., production and office space 2,865 sq.m.	5 years Rent	6.55	6.76	None
SVI (AEC) Cambodia	67,000 sq.m., production and office space 9,200 sq.m.	50 years Rent	98.50	95.24	None
Tohoku Solutions Plant	31,573 sq.m., production and office space 18,683 sq.m.	own	78.50	78.50	None
Total			776.46	774.67	
2. Buildings and building improvements and land			971.71	1,134.45	None
3. Machinery and equipment			660.15	833.82	None
4. Furniture, fixtures and office equipment			46.44	61.42	None
5. Vehicles			1.68	4.49	None
6. Construction and machinery under installation			400.23	343.12	None
Total property, plant and equipment			2,856.47	3,151.97	

➤ The summary of Land Rental Agreement. Buildings, Machinery and Equipment.

The rental of land of SVI Public Company Limited

Tenant:	➤ SVI Public Company Limited (Thailand).
Landlord:	➤ Mr.Surinee Chanpaetruk.
Objective:	➤ Renewal of the contract to rent the land, title deed No. 118489, land No. 3240, Tambol Bangta lad, Amphur Pakkred, Nonthaburi. The total land area is 575 sq. wah from the total area of land declared on title deed 2 rai 1 ngan 27 sq. wah, which is the space left from the rental of the land by Muang Thong Parking that rents the same piece of land under with the same title deed. This is to develop and improve the parking for the company's employees and visitors.
Rental Term:	➤ 1 year from June 1, 2023 to May 31, 2024
Rental Rates:	➤ Monthly Rental is Baht 42,105.26
Rental renewal:	➤ 1 year renewal can be processed by 30 days written notice by the tenant before expiry of the contract.
Termination:	➤ Either party giving to the other 30 days writing notice intention of termination. In which, tenant will move out all tenant's assets and deliver the land back to the landlord without requesting a moving fee or any compensation costs from the landlord.

The rental of land of SVI Hungary KFT

Tenant:	➤ SVI Hungary KFT
Landlord:	➤ Seidel Hungária Ingatlankezel Kft
Objective:	➤ The production and storage of electronic components.
Rental Term:	➤ 5 years from January 2022 to December 31, 2026
Rental Rates:	➤ Monthly Rental is Euro 12,982 per month.

➤ Plant, Machinery and equipment

A Subsidiary has pledged all land and structures as collateral long-term loan bank.

➤ Intangible Assets

As of December 31, 2023, the Company had intangible assets classified as customer base, in the amount of Baht 0.44 million, which is amortized for a period of 5-8 years. As of December 31, 2023 and 2022, the Company had intangible assets under software license, in the amount of Baht 45.13 Million and Baht 49.18 Million respectively, the computer software is amortized on a straight line method for a period of 5-10 years.

The details of Intangible Assets are presented in Note 18 of the Financial Statement.

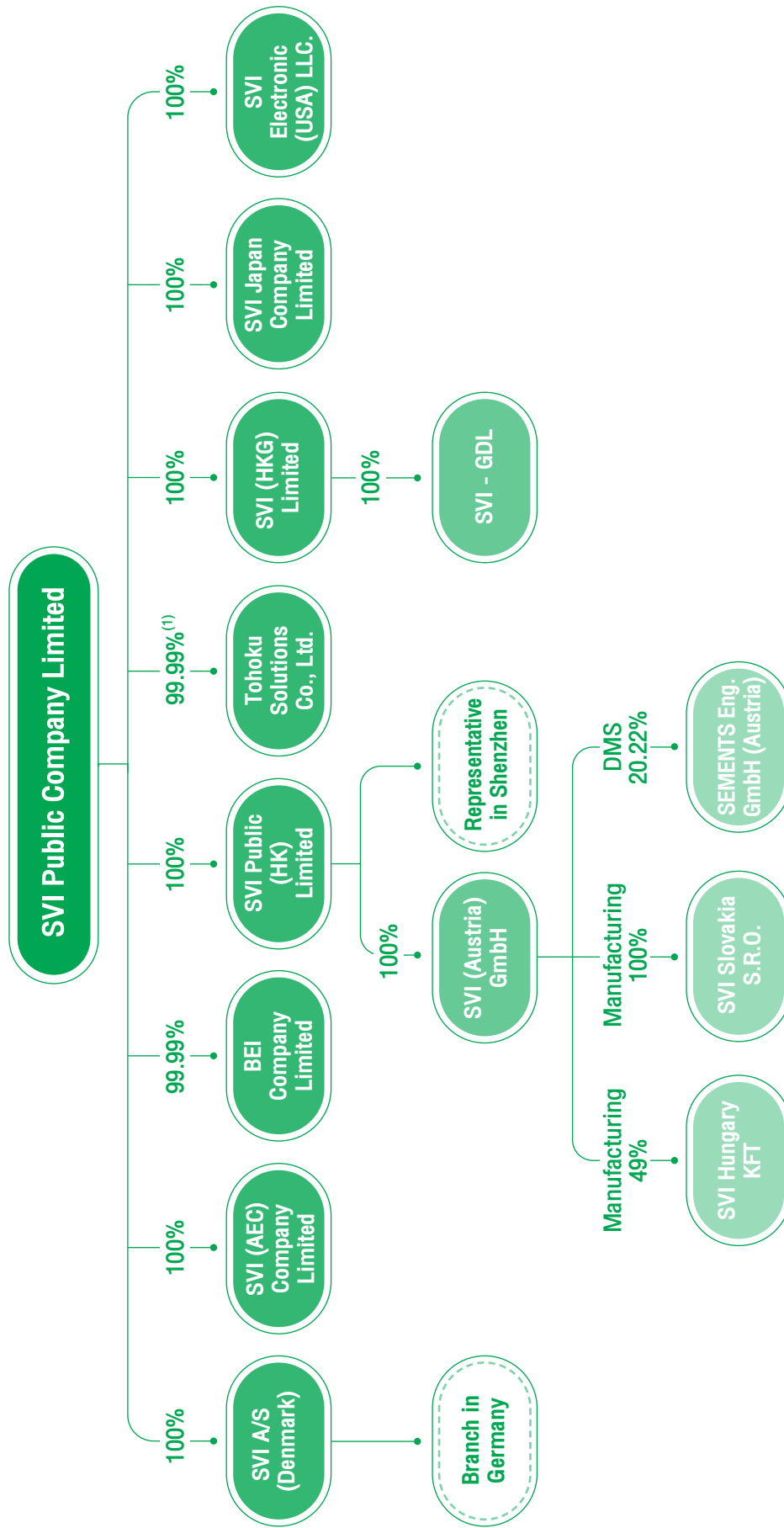
➤ Investment Policy in associated companies

The Company Financial Statement as of December 31, 2023 and 2022 reported an investment in subsidiaries, not included impairment, in the amount of Baht 525.57, the details are as follows:

Company's name	Country of incorporation	Paid-up Share Capital	% of Shareholding	Cost Method (Million Baht)	
				2022	2023
SVI A/S	Denmark	DKK 500,000	100.00	3.27	3.27
SVI Public (HK) Limited	Hong Kong	HKD 36,942,910	100.00	174.14	174.14
SVI (AEC) Limited, Cambodia	Cambodia	USD 1,000,000	100.00	34.45	34.45
SVI Japan Company Limited	Japan	JPY 750,000	100.00	0.23	0.23
SVI (HKG) Limited	Hong Kong	HKD 10,000	100.00	0.04	0.04
SVI Electronics (USA) LLC.	United-States of America	USD 1,000	100.00	0.04	0.04
BEI Co., Ltd	Thai	THB 60,000,000	100.00	60	60
Tohoku Solutions Co. Ltd.	Thai	THB 180,000,000	100.00	253.40	253.40

The Company and its subsidiaries' have an investment policy to invest in businesses that are related to the company business. This is to support and expand the core business of the company and its subsidiaries. Regarding the management of subsidiaries, the company monitors and follows up on their performance regularly and provides the direction for operations, including the appointment of company's representatives as directors or the management teams of all subsidiaries.

1.3 Structure and Business Operation



Remark: The company has no cross shareholding.
Tohoku Solutions Co., Ltd. held by SVI Public (HK) Limited total 1 share and SVI (HKG) Limited total 1 share

1.3.1 Subsidiaries and Overseas Offices, which hold more than 10% shares

SVI Public (HK) Limited

Company Name	➤ SVI Public (HK) Limited
Headquarters address	➤ Room H,17/F, Reason Group Tower, 403-413 Castle Peak Road, Kwai Chung, Hong Kong
Type of business	➤ Materials Sourcing
Registration number	➤ 1107198
Telephone number	➤ (852) 2 374 1213
Website	➤ http://www.svi-hq.com
Registered Capital	➤ 36,942,910 Hong Kong Dollar
Paid – Up Capital	➤ 36,942,910 Hong Kong Dollar
Common Stock	➤ 36,942,910 shares, par Value 1 Hong Kong Dollar

SVI A/S (Denmark)

Company Name	➤ SVI A/S (Denmark)
Headquarters address	➤ Stamholmen 173 2650 Hvidovre Denmark
Type of business	➤ Sales office and Materials Sourcing
Registration number	➤ 30722914
Telephone number	➤ (45) 3 634 4600
Website	➤ http://www.svi-hq.com
Registered Capital	➤ 500,000 Krone Denmark
Paid – Up Capital	➤ 500,000 Krone Denmark
Common Stock	➤ 500 shares, par Value 1,000.00 Krone Denmark

SVI (AEC) Company Limited

Company Name	➤ SVI (AEC) Company Limited
Headquarters address	➤ Phnom Penh Special Economic Zone Kantok, Phleung Chheh Roteh, Beong Thum Commune, Khan Por Senchey Phnom Penh, Cambodia
Type of business	➤ Full turnkey Electronics Manufacturing Services (EMS) Company, providing comprehensive services primarily to Original Equipment Manufacturers (OEMs) with the main customers in Europe, USA and other regions
Registration number	➤ Inv. 3068 E/2015
Telephone number	➤ +85523934777
Website	➤ http://www.svi-hq.com
Registered Capital	➤ 1,000,000 USD
Paid – Up Capital	➤ 1,000,000 USD
Common Stock	➤ 2,000 shares par Value 500 USD

SVI (Austria) GmbH

Company Name	➤ SVI (Austria) GmbH
Headquarters address	➤ Frauentaler Strasse 100, A-8530 Deutschlandsberg, Austria
Type of business	➤ Holding Company and/or assembly of electronics product, computer and printing circuit board, including relevant spare parts and tooling. Sourcing and Procurement of electronics parts. Designing of electronics product. Trading and exporting electronics product.
Registration number	➤ 441556 y
Telephone number	➤ +45 3634 4600
Website	➤ http://www.svi-hq.com
Registered Capital	➤ 4,401,000 EUR
Paid – Up Capital	➤ 4,401,000 EUR

SVI Hungary KFT

Company Name	➤ SVI Hungary KFT
Headquarters address	➤ Ipari park hrsz 5749/2, H/8400 Ajka, Hungary
Type of business	➤ The assembly of electronics product, computer and printing circuit board, including relevant spare parts and tooling. Sourcing and Procurement of electronics parts. Designing of electronics product. Trading and exporting electronics product.
Registration number	➤ 19-09-507646
Telephone number	➤ +45 3634 4600
Website	➤ http://www.svi-hq.com
Registered Capital	➤ 37,500 EUR
Paid – Up Capital	➤ 37,500 EUR

SVI Slovakia S.R.O.

Company Name	➤ SVI Slovakia S.R.O.
Headquarters address	➤ Vysne Febriky 739, SK-033 01 Liptovsky Hradok, Slovakia
Type of business	➤ The assembly of electronics product, computer and printing circuit board, including relevant spare parts and tooling. Sourcing and Procurement of electronics parts. Designing of electronics product. Trading and exporting electronics product.
Registration number	➤ 36 402 141
Telephone number	➤ +45 3634 4600
Website	➤ http://www.svi-hq.com
Registered Capital	➤ 132,776 EUR
Paid – Up Capital	➤ 132,776 EUR

SVI Electronics (USA) LLC

Company Name	➤ SVI Electronics (USA) LLC
Headquarters address	➤ PO Box 770, Webster, NY 14580, United States
Type of business	➤ Sale Support and Procurement
Website	➤ http://www.svi-hq.com
Registered Capital	➤ 1,000 USD
Paid – Up Capital	➤ 1,000 USD

Sementis Engineering GmbH (Austria)

Company Name	➤ Sementis Engineering GmbH (Austria)
Headquarters address	➤ Industriestrasse 1, 2100 Korneuburg, Austria
Type of business	➤ Product Design and Development
Registration number	➤ 308 673 g
Telephone number	➤ +43(0) 2262 62511
Website	➤ www.sementis.at

SVI Japan Company Limited

Company Name	➤ SVI Japan Company Limited
Headquarters address	➤ 5F, Ochanomizu Oyaide Bldg., 1-9-5 Yushima, Bunkyo-ku, Tokyo
Type of business	➤ Sale Support and Procurement
Registration number	➤ 0100 – 01 – 192238
Website	➤ www.svi-hq.com

SVI (HKG) limited

Company Name	➤ SVI (HKG) limited
Headquarters address	➤ Room H,17/F, Reason Group Tower, 403-413 Castle Peak Road, Kwai Chung, Hong Kong
Type of business	➤ Purchasing raw material
Registration number	➤ 2825838
Telephone number	➤ (852) 2 374 1213
Website	➤ www.svi-hq.com

SVI – GDL

Company Name	➤ SVI GDL
Headquarters address	➤ Guadalajara, Jalisco, Mexico
Type of business	➤ Producing materials relating to the electronic and computer manufacturing industry
Website	➤ www.svi-hq.com

Tohoku Solutions Co., Ltd.

Company Name	➤ Tohoku Solutions Co., Ltd.
Headquarters address	➤ 1/50 Moo 5, Rojana Industrial Park, Khanham, Uthai, Ayutthaya 13210 Thailand
Branch address	➤ 1/93 Moo 5, Rojana Industrial Park Village, Khanham, Uthai, Ayutthaya 13210 Thailand
Type of business	➤ Producing materials relating to the electronic and computer manufacturing industry
Registration number	➤ 0105538047554
Telephone number	➤ +663 5330 990
Website	➤ www.svi-hq.com
Registered Capital	➤ 180,000,000 THB
Paid – Up Capital	➤ 180,000,000 THB

BEI Co., Ltd.

Company Name	➤ BEI Co., Ltd.
Headquarters address	➤ 33/10 Moo 8, Bang Talat, Pak Kret, Nonthaburi
Type of business	➤ Purchasing raw material
Registration number	➤ 0135564019325
Telephone number	➤ (66) 2 105 0456
Website	➤ www.svi-hq.com
Registered Capital	➤ 60,000,000 THB
Paid – Up Capital	➤ 60,000,000 THB

1.3.2 Financial Structure

Capital as of December 31, 2023

➤ Registered capital:	2,153,210,026 Baht
➤ Common Stock	2,153,210,026 Shares (1 Baht per share)
➤ Paid – Up capital:	2,153,210,026 Baht
➤ Common Stock	2,153,210,026 Shares (1 Baht per share)

➤ Shareholders

List of top 10 major shareholders of the Company on the closing of registration book as of December 31, 2023 were as follows:

	List of Shareholders	Number of Shares	% of total number of Share
1	Mr. Pongsak Lothongkam Group*	1,753,117,432	81.42 %
2	Mr. Theerachai Keeratitechakorn	61,051,400	2.84 %
3	Mr. Prasit Rakthaisaentawee	22,874,600	1.06 %
4	Mr. Anucha Kijdhanamongkolchai	22,220,000	1.03 %
5	Mr. Somchai Vijitsangrat	15,775,000	0.73 %
6	Thai NVDR Company Limited	14,097,197	0.65 %
7	Mr. Supparoj Rojweera	13,723,900	0.64 %
8	UBS AG SINGAPORE BRANCH	13,228,571	0.61 %
9	Mr. Viroj Gosontanawong	12,050,000	0.56 %
10	Miss Anjana Phinichkusolchit	9,150,000	0.42 %

Remark: Mr. Pongsak Lothongkam Group* consisted of (1) Mr. Pongsak Lothongkam held 1,578,944,732 shares in his own name and 166,752,400 shares through a custodian called UBS SINGAPORE BRANCH.

The free float of the company is 15-39%.

➤ Person with a potential conflict of interest

- None -

➤ Dividend Payment Policy

To pay dividend at least 30% of consolidated net profit after deduction of all reserves required by law and the company. However, it's dependent on the operating performance, cash flow, investment plans, financial status, restriction of laws and other considerations as deemed appropriate for the company and subsidiaries.

The payment of dividend is subject of final approval from the shareholders.

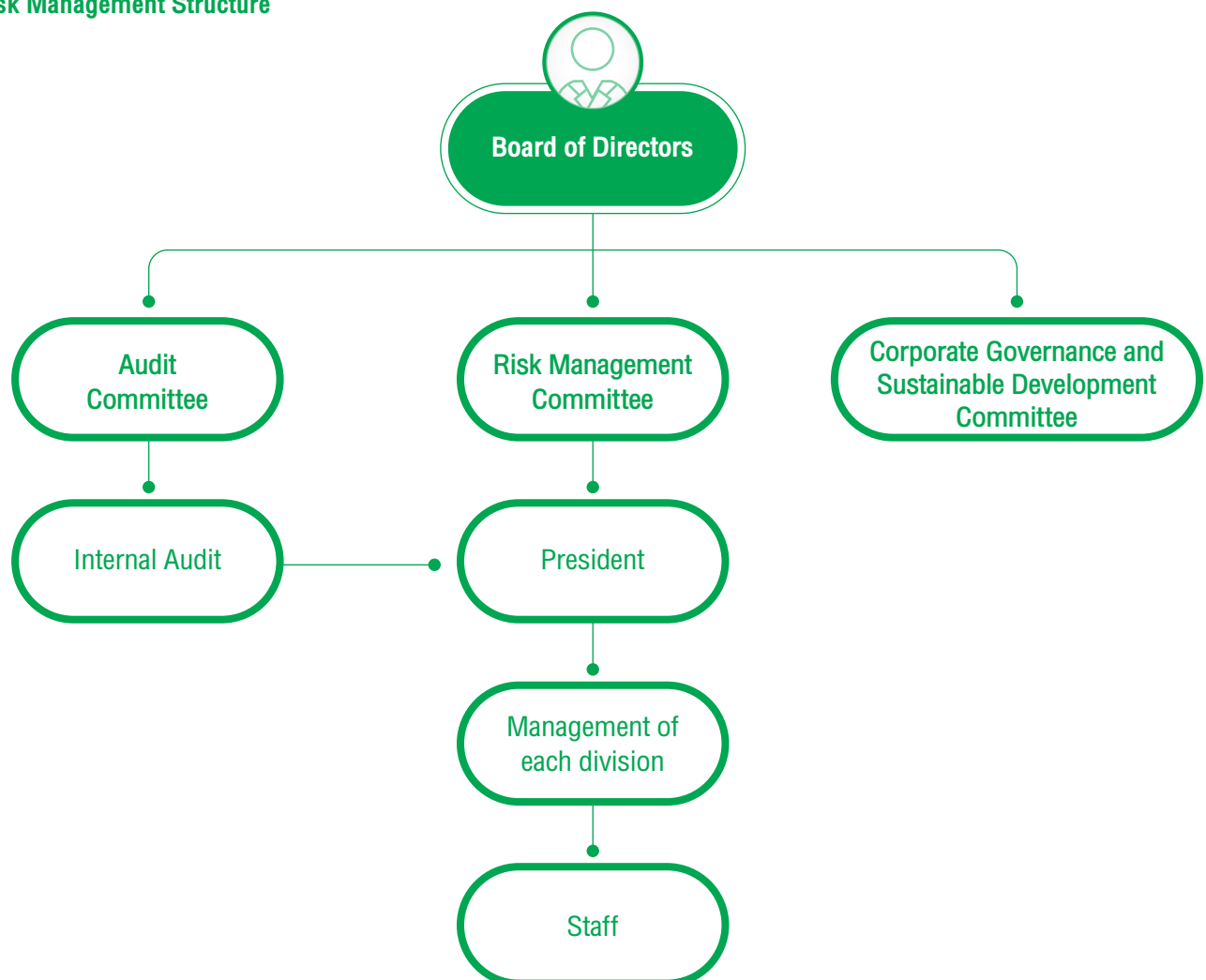
Year	Net profit (Baht per Share) ¹	Dividend Payment (Baht per Share) ¹	Dividend per Net Profit (per share) (%) ¹
2019	0.15	1.9282	1,362.66%
2020	0.32	0.1100	33.90%
2021	0.61	0.2300	37.55%
2022	0.71	0.2600	36.61%
2023	0.38	0.1350	35.83

Remark: 1 Calculated on the Company's net profit

2.1 Risk Management Policy and Plan

"SVI recognizes the importance of effectively managing risks from both internal and external factors. To this end, the company has adopted the principles of risk management as outlined by the Committee of Sponsoring Organizations of the Treadway Commission (COSO ERM) to monitor, track, and assess risks from both internal and external sources. This framework aims to create an enterprise culture that prioritizes risk awareness and encourages all employees to take ownership of observing, controlling, and limiting risks. To support this approach, the company has established the Audit Committee, Corporate Governance and Sustainable Development Committee, and Risk Management Committee. Additionally, the company has hired PricewaterhouseCoopers ABAS Ltd. to perform internal audit duties and regularly follow up on the results of the Company's internal audit. For further information on internal control and related party transactions, please refer to the relevant topic.

➤ Risk Management Structure



➤ Audit Committee

The committee is responsible for reviewing and assessing its accounting and financial reporting system, internal control system, internal audit system, and risk management system to ensure they are in line with international standards, and are concise, appropriate, modern, and efficient. Additionally, the internal audit department is tasked with inspecting and reviewing operations to ensure they comply with relevant policies, guidelines, operational authority, regulations, laws, and requirements of regulators.

➤ Risk Management Committee

The committee is responsible for designing and implementing management and internal controls to limit existing and emerging risks to acceptable levels. The Risk Management Committee is tasked with monitoring and regularly reviewing corporate risks to ensure effective risk management strategies are in place.

The committee comprises top executives from each department who possess direct knowledge of the risks associated with their respective functions. As such, all internal risks are proposed for consideration, action, and follow-up by this committee.

➤ Corporate Governance and Sustainable Development Committee

The committee is responsible for overseeing the company's operations in accordance with good corporate governance codes. This includes monitoring relevant regulations, requirements, or laws related to corporate governance, such as the Corporate Governance Report of Thai Listed Companies (CGR). Additionally, the committee engages in regular communication with relevant agencies to develop policies and operational guidelines that align with corporate governance best practices.

The company has appointed independent directors as the chairpersons of all three committees, ensuring they possess the necessary qualifications, knowledge, and expertise in accordance with good corporate governance codes. This approach helps ensure the company's risk management structure is efficient and transparent. Furthermore, as independent directors are also members of the Board of Directors, they possess a keen awareness of important risk issues, including risk management, enabling effective management and oversight by the Board.



2.2 Risk Factors for the Company's Business Operations

Risk factors that may have an impact on the Company's business operations can be summarized by analyzing risk issues, risk prevention methods, and risk mitigation as follows:

1 Business Operation Risk

➤ 1.1 Raw Material Procurement

The Company recognizes the criticality of raw material procurement and gives priority to factors such as price, quality, and delivery time. Although external and internal issues may impact raw material delivery in the electronics industry, the Company has implemented measures to prevent and manage potential problems. For instance, it closely monitors the procurement market and collaborates with sellers and shippers to enhance the procurement system's efficiency. It has also established agreements with partners in the Vendor Managed Inventory (VMI) system to store raw materials in advance and support customer demand. Moreover, the Company continually enhances its IT systems to improve order submission and product demand planning for efficient delivery. The Company implements a Volume Price Agreement policy to organize price competition and reduce costs, regularly communicates with sellers to obtain timely and accurate information about raw material procurement and delivery, and maintains contact with manufacturers through its raw material procurement offices abroad in Denmark, Austria, and China to collaborate on raw material production. These measures enable the Company to acquire the required raw materials, deliver products to customers, and meet targets efficiently.

➤ 1.2 Risk of Dependence on Product Groups or Customer Groups

The details regarding the structure and operations of the Company group, along with the revenues earned from various product groups, are provided in Part 1: Business Operations and Performance, Item 1.

The Company's revenue is heavily reliant on telecommunications equipment and wireless network systems for communication (Communication and Network System) and industrial control products. Additionally, the Company has a significant proportion of customers in the Scandinavian market, which makes its business operations vulnerable to changes in demand and product styles due to shifts in trade policies or the economic downturns of the Scandinavian countries. However, demand for these product types is less volatile and has a gradual change in product forms, unlike consumer products which the Company does not produce. Moreover, the Company closely monitors market and regulatory trends and collaborates with customers to gather information, as evidenced by its adjustment of production in accordance with the requirements of the European Union Commission on the Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Products. The Company is also investing in factories in various locations such as Bangkadi Industrial Park, Cambodia, Austria, Hungary, and Slovakia to increase production capacity and meet the demands of customer groups in Scandinavia and other markets.



2 Technology Risk

The electronics industry's rapid technological changes present a risk of losing competitiveness for the Company if it fails to invest in production techniques and modern machinery to maintain its customer base in the high-tech market segment. Customers expect the Company to have the ability to produce products with high-technology systems, which is why the Company has prioritized its potential as a technology leader as follows:

- Follow and become a member of the world's leading Association Connecting Electronics Industries (IPC).
- Continuous follows up and reviews information from conferences, seminars, and trainings organized by the world's leading manufacturers and distributors of technology, machinery, materials, and raw materials, including the development of production processes to be automated.
- Participate in product research and development with customers from the beginning of the project by utilizing Design & NPI (Design & New Product Introduction) and provides design services to customers. It also collaborates with research and technology development agencies, such as the NSTDA (National Science and Technology Development Agency), and government and educational institutions to enhance efficiency and facilitate desired research.

3 Financial Risk

The Company is exposed to exchange rate fluctuations as most of its revenue and cost of sales are in foreign currencies, primarily USD. These fluctuations may result in profit or loss due to accounting records. In 2023, the Company earned about 97 percent of its sales revenue in USD and about 3 percent in euros, with raw material costs accounting for 79 percent of purchases in USD. While the Company has a natural hedge system, it additionally manages exchange rate risk by using forward exchange contracts as a tool to hedge against the risk of exchange rate volatility.

4 Disaster Risk

The Company recognizes that various disasters can have a significant impact on its business operations, such as floods, storms, fires, earthquakes, tsunamis, and landslides. These events can result in the loss of customers to competitors or cause production to come to a halt, leading to lost revenue and increased expenses. To mitigate these risks, the Company has implemented various measures. For instance, the establishment located in Bangkadi Industrial Park has been surrounded by concrete lines over 5 meters high, and the road in front of the industrial park has been raised 60 centimeters to prevent flooding. The Company has also added two floors of production space to move machinery, equipment, and tools immediately in case of an emergency, and has renovated the factory at Chaengwattana Road as a backup production base. Moreover, the Provincial Electricity Authority has upgraded its equipment and electrical distribution system by switching to the Gas Insulated Switchgear (GIS) system to make the power supply system more efficient.

For fire prevention, the Company has taken several measures including the installation of equipment related to various production processes that can prevent fire, as well as an effective fire prevention system that meets international standards. The Company also continuously improves its management system for preventing and resolving incidents during emergency situations in a more systematic manner.

The Company also has a nearby production facility that can be quickly relocated in the event of a natural disaster. This facility has been used as a temporary production base during floods and fires in 2011 and 2014. The Company moved its production to a factory in Chaengwattana, which is about 30 minutes away from its current factory, in such instances.

5 Risk of the Coronavirus Disease 2019 Outbreak

The COVID-19 pandemic has had significant impacts on various aspects of the economy, including consumption, household debts, and macroeconomic indicators. As a result, SVI is highly concerned about the well-being of its employees, who are crucial to the continuity of its business. To ensure the safety and health of its employees, the company has implemented the following measures:

- Provide social distancing in the workplace.
- Provide a temperature checkpoint for employees before entering work.
- Clean and spray disinfectant inside the building strictly.
- Organize work from home to reduce congestion in the workplace.
- Provide vaccination against the coronavirus disease 2019 for all employees.
- Provide ATK (Antigen Test Kit) checks for new employees, and current employees are randomly checked on a weekly basis.



6 Climate Change Risk

Today's rapid climate change has resulted in frequent natural disasters that damage both households and businesses, directly impeding economic development. The effects of climate change are exacerbated by a significant increase in greenhouse gas emissions from economic activities, especially in production and consumption, in which everyone in society participates and contributes to the release of greenhouse gases.

SVI PCL recognizes the significance of achieving a sustainable balance between economic growth and environmental impact. As such, the Company prioritizes the efficient use of resources to generate economic returns while also prioritizing environmental care. In line with this commitment, the Company regularly evaluates its environmental performance and sustainability management practices, which can be found under the topic of sustainability management on its website.

7 Emerging Risk

Risk from Cybersecurity Threats

We recognize the value of information as a critical resource and the need for information security measures to ensure its safety based on three key principles: confidentiality, accuracy, and continuity of internal information system users. SVI PCL has established an Information Security Policy to safeguard the information security of all stakeholders, including customers, employees, raw material manufacturers, and other related sectors. The policy provides a mechanism to prevent unauthorized access to systems and data that could result in business damage, enhances corporate IT data security, and plans for potential threat events. Additionally, the information technology unit conducts risk assessments and reports to the Risk Management Committee to ensure effective risk management, minimize potential impacts on the organization, and maximize business opportunities.



The Company drives business with the commitment to deliver quality product with honesty and environmental and social responsibility. The Company considers corporate governance and sustainable development in every aspect of the business operation, namely Environment, Social, and Governance (ESG) which refer to the international frameworks regarding sustainability management and disclosure. The Company also conducts sustainability impact assessment and provide guideline for business adaptation and methods. This will enable the Company to be competitive in the long run, efficiently manage natural and human resources, and integrate innovation to elevate business operation in response to stakeholders' expectations and needs. This would also be in line with the business direction of the Company.

3.1 Sustainability Policy, Strategy, and Target

The Company has considered sustainable management practices to comply with each context and material topics to integrate business operation systematically and uninterruptedly. It has considered the following during the formulation of the Corporate Governance and Sustainable Development Principles, as well as strategies and targets.

Corporate Governance and Sustainable Development Principles

The Company has considered sustainability materiality and has assessed the sustainability impact of business operation, as well as development of the Principles to cover all aspects of the Company's sustainable development as follows:

Ensuring transparent and auditable business operation through compliant with the laws and regulations of the country of operation.

Assessing sustainability risk and impact in every aspect.

Managing sustainable practices throughout production and value chain.

Encouraging investment in innovation development.

Managing natural resources efficiently.

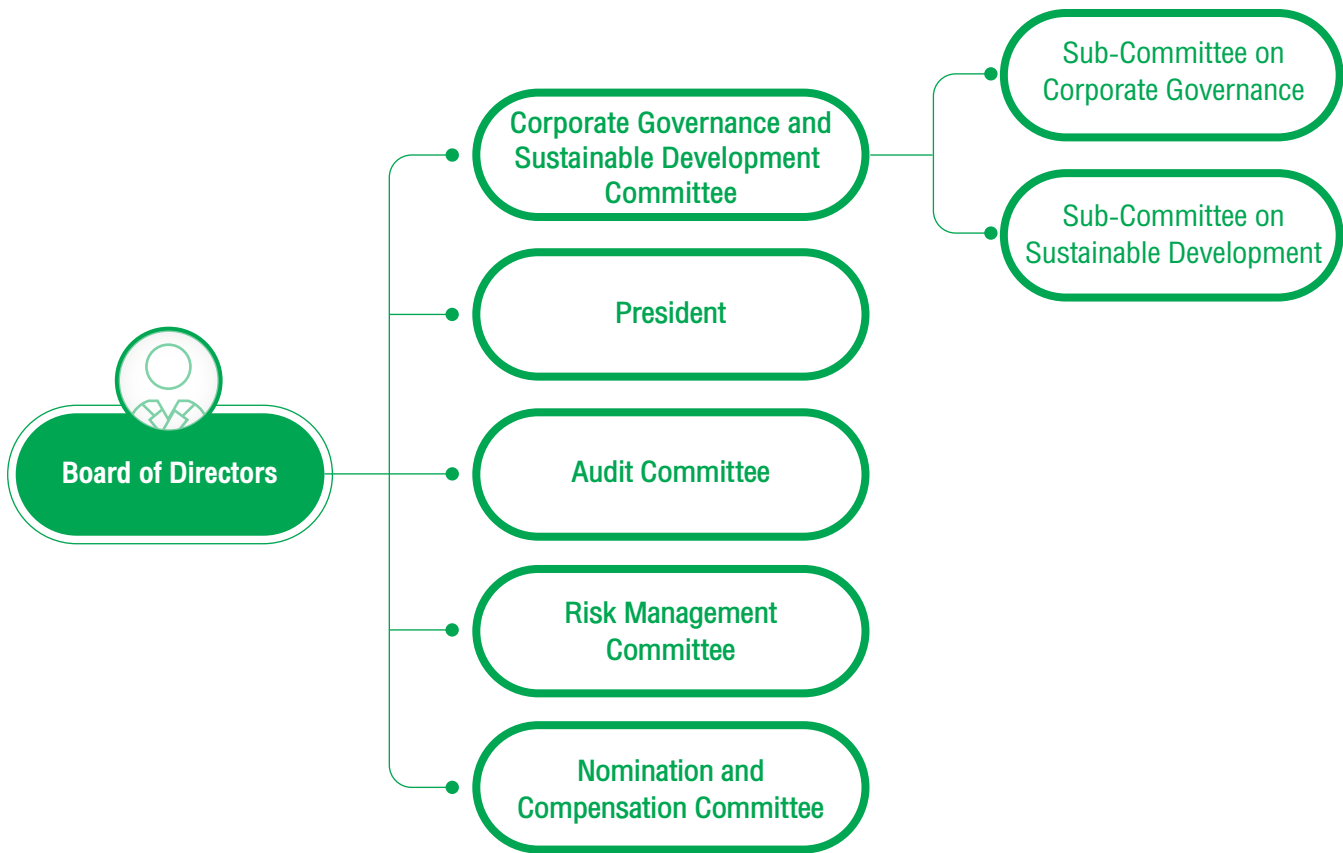
Managing human capital effectively.

Creating common value with the surrounding community and society.

Communicating on business sustainability practices and performance.

The Company also identify role and responsibility of business management and sustainable development in all levels. This covers stakeholders engagement, identifying and assessing material topics, managing and disclosing business performance on sustainability. The structure and responsibility regarding corporate governance and sustainable development are as follow:

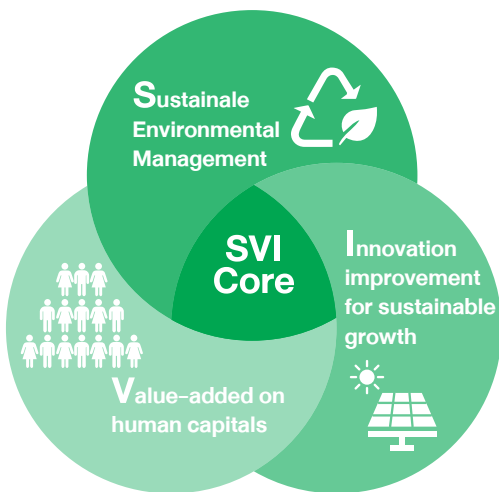
➤ **Structure and Responsibility Regarding Corporate Governance and Sustainable Development**



For more information regarding policy and business principles concerning Corporate Governance and Sustainable Development including the role and responsibilities of the related functions, please visit our website at: www.svi-hq.com

➤ **Sustainability Strategy and Plan of Action**

The Board of Directors has established the Sustainability Strategy, Plan of Action, and Target, to manage sustainability material topics, and provide operational guideline for the Company and its subsidiaries. The details of the strategy are as follow:



Sustainable Environmental Management



Taking environmental impact into account and moving towards sustainable environmental management throughout the value chain by utilizing fossil-free energy optimization, resource utilization improvement to achieve circular economy goals, and minimization of the hazardous waste.

Value-added on Human Capitals



Recognizing human capital, as a crucial element of SVI operations, by elevating safety, encouraging and inclusive working conditions, while respecting human rights of all stakeholders throughout the value chain by proceeding Human Rights Due Diligence.

Innovation Improvement for Sustainable Growth



Integrating sustainability into the business operation by optimizing risk management to include ESG and cyber security, implementing innovation throughout the supply chain management, and ensure customer satisfaction to achieve complaints reduction.

► Sustainable Development Goals (SDGs)

The Company develops policy, strategy, and operational guideline in accordance with the United Nations Sustainable Development Goals (SDGs), to be a part of environmental and social development. The Company has responded to the 14 out of 17 Goals, as described in the figure below.



(For more detail on responding to Sustainable Development Goals, please refer to the related chapters)

3.2 Management of Impact to Stakeholders in Value Chain

The Company has developed the guideline on impact management of the stakeholders in the value chain covering sustainability impact assessment from business operation, analyzing related stakeholders including risk, opportunity, or expectation to support the sustainability of the organization and related groups. This would be a great source of information for assessing and identifying the related materiality on sustainability of the Company.

3.2.1 SVI's Value Chain

The Company recognizes the change in business context, environmental factors, and stakeholders' expectation from upstream to downstream, by considering those elements in the key activities as well as supporting activities of the Company.

Key Activities	Description
Sourcing or Inbound Logistic	➤ Maintaining raw material sourcing from abroad as the client's requirement. Most of the sourcing are from Denmark, Australia, and China. ➤ Increasing domestic sourcing which mostly are from the Tohoku Solution Ltd. ➤ Quality, price, qualification, and business performance are still the key sourcing criteria. However, the Company increasingly considers environmental impact as additional key criteria for raw material sourcing. The vetting process is conducted through online bidding.
Operation	➤ The Company started researching for the development of the product. This process has started since the end of 2022. ➤ Integrating robotic process to support production, to enhance the capacity.
Product or Service Distribution or Outbound Logistic	➤ The Company complies with the client requirement on product or service distribution which includes, outbound logistic on land, at sea, and by air.
Sale and Marketing	➤ Increasing online marketing strategy. ➤ Resuming traditional marketing strategy such as participating in trade fair due to the recovery from pandemic.
After Sales Service	➤ Product Quality Insurance ➤ Process on receiving complaints from customers regarding the quality, safety of the product/service, including customer satisfaction survey.

In 2022, the Company has acquired the Tohoku Solution Co. Ltd. to support domestic raw material sourcing for electronic parts production, which in turn, provide client as a sourcing option apart from international sources such as Denmark, Australia, and China. However, the Company still considers the quality, price, qualification, and business performance in accordance with international standards, such as ISO 9001 and ISO14001. Moreover, the Company considers environmental impact and assess environmental impact for new supplier. The detail of raw material sourcing to support key activities in accordance with corporate governance and sustainability development are as follow:

Source of Raw Material	2021		2022		2023	
	Million THB	%	Million THB	%	Million THB	%
• International Source	10,788.52	92.82	13,416.63	93.42	9,962.99	92.20
• Domestic Source	834.59	7.18	944.23	6.58	842.60	7.80
Total	11,623.11	100.00	14,360.86	100.00	10,805.59	100.00

*There was no any distributor supplied more than 10% of total raw materials.

The operation in 2023, the Company still commits to delivering quality products as required in the terms and conditions of the contract, and recently, has developed innovation to improve production and service processes. The Company has integrated robotic process in the repetitive tasks in the past year. As a result, the production time has been decreased by 20%, which is equivalent to 7,200 hours last year. In addition, the Research and Development Department has been developing EV charger, which is now under the process of research and testing.

In 2023, the product distribution of the Company still complies with client requirement. The land, sea, or air logistic is under the responsibility of the client.

For marketing strategy in 2023, the Company has increasingly conducting online marketing, and improving traditional marketing strategy such as participating in, both domestic and international, trade fair, as the recovery from the pandemic.

The after-sales services in 2023 includes product quality insurance and receiving feedback from customer in the quality and safety of the product/service, as well as customer satisfaction survey.

Supporting Activities	Description
Infrastructure	➤ Finance and accounting system, as well as organization management. ➤ Using software for IT security and supporting work from anywhere.
Procurement/Sourcing	➤ Raw material sourcing as required by client but increasing domestic sourcing as an option.
Technology development for product and service	➤ Daily meeting with line manager to receive report on performances and challenges. ➤ Reviewing working process to enhance the capacity. ➤ Using robotic automation in the repetitive task.
Human resource management	➤ Capacity development program for employee. 1. Sustainable personnel development project Innovator Project. 2. Project to award Long Service Awards to employees in appreciation. Build morale and encouragement. 3. SVI Excellence award project in both the excellent individual category. excellent team and excellent executives to showcase the work and abilities of the company can be further developed.

For the supporting activities in 2023, the Company has recognized the importance of the telecommunication technology and integrating innovation to improve production process, which emphasize the cyber security and facilitating remote work, apart from finance and accounting system. The Company has also improved the management system and infrastructure to manage the value chain.

For sourcing in 2023, the Company still sources in accordance with the client requirement such as, Integrated Circuit (IC), Module, LCD, Metal, Printed Circuit Board (PCB), and other raw materials. Moreover, the Company has offered clients with the alternative of domestic sourcing which complied with the client's requirement.

For the product and service innovation development in 2023, the Company has a daily meeting with line manager to apprehend the performances, challenges, and concerns which also considered as a channel of communication with employee. Moreover, there is a review of working process to enhance the capacity, such as adding 6 Robotic Process Automations (RPA) and using the software for recording and analyzing the information.

The Company is aware of employee development and benefits, thus, the Company has provided employee development program which open for all employees to enhance their skills according to their expertise and job context. In 2023, the company will give employees the opportunity to participate in developing potential and expertise according to their characteristics. Other work content and skills according to market needs through the SVI Excellent Award project, including sustainable human resource development through the Innovator Project to recruit new generations to work in the company. The Company views that employees in this group will have new ideas and perspectives which will help the Company. Able to develop and adapt to the times. In 2023, the company has hired 30 employees through the said special project and in terms of taking care of employees within the company. Satisfaction surveys were conducted among employees at all levels. And a project has been organized to award Long Service Awards to employees with continuous service in order to build morale and encouragement for employees.

3.2.2 Analysis of Stakeholders in the Value Chain

The Company has analyzed the stakeholders throughout the value chain to collect information concerning the expectation to develop the action plan in respond to the expectation and communicating the performance through various engagement channels assigned to each stakeholder groups. The stakeholder analysis is elaborated in the table below.

Stakeholders	Expectation	Our Action	Engagement Channels
Internal Stakeholders			
Shareholder	➤ Continual growth of business performance ➤ Return on investment ➤ Good corporate governance and transparency	➤ Appropriate level of investment returns ➤ Disclose business information transparently ➤ Equal treatment to all shareholders ➤ Commit to the corporate governance principles	➤ Annual report ➤ Annual General Meeting (Once a year) ➤ Provide information to analysts and shareholders (65 times) and conference call with international funds (12 times)
Employee	➤ Equality and fundamental rights ➤ Appropriate compensation and welfare ➤ Employee development ➤ Career path and stability	➤ Equal treatment to all employees ➤ Support equality on employee development, compensation, welfare, promotion, and job transferring ➤ Health and safety issues management in the workplace	➤ Company website at: https://svi-hq.com/ ➤ Line Application for employee ➤ Quarterly SVI Newsletter ➤ Employee satisfaction survey ➤ Engagement activities

Stakeholders	Expectation	Our Action	Engagement Channels
External Stakeholders			
Customer/Consumer	➤ Provide quality product and service in a reasonable price and deliver the product/ service on time. ➤ Create customer satisfaction survey along with customer complaint management ➤ Having community development activities with SVI such as financial support for the activity or co-organizing community development activity	➤ Prioritize and responsible for product/service development to meet standards ➤ Respect customer's confidentiality	➤ Company website at: https://svi-hq.com/ ➤ Annual satisfaction survey ➤ Weekly meeting with customer focus team to follow up on customer satisfaction survey
Supplier	➤ Fair and equal procurement process and treatment ➤ Appropriate level of compensation ➤ Comply with the terms and conditions of the contract ➤ Collaboration in business development ➤ Occupational health and safety ➤ Respect for human rights	➤ Comply with the procurement framework in good faith. ➤ Treat supplier in accordance with the corporate governance ➤ Jointly develop business plan ➤ Knowledge sharing	➤ Supplier Engagement and other related activities ➤ Knowledge sharing session and workshop ➤ Signed in SVI' Supplier's Code of Conduct
Community/Society	➤ Environmental and social responsibility ➤ Prevent risk and impact of the operation	➤ Support community development activities ➤ Responsible for environment in the community and society ➤ Conduct community satisfaction survey via Industrial Estate Authority	➤ Community engagement ➤ Activities of sustainable communities "SVI, a market for solving poverty, community products for the people of Bangkadi" ➤ Company website at: https://svi-hq.com/
Debtor	➤ Pay debt on time ➤ Strictly comply with terms and conditions	➤ Comply with the agreement and legislation regarding debt payment	➤ Company website at: https://svi-hq.com/ ➤ Terms and conditions on debt payment
Government	➤ Legal Compliance ➤ Transparent disclosure	➤ Complying with law, regulations, and rules concerning the business operation	➤ Annual report ➤ Disclosure to the Stock Exchange of Thailand ➤ Company website at: https://svi-hq.com/

For further information regarding the Code of Business and Code of Conduct which mentioned in the Corporate Governance Handbook, please visit our investor relation page on our website at: <https://investor-th.svi-hq.com/cg.html>.

3.2.3 Sustainability SWOT Analysis

The Company uses SWOT Analysis as a tool to assess the capacity of the Company in operating business in respond to risk and opportunity on sustainability.

Strengths

1. Having specific team on Environmental Health and Safety.
2. Working directly with other agencies and authorities to improve the Company's Environmental Health and Safety Regulation.
3. Supporting on sustainable management from the Board of Directors.
4. Integrating technology and automation.
5. Being a member of UN Global Compact.



Opportunities

1. Supporting the supply chain improvement to be more environmental-friendly and respond to the sustainability issues.
2. Complying with client's expectation on environmental health and safety management.
3. Supporting energy saving and reducing pollution.



Weakness

1. Limitation on legal enforcement in certain area.
2. Limitation on the preparedness of nurturing safety culture and complying with law and regulations.
3. Limitation on the readiness of management system and tools.



Threat

1. Latest national rules and regulations on environmental health and safety with the Company has to follow and comply strictly.
2. Violation of the Government's rules on waste management may impact the Company's reputation and legal compliance.
3. Impact of the pandemic to the management process.



3.2.4 Sustainability Materiality Assessment

The Company has conducted materiality assessment for all 3 sustainability dimensions by considering global sustainability trends and sustainability topics which are recognized by various stakeholders, both domestically and internationally, especially in the Electronic Manufacturing Service (EMS) and engaging with stakeholders to prioritize the material topics. This process would identify and prioritize material topics and develop management guideline to align with the stakeholders' expectation and business direction on the topics that has an impact on the operation. The materiality assessment process is as follows:

Identifying



Analyzing sustainability topics, including environmental, social, and governance in line with the industry norms by reviewing the sustainability disclosure of the peers, both domestic and international, in the industry. Recognizing the study of the sustainability trends from the rating agencies which related to the Company's sustainability management and context.

Prioritizing Material topics to the Company:



Conducting survey with the management by considering the followings.

- Related law, regulations, or standards that the Company needs to strictly comply with.
- How the developing of strategy, value, or target related to those material topics?
- How those topics support the Company to drive for sustainability?
- How the operation impact to those material topics on environment, social and governance? Material topics which are assessed by stakeholders based on their interest, perceptions, and priority: This was conducted through survey with 6 stakeholder groups.

Assessing



- Developing Materiality Matrix.
- 3 level or priority – high, medium, low

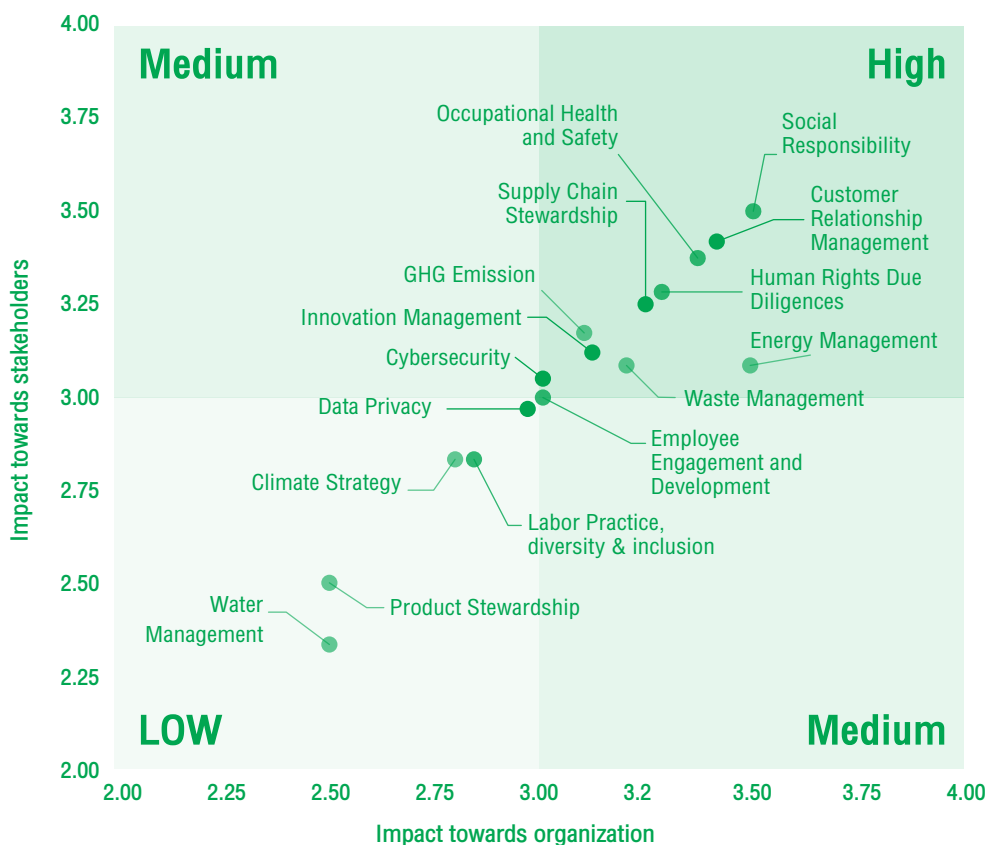
Endorsing



- Presenting material topics for acknowledgement and verification by the Board of Directors.
- Endorsing material topics for developing management guideline and disclosure framework in Form 56-1 One Report and Company's website.

➤ Materiality Matrix

The Company has categorized sustainability material topics into 3 aspects, namely environment, social, and governance, to develop guideline for sustainable management. The priority of each topic will be taken into account for management and disclosure in a different level as recommended by the Stock Exchange of Thailand. The details are as follow:

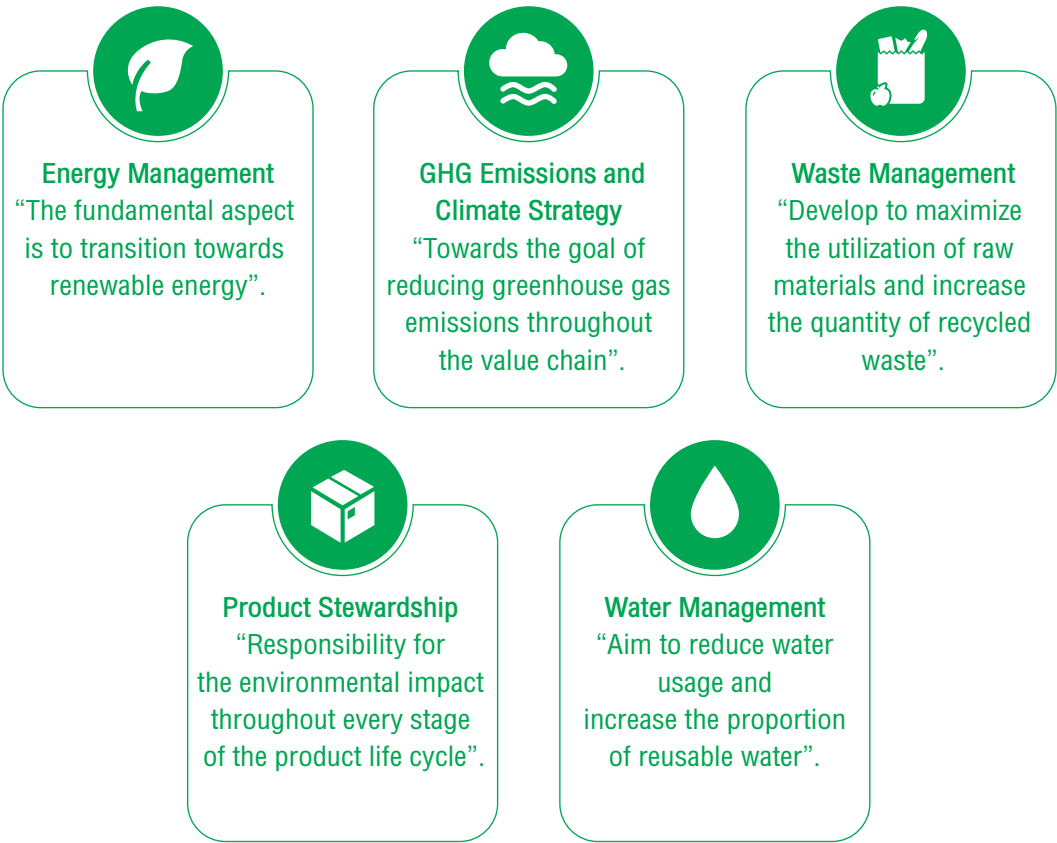


Environmental	Social	Governance
Energy Management	Occupation Health and Safety	Supply Chain Stewardship
GHG Emission		
Climate Strategy	Human Rights Due Diligence	Cyber Security
Waste Management	Employee Engagement and Development	Data Privacy
Product Stewardship	Labor Practices, Diversity & Inclusion	Innovation Management
Water Management	Social Contribution	Customer Relationship Management

3.3 Sustainability Management in the Environmental Dimension

The Company is aware of the potential negative impacts on the environment that may result from the business operations. The Company has established specific guidelines for managing these impacts, including implementing policies that address environmental management, occupational health, and safety as fundamental components of the operations. The Company aim to efficiently utilize resources and to seek out alternative materials to minimize environmental risks and impacts. For more information about the Company's policy on occupational health, safety, and the environment, please refer our website at: <https://investor-th.svi-hq.com/misc/CG/20200610-svi-cg-global-ohse-th.pdf>).

Based on the evaluation of material sustainability topics related to the environmental dimension of the Company, there are 5 material topics found, which are:



The scope of the report in the year of 2023 covers only the two factories of the Company located within the Bangkadi Industrial Park, Pathum Thani Province, Thailand. SVI plans to expand data collection framework to cover all operations in the future.

3.3.1 Energy Management

The driving factor behind industrial production necessitates energy sources for manufacturing processes and business activities such as office buildings energy consumption for the Finance and Accounting Department, Sales and Marketing Department, Human Resources Department, and Information Management Department. Since human life significantly depends on energy resources, it is critical to use these resources as efficient as possible. Additionally, the Company emphasizes energy management to ensure that its business operations are more energy-efficient while reducing environmental impact.

➤ Policy and Practices on Energy Management

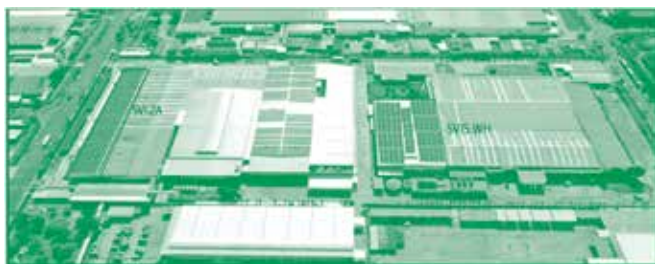
The Company has established the SVI Energy Conservation Policy to encourage energy conservation efforts that are efficient and maximize environmental benefits. SVI Energy Conservation Policy also complies with the Thailand's national energy conservation policy. The details of the implementation guidelines are as follows:

- 1 Develop an appropriate energy management system that incorporates energy conservation as a part of the Company's operations in accordance with relevant laws and regulations.
- 2 Establish a working group to monitor and evaluate energy management, including reviewing, analyzing, and correcting energy management deficiencies at least once a year to ensure compliance with relevant laws and regulations.
- 3 Communicate with all management levels and employees to increase their knowledge and understanding of energy conservation and to encourage their participation in energy conservation efforts.
- 4 Encourage employees to develop a conservation mindset and instill a sense of resource value in order to manage energy efficiency and maximize benefits.

➤ Management Plan and Performance

Since 2019, the Company has been installing solar panels, and tends to expand the installation to increase the use of solar energy in business operations. The Company applies three principles and strategies of renewable energy, which are divided into three main principles.

- 1 • **Increasing the use of renewable energy in the manufacturing process:**
Following the successful installation of solar panels in a group of ASEAN Economic Community factories by SVI in 2021, SVI plans to raise the installation capacity of solar panels in Thailand by 2023 and further invest in the installation of solar panels in Thailand by 2025.
- 2 • **Improving efficiency through the use of renewable energy in the production process:**
Evaluating the feasibility of setting up batteries to store energy during weekends or outside of business hours for optimal energy use. The Company is in the process of studying the feasibility and efficiency of the battery types to be used and evaluating the return on investment. The evaluation results are expected to be considered and invested by 2027.
- 3 • **Increasing the ability to record and store data related to the use of renewable energy from solar energy through solar panels:**
Currently, SVI is in the process of developing a data recording and storage process to track energy usage in each production process.



The utilization of solar energy has resulted in significant energy savings for the Company. In 2023, the Company was able to generate a total of 1,251 MWh of electricity from solar energy, which accounted for approximately 5.29 % of the total electricity demand of the head office and factories in Bangkadi. However, due to the cleaning of the solar panels, the proportion of electricity generated by solar energy increased compared to the previous year. Nevertheless, the Company committed to increasing the proportion of solar energy usage in the next year.

Apart from installing solar panels to produce solar energy, the Company also purchased electricity from certified sources of renewable energy. In 2023, the Company purchased 1,000 MWh of electricity generated from the certified renewable energy sources.

The Company has collected data on energy consumption within the organization to identify sources of energy usage, in order to specify opportunities and develop strategies for reducing energy consumption and increasing energy efficiency. The scope of data collection in 2023 only covers the Company's two factories in the industrial estate of Bangkadi, Pathum Thani. The Company intends to expand data collection to other factories in the following year. According to the data collection and analysis within those scopes, the majority part of energy sources was electricity purchased from agencies that generate electricity from fossil fuels, which accounted for 91% of total energy consumption in 2023.

Energy Management	Unit	2021	2022	2023
Total energy consumption	MWh	22,879.51	24,843.48	23,146.34
Non-renewable energy consumption				
Stationary combustion	MWh	147.98	138.54	104.24
Mobile combustion	MWh	201.66	202.73	245.59
Energy purchased	MWh	21,369.03	22,401.21	21,590
Renewable energy consumption				
Energy generation -Solar panel	MWh	1,160.84	1,101	1,206.51
Electricity purchased from renewable energy source	MWh	-	1,000	1,000

* The performance only included the use of diesel for ignition engines and did not include the use of Liquefied Petroleum Gas (LPG) for cooking in the cafeteria.

** The performance covered the use of diesel from January to September.

Strategic targets in 2025	Strategic targets in 2023	Strategic performances in 2023	Alignment with SDG Goals
The proportion of renewable energy use at least 12% of total energy consumption.	The proportion of renewable energy use at least 5% of total energy consumption.	The proportion of renewable energy use is 9.53% of total energy consumption. ➤ Renewable energy: 2023 = 2,206.51 MWh ➤ Total energy usage: 2023 = 23,146.34 MWh	 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix
The reduction in non-renewable energy intensity at least 15% compared to 2022 (MWh per USD).	The reduction in non-renewable energy intensity at least 10% compared to 2021 (MWh per USD).	The reduction in non-renewable energy intensity 2.29% compared to 2021 (MWh per USD).	  7.3 By 2030, double the global rate of improvement in energy efficiency 12.2 By 2030, achieve the sustainable management and efficient use of natural resources

3.3.2 Water Management

The Company has a water resources management strategy within the organization to promote efficient and effective water usage to maximize benefit in managing limited water resources for business operations and consumer consumption. The Company has developed a water recycling approach that ensures water quality after the production, consumption, and utilization processes as an alternative solution that enhances the efficiency of water resource utilization to align with its sustainable business journey.

➤ Policy and Practices on Water Management

The Company conducts its business in accordance with occupational health, safety, and environment policies, which include water resource management and manages natural resource to maximize benefit while also promoting awareness and communication to instill a sense of value in water resource use.

➤ Management Plan and Performance

Currently, the Company's factories in the industrial estate of Bangkadi, Pathum Thani, utilize water for operational consumption and some manufacturing processes. Water usage is managed in accordance with environmental laws, and the quality of wastewater has been analyzed and certified by experts. The analysis results show that all parameters meet the Ministry of Science, Technology, and Environment Announcement No. 3 (B.E. 2539) and Technology and Announcement of the Ministry of Industry No. 2 (B.E. 2539) standards.

The Company manages water from manufacturing processes to ensure the highest efficiency in pollutant treatment and to maintain water quality for recycling purposes. The recycled water is utilized for non-production activities such as watering plants and cleaning fishponds, resulting in cost savings for the Company's water supply from the public utility in the industrial estate of Bangkadi as follows:

Water management	Unit	2021	2022	2023
Water withdrawal - Third-party water	Megaliter	183.12	203.91	210.97
Water discharge	Megaliter	146.50	163.12	168.78
Water consumption	Megaliter	36.62	40.78	42.19
Recycled water	Megaliter	0	8.87	5.49
Proportion of water recycled from water consumption	%	0	22	13

Strategic targets in 2025	Strategic targets in 2023	Strategic performance in 2023	Alignment with SDG Goals
The intensity of water usage decreased by 10% (megaliters compared to the annual income in USD).	The intensity of water usage decreased by 5% (megaliters compared to the annual income in USD).	The intensity of water usage decreased by 9.62% (megaliters compared to the annual income in USD).	 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
10% proportion of water recycled from water discharge.	5% proportion of water recycled from water discharge.	3.25% proportion of water recycled from water discharge. Total water discharge : 168.78 Megaliters. Total recycled water : 5.49 Megaliters.	 12.2 By 2030, achieve the sustainable management and efficient use of natural resources

3.3.3 Waste Management

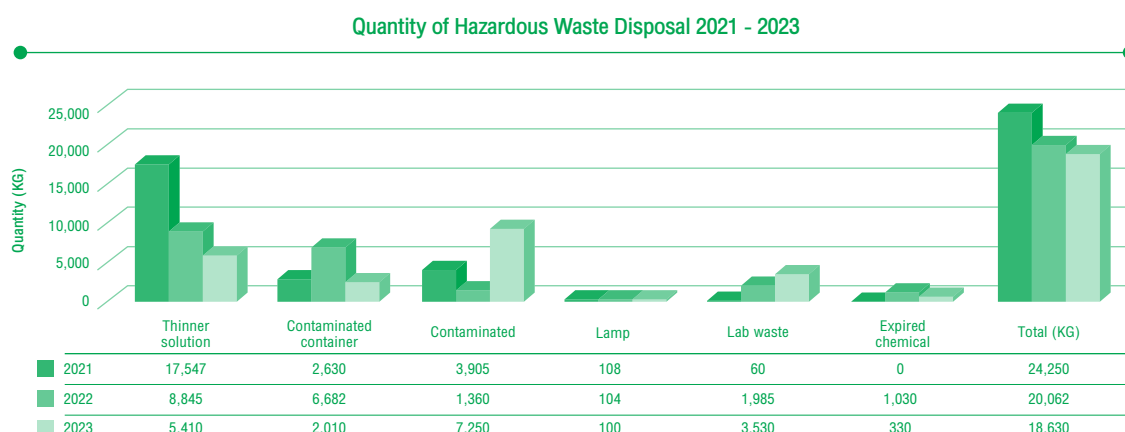
The manufacturing of electronic components results in the generation of significant quantities of hazardous and non-hazardous wastes. As a result, the effective waste management is crucial in maintaining the integrity of the environment. As such, the Company has implemented an efficient system for the appropriate storage, collection, transportation, treatment, and disposal of waste aiming to minimize air, soil, or water pollution while adhering to national and international regulations, rules, and laws.

➤ Policy and Practices on Waste Management

The Company operates in compliance with occupational health, safety, and environmental policies, which contain waste management procedures aimed at minimizing environmental risks and impacts through the sourcing of alternative materials. The Company also provides adequate resources to manage waste disposal targets. Furthermore, the Company conducts waste disposal practices in line with the prescribed methods in accordance with the Factory Act (B.E. 2535), by agencies authorized by the Department of Industrial works.

➤ Management Plan and Performance

In 2023, the Company managed hazardous waste under the "Reduce Hazardous Waste Disposal Project", which included dangerous waste such as thinner solutions, contaminated containers, mixed materials, electric lamps, laboratory waste, expired chemicals, and other types of hazardous waste. This resulted in a 7.04% reduction in the amount of hazardous waste generated compared to the previous year.



In 2023, the Company has developing a management strategy for using polyethylene (PE) containers, which are resistant to chemicals, acids, and bases. These containers are returned to chemical manufacturers for washing and cleaning in order to reuse and reduce the hazardous waste generated. This resulted in cost savings for the Company in transporting contaminated containers to external organizations for waste disposal.



The image illustrates the process of sorting containers for return to the manufacturer.

Detail	Expenses for waste management	Weight of Contaminated Container that can be reused
Cost saving of contaminated	2,500 Baht / ton	867.6 Kgs
Containers for waste disposal (Baht/year)		2,169

The overall waste management results of the Company for the year 2023 are detailed as follows.

Waste Management	Unit	2021	2022	2023
Total waste generated	Tonnes	275.02	334.06	213.20
• Total hazardous waste	Tonnes	120.98	176.40	87.05
• Total non-hazardous waste	Tonnes	154.04	157.66	126.15
Total waste generated per revenue	Tonnes per million USD	0.67	0.68	0.51
Total waste diverted from disposal	Tonnes	154.04	158.33	127.02
• Total hazardous waste	Tonnes	0	0.67	0.87
• Total non-hazardous waste	Tonnes	154.04	157.66	126.15
Total waste directed to disposal	Tonnes	120.98	175.73	86.18
• Total hazardous waste	Tonnes	120.98	175.73	86.18
• Total non-hazardous waste	Tonnes	0	0	0

Strategic targets in 2025	Strategic targets in 2023	Strategic performances in 2023	Alignment with SDG Goals
The intensity of waste generation decreased by 15% compared to 2020 (tonnes compared to the annual income in USD).	The intensity of waste generation decreased by 10% compared to 2020 (tonnes compared to the annual income in USD).	The intensity of waste generation decreased by 49.49% compared to 2020 (tonnes compared to the annual income in USD).	 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
Achieving zero landfill waste.	The quantity of hazardous waste managed by landfill was less than 8 tonnes in 2023.	➤ The quantity of hazardous waste managed by landfill was 5.69 tonnes in 2023. ➤ No quantity of non-hazardous waste managed by landfill in 2023.	
Production waste generated can be reintroduced into the cycle through reuse or recycling, increasing by 5% compared to the previous year.	Production waste generated can be reintroduced into the cycle through reuse or recycling, increasing by 2% compared to the previous year.	Production waste generated can be reintroduced into the cycle through reuse or recycling, decreasing by 19.99% compared to the previous year.*	 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

*Production waste generated decreasing 36.18% compared to the previous year

3.3.4 Product Stewardship

The Company establishes a Product Stewardship Framework to enhance the production process and reduce the potential impact on the environment, society, and communities. The Company has conducted impact assessment at every stage of the production, starting from the selection and procurement of raw materials, production process, packaging, transportation, delivery to customers, and to the disposal of expired or used products. Furthermore, the Company adheres to the legal requirements related to the production process and post-sales product management, which constitutes a fundamental aspect of the Company's comprehensive and sustainable product responsibility to drives social development and encourages circular economy system.

➤ Policy and Practices on Product Stewardship

The Company emphasized the responsibility and impact of the production process. Therefore, Green Product and Process Control Procedure Policy was established to monitoring and complying with national and international legal requirements of sourcing raw materials through to post-sales activities. The examples of standard detailed procedures include:



The Company also established and implemented a policy that aligns with the control process for inspecting raw materials for any non-compliance. This policy was developed as a guide to ensure that the quality of the raw materials meets with the production materials standards which includes the inspection of hazardous substances according to the 2011/65/EU regulation of the European Union (EU) concerning the use of hazardous substances in electrical and electronic equipment or the Restriction of Hazardous Substances (RoHS), as well as the EU Regulation (EC) No 1907/2006 concerning the Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH).

➤ Management Plan and Performance

The Company focuses on responsibility towards the full-cycle product, starting with understanding the requirements for environmentally friendly raw materials through the evaluation and selection process of suppliers who can provide raw materials according to the Company's specifications, ensuring the prohibitions under the 2011/65/EU directive of the European Union (EU) regarding the use of hazardous substances in electrical and electronic equipment, or Restriction of Hazardous Substances (RoHS). The Company's procurement team strictly adheres to the product control policy. If any hazardous or prohibited substances are detected in the raw materials, Procurement Department will immediately reject and cancel the order. The Supplier Quality Engineer (SQE) is the responsible team for quality assurance at the supplier's factories and examines the safety documentation accompanying the raw materials.

At present, the Company's product follows customer orders and is classified as lead-free, accounting for 98% of the total production. The remaining 2% are customers in the aviation industry who require the use of components containing a minimum percentage of lead under the RoHS directive, which sets the level of lead at no more than 0.1% by weight. Nevertheless, the Company recognizes the importance of environmental and social impacts and has established measures to control and manage hazardous waste that may contain lead with strict adherence.

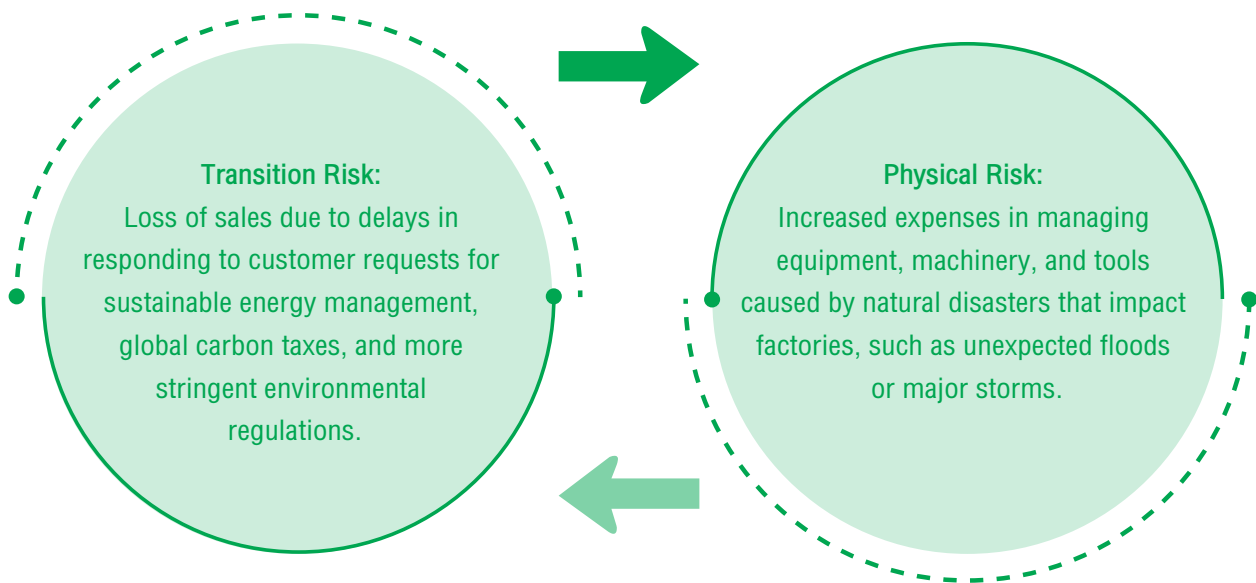
The Company committed to environmental sustainability and dedicated to reducing non-biodegradable waste. Hence, the Company has studied and developed recycled paper and plastic. Currently, the process is in the stage of developing the data management system to track the efficiency of the production process and to facilitate the reuse of raw materials in order to promote the efficient use of resources and reduce environmental waste.

3.3.5 GHG Emissions and Climate Strategy

The rapid changes of climate impact on various sectors, including economic, social, and environmental development. The Company is aware of the effects of the energy consumption and greenhouse gas emissions from the operation, which are the main causes of global warming. Therefore, the Company is committed to reducing greenhouse gas emissions, which is a key factor in mitigating climate change, through evaluating, planning, and developing business strategies to align with the current global climate change issues. Thus, the Company has participated in the United Nations Global Compact (UNGC) to support worldwide businesses in adhering to the Ten Principles in the areas of human rights, labor, environment, and anti-corruption by registering as a member of the UNGC in the year 2005.

► Policy and Practices on GHG Emissions and Climate Strategy

The Company has established a consistent approach to global climate change challenges in line with the current situation and a sustainable strategy. The Company has conducted a potential impact risk assessment of climate change and has identified two main risks as follows:



According to the assessment of both types of risks, the Company has developed a strategy to mitigate potential impacts by encouraging more proportionate usage of renewable energy and studying the possibility of impacts and natural disasters that may occur. In addition, the Company's continuity plan is integrated with suitable risk management plan.

The implementation of the strategy to reduce greenhouse gas emissions to align with energy management is carried out by increasing the proportion of renewable energy sources, such as solar power, and collecting data on greenhouse gas emissions from the Company's business activities to identify sources of emissions. In 2023, the reporting scope covers direct GHG Scope 1 and indirect GHG Scope 2 emissions.

Currently, the Company is studying on GHG emissions data and developing strategies to incorporate climate change into its business operations, including governance, risk assessment and management, reporting of performance, and setting targets for managing climate change. The Company considers these strategies as guidance for its two factories located within the Bangkadi Industrial Park, Pathum Thani, Thailand.

➤ Management Plan and Performance

To benefit the Company's long-term goals and ensure the credibility of greenhouse gas emission data, the Company has collected, compiled, and calculated the carbon footprint data of the organization according to the "Guidelines for Greenhouse Gas Emission Reporting and Absorption" of the Thailand Greenhouse Gas Management Organization (TGO) and in line with the guidance of the Intergovernmental Panel on Climate Change (IPCC Fourth Assessment (AR5) 2014).

In 2023, the Company assessed direct greenhouse gas emissions (Scope 1) and indirect greenhouse gas emissions from energy use (Scope 2) within the boundaries of its 2 factories located in Bangkadi Industrial Park, Pathum Thani, in order to consider effective ways to reduce the Company's greenhouse gas emissions.

The results of the greenhouse gas emission assessment performance are detailed as follows

GHG Emissions	Unit	2021	2022	2023
Direct (Scope 1) GHG emissions				
Stationary Combustion	tCO2e	33.97	31.84	24.40
Mobile Combustion	tCO2e	54.63	85.30	103.14
Refrigerant (Cooling system) - 134a	tCO2e	156.00	156.00	149.50
Methane emissions in Septic tanks	tCO2e	N/A	373.09	367.05
Carbon dioxide fire extinguisher	tCO2e	N/A	0.01	0.01
Energy indirect (Scope 2) GHG emission				
Electricity purchased	tCO2e	10,682.38	11,698.36	10,792.84
Total GHG Emissions	tCO2e	10,926.98	12,344.60	11,436.94

Remark

- Direct (Scope 1) GHG emissions from stationary combustion covered the use of diesel and Liquefied Petroleum Gas (LPG). The emission factor of diesel fuel is 2.707 kgCO2eq / liter, and the emission factor of LPG is 3.1134 kgCO2eq/ kg.
(Reference TGO - http://thaicarbonlabel.tgo.or.th/admin/uploadfiles/emission/ts_578cd2cb78.pdf)
- Direct (Scope 1) GHG emissions from mobile combustion covered the use of diesel. The emission factor of diesel fuel is 2.7406 kgCO2eq / liter.
(Reference TGO - http://thaicarbonlabel.tgo.or.th/admin/uploadfiles/emission/ts_578cd2cb78.pdf)
- Direct (Scope 1) GHG emissions from Refrigerant (Cooling system) – 134a. The emission factor is 1,300 kgCO2eq/ kg.
(Reference IPCC AR5 - https://www.ipcc.ch/site/assets/uploads/2018/02/WG1AR5_Chapter08_FINAL.pdf)
- Direct (Scope 1) GHG emissions from Methane emissions in Septic tanks
(Reference IPCC CHAPTER 6 - Microsoft Word - V5_Ch6_Wastewater_Final_v2.doc (iges.or.jp))
- Direct (Scope 1) GHG emissions from Carbon Dioxide Fire Extinguisher
(Reference IPCC Chapter 9 Fire protection - SROC Chapter 9 (ipcc.ch))
- Indirect (Scope 2) GHG emission covered electricity purchased. The emission factor is 0.4999 kgCO2eq/ KWh.
(Reference TGO - http://thaicarbonlabel.tgo.or.th/admin/uploadfiles/emission/ts_578cd2cb78.pdf)

This year, the Company has implemented strategies to reduce greenhouse gas emissions by starting the installation of additional solar panels to generate solar energy and purchasing electricity from certified renewable energy sources. As a result, the Company was able to reduce greenhouse gas emissions from energy use by up to 1,103.04 tCO₂e. The proportion of renewable energy use increased by 8.19% compared to the 2022 baseline year.

Environmental Benefits	SVI2	Environmental Benefits	SVI5
	CO ₂ Emission Saved 1,323,361.13 kg		CO ₂ Emission Saved 825,958.38 kg
	Equivalent Trees Planted 39,498.28		Equivalent Trees Planted 24,652.33

Strategic targets in 2025	Strategic targets in 2023	Strategic performances in 2023	Alignment with SDG Goals
The intensity of direct (Scope 1) GHG emissions decrease by 5% from 2022 (tCO ₂ e compared to the annual income in USD).	The intensity of direct (Scope 1) GHG emissions decrease at least by 5% from 2022 (tCO ₂ e compared to the annual income in USD).	The intensity of direct (Scope 1) GHG emissions decrease by 7.45% from 2022 (tCO ₂ e compared to the annual income in USD).	  9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their own capabilities 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
The intensity of indirect (Scope 2) GHG emissions decrease by 5% from 2022 (tCO ₂ e compared to the annual income in USD).	The intensity of indirect (Scope 2) GHG emissions decrease at least by 5% from 2022 (tCO ₂ e compared to the annual income in USD).	The intensity of indirect (Scope 2) GHG emissions decrease by 14.33% from 2022 (tCO ₂ e compared to the annual income in USD).	

3.4 Sustainability Management in the Social Dimension

The Company considers the impacts of its business operations on social dimensions by implementing policies on occupational health and safety, environmental protection, human rights, and labor standards. These policies aim to improve safety at work and create a good working environment for employees, raise awareness of human rights throughout the value chain, and cultivate a culture of learning to drive the organization towards a sustainable future (for further details on social sustainability policies, please visit www.svi-hq.com).

Based on the evaluation of material sustainability topics related to the social dimension of the Company, there were 6 material topics, which are:



Occupational Health and Safety
 "Committed to zero accident organization".



Labor Practices and Diversity
 "Respect for diversity and equal treatment of employees".



Human Rights Due Diligence
 "Developing frameworks to identify and address potential human rights impacts throughout the value chain".



Employee Engagement and Development
 "Increasing the potential of employees to generate positive outcomes for the organization".



Social Contribution
 "Elevating social assistance through creating value for those who have been disadvantaged".



Customer Relationships Management
 "Developing products and services to maximize customer satisfaction".

Aligned with
the Sustainable
Development Goals












The scope of the report in the year of 2023 covers only the two factories of the Company located within the Bangkadi Industrial Park, Pathum Thani Province, Thailand, and there is a plan to expand data collection framework to cover all operations in the future.

3.4.1 Human Rights Due Diligence

The Company places great importance on human rights issues, with a commitment to respect for the human rights of all groups affected by its business operations and supply chains. Conducting comprehensive due diligence on human rights issues is an essential part of ensuring that the Company adheres to international standards for human rights, maintains a positive corporate image, and fosters good relationships with all stakeholders. Additionally, the Company provides human rights training to all employees at all levels to enhance their understanding and awareness of human rights issues.

➤ Policy and practices on Human Rights Due Diligence

The Company sets policies for conducting business with integrity, firmly adhering to social responsibility and accountability principles for all groups in accordance with standards.

The Company upholds government regulations and is committed to respecting international Human Rights standards, especially the Universal Declaration of Human Rights (UDHR) and

the International Labor Organization Declaration on Fundamental Principles and Rights at Work (ILO), to ensure that the Company's business is free from human rights violations. The Board of Directors has established policies and practices on human rights to prevent human rights violations in all business activities of the company, including partnerships, supply chains, and joint venture businesses. The Board of Directors, executives, and employees at all levels of the Company are aware of the importance of respecting for human rights in all aspects, including society and communities related to the Company's activities. The Company operates in compliance with laws and agreements in each country and practices human rights principles equally and without discrimination, with the following operational guidelines:

- Avoid any actions that could be considered a violation of human rights.
- Support and promote human rights.
- Support communication, dissemination of knowledge, and create understanding among stakeholders.

Details regarding the policy and practices concerning human rights can be further obtained through the Company's website.

➤ Management Plan and Performance

In 2023, the Company has implemented policies on human rights that are committed to respecting the human rights of all stakeholders, especially employees. The Company has conducted evaluations and inspections on various human rights issues, particularly labor rights, employment practices, labor practices, and working conditions. Based on the evaluation results from the previous year, there was no human rights issue identified. Additionally, the Company has passed external audits conducted by its customers in the areas of labor risk, occupational health and safety, and working environment.

Furthermore, the Company places importance on understanding human rights issues, particularly those related to employees. All employees, including new hires, are required to receive training on human rights issues and various company policies, with a focus on labor rights, wages and working hours, contractual terms and conditions, employee benefits as stipulated by law, and channels for making complaints.

Over the past year, the Company has increased its emphasis on respecting for human rights throughout its value chain and recognizes that relying solely on Human Rights Policy may not be sufficient. Although the Company has not received any complaints related to human rights, it recognizes that the risk of human rights violations cannot be ignored. Therefore, the Company has a plan to develop a comprehensive framework for Human Rights Due Diligence and risk assessment, which is expected to be completed by the year 2025.



In 2023, the Company did not receive any complaints regarding human rights issues. However, the Company has opened channels for receiving complaints under the supervision of a complaint receiving committee, which consists of the Head of Human Resources and General Affairs Department, Internal Audit Department, Legal Department, Labor Relations Department, and Complaint Unit. All complaints received will be forwarded to the CEO/Managing Director. Employees and external individuals can report through the following channels:

- 1 Head of Human Resources and General Affairs Department or Legal Department
- 2 Comment box
- 3 Tel. 02-1050462
- 4 Application Line Official "SVI Connect"
- 5 Email whistleblower@svi.co.th

The Company protects personal data and maintains confidentiality for complainants as follows:

- The Company ensures confidentiality and protection for individuals who file complaints, and they will not be affected by any business decisions.
- The Company guarantees the protection of data and privacy of employees, business partners, and third parties.

➤ The Process of Complaint Resolution, Investigation, and Discipline

The Head of Human Resources is responsible for communicating with complainants through formal and written communication channels. The complaint resolution process consists of the following steps:

- 1 The HR-SPOC Department will provide a weekly report in Excel format containing information on the status of the complaints investigation to the Head of Human Resources.
- 2 The Head of the Human Resources Department will commence the investigation immediately upon receipt of the complaint.
- 3 Information will be collected from the complainant, witnesses, and other relevant parties, with official records kept and other sources of information identified as necessary.
- 4 After the investigation, there will be a record of the agreement and actions to be taken in accordance with the operation plan (if any). The aforementioned decision will be notified to the complainant.
- 5 All complaints will be reported to the Complaints Committee regularly on monthly basis.
- 6 If there is a serious complaint related to the selection process and there is a response after the investigation, the Head of Human Resources will report to the Complaints Committee for guidance and seek solutions going forward.

The current communication guidelines with complaints cover identifying the methods used to resolve issues and explanation if there is no practical solution. This includes rejecting employee complaints. If an investigation reveals that a person has violated human rights as defined in the Human Rights Policy, they will face disciplinary action. If the allegations are found to be unlawful, they will be prosecuted. In addition, the Company reviews complaints regularly and consistently analyze received complaints to find ways to improve in the future.

The results of the Human Rights Due Diligence are shown in the table below.

Human Rights Assessment

The number of employees who have completed training on Human Rights policies and processes					
	Unit	2020	2021	2022	2023
The number of hours of training on Human Rights Policy or processes related to business activities during the reporting year.	Hours	3,062	3,019	3,237	3,081
The proportion of employees who have received training on Human Rights Policies related to business activities.	Employee participation rate (%)	100	100	100	100
Human Rights complaint					
Number of human rights complaints	cases	0	0	0	0

Strategic targets in 2025	Strategic targets in 2023	Strategic performances in 2023	Alignment with SDG Goals
The number of complaints regarding human rights violations in the value chain of the Company is zero.	Maintain zero level of complaints related to human rights issues.	No complaints related to human rights issues.	 16.2 End all forms of abuse, exploitation, and trafficking of persons, and eliminate all forms of violence and harassment against children.
All employees and traders have received training on human rights issues.	All employees must receive training on human rights issues.	All new employees have received training on human rights issues.	 16.1 Significantly reduce all forms of violence and related death rates everywhere.
The timeframe for responding to complaints regarding human rights issues is within 24 hours.	The response time for complaints related to human rights issues is 7 days.	The response time for all types of complaints is 7 days	-
All partners must undergo an evaluation on human rights issues.	The assessment of partners includes the consideration of human rights issues	In the process of considering the approach.	-
Comprehensive framework for conducting Human Rights Due Diligence has been established.	In the process of considering the approach.	In the process of considering the approach.	-

3.4.2 Labor Practices and Respect for Diversity

Currently, many companies rely on labor from diverse cultural and ethnic backgrounds. The idea is to unite and create an organization that respects diversity and values individuals. The Company recognize the importance of managing risks that may arise during business operations. For example, neglecting issues related to human rights, occurrences of human rights violations, and discriminatory practices in the workplace may lead to increased turnover rates and negatively impact the Company's reputation. Therefore, the Company place importance on adhering to human rights principles and gender equality in all aspects of employment, from recruitment to the care of employees and staff during work.

➤ Policy and Practices on Labor and Respect for Diversity

The Company conducts business with integrity and ethical standards by operating in a manner that respects social and labor standards under the Labor Standard Policy that covers employees, partners, contractors, and business associates who are required to comply with this policy, particularly in the areas of forced labor, child labor, and human trafficking, or any person in a vulnerable situation, whether it is a child or adult. The Company is also committed to creating a working environment that respects diversity. The Policy aims to create a good working environment in the organization and to be an organization free from any violations, by providing equal opportunities to employees without discrimination, respecting diversity, and gender, to developing mechanisms to address issues faced by individuals affected by sexual harassment, discrimination, a lack of fairness, and employee benefits. The Company has a policy on fair compensation and evaluates performance based on appropriateness to the job position, experience, economic conditions, and the structure of the Company, in accordance with labor protection laws.

➤ Management plan and Performance

The Management and Operational Plan of the Company treats its employees with fairness and equality based on the human rights principles. There is no discrimination in any aspect, including recruitment, compensation, promotion, training, and development, based on gender, age, educational background, ethnicity, religion, as well as providing employment opportunities to disadvantaged groups.

The company received a certificate of honor from the Ministry of Industry on December 13, 2023 to show that the company Passed the evaluation criteria for the Environmental Governance Project for the year 2023, with a commitment to operating with care for the environment. Have a sense of sustainable social and community responsibility in managing the business. From ensuring that there is social responsibility in business operations. with the topic of good labor practices that have been inspected include:

- Labour management and administration system
- No forced labour
- No child labour
- Female labour
- Non-discrimination
- Freedom of association and collective bargaining at the workplace
- Remuneration and working hours
- Occupational Health, Safety, and Environmental protection
- Labour welfare benefits



The Company has communicated with all employees at all levels through the complaint channels regarding compliance with policies and providing knowledge and assistance to employees who have been harassed or threatened. The Company's grievance mechanisms are as follows:

- 1 Complaints related to sexual harassment or other violations must be immediately addressed by the assigned Human Resources personnel.
- 2 Employees can contact Compliance personnel or legal advisors and file written complaints via email.
- 3 Upon receiving a complaint, HR personnel, assigned with legal advisors, will conduct a thorough and confidential investigation.

In 2023, the Company organized activities to promote a good work-life balance for its employees who are considered part of the Company's family, such as:



Make Merit Project: Giving alms to monks during Songkran and New Year To preserve Thai traditions and customs.



International Women's Day Celebration Health care knowledge sharing project for female employees.



Mindfulness Meditation Project: Dhamma shows the way, light shines the mind. Listen to sermons and meditate to relax your mind.



The Safety Week project organizes health training. Drinks and traditional massage activities for health for employees



Happy Workplace Project, a happy organization by focusing on making all personnel in the organization happy at work, both physically and mentally, SVI sport club.



SVI Music Band

In 2023, the Company has recruited 3,081 employees in total, consisting of 2,035 female employees and 1,046 male employees. Among them, there were 24 employees with disabilities, comprising of 15 male employees and 9 female employees. The total number of personnel and diversity is shown in the table.

➤ Total number of personnel and diversity

Gender	Type	Unit	2021	2022	2023
Male	Executive level	Person	3	3	21
	Management level	Person	97	97	89
	Operational level	Person	1,292	1,312	936
	Total	Person	1,392	1,412	1,046
Female	Executive level	Person	-	-	6
	Management level	Person	83	79	89
	Operational level	Person	1,762	1,677	1,940
	Total	Person	1,845	1,745	2,035
Male	Age <30 years	Person	561	563	351
	Age 30-50 years	Person	761	779	579
	Age > 50 years	Person	70	70	116
Female	Age <30 years	Person	568	541	589
	Age 30-50 years	Person	1,102	1,019	1,187
	Age > 50 years	Person	175	196	259
The female-to-male employee ratio (based on the total number of employees)		-	1.33	1.24	1.95

Strategic targets in 2025	Strategic targets in 2023	Strategic performance in 2023	Alignment with SDG Goals
30% to 50% of the total employees are female.	30% to 50% of the total employees are female.	66% of the total employees are female.	   5.1 Cease all forms of discrimination against women and girls everywhere. 8.5 Achieve full and productive employment and decent work for all, including women and men, and provide equal opportunities for all, including young people and persons with disabilities, and ensure equal pay for work of equal value. 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard.
All employees are under the responsibility of the welfare committee, 100% of them.	All employees are under the responsibility of the welfare committee, 100% of them.	All employees are under the responsibility of the welfare committee, 100% of them.	 8.8 Protect labor rights and promote safe and secure working environments for all workers.
The labor complaints* are zero.	The labor complaints* are zero	The labor complaints* are zero.	-

*Remark: Labor complaints only cover issues related to employment that may lead to legal cases.

3.4.3 Employee Engagement and Development

Continuous development of employee skills and employee participation are important aspects that organizations aim to prioritize due to the creation of economic value and the organization's sustainable image contributed by highly skilled employees. Therefore, Company strive to provide adequate care to the employees, including by providing diverse employee development plans to ensure that their skills meet the ever-changing business requirements. The Company has risk assessment methods such as evaluating unsuitable work environments that may lead to increased employee turnover rates and decreased work efficiency, ultimately affecting the Company's business operations and increasing management costs.

➤ Policy and Practices on Employee Engagement and Development

The Company acknowledges and prioritizes the development of its employees at all levels, by supporting individualized employee development plans to enhance knowledge and skills required for various job positions in a systematic and continuous manner. The Company also provides basic job training and regularly monitors employee performance to ensure their knowledge and skills are in line with the needs and requirements of their respective job positions.

➤ Management Plan and Performance

Based on the above principles and importance, the Company has a management plan to enhance employee participation by providing regular employee training. The plan includes a survey of employee satisfaction conducted by the Human Resources Department in collaboration with the Personnel Development Department, focusing on exploring satisfaction in 7 key areas, as shown in the diagram below.



Based on the results of the survey on the needs and satisfaction of the employees, the Company understand more of the employees' needs in certain areas to develop the operational strategies for employee development. The result also shown that employees give the greatest importance to learning and the work environment. This includes organizing activities for employees to participate in exchanging idea, providing training to enhance work-related skills, and preparing a training plan for employees to participate in online courses and external training. Additionally, setting goals for employees to develop themselves each year and developing guidelines for assessing employee performance for self-evaluation and evaluation by their superiors have also been implemented by the Human Resources Department.

The Company recognizes the importance of developing the potential of its workforce and the benefits that the Company will receive. Therefore, an employee development program has been implemented. In 2023, the Company opened opportunities for employees to participate in developing their skills and expertise according to the nature of work and other required skills in the market through the SVI Excellence Award. Additionally, the Company has launched a Innovator Project to recruit new talent to work in the Company. The Company believes that employees in this group will have new ideas and perspectives that will help the Company in developing and adapting to the current era. In 2023, the Company hired 30 employees through this special program. As for employee care within the Company, an Employee Satisfaction Survey was conducted among employees at all levels, and competitions and Long Service award were given to inspire and encourage employees.

In addition, the Human Resources Department has developed a plan for activities that promote employee engagement. These activities are designed to provide employees with opportunities to express their opinions and communicate the importance of their roles in driving the Company's sustainable growth in the business sector. The results of these activities have been implemented according to the schedule shown.

Operation	Performance in human resource management			
	Unit	2021	2022	2023
Training and Development for Employee				
Employee training targets				
• Monthly	Hour/Person/Year	12	12	12
• Daily	Hour/Person/Year	40	40	40
Average training hours				
• Monthly	Hour/Person/Year	7	11	18
• Daily	Hour/Person/Year	44	40	40
Number of courses trained in the year	Hour/Person/Year	32	57	58
Performance Appraisal				
The number of employees who have passed the 360-degree performance appraisal	Person	-	148	203
The number of employees who have passed performance appraisal	%	100	100	100
Employee Retention and Attraction				
Employee resigned categorized by gender	Person			
Male	Person	487	554	376
• Voluntarily resigned	Person	487	554	226
• Involuntary resigned	Person	-	-	150
Female	Person	1,138	1,312	340
• Voluntarily resigned	Person	1,138	1,312	501
• Involuntary resigned	Person	-	-	339
Total	Person	1,625	1,866	1,216
Number of new employees categorized by gender	Person			
Male	Person	147	172	333
Female		147	161	844

Strategic targets in 2025	Strategic targets in 2023	Strategic performance in 2023	Alignment with SDG Goals
The minimum training hours per year per employee is 12 hours for permanent employees and 40 hours per year for daily employees.	The minimum training hours per year per employee is 12 hours for permanent employees and 40 hours per year for daily employees.	- The average training hours per permanent employee is 11 hours per year, - The average training hours per daily employee is 40 hours per year.	 4.5 Aims to eliminate gender-based violence in education and establish safeguards for vulnerable groups
The level of employee engagement with the organization is 4.5 out of 5.	The level of employee engagement with the organization is 4.5 out of 5.	The employee engagement survey result towards the organization is 3.29 out of 5.	-
Employees who responded to the survey are more than 60% of the total employees.	Employees who responded to the survey are more than 60% of the total employees.	The percentage of employees who responded to the survey is 67% of the total number of employees.	-

3.4.4 Occupational Health and Safety

The Company aims to create a good working environment and the highest level of safety in its operations. If the Company fails to maintain the safety and well-being of its employees, it may adversely affect the reputation and image of the organization. The Company believes that efficient management of safety can help strengthen confidence among stakeholders, especially employees, contractors, partners, investors, as well as the community and society. Therefore, the Company is committed to operate in compliance with the occupational health and safety policies, which cover both employees and contractors.

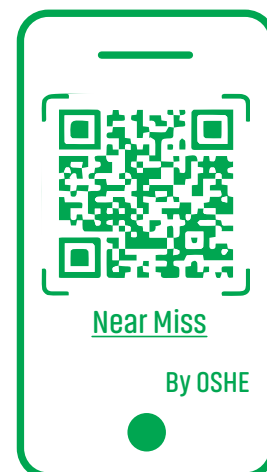
► Policy and Practices on Occupational Health and Safety

The Company is committed to comply with the Occupational Health and Safety and Environmental Policies. In addition, the Company has been continuously certified with the TIS/OHSAS 18001 Safety Management System Standard and has elevated its standards to ISO 45001:2018, which is a safety management standard that emphasizes accident prevention and business development. This is aimed at reducing the impact on stakeholders, including employees, partners, contractors, and communities. The Company adheres to the safety management standards and requirements and continuously controls, improves, and develops its management practices under the supervision of the Occupational Health and Safety and Environmental Committee, which is responsible for overseeing and developing the occupational health, safety, and environmental systems to meet safety standards.

The Company is aware of the importance of employee safety and good health and strives to raise awareness of safety issues and promote employee participation to help mitigate risks and reduce the costs of potential damages and employee injuries and illnesses. To achieve this, the Company has established guidelines for employees and contractors to follow in the workplace, which include:

- Develop policies on occupational health, safety, and environmental issues.
- Establish a committee on occupational health, safety, and environmental conditions in the workplace.
- Ensure comprehensive management and control of employee and contractor safety.
- Conduct assessments of health risks based on job characteristics.
- Manage employee health in the factory.
- Develop a program for reporting and investigating near-miss incidents.

In addition to the Safety Department, all employees in the organization can participate in reporting potential accidents or dangerous incidents through a QR code in the Line application, along with providing details of the risk, suggestions for solving the problem, and attaching pictures of the incident. Additional reporting channels are also available by calling 1708.



In the past year, although the pandemic situation has gradually improved, the Company still has plans and projects to prevent the spread of COVID-19 among employees in the workplace, as follows:

► Covid Vaccine

- 1st Dose completion for 100% of employees
- 2nd Dose completion is at 100%
- 3rd Dose completion is at 90%



► Random ATK

- Performed 2 days per week



► Tested Positive

- 4 Employees tested positive during last quarter



- Self-assessment in collaboration with the Department of Health for prevention and control of COVID-19.
- Communication and knowledge sharing through SVI Connect.
- Spraying disinfectant and using UV to kill germs at various locations in the workplace.
- Temperature measurement by medical personnel before entering the premises.
- Rapid antigen testing for screening.
- Installation of automatic alcohol dispensers in every department.
- Installation of thermometers at every entrance to the building.
- Limiting the number of participants in meetings to maintain social distancing.
- Implementing measures for visitors and transporters.

➤ Management Plan and Performance

In the year 2023, the Company is committed to achieving the goal of being an organization free from accidents and injuries from work. There is a diverse plan of action beyond job risk assessments, developing risk control plans, and monitoring performance in accordance with the law. In addition, the Company has raised awareness of safety to create a culture of continuous safety within the organization.



Basic safety orientation for contractors and new joiners.



First Aid and CPR Training



Training on fire suppression procedures in case of an emergency will be provided to the employees.



Training on knowledge for understanding and prevention of Office Syndrome.



In addition to the safety training mentioned above, the Company has organized an annual health check program to promote employee wellness and wellbeing.

In 2023, the Company will continuously monitor the safety performance of employees and contractors and align with the Sustainable Development Goals (SDGs) for sustainable development targets. The progress is presented in the following table

Employee statistics (200,000 working hours)	Unit	2021	2022	2023
Lost Time Injury Frequency Rate: LTIFR	cases/200,000 working hours	0.30	0.49	0.33
Fatalities of work-related injury rate	cases/200,000 working hours	0	0	0
High-Consequence work-related injuries rate	cases/200,000 working hours	0	0	0
Total Recordable Injury Rate: TRIR	cases/200,000 working hours	0.40	0.62	0.33
Work-related ill health	case	0	0	0

Contractor statistics (200,000 working hours)	Unit	2021	2022	2023
Lost Time Injury Frequency Rate: LTIFR	cases/200,000 working hours	0	0	0
Fatalities of work-related injury rate	cases/200,000 working hours	0	0	0
High-Consequence work-related injuries rate	cases/200,000 working hours	0	0	0
Total Recordable Injury Rate: TRIR	cases/200,000 working hours	0	0	0
Work-related ill health	case	0	0	0

*High rate of severe injuries refers to cases where the injuries are severe enough to result in work stoppage and require a recovery period of more than 6 months.

Strategic targets in 2025	Strategic targets in 2023	Strategic performance in 2023	Alignment with SDG Goals
The occurrence of work-related accidents resulting in work stoppage of more than 3 days for employees is zero.	The occurrence of work-related accidents resulting in work stoppage of more than 3 days for employees is zero.	In 2023, there were 5 cases of work-related accidents resulting in work stoppage of more than 3 days.	   3.9 aims to significantly reduce the number of deaths and illnesses caused by dangerous chemicals, pollutants, and air, water, and soil contamination by the year 2030. 8.8 aims to protect the rights of workers and promote a safe and secure working environment for all workers, including migrant workers, especially female migrant workers, and those in high-risk occupations. 16.1 aims to reduce the severity and incidence of all forms of violence and death that are significant everywhere.
The occurrence of work-related accidents and work stoppages exceeding 3 days by contractors shall be zero.	The occurrence of work-related accidents and work stoppages exceeding 3 days by contractors shall be zero.	In the year 2023, there were no contractors who sustained injuries from work-related incidents.	

3.4.5 Customer Relationship Management

The Company places great importance on responding to customer needs, considering the quality of products and services offered at a reasonable price, and adhering strictly to various agreements and conditions to maximize customer satisfaction. The Company has a long-term strategy for promoting good relationships with its customers, with a firm commitment to meeting internationally recognized quality standards, ensuring that its products are delivered to customers with appropriate quality and safety.

► Policy and Practices on Customer Relationship Management

Quality standards and patents related to quality management.



In addition, the Company holds a "Quarterly Management Review" meeting regularly every quarter with the objective of informing the executives and employees of the Company's business plan, quality objectives, and performance results of various departments in each quarter.

► Management Plan and Performance

• Customer Relationship Management

The Company conducts customer satisfaction surveys annually, which evaluate various aspects including product quality, problem-solving approaches, response time, communication effectiveness, and other related issues such as pricing of products and services, production processes, technological advancements, etc. Based on the results of these surveys, the Company continuously improves its operations to maximize customer satisfaction and earn long-term trust and confidence from its customers. This includes retaining existing customers and expanding its customer base to reach new customers in the future.

In 2023, the Company conducted a customer satisfaction survey and found that the overall average score was 3.66 out of 5, surpassing the target score of 3.5. However, the Company is still implementing the feedback and recommendations from its customers to improve the quality of its products and services even further.

• Customer Complaints Management

The Company has established channels for receiving customer feedback via email and phone, with the Quality Assurance Department helping in handling and resolving these issues and communicating the solutions to customers. Additionally, the Company has a team dedicated to investigate the root cause of complaints, monitoring the progress of resolutions, and reporting on progress consistently. Furthermore, the Company prepares plans to prevent recurring issues.

In 2023, the Company received a customer complaint as follows:

Number of Complaints		Unit	2021	2022	2023
The Company	All customer complaints received	case	43	58	16
	Complaints that have been resolved	case	43	58	16
Complaints	Product and service quality and safety	case	0	0	0
	Privacy and security of data and cyber	case	0	0	0
	Compliance with environmental laws	case	0	0	0
	Violation of human rights	case	0	0	0
	Other issues (please specify)	case	0	0	0

Strategic targets in 2025	Strategic targets in 2023	Strategic performance in 2023	Alignment with SDG Goals
The customer satisfaction score is greater than 80%.	The customer satisfaction score is greater than 60%.	The customer satisfaction score is 75%.	 16.7 establishes a guarantee that there will be a responsible, inclusive, participatory, and good-representative decision-making process at all levels of decision-making.
Complaints have been responded to within 11 days.	Complaints have been responded to within 11 days.	Complaints have been responded within 9 days.	
Complaints have been resolved within 30 days.	Complaints have been resolved within 30 days.	Complaints have been resolved within 30 days.	

3.4.6 Social Contribution

Gaining social license to operate from the community and society is particularly important for strengthening the foundation of sustainable business. The Company is committed to prioritizing the quality of life and well-being of the community, which is an important factor in supporting the economic growth of the community, essential for the success of business operations.

► Policy and Practices on Social Contribution

With a strong commitment to being a part of creating positive social impacts for a sustainable future, the Company has developed a Corporate Social Responsibility (CSR) Project that aligns with its policy of creating shared value with communities and society. The project is overseen by the Company's Board of Directors and the committee for social responsibility and sustainable development. The committee also participates in policy making, direction-setting, and supports the implementation of various activities to respond to the needs of the community, with the aim of developing society and communities for a sustainable future for all.

➤ Management Plan and Performance

The Company's Philanthropy Department reflects the important sustainability goals that are a part of its business objectives and are aligned with the United Nations Sustainable Development Goals (SDGs). Therefore, the CSR project focuses on creating value and participation for the community and stakeholders through various projects. In 2023, the Company participated in community and stakeholder development projects, including those involving disadvantaged groups, with the aim of improving the quality of life for all.



Bicycles & sports equipment donation to support sport equipment to children.



Donated educational scholarships to students in collaboration between Bangkadi municipality and a company in the industrial estate.



Sea restoration : To create and install artificial coral reefs province in Sattahip, Chonburi.



Community environmental: Care together with Bangkadi.



Tree surgery and tree trimming to conserve rare trees and maintain their longevity at Central Botanical Garden (Phukhae) in Saraburi.



Blood Donation

Strategic targets in 2025	Strategic targets in 2023	Strategic performance in 2023	Alignment with SDG Goals
Organizing activities that support and promote social and environmental aspects, with a focus on community participation and investment in society and the community through commercial operations, products, or services of the Company.	➤ Supporting and organizing activities to raise awareness about the environment and alleviate the effects of climate change.	➤ Waste separation and management project ➤ Reforestation and water conservation activities	 13.3 Developing education and creating awareness on reducing the impact of climate change. 15.2 Promoting sustainable management and operations of all types of forests, halting deforestation, and restoring degraded forests.
	➤ Increasing activities that promote good health and quality of life for communities and stakeholders.	➤ Procurement of COVID-19 protective equipment for hospitals and temporary shelters during outbreaks ➤ Provision of vaccines for employees ➤ Blood donation campaign	 3.8 Achieve universal health coverage, access to quality essential health-care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.
	➤ Promoting quality education through the provision of infrastructure and equipment to schools.	➤ Donation fund for educational support in the local area ➤ Donation of sports equipment for children in Children's Day activities ➤ Children's Day activities of Wat Bang Kadi Community School	 4.3 Ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university, by 2030.

3.5 Sustainability Management in Economic Aspect

The Company recognizes the impact on economic and governance from business operation. Therefore, the Company implements policies such as Information Technology Policy, Protection of Data Privacy Policy, Corporate Governance Policy, and Business Ethics, as a guideline for business conduct. The Company also commits to operate with integrity, morality, ethic, and transparency by focusing on sustainable business growth. The Company has considered the sustainability topics on economic aspect which cover cyber security, data privacy, innovation management, supply chain management, and customer relationship management.

There are 4 material topics on economic dimension, which are:



Supply Chain Management

“Enhance from the upstream management to the downstream management by considering on the environment, social, economic impacts”



Cyber Security

“Prevent a business's critical systems and information against cyber-attacks and data breaches”.



Data Privacy

“To secure data and remediate privacy breaches to comply with regulations and standards and mitigate security risk”.



Innovation Management

“Support innovation development to improve working process and align with business goals and sustainability”.

Aligned with
the Sustainable
Development Goals



The scope of the report in the year of 2023 covers only the two factories of the Company located within the Bangkadi Industrial Park, Pathum Thani Province, Thailand, and there is a plan to expand data collection framework to cover all operations in the future.

3.5.1 Supply Chain Management

The Company has developed supply chain management framework to reduce operational risk regarding environment, social, and governance aspects. The framework includes strategy, target, and plan of action to manage suppliers' business conduct to align with the sustainable strategies and targets, as it could impact the Company's sustainable growth.

Policy and Practices on Supply Chain Management

The Company places importance on the fair and equal treatment to suppliers which includes strictly comply with the terms and conditions stipulated in the contract and commits to support suppliers to reach common business goals in a long run. The Company proceeds truthful information provision, supply chain risk assessment, and communication with suppliers on the potential risk. These aim to handle the impact and would ensure the supply chain management run smoothly. Furthermore, the Company gives precedence to the transparency when engaging with suppliers by addressing rule for engaging with suppliers and debtors in the Worker Manual. There is No Gift Policy which prohibits employee and management to give or accept any gift from supplier or potential supplier, such gift includes cash or cash equivalent, check, commercial note, voucher, gift certificate, loan, share, or stock rights.

Since the Company has a policy on engagement with an unethical supplier, The Supplier Code of Conduct (SCoC) was developed to address the Company’s requirements for supplier to sign and comply with. The SCoC addresses 3 key principles namely, ethical and socially responsible business conduct (ethic), respecting the rights and dignity of workers and treat them with respect (labour), and safe working conditions and considering environmental impact from the operation. This SCoC was developed to be in line with various international standards, namely, United Nations Global Compact, International Labour Organization, and Responsible Business Alliance (for our Environmental Health and Safety Policy, please visit our website at: www.svi-hq.com).

In addition, the Company place importance on sustainable sourcing by implementing a policy to prohibit using mineral from the conflicted area (Conflict Mineral). By this policy, the supplier needs to declare and provide evidence that the product does not contain any conflict mineral. This is also addressed in the SCoC which all suppliers sign and comply with.

➤ **Management Plan and Performance**

The Company aims to have all suppliers signed the SCoC and conduct environmental risk assessment for new supplier. All suppliers need to be trained on sustainability and conduct ESG Risk Self-Assessment. In case of the ESG risk found, the supplier should have mitigation in place to cover at least 80% of total ESG risks. The Company had management plan to achieve those goals as follow:

• **Categorize Supplier**

Majority of the suppliers are required by the client. The Company has categorized suppliers to general suppliers and critical suppliers who mainly had the irreplaceable material.

• **Vetting Suppliers and Assessing Risk of Suppliers**

The Company has vetting and assessing standard for suppliers, all new supplier has to be assessed the risk on product and service quality, including its facility and infrastructure. This is conducted initially through questionnaire and on-site audit will be done by Quality Engineer, Process Engineer and Testing Engineer. The level of product quality will be recorded in the Company’s database system, and it will be used in the vetting process.

• **Risk Assessment for Existing Suppliers**

Supplier Risk Assessment is explained in the Risk Assessment Manual which apply to all suppliers. The assessment considers mainly quality standard, which cover pre-production process, supplier management, production, logistic and others. The risk assessment will be conducted every 6 months.

• Mitigation Measure

The mitigation measure is based on the supplier risk assessment score, which is segregated into each level as follow:

Score Level	Mitigation Measure	Responsible Level	Action
100	No measure required	all level	Self-monitor
≥90	Follow up	all level	Self-monitor
≥80	Monthly quality report	Engineering Manager	Email or conference call
≥70	Weekly quality report	Engineering Manager	Conference call
≥60	Improve management quality	Manager	In person meeting
≥50	Improve management quality	Manager	In person meeting
<50	Terminate the relationship if the supplier's score is less than 50, no improvement more than 6 months	Manager	-

If the supplier does not pass the assessment and there is no improvement for more than 6 months, the Company will consider terminate the supplier from the list.

There are 31 new suppliers in 2023, which all acknowledged and signed the SCoC. The details of supply chain management are described in the table below.

	unit	2020	2021	2022	2023
Supplier Assessment					
Total number of suppliers	supplier	974	990	1,082	1,193
Total number of new suppliers	supplier	16	92	15	31
Total number of key suppliers	supplier	75	75	75	200
percentage of key suppliers and total number of suppliers	percentage of suppliers	7.70	7.58	6.93	16.76
Supplier Environmental Assessment					
New suppliers that were screened using environmental criteria					
Number of new suppliers that were screened using environmental criteria (including conflict mineral)	supplier	16	92	15	31
Percentage of new suppliers that were screened using environmental criteria (including conflict mineral)	percentage of new supplier	100	100	100	100
Payment term for supplier					
Payment term for supplier in credit term policy	Days	75	85	90	90
Actual average payment term for supplier	Days	55	65	70	75

	unit	2020	2021	2022	2023
On-site ESG audit of SVI supplier					
Number of suppliers that are required to receive On-site ESG Audit.	supplier	0	0	0	0
Number of suppliers that have received ESG On-site Audit.	supplier	0	0	0	0
Complaint from supplier on sustainability					
Number of complaints from supplier on sustainability.	case	0	0	0	0

Strategic Targets in 2025	Strategic Targets in 2023	Strategic Performance in 2023	Alignment with SGDs
All suppliers have acknowledged the Supplier Code of Conduct (SCoC).	New suppliers in 2023 have acknowledged and signed in the SCoC.	New suppliers in 2023 have acknowledged and signed in the SCoC.	   5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment 16.1 Significantly reduce all forms of violence and related death rates everywhere.
All suppliers receive training on ESG.	1,000 suppliers have received training on ESG.	1,000 suppliers have received training on ESG.	
All suppliers have to conduct ESG Risk Self-Assessment and supplier needs to have mitigation measure in place which cover at least 80% of the risks identified.	New suppliers must pass the environmental assessment from the Company.	New suppliers must pass the environmental assessment from the Company.	
All of high ESG risk suppliers have been audited on-site for ESG.	on process	on process	
Zero supplier using conflict mineral.	No supplier using conflict mineral.	The Company has implemented Conflict Mineral Policy which prohibit the use of mineral which comes from the conflicted area. The supplier must declare and provide evidence that no conflict mineral is used in the production.	 16.1 Significantly reduce all forms of violence and related death rates everywhere.

3.5.2 Cyber Security

Business development and competition in the market need to rely on modern technology and connecting internal data management through an online network responding to the customer needs. The Company recognizes and prioritizes the information technology system and cyber security which may impact the Company's reputation, image, as well as the resources to remediate the impact. The Company has developed the Information Technology Policy (IT Policy) in line with the international standards and Computer Crimes Act. This policy is a guideline for managing data to access the data and network appropriately. The policy lies under 3 key principles, namely Confidentiality, Integrity, and Availability.

➤ Policy and Practices on Cyber Security

The Company has established Information Security Committee (ISC) to protect the information, including develop an Information Security Policy and Security Risk Management Framework appropriately. This would ensure that risks are properly identified, analyzed, assessed, monitored, managed and reported correctly under the 3 main principles:

1. Confidentiality – Information security, only authorized users (confidentiality) have access to information.
2. Integrity – Accurate and complete information.
3. Availability – Information is accessible to authorized users.

Furthermore, the Company has established cyber security policies in various areas to support potential risks that may occur, which consists of:

1 Cryptographic Policy

Use as a guideline for information security management in the Company, the 4 principles are:

- Confidentiality – Data and information assets should be confine to individuals license to access and not be disclose to others.
- Integrity – Proves that data has not been altered during data transition or while stored.
- Authentication – Authentication of entities or individuals accessing data protection systems.
- Non-repudiation – Verification of the occurrence of an event.

2 Access Control Policy

Prevent data loss and the availability of appropriately classified information based on these 4 principles:

- Multi-stage security system design (Defense in Depth).
- Allowing users to access information differently according to their responsibilities (Least Privilege).
- Allowing users (confidentiality) have limited access to information in sections (Need to Know).
- Allowing users who in charge to access the device, have the right to access the device (Need to Use).

3 Network Management Policy

This policy is developed to support information security systems that cover the entire process from design, using, to network management and supervising relevant personnel to comply with the established guidelines. It also includes identifying standards for network protection, to guide those who work in the IT Infrastructure Team in carrying out maintenance and protect corporate data. The network management can be divided into 2 main operations: network security design and network security management for preventing improper access to data within systems and applications.



➤ Management Plan and Performance

The Company promotes awareness to all employees of cyber security from various forms of threats. By providing training for all new employees, covers both the use of computer systems, security system within the software system, applications, etc including communicate regularly and educate all employees in the organization, so that employees understand the importance and take part in preventing various threats that may occur. A cybersecurity test is conducted every year by hiring an outside company to test scanning for vulnerabilities in various systems, which covers activities both internal and external attacks.

As a continuation activity of ISO 27001 certification preparation plan in 2022, SVI was able to execute the plan and successfully obtaining ISO 27001:2022 effective on July 1, 2023. In addition, as part of adopting ISO 27001:2022 best practice, starting in 2023, SVI will implement an annual Information Security Control Testing conducted by an external party. The scope will cover:

- Vulnerability assessment of our infrastructure environment.
- Penetration testing of our key external facing applications.

We believe that by performing these 2 reviews along with corresponding mitigation actions, SVI will be able to ensure that both our Infrastructure Environment and External Facing Application are secured based on global Information Security Standard thus minimize the chance of cyber-attack. Another major achievement in 2023 was the completion of the implementation of Network Segmentation to manage “Network Access Control” in our SVI Asia Operation being SVI Thailand, Tohoku Solutions and SVI AEC Plant. The main purpose of this activity was to ensure that SVI can protect and preserve the Confidentiality and Integrity of SVI’s and our customer’s confidential information.

In terms of Cyber Security Risks, the Company has risk management as follow:

1. There is risk assessment conducted for Hardware, Software, People, Service, Physical and Information.
2. Risk management plans.
3. Action Plan.

In the past year, the Company has implemented cyber security as follow:

Activities	Units	2021	2022	2023
Number of annual cybersecurity testing.	time/year	1	1	1
Number of cyber-attacks .	time	0	1	0
Total number of employees who received cybersecurity trainings.		12	12	12

Strategic Targets in 2025	Strategic Targets in 2023	Strategic Performance in 2023	Alignment with SGDs
Zero case of cyber security incident.	Zero case of cyber security incident.	Zero case of cyber security incident.	 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.
100% of employee participate in cyber security training.	300 employees participate in cyber security training.	235 employees participated in cyber security training.	 5.8 Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

3.5.3 Data Privacy

Data is considered as a resource for the Company growth, as the advancement of technology which leads to the profiting from the data management. Therefore, the Company has developed a concrete data privacy management, as the leakage of such data could negatively impact the Company on the reputation and trust. This could lead to the loss of revenue and profit, and it could impact the sustainable development. The Company has implemented the Data Privacy Policy and prioritize this topic as the material topic of the Company.

➤ Policy and Practices on Data Privacy

In 2023, the Company comply with the Personal Data Protection Act B.E. 2562 (2019), General Data Protection Regulation, and other related legislations which concern the collecting, revoking consent, securing of the collecting, storing, using, disclosing the personal data, as well as the breach of data privacy and protecting the rights of data subject to prevent the leak of personal data.

The Company has established the working team for the following matters:

- 1 Develop Data Privacy Policy to legally collect, use, or disclose personal data.
- 2 Monitor the operation and process the personal data in compliance with the policy and process.
- 3 Manage the risk of data privacy and report to the Board of Directors to support the operation.
- 4 Monitor internal process to ensure the appropriate collecting and maintaining of such data.
- 5 Manage and process request from data subject in accordance with the regulation.
- 6 Manage and process, in accordance with the regulation, when there is personal data leakage.

➤ Data Privacy Policy

The Company has a rule for employee to implement on the confidentiality of the Company and stakeholders, which should not be disclosed unless there is an approval from the senior management or in accordance with the law and regulations. This includes business conduct, pricing, marketing information, developing strategy, computer password, monitor screen, forms, experiment and existing and former customer information. The Company has a policy and responsible for treating such data under privacy policy for 10 years after the relationship has been terminated unless it is mentioned otherwise in the law or special request.

The definition of the personal data under the Company's policy are as follows:

Identifiable Personal Data	● Such as first name, last name, photograph, ID number, passport number, driver license number, date of birth, occupation, position, work address, nationality, gender, marital status, license plate, CCTV recording of the Company, username and password.
Sensitive Personal Data	● Such as race, ethnic, political opinion, religious, cult, or philosophical belief, sexual orientation, criminal record, data on health and disability, trade union data, data on genetic and biological, or any other data which may impact the data owner.
Personal Contact Data	● Such as work or home address, phone number, email address, other application account for instance, LINE, WhatsApp, Facebook.
Personal Financial Data	● Such as bank account, personal income tax.
The Company's business information for promoting products or services.	
Data on recruitment	● Such as job interview, performance review, salary, promotion, other benefits from employment for instance social security, providence fund.
Information Technology Data	● Technical data such as, log files, IP address, Cookie.

In the case where the data privacy is breached, the data subject (data owner) can make a complaint at <https://dsr.svi.co.th>. The rights of the data subject under the Personal Data Protection Act B.E. 2562 (2019) are as follows:

- Right to access data, request for a copy, or disclose in the data acquiring without consent from the data subject.
- Right to correct personal data.
- Right to erase or destroy such personal data, or anonymize the personal which cannot identify the data subject.
- Right to revoke consent.
- Right to receive or transfer personal data.
- Right to retain the use of personal data.
- Right to object to the collection, use, or disclose of the personal data.
- Right to make a complaint to authorities or Personal Data Protection agency.

➤ Management Plan and Performance

The Company has guideline/process in data privacy risk assessment as follow:

1. Employees are unaware of personal data.
2. Data is leaked out to public.
3. Recording of Personal Activity (ROPA)

The Company has mitigation measures in response to the breach of data privacy as follow:

- 1 When there is an incident on breach of data privacy, risk assessment must be conducted to assess the impact and risk to the data subject.
- 2 In case where such breach impact to the individual's rights and freedoms, the Company must raise this issue to the authorities within 72 hours.
- 3 In case where such breach impact to the individual's rights and freedoms, the Company must inform the data subject of such incident within 72 hours.
- 4 In case where such breach has a high impact to the individual's rights and freedoms, the Company must raise this issue to the authorities within 72 hours.
- 5 If the service provider has a role in processing such data, when the data privacy issues arise, the data processor must record to the incident and report to the Company within 48 hours.
- 6 The Company should have a tool to investigate the leak of personal data.
- 7 Log file will be recorded in the center system, for easy to monitor.
- 8 The log file which contains the personal data must be identified clearly the period to hold such data and only related personnel should have access.

In 2023, the Company has provided a training on Personal Data Protection Act B.E. 2562 (2019) for employee which covers the following topics.

- Background of the Personal Data Protection Act.
- Terms and definitions concerning personal data protection.
- Rights of data owner.
- Duty of the Company to comply with the law.



Performance on Data Privacy		2022	2023
Number of employees who were trained on data privacy.		127	3,006
Number of substantiated complaints received concerning breaches of customer privacy.		0	0
Number of identified leaks, thefts, or losses of customer data.		0	0

Strategic Targets in 2025	Strategic Targets in 2023	Strategic Performance in 2023	Alignment with SGDs
100% of stakeholders; confidentiality is secured.	100% of stakeholders; confidentiality is secured.	Zero incident on data leak, theft, or loss.	 16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.
100% of employee 127 employees participate in data privacy training.	300 employees participate in data privacy training.	3,006 employees participated in data privacy training. Daily employee : 2,511 persons. Monthly employee : 495 persons.	 5.8 Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

3.5.4 Innovation Management

Innovation plays a key role in business operation both in production and in service, due to the fast pace of the globalization especially technology and telecommunication advancement. This is a key factor to improve the product and service to respond to customer needs and enhance production capacity and organization management to exponentially grow and enhance the competitiveness.

► Policy and Practices on Innovation Management

The Company has nurtured and encouraged employee to be socially responsible, participate in community development activities, and be more conscious about environmental. There is an idea of creating and disseminating innovation that relate to the operation, with the responsible for social, environment, and stakeholders.

The Company has established Research and Development Department (R&D), New Product Innovation Department (NPI), Test Development Department (Test Development), and Automation Department to create innovation for the Company. The Company's innovations are related to new product innovation and process innovation which integrated robotic automation to enhance working capacity and reduce error rate by using for the repetitive tasks. The process of inventing innovation starts from analyzing working processes, related challenges and the Company's capacity, and develop working processes or inventing innovation to solve working process issues and in response to stakeholders' needs, then systematically develop the innovation and create a prototype and conduct a test run to ensure the efficiency. In addition, the Company has encouraged in-house innovation by providing Excellent Award which provide the opportunity for employee to showcase their innovation and aims to encourage positive-competition culture and teamwork. This would lead to capacity enhancement and achieving the Company's goals. The Excellent Award has 5 categories, which are:

- **Star Team Award:** The award is to recognize and applaud the team who have made exemplary contribution to the operation on monthly basis.
- **Star Award:** The award is to recognize and applaud the employee who have made exemplary contribution to the operation on quarterly basis.
- **Live (Leadership + Initiative + Values + Enterprise) Award:** This award is meant to reward for outstanding team leader who have performed well. This award is announced on quarterly basis.
- **Strikers Award:** This award is presented to recognize the accomplishments of the outstanding and exceptional team. This award is announced every 6 months.
- **CLAP (Champion's League Appreciation Program) Award:** The most prestigious recognition of the organization and will be an appreciation for the employee who have been identified and selected as Hi-Performers. The award is announced bi-annually.

Moreover, the Company raised the awareness on innovation development for employees by encouraging them to attend self-learning activity or training course provide by Human Resources Department. The workshops/trainings/exhibition which the employees have attended/participated are management skill workshop, such as, Leader as a Coach and Mentorship and Excel Power Up, and Power BI and including the second language skills required to improve work efficiency, such as, English Intensive & TOEIC, Thai Language for Foreigners.

➤ Management and Performance

In 2023, the Company has integrated 7 Robotic Process Automation (RPA) Projects to support production processes and save time for working. The detail of the RPA is elaborated in the table below.

Production process which applies Robotic Process Automation (RPA)	Number of working hour reduced / week	Number of Labour Saved (headcount)
Auto RF Testing	-	14
LDL Auto Assembly line	-	10
Auto Screw	-	8
Auto Packing	-	4
AOI Inspection	-	4
Auto Cutting and Place Jumper Wire	-	-
Semi Auto Bending PCB	-	2

Furthermore, the Company has researched and developed EV charger, which is a new product innovation of the Company. It was developed to support Government Policy in supporting the electric vehicle and support Thailand infrastructure in order to drive towards low carbon country. The Company expects to grow 20% of profit margin more than other product from this innovation. This EV charger development process has been completed and will be released in 2023.

Strategic Targets in 2025	Strategic Targets in 2023	Strategic Performance in 2023	Alignment with SGDs
Working hours are saved: 10,368 hours by 2025	Working hours are saved: 22,464 hours	Working hours were saved: 35,193 hours	 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labor intensive sectors.
5% of total revenue are from the innovation.	Develop own product AC EV Charger brand “BOSTON” and launch to market.	1. Market and consumer recognize Boston Ac EV Charger. 2. Start using Boston EV Charger. 3. Successfully launch own brand “Boston”. 4. Target to have more margin and revenue starting year 2024.	 9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.

3.6 Preventing Involvement in Corruption

The company places a strong emphasis on preventing corruption by implementing a written policy, establishing a follow-up process for employees and stakeholders to comply with anti-corruption policy and measures, providing a whistleblowing channel, forming a board of directors and a high-level executive working group committee, conducting corruption risk assessments, educating employees, and joining the Thai Private Sector Collective Action Against Corruption.

Company Policy: The company recognizes that corruption is illegal and damages the credibility of its business operations. As such, the Board of Directors approved a policy against all forms of corruption on August 8, 2014. To prevent any harm to the company and society, the company has established guidelines for executives and employees, including:

- The company strictly prohibits executives and employees from demanding or accepting benefits or assets that may lead to wrongful practices or omissions of their duties or responsibilities, or result in the company losing such benefits.
- The company strictly prohibits executives and employees from offering or providing any benefits or assets to external parties in order to influence them to engage in any illegal or unlawful activity in relation to their responsibilities.
- The company views fraudulent activity as a serious offense and will take strict action against any person found guilty of such acts in accordance with the company's regulations or applicable laws.

Since the implementation of the policy in 2023, the company and its subsidiaries have consistently operated in accordance with the anti-corruption policy, including:

1 The company conducted a business risk assessment to identify any operations within the company or its subsidiaries that may be exposed to corruption. The company has implemented a supervisory system to prevent fraud and corruption risks, requiring all executives and employees to strictly adhere to ethical and code of conduct standards. Additionally, the company and its subsidiaries have established an appropriate risk management system to prevent internal fraud and corruption. The company has also established anti-fraud and corruption measures that align with assessed risks, and regularly monitors and evaluates the implementation of the specified risk management plan. Specific guidelines for controlling and preventing fraud, as well as monitoring corruption risks, have been established by the company and its subsidiaries, including:

- The company has established an audit and assessment process for its internal control system, covering important operational systems such as procurement, contract preparation, budget preparation and control, approval systems, accounting records, and payment. This risk management approach provides clear coverage of critical areas within the company's operations.
- The company has established ethical guidelines for directors, executives, and all employees to participate in anti-fraud and corruption practices, aimed at preventing and monitoring related risks. Additionally, the company provides recommendations for appropriate solutions to address these risks.
- The company has established a channel to receive information, tips, or complaints related to violations, illegal acts, business ethics, anti-corruption guidelines, suspicions in financial reports, or internal control systems. The company has a policy in place to protect whistleblowers, ensuring their information is kept confidential. Additionally, measures are in place to investigate and impose disciplinary action, in accordance with relevant laws and regulations, should the whistleblower provide credible information or complaints or if a department head becomes aware of any wrongdoing.

2 The company ensures employees are aware of and trained on anti-corruption policies and practices. Guidelines for preventing involvement in corruption have been communicated to all employees, and are included in the company's business ethics policies for executives and employees. These policies are published on the company's website, and are required to be acknowledged and followed by all executives and employees.

3 The company has established guidelines for monitoring and evaluating the implementation of its anti-corruption policies, including guidelines for preventing involvement in corruption. These guidelines include:

- The company has published policies, duties, responsibilities, and guidelines for anti-corruption, which are provided to new employees during orientation and must be acknowledged by signing. Current employees are informed of these policies and guidelines at least twice a year through the company's weekly meeting (Smart Meeting), the SVI Newsletter, and public relations boards.
- The company has also published anti-corruption policies, duties, responsibilities, and guidelines for various partner companies, including financial institutions.
- The company requires executives and employees to conduct self-assessments on their compliance with the Good Corporate Governance Handbook and business ethics policies. This includes regular participation in anti-fraud and anti-corruption activities.
- The company has established an internal audit department responsible for reviewing internal control systems, risk management, and corporate governance, and continuously providing suggestions for improvement. This department conducts audits based on the annual audit plan approved by the audit committee and reports significant findings and recommendations to the committee.
- The company has assigned its risk management and internal control departments to continuously test and assess fraud and corruption risks, with the aim of effectively implementing anti-fraud and anti-corruption measures. These departments also regularly follow up, review, and improve anti-fraud and corruption measures, presenting the assessment results to the Risk Management Committee and the Board of Directors in a timely and consistent manner.

Operating Result, Financial Analysis and Financial Status

SVI (the “Company”) reported a decline in revenue for the year 2023 during a very challenging year. Nevertheless, it is still encouraging that even during the slowdown in the global economy, the Company’s revenue still grew from the year 2021, at the time, was the highest revenue recorded. This past year, the Company completed a major expansion of its Cambodia factory and repaid significant amount of bank debt; thereby, building a solid foundation for future growth and investments.

The recently expanded facilities in Cambodia and Slovakia will provide a strong foundation for SVI’s growth as they are able to provide immediate available capacity to existing and new customers. Our Slovakia factory, with over 11,000 sqm., provides cost efficient manufacturing capabilities for exports within the European Union. As part of the near-shoring effort within the electronics manufacturing industry, our Slovakia factory has seen significant interest from European industrials, automotive and e-mobility customers. Our Cambodia factory, located in an industrial zone 10 minutes from Phenom Penh international airport, also completed its expansion of 25,000 sqm., bringing its total footprint to 35,000 sqm. The site will be key to SVI’s growth as we aim to attract customers looking to manufacture outside of China. Moreover, Cambodia is the only country in Southeast Asia to offer tax benefits for exports to the US. As of the end of 2023, we have over 136,000 sqm. of manufacturing space globally.

While the Company has made headway in terms of capacity expansion for new customers, our balance sheet continues to be very strong with significant debt repayment in 2023 bringing debt-to-equity ratio down from the previous year of 0.67x to 0.59x. We are also focused on cost-savings and improving our margins. The acquisition of Tohoku Solutions continues to provide cost reductions for our customers for plastic and metal parts.

Additionally, as our Cambodia factory grows, we aim to install high volume capabilities for plastic injection and metal stamping parts in order to offer our customers the best manufacturing solution. We are also constantly exploring ways to acquire new technical knowledge in order to provide enhanced cost savings to our customers. The strength in our balance sheet will allow us to explore sizable strategic investments to help improve the value of our company.

The Company’s posted Consolidated Revenues for 2023 of THB 22,691 million (USD 655.3 million), a decrease of 12.4% from 2022 of THB 25,898 million (USD 740.5 million). Compared 2021, consolidated revenue in 2023 increased by THB 5,292 million (USD 111.3 million) or 30.4%. Revenues contributed by subsidiaries in Europe was THB 5,443 million (USD 157.3 million), Cambodia was THB 1,948 million (USD 56.0 million) and Tohoku Solutions was THB 1,072 million (USD 31.0 million). The key segments that contributed the most to the Company’s revenue were Communication & Network, Industrial Control, Audio & Video and Automotive.

The Company’s Standalone (Separated) Revenues for the year 2023 was THB 14,604 million (USD 422.0 million), a decrease from 2022 of THB 2,831 million or 16.2%. Compared to 2021, revenue for 2023 increased by THB 1,541 million or 11.8%.

The Company's Consolidated Gross Profit for the year 2023 was THB 1,845 million or 8.1% of revenue. Consolidated Gross Profit reported in the year 2022 and 2021 were THB 2,384 million and THB 1,972 million representing Gross Profit margins of 9.2% and 11.3% respectively. Gross Profit margin was significantly lower in 2023 compared to 2022 and 2021 mainly due to the appreciation of Thai Baht in the first half of 2023.

The Company's Standalone (Separated) Gross Profit in 2023 was THB 1,212 million or 8.3% of revenue. In 2022 and 2021, the Company's Standalone Gross Profit was THB 1,766 million with margins of 10.1% and THB 1,546 million with margins of 11.8% respectively.

Consolidated Selling and Administrative expenses (SG&A) in 2023 was THB 817 million or 3.6% of revenue. Compared to 2022 and 2021, Consolidated SG&A amounts to THB 746 million or 2.9% of revenue and THB 643 million or 3.7% of revenue respectively.

The Company's Standalone (Separated) SG&A for 2023 was THB 462 million, or 3.2% of revenue. In 2022 and 2021, the Company's SG&A was THB 418 million or 2.4% of sales and THB 372 or 2.9% of sales respectively.

The Consolidated Net Profit for 2023 was THB 924 million or 4.1% of sales, a decrease of THB 848 million or 47.9% from 2022 and THB 502 million from 2021 or 35.2%.

The Company's Standalone (Separated) Net Income in 2023 was THB 811 million, a decrease of THB 718 million or 47.0% from 2022 Net Income of THB 1,529 million and THB 507 million or 38.5% from 2021 Net Income of THB 1,319 million.

► Financial Status

Assets

Total consolidated assets for 2023 was THB 15,444 million, a decrease of THB 1,621 million from 2022. The overall decrease from last year was due to the reduction in inventory of THB 987 million, account receivables of THB 699 million, and current investments of THB 440 million. The decrease was also offset by the minor increase in cash and cash equivalents of THB 202 million and property plant and equipment of THB 301 million.

Compared to 2021, Consolidated Assets increased by THB 357 million mainly driven by the increase in plant property and equipment of THB 581 million as the Company invests in its expansion plan and cash of THB 343 million from the reduction in working capital. The increase was offset by the decrease of account receivables of THB 586 million and current investments of THB 219 million.

At the company, 2023 Total Assets was THB 12,242 million, a decrease of THB 1,296 million from 2022. The overall decrease from last year was due to the reduction in inventory of THB 745 million, account receivables of THB 616 million, and current investments of THB 440 million. The decrease was also offset by the minor increase in cash and cash equivalents of THB 322 million and property plant and equipment of THB 42 million.

Compared to 2021, the Company's standalone assets remained relatively stable with a minor increase of THB 35 million. Key changes were mainly driven by the increase in loans to subsidiaries of THB 791 million for plant expansion in Cambodia, and cash of THB 459 million as working capital reduces. These increases were offset by the decrease in investment of THB 219 million, account receivable of THB 838 million, inventory of 245 million, and investment in subsidiary of THB 112 million.



➤ Financial Liquidity

The Company reported consolidated net cash flows from operating activities in 2023 of THB 1,787 million, an increase from 2022 of THB 840 million mainly due to the significant reductions in its working capital requirement totaling THB 438 million. Compared to 2021, consolidated net cash flows from operating activities in 2023 was THB 2,931 million higher than that of 2021. The higher 2023 consolidated net cash flows from operating activities was the result of the increase in working capital requirement in 2021 totaling THB 1,050 million. This was mainly due to the semiconductor shortage environment.

The Company reported company only net cash flows from operating activities in 2023 of THB 1,406 million, an increase from 2022 of THB 439 million mainly due to the significant reductions in its working capital requirement totaling THB 224 million. Compared to 2021, the company's net cash flows from operating activities in 2023 was THB 2,421 million higher than that of 2021. The higher 2023 net cash flows from operating activities was the result of the increase in working capital requirement in 2021 totaling THB 1,801 million.

Net cash flows used in investing activities on a consolidated basis for 2023 was THB 34 million, which was lower than 2022 by THB 763 million and 2021 by THB 345 million. The lower amount in 2023 compared to 2022 mainly came from the proceeds from sale of current investments of THB 362 million and cash paid for purchasing plant and equipment of THB 429 million. Compared to 2021, the lower amount in 2023 was the result of cash paid for acquisition in 2021 of THB 423 million.

Net cash flows from investing activities on a standalone basis for 2023 was THB 292 million, which was more than 2022 by THB 1,281 million and 2021 by THB 821 million. The increase amount in 2023 compared to 2022 mainly came from the proceeds from sale of current investments of THB 362 million in 2023 and the increase in long term loan to subsidiary of THB 664 million in 2022. Compared to 2021, the lower amount in 2023 was the result of cash paid for acquisition in 2021 of THB 423 million and the increase in long term loan to subsidiary of THB 204 million in 2021.

The Company reported consolidated net cash flows used in financing activities in 2023 of THB 1,552 million, a increase of THB 1,532 million from 2022. This was the result of net decrease in loan from banks of THB 925 million while 2022 had a net increase of THB 533 million.

The amount in 2023 was lower than the amount in 2021 by THB 2,417 million. This was due to the increase in loan from banks of THB 1,148 million in 2021.

The Company reported standalone net cash flows used in financing activities in 2023 of THB 1,343 million, a increase of THB 1,465 million from 2022. This was the result of net decrease in loan from banks of THB 745 million while 2022 had a net increase of THB 654 million. The amount in 2023 was lower than the amount in 2021 by THB 2,002 million. This was due to the increase in loan from banks of THB 919 million in 2021

Overall, the Company reported Consolidated changes in cash and cash equivalents of THB 202 million in 2023 compared to THB 141 million in 2022 and THB -663 million in 2021. Consolidated ending cash for 2023 was THB 918 million.



The Company separated financial statements reported changes in cash and cash equivalents of THB 322 million in 2023 compared to THB 136 million in 2022 and THB -885 million in 2021. Company's only ending cash for 2023 was THB 651 million.

➤ Liability

Total consolidated liabilities for 2023 was THB 8,652 million, a decrease of THB 1,913 million from 2022. The overall decrease from last year was due the reduction in accounts payable of THB 975 million, and bank debt of THB 915 million. As working capital reduces, the Company is to repay its debt.

Compared to 2021, Consolidated liabilities reduced by THB 1,211 million. The overall reduction was driven by the reduction in bank loans of THB 445 million and account payables of THB 912 million.

The Company's 2023 standalone liabilities was THB 5,953 million, a decrease of THB 1,493 million from 2022. The overall decrease from last year was due the reduction in accounts payable of THB 737 million, and bank debt of THB 761 million.

Compared to 2021, the Company standalone liabilities reduced by THB 1,176 million. The overall reduction was driven by the reduction in bank loans of THB 377 million and account payables of THB 1,116 million.

➤ Shareholders' Equity

The 2023 Consolidated Shareholders' Equity was THB 6,791 million, an increase of THB 302 million from 2022 Consolidated Shareholders' Equity of THB 6,490 million. Compared to 2021 Consolidated Shareholders' Equity increased by THB 1,568 million from THB 5,223 million. The increase was due to the company's accumulated profitability less dividend payout.

The 2023 Company only Shareholders' Equity was THB 6,289 million, an increase of THB 197 million from 2022 Consolidated Shareholders' Equity of THB 6,092 million. Compared to 2021 Consolidated Shareholders' Equity increased by THB 1,211 million.

Sustainability

As we continue to grow with ambitious targets set for 2024, environmental, social and governance play a key role for our sustainable growth.

For environmental aspect, we have set targets for various reductions to be achieved by 2025. To name a few, for energy consumption, we have set a reduction of 15% of energy consumption from fossil fuel based on per revenue basis and increase renewable energy used in our operations to 12% of total energy usage. For green house gas, we have set a target for reduction by 5% based on per revenue basis. For waste management, we have set a target for zero landfill to be achieved by 2025 and a total waste reduction per revenue bases of 7.5%.

For social aspect, we have set targets to have zero case of human rights violation along our value chain as well as require 100% internal human rights training for all employees and suppliers. For occupational health and safety, we have set a target for zero work-related fatality and zero work related high consequence accidents and require that 100% of our employees and workers to receive safety training prior to entering work premises. For labor practices, we have a target to employ more than 50% of woman in our workforce and hire at least 1 disabled person per 100 employees. For employee engagement and development, we have set a target to have our turnover rate to less than 30% as well as to receive a score of at least 4.5 out of 5 for employee engagement survey. Lastly, for social contribution, we plan to continue to engage with the local communities and conduct multiple CSR projects on a yearly basis.

For governance, in terms of supply chain stewardship, we have made it mandatory that all suppliers acknowledge our suppliers' code of conduct and that none of our suppliers use conflict materials. In terms of cyber security, we require all employees participate in cyber security training with 100% passing rate. Similarly, for data privacy, we require all employees to undergo data protection training with 100% passing rate. For customer relationship management, we require 100% of product to be verified with the relevant safety standard and that zero case of non-compliance with the relevant standard is achieved. Additionally, we have set a target that we receive positive outcome of over 80% from the customers' satisfaction survey and that our top 10 customers have loyalty with SVI of over 10 years.

➤ General Information

General Information for the Company

Company Name	➤ SVI Public Company Limited
SVI-Headquarters address	➤ 141-142 Moo 5, Tiwanon Rd., Bangkadi, Muang, Pathumthani 12000 Thailand
Type of Business	➤ Full turnkey Electronics Manufacturing Services (EMS) Company, providing comprehensive services primarily to Original Equipment Manufacturers (OEMs) with the main customers in Europe, USA and other regions.
Registration number	➤ 0107537001790 (Previous No. Bor Mor Jor 426)
Telephone number	➤ (66) 2 105 0456
Fax number	➤ (66) 2 105 0464-6
Website	➤ http://www.svi-hq.com
Investor Relations	➤ https://investor-th.svi-hq.com/
Registered Capital	➤ 2,153,210,026 Baht
Paid – Up Capital	➤ 2,153,210,026 Baht
Common Stock	➤ 2,153,210,026 shares, Par Value 1 Baht
Address	➤ SVI Public Company Limited Chaengwattana Road 33/10 Moo 4 Soi Chaengwattana-Pakkred 40, Chaengwattana Road, Bangtalad, Pakkred, Nonthaburi 11120 Thailand

Shares Registrar

- Thailand Securities Depository Company Limited 93 The Stock Exchange of Thailand Building, Rachadapisek Road, Dindeang, Bangkok 10110, Thailand Telephone number: (66) 2 009 9000 ext. 9384 Fax number: (66) 2 009 9991

Share representative

- None

Auditors

- SVI Public Company Limited
Miss Pimjai Manitkajohnkit,
Auditor's Registration Number: 4521
EY Company Limited 33rd Fl., Lake Rachada Office Complex 193/136-137 Rajadapisek Road, Klongtoey, Bangkok 10110
Telephone number: (66) 2 264 9090 Fax number: (66) 2 264 0789-90

SVI Public (HK) Limited

Yau Wai Ching, Certified Public Accountant # P05128
Room H, 17/F, Reason Group Tower, 403 Castle Peak Road, Kwai Chung, Hong Kong
Telephone number: (852) 237 4121 Fax number: (852) 237 4121-3

SVI A/S (Denmark)

Lars Hansen LarsØ
Nejstgaard & Vetlov
Statsautoriseret Revisionsaktiese Gydevang 39 – 41, 3450 Allerød
Telephone number: (45) 4817 5777 Fax number: (45) 4817 2208

SVI (AEC) Company Limited

Cristina Calimbas,
Ernst & Young (Cambodia) Ltd.
Block 1-5, 5th floor Emerald Building 64, Preah Norodom Boulevard, corner street 178, Sangkat Chey Chumneah,
Khan Daun Penh, Phnom Penh, Kingdom of Cambodia
Telephone number: (855) 23 860 450/451

SVI (Austria) GmbH

Maq. Walter krainz
Ernst & Young Wirtschaftsprüfungsges. m.b.H.
Wagramer Straße 19, IZD Tower, 1220 Vienna, Austria
Telephone number: +43 1 21170 1062 Fax number: +43 1 216 2077

Auditors

➤ SVI HUNGARY KFT

Bamabas Bodecs

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Telephone number: +36 70 3180872

SVI SLOVAKIA S.R.O

Ing. Dagmar Gombarčíkova, CA

PKF Slovensko s.r.o.

Nábr. Sv. Cyrila 47, Prievidza

Audit Oversight Authority License No: 40

Telephone number: +421 46/ 518 38 11 Fax number: +421/ 518 38 38

TOHOKU SOLUTIONS Company Limited

Mr. Chayapol Suppasdtanon,

Auditor's Registration Number: 3972

EY Company Limited 33rd Fl., Lake Rachada Office Complex 193/136-137 Rajadapisek

Road, Klongtoey, Bangkok 10110

Telephone number: (66) 2 264 9090 Fax number: (66) 2 264 0789-90

BEI Company Limited

Mr. Veerasan Khemmanee

Certified Public Accountant : 12099 BROOK CO., LTD

8/107, Moo 3, Bangrak Yai, Bang Bua Thong, Nontaburi, 11110

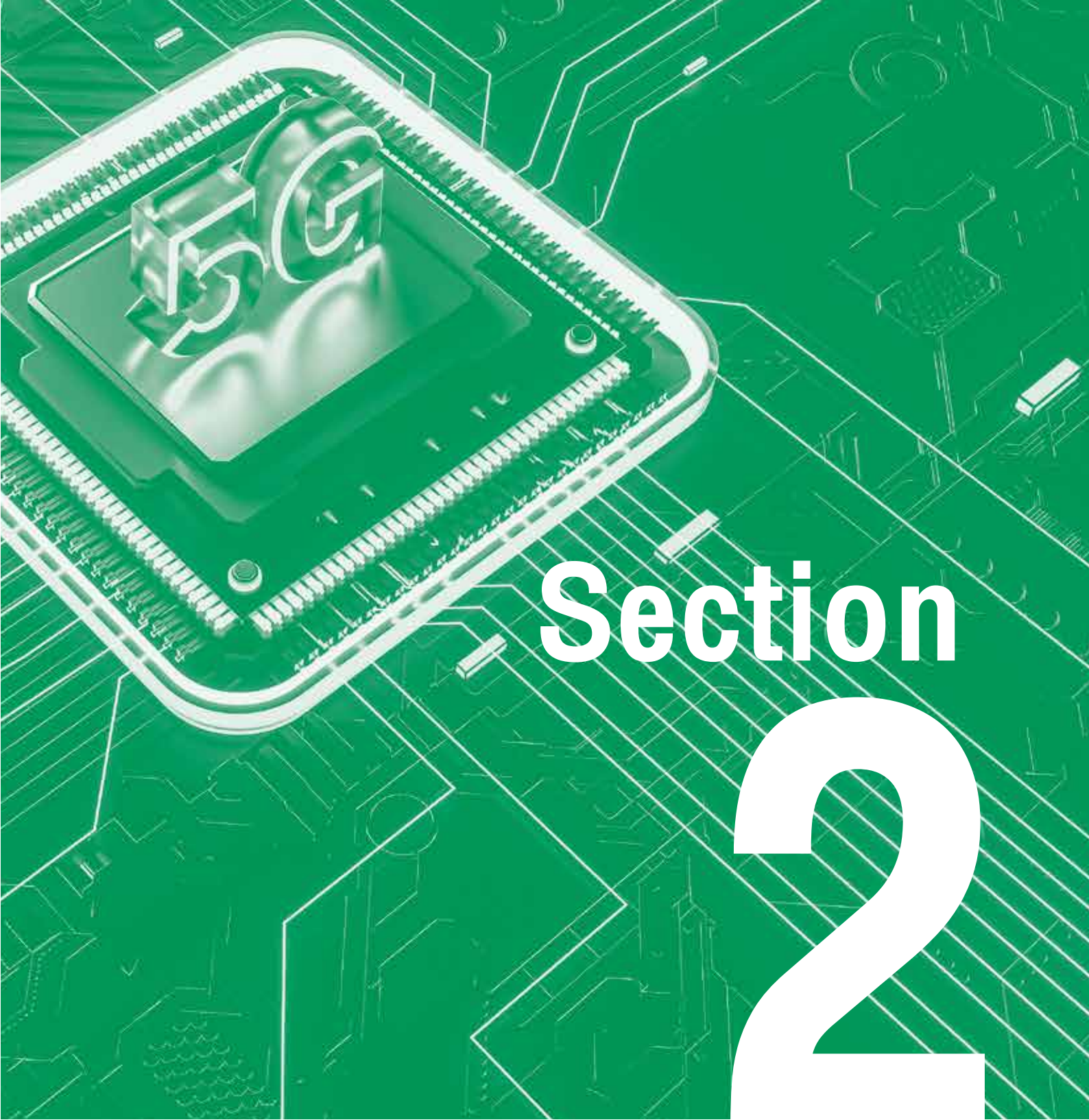
Telephone number: (66) 87 123 5200

Others Important Information

-NONE-

➤➤➤ 5.1 Legal Dispute

The Company and its subsidiaries have no legal disputes that could have negative impact on the company's assets that exceed 5% of the shareholders' equity as of December 31, 2023, and no legal disputes affecting the business of the Company and its subsidiaries.



Section

2

Corporate
Governance

The Board of Directors places a strong emphasis on good corporate governance throughout the Company, from directors and executives to employees. This commitment is crucial in adding value and maximizing returns for shareholders over the long term. To ensure compliance with corporate governance policy and international standards, the Board has established a Corporate Governance Committee. The committee is responsible for determining guidelines, monitoring measures, and adjusting policies as necessary to align with good corporate governance principles both domestically and internationally.

In 2023, the Company fully complied with the best practices of the Stock Exchange of Thailand and adhered to the ASEAN CG Scorecard criteria for good corporate governance principles as follows:

- 1 The Company adhered to the corporate governance principle in line with the ASEAN CG Scorecard criteria.
- 2 The Company was assessed by the Corporate Governance Reporting: The Company participated in the CGR survey project and was recognized as one of the 406 listed companies with "Excellent" corporate governance (Excellent CG Scoring) in 2023 by the Thai Institute of Directors Association (IOD) for the 8th consecutive year. The Company's overall and category scores were found to be higher than the average score of all surveyed listed companies. Additionally, the Company received a 4-star rating for the quality of its annual general meeting of shareholders for 14 consecutive years from 2010 to 2023.

It is important for the Company to comply with the principles of good corporate governance in order to minimize of interest among stakeholders. The organization achieves this through work processes, working methods, policies, rules, regulations, and traditions that help to control key elements for the success of good corporate governance. Responsibility for achieving these goals rests with all members of the organization.

➤➤➤ 6.1 Overview of Corporate Governance Policy and Practice

The Board of Directors is committed to promoting the Company as an efficient organization with good corporate governance and management by prioritizing shareholder benefits and considering the interests of all stakeholders through responsible, ethical, fair, honest, transparent, and accountable business practices. A good corporate governance policy has been established as a guideline for the Board of Directors, executives, and employees at all levels. The Company believes that a strong management system, led by a vision-driven and responsible Board of Directors and executives, along with transparent management practices, respect for shareholder rights and equality, and accountability to all stakeholders, is crucial for ensuring sustainable business growth and development.

In this regard, the Company has complied with the corporate governance principle of the Stock Exchange of Thailand, covering five categories including the rights of shareholders, equitable treatment of shareholders, roles of interested persons, disclosure and transparency, and responsibilities of the Board of Directors as follows:

Section 1 The Rights of Shareholders

The Company has a policy of respecting shareholders' rights by ensuring they receive sufficient and timely information to make informed decisions, facilitating their attendance and voting at shareholder meetings, and refraining from actions that may limit their opportunities. All shareholders are given equal opportunities to exercise their rights and participate in making decisions that will impact the Company, with opportunities for questions, opinions, suggestions, and voting at shareholder meetings.

Section 2 The Equitable Treatment of Shareholders

The Company values all shareholders equally, whether major or minor, institutional or foreign, without regard to gender, age, disability, race, nationality, religion, beliefs, or political opinions. All shareholders are treated fairly and equally, promoting investment confidence in the Company.

Section 3 The Roles of Interested Persons

The Company recognizes the importance of various stakeholders and their respective rights and roles. These are enshrined in the Company's business ethics, disseminated through various media, including the Company's website, and strictly adhered to. This ensures the smooth and stable operation of the Company while building confidence, promoting cooperation among shareholders, employees, customers, business partners, creditors, competitors, and the wider community, and providing fair benefits to all. The Company also prioritizes human rights, intellectual property, and anti-corruption, realizing that this responsibility is at the heart of sustainable development. To this end, the Company has established clear policies for treating each group of stakeholders and prioritizes activities that benefit society and the environment.

Section 4 Disclosure and Transparency

The Company is committed to providing clear, concise, transparent, complete, adequate, reliable, and timely disclosure of important information about the Company. This includes performance reports, financial reports, and other information that must be strictly and appropriately provided in accordance with the requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

The Investor Relations Section is dedicated to communicating important and relevant information through various channels, including the Investor Relations website (<http://investor-th.svi-hq.com>), email (ir@svi.co.th), and telephone communication. The Company values prompt and accurate communication, providing investors with the opportunity to inquire and receive information about the Company, and clarifying and answering investors' questions in a timely and accurate manner.

Section 5 Responsibilities of the Board of Directors

The Board of Directors plays a crucial role in guiding the Company by setting policies, strategies, goals, missions, business plans, and budgets, and ensuring that the management division operates with efficiency, effectiveness, responsibility, and integrity while adhering to laws, objectives, articles of association, and shareholder resolutions. The Board also oversees and audits the management division to ensure transparency, ethical behavior, and compliance with the code of conduct for executives and employees, as well as proper communication and disclosure of Company information.

The Company's "Good Corporate Governance Handbook," which is in compliance with the corporate governance principle, can be accessed and studied on the Investor Relations section of the Company's website.

6.2 Code of Business Conduct

In addition to adhering to the good corporate governance guideline of the Stock Exchange of Thailand, the Company also upholds its 6 core values. These core values are at the heart of the Company's operations and include:

- 1 Mutual Support** : Support each other by focusing on the overall goals of the organization.
- 2 Respect** : Respect and listen to each other's opinions.
- 3 Accountability** : Take responsibility for actions related to both personal and collective goals.
- 4 Commitment** : Committed to doing things to the best of one's ability and determine to do things to the best of one's ability.
- 5 Trust** : Mutual trust, trustworthiness, and dependability arise from doing the right thing.
- 6 Transparency** : Transparency in the management that can be verified.

The Company has ensured that this core value is communicated to employees at all levels of the organization through various media channels. Additionally, internal activities have been carried out to promote understanding and guidelines, ensuring that everyone acknowledges, understands, and adheres to these values as a guideline for working together. This approach brings efficiency to business operations, good management practices, and ultimately leads to the success of the Company.

6.3 Significant Change and Development in Corporate Governance Policy, Practice, and System in the Past Year

In 2023, the Company conducted various actions in line with the good corporate governance principle, as follows:

Actions to Protect the Rights of Shareholders

- Shareholders were provided with an opportunity to suggest agenda items for the annual general meeting of shareholders and nominate director candidates in advance between September 16 and December 30, 2022. The Company informed shareholders through the news system of the Stock Exchange of Thailand and also specified the rules and procedures on its website (www.svi-hq.com).
- The meeting invitation letter, along with all relevant information regarding the meeting agenda, was prepared and made available on the Company's website (www.svi-hq.com) on March 17, 2023, approximately 35 days prior to the meeting date. Shareholders who had any questions were provided the opportunity to send their inquiries to the directors in advance of the meeting date through the Company's website.
- On April 21, 2023, the Company conducted its annual general meeting of shareholders, with attendance from 7 out of 7 directors of the board, managing director, accounting and finance director, M&A executive, and the Company's auditor. The meeting was conducted in adherence to the good corporate governance principle and in strict compliance with laws. During the meeting, the chairman provided equal opportunities to all shareholders to ask questions, express their opinions, and provide suggestions on the Company's business operations.
- The Company has published the minutes of the meeting, including the complete record of important questions and suggestions, on the Company's website as of May 4, 2023.
- Voting and vote counting procedures were informed before the shareholders' meeting and using ballots.

- 6 The Company informed shareholders about the number and proportion of attendees and proxy holders, voting, and vote counting procedures ahead of the shareholders' meeting. The Company also allowed for online voting and provided opportunities for shareholders to submit their opinions and ask questions, with the questions and answers being recorded in the meeting minutes. The resolutions and voting outcomes for each agenda were also recorded in the meeting minutes.
- 7 Criteria and procedures for proposing directors' remuneration, clearly outlining the composition and all forms of remuneration for directors, including regular remuneration, meeting allowance, bonus, and other benefits, for shareholders to consider and approve annually.
- 8 The Company proposed a clear remuneration policy and criteria for determining remuneration for each director position to shareholders for acknowledgement.
- 9 The Company provided an opportunity for shareholders to vote for the election of individual directors by providing the names of each director nominee and informing them of the voting results for each individual director.
- 10 At every shareholder's meeting, the Company arranged for an independent auditor with no conflicts of interest to inspect shareholder documents, verify the quorum, count votes, and verify the results of resolutions to ensure the meeting was transparent, legal, and in accordance with the Company's articles of association.
- 11 The Company did not add meeting agendas or change important information without notifying shareholders in advance of the 2023 annual general meeting of shareholders. In addition, shareholders were given the opportunity to express their opinions and ask questions at the meeting, which the details were recorded in the shareholders' meeting minutes.
- 12 The Company held its 2023 annual general meeting of shareholders via electronic media (E-AGM) in response to the outbreak of Coronavirus Disease 2019, ensuring that all shareholders could attend and vote without losing their rights while also implementing social distancing measures to prevent the spread of the disease.
- 13 The Board of Directors did not hold, in aggregate, more than 25 percent of the total issued shares of the Company.
- 14 It did not obstruct or create obstacles in providing opportunities for shareholders to communicate with each other.
- 15 The company has no cases of violation/not following the rules for repurchasing shares/obstructing shareholders from contacting each other/disclosing agreements between shareholders.
- 16 The Company would ensure that any shareholder agreement entered into by shareholders did not significantly impact the Company or the rights of other shareholders.
- 17 The Company provided modern technology and personnel to facilitate the examination of shareholder documents, enabling swift, accurate, and efficient registration, vote counting, and meeting operations. The Company implemented online registration and vote counting systems for shareholders' meetings conducted via electronic media.

➤ Actions to Promote the Equitable Treatment of Shareholders

- 1 The Company provided guidelines for the shareholders' meeting in the meeting notice to ensure shareholders attending in person or by proxy could prepare and provide necessary documents without issues.
- 2 Shareholders equal voting rights were given according to the number of shares they hold.
- 3 The Company attached a Proxy Form B, which was a form in which shareholders could determine their own voting direction for each item on the agenda, along with the notice of the meeting, so that shareholders who were unable to attend the meeting in person could authorize independent directors or other persons to attend the meeting and vote on their behalf.
- 4 The Company held 1 shareholders' meeting, which was the annual general meeting of shareholders on April 21, 2023 with 7 out of 7 directors of the board attending the meeting. The Company published the invitation letter on the Company's website and assigned Thailand Securities Depository Company Limited, the Company's share registrar, to deliver the invitation letter in both Thai and English versions for 35 days in advance to allow shareholders to study the information before the meeting date.
- 5 The Company has modified its approach regarding shareholders' identification documents in compliance with the Office of the Securities and Exchange Commission's practice guideline (No. SEC PS. (W) 4/2016) for the rehearsal before the annual general meeting of shareholders. As per the guidelines, the Company does not mandate the grantor to present the original identification card or passport at the annual general meeting of shareholders to attend through a proxy. The requisite documents or evidence for the same are detailed in the notice of the annual general meeting of shareholders.
- 6 The Board of Directors has established a policy requiring directors and executives to provide the Company with prior notice of at least 1 day before engaging in any trading activities.
- 7 The Company had no loans to companies that were not subsidiaries or associated companies of the Company.

➤ Dissemination of Company Information

The Company places significant emphasis on managing investor relations by ensuring that the information it disseminates to individual investors, institutional investors, general investors, the media, both domestic and foreign fund managers, and all other stakeholders is accurate, complete, and sufficient. The Company strives for transparency, fairness, thoroughness, and consistency by organizing meetings to clarify quarterly and yearly operating results, meetings with securities analysts and fund managers both domestically and internationally, and interviews with top executives via various media such as newspapers, radio, television, the Company's website, and press releases to mass media.

In 2023, the Company periodically organized activities for analysts and investors as follows:

Activities in 2023	Number of Times
Provide information to analysts, funds, and shareholders.	48
Make a press release regarding performance.	4
Make conference calls with foreign funds.	10
Meet with institutional investors, general investors, and analysts.	-
Factory visit (shareholders and analysts)	-
Road show (domestic and international)	-

➤ Joining as a Member of the Thai Private Sector Collective Action Coalition Against Corruption

The Company underwent a self-evaluation of its anti-corruption measures and submitted a self-assessment form to the Thai Private Sector Collective Action Against Corruption Committee (CAC) for review, after announcing its intention to join the CAC on January 24, 2020.

The Thai Private Sector Collective Action Against Corruption Committee approved SVI's membership application at its quarterly meeting 1/2021 and certified SVI as a member of the Thai Private Sector Collective Action Against Corruption. The certification is valid for 3 years from the approval date of June 30, 2021, and will expire on June 30, 2024.

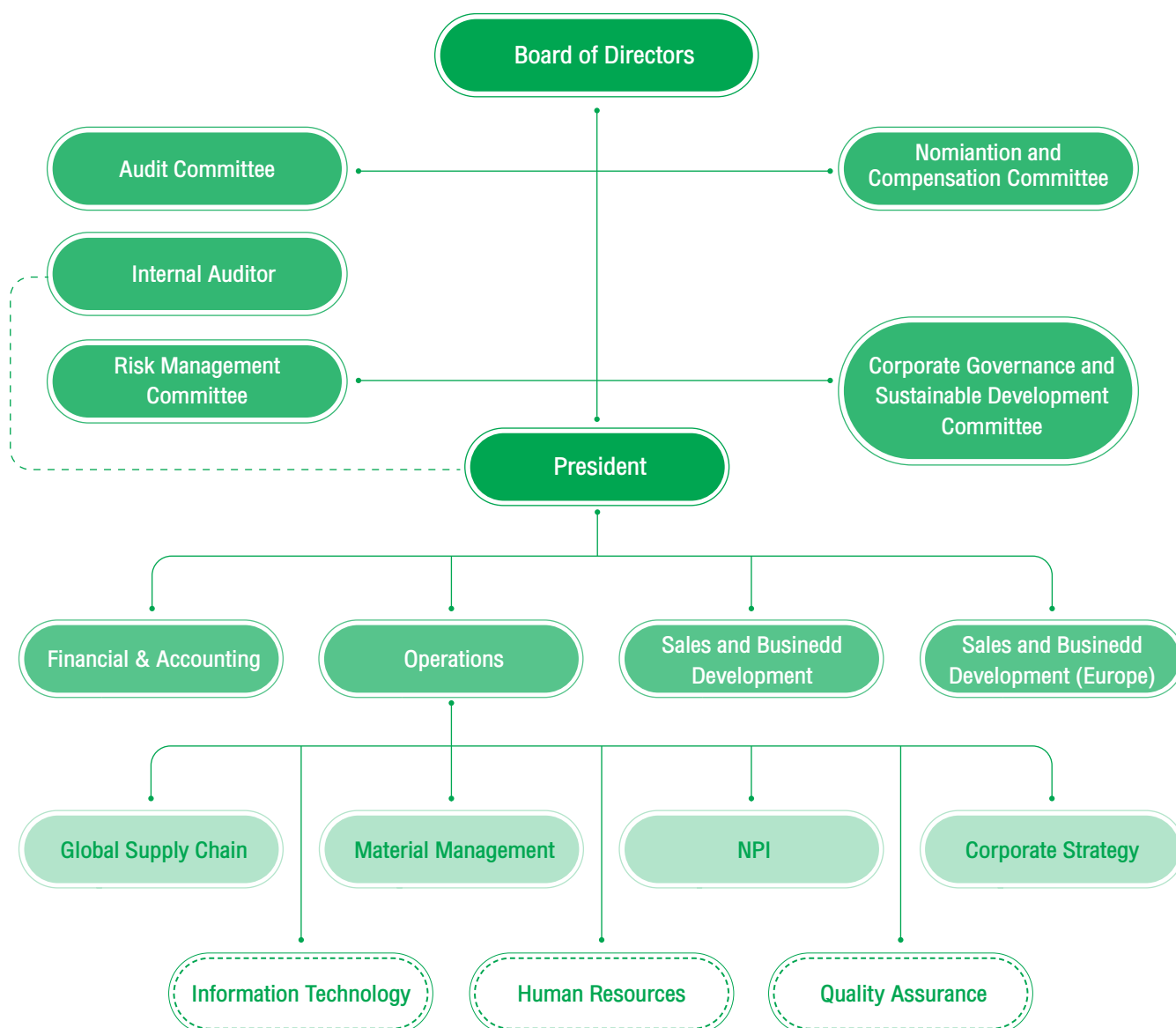
➤ Assessment Results in the Corporate Governance Report (CGR) Survey of Listed Companies for 2023

The Company received an "excellent" evaluation in the CGR project and was classified as a 5-star group with a higher average score than the overall listed companies. However, the scores were found to be at similar levels when compared to companies in the SET100 and SET50 index groups.

Receiving the "excellent" rating is a result of having a good corporate governance policy and strict compliance with such a policy. The Company will follow up on changes in laws, regulations, and various requirements related to good corporate governance in order to formulate the Company's corporate governance policy to be consistent and appropriate. This will result in the Company being able to maintain and develop its score even further in the future.

7.1 Corporate Governance Structure

Corporate structure as of December 31, 2023, consisted of Board of Directors, Subcommittees, and other units as exhibited below:



7.2 Information of the Board of Directors

The Board of Directors comprises a minimum of five members, including at least one-third or three individuals who are independent directors with relevant knowledge and expertise from outside the Company. An independent director is appointed as the Chairman of the Board. All director and independent director positions require individuals who possess diverse skills, experiences, and specific abilities that are beneficial to the Company, and who can dedicate time and effort to fulfill their duties in compliance with the Office of the SEC's announcement and the complete qualifications under the Public Limited Companies Act, B.E. 2535. Additionally, each director may hold office in a maximum of five listed companies unless such person is knowledgeable, capacity, experience and skill for a lot of benefit to the company including such person is able to devote time to efficiently perform the duties and must not have any conflicts of interest. Independent directors are subject to a continuous term of not more than 9 years from the date of their appointment as an independent director unless otherwise considered by the Board of Directors is reasonable and necessary.

The appointment of the Board of Directors follows a specific agenda that emphasizes transparency and clarity in the nomination of directors for appointment or election, with detailed profiles of each director. The Company is committed to disclosing detailed profiles of every director and updating them on the Company's website and news whenever there is a change in the directorship.

If an independent director is unable to find a suitable replacement for a previous independent director who has served for more than nine consecutive years, the Nomination and Remuneration Committee shall consider the possibility of renewing their term for one more term.

Remarks: Information regarding the diversity in the structure of the Board of Directors, as well as the criteria and process for recruiting and appointing directors, can be found under the topics of nomination, development, and performance evaluation of the Board of Directors.

Proportion and Structure of the Board of Directors

On December 31, 2023, the Board of Directors consisted of 7 directors as follows:

- 1 **Mr. Prasert Bunsumpun⁽¹⁾** : Position Chairman of the Board and Independent Director
- 2 **Mr. Threekwan Bunnag** : Position Independent Director
- 3 **Mr. Chatchaval Jiaravanon** : Position Independent Director
- 4 **Mr. Sopon Punyaratabandhu** : Position Independent Director
- 5 **Mr. Chatchawal Eimsiri⁽²⁾** : Position Director
- 6 **Mr. Ralph Robert Tye** : Position Independent Director
- 6 **Mr. Somchai Siripanyanon⁽²⁾** : Position Director

Remarks: 1. The Chairman of the Board of Directors is an independent director.

2. Mr. Chatchawal Eimsiri and Mr. Somchai Siripanyanon are executive directors who have work experience related to the company's business.

3. The Board of Directors consists of 5 non-executive directors, representing 71.43 percent.

4. The Board of Directors consists of 5 independent directors, representing 71.43 percent, and 2 executive director, whose structure is complete.

5. The committee consisted of 7 males, representing 100 percent, and 0 females, representing 0 percent.

6. Term of Office

Term of Office	People
Not exceed 6 years	5
7-10 years	1
11 years or more	1

The Board of Directors appointed Mr. Thaphop Kleesuwan as its secretary, who graduated in laws.

The Board of Directors has appointed Mr. Thaphop Kleesuwan as the company Secretary to provide advice on relevant laws and regulations that the Board of Directors must be aware of, as well as to supervise the activities of the Board of Directors, including coordinating the implementation of its resolutions.

Furthermore, the Board of Directors has established a Compliance Unit to oversee the operations of various departments in accordance with the established criteria and good corporate governance practices. The Compliance Unit reports directly to the company secretary.

► Directors Authorized to Sign on Behalf of the Company

Mr. Chatchawal Eimsiri and Mr. Somchai Siripanyanon are the authorized directors who can sign and affix the Company's seal, binding the Company

► Roles, Duties, Responsibilities, and Approval Authority of the Board of Directors

- 1 Perform duties in compliance with the laws, objectives, and regulations of the Company, as well as the resolutions of the shareholders' meeting, with honesty and care to protect the Company's interests, and with a regular responsibility to shareholders.
- 2 Annually, considers, approves, and reviews significant matters related to the Company's operations, including but not limited to its vision and mission, strategies, financial goals, risks, plans, and budgets.
- 3 Considering all matters with honestly and reasonable manner on the sufficient, proper basis and no, directly or indirectly, conflict of interest for the ultimate benefit of the Company and shareholders.
- 4 Approve all business operations or transactions with transparent and equitable manner for the ultimate benefit of the Company and shareholders.
- 5 Manage, monitors and supervises directors, management perform their duties with responsibilities, duty of care and duty of loyalty, implement of policies, strategic plans, and budgets in compliance with the principles of good governance and relevant laws. The Board supports the use of innovation and technology to add value to the business, including supervising the information technology used by the Company.
- 6 Manage all legal essential matters, relating to the Company business operation or might impact to the Company's business operation, to be proposed to the agenda of the Board of Directors' meeting.
- 7 Conduct internal control and risk management activities, which include establishing mechanisms for handling complaints and whistleblowing actions.

- 8 Ensure long-term business continuity by developing plans for employee development and management continuity.
- 9 Provide a written corporate governance policy for the Company, and approves, reviews, and evaluates its implementation at least once a year.
- 10 Develop a written code of business conduct to ensure that all directors, executives, and employees understand the ethical standards that the Company applies to its business operations. The Board monitors the implementation of the code of conduct seriously, and provides regular reviews, improvements, and updates to ensure that business ethics are suitable for the changing environment. Furthermore, the Board establishes clear guidelines for practice, monitoring, and evaluation as part of the corporate governance policy. These guidelines serve as best practices for directors, executives, and all employees to conduct business honestly with ethical considerations.
- 11 Manage all the Company's business transaction and operation information to be correctly, properly, fully, equally, disclosed to all stakeholders.
- 12 Establishes a policy to prevent the use of inside information by directors, executives, or employees for their own benefit and to prevent conflicts of interest. Any transactions that may have conflicts of interest must be reported to the Board of Directors for acknowledgment and appropriate consideration, in compliance with the regulations of the Stock Exchange. Details of such transactions are disclosed in the annual report. The Board also supervises the use of inside information by requiring directors and executives to report changes in their securities holdings to the SEC. Additionally, the Company's business ethics prohibit directors or executives who have access to inside information from disclosing such information to third parties.
- 13 Establish a control system for financial reporting and compliance with relevant rules, regulations, and policies. Additionally, an independent internal audit unit is responsible for auditing the control system. Important systems are reviewed at least once a year and are disclosed in the annual report. Internal audit shall be directly reported to the Audit Committee.
- 14 Establishes a risk management policy that takes into consideration various factors that may affect the Company, including internal and external factors that may change based on economic, social, and political conditions. The risk management policy includes measures to prevent and mitigate risks. The Risk Management Committee is responsible for overseeing and monitoring the risk management operations according to the plan, regularly reporting to the Board of Directors, and reviewing the system or evaluating the effectiveness of risk management at least once a year, as disclosed in the annual report. Moreover, the Company has established strategies for responding to risks at each level, which are avoiding, reducing, transferring, and accepting risks. These strategies ensure that the Company considers the most cost-effective and effective options by addressing high-level risks that may affect shareholder value first.
- 15 Disclose the internal control and risk management systems in the annual report.
- 16 Provide channels through which employees, third parties, stakeholders, or anyone who wishes to report useful comments or suggestions, or provide information about misconduct or acts that violate laws or conflict with the principles of good corporate governance, can do so.

- 17** Consider the component, structure of the Board of Directors. The Board of Directors should comprise of qualified, knowledgeable person having experience in various skills and specific skill suitable for the Company business operation including to be able to devote substantial time and endeavor to perform duties and have no prohibited characteristic under the Securities and Exchange Act and qualified under the Company Public Act B.E 2535.
- 18** Consider the number of listed company that director can be in director position not more than 5 listed companies unless such director is knowledgeable, capable, has experience and skill for the benefit of the Company including is able to devote substantial time for performance the duties to the Company and no conflict of interest.
- 19** Consider the suitability and number of independent director, and qualification of independent director will be in accordance with the notification of the Securities and Exchange Act and continuity term of independent director should not exceed 9 years unless otherwise considered by the Board of Directors is reasonable and necessary.
- 20** Consider and vote on significant matters or transactions, including the appointment of independent directors who are not involved or have no conflict of interest and are not involved in routine management. The Board or management exercises independent discretion that is free from the influence of major shareholders, to build confidence among shareholders, minor investors, and other related parties.
- 21** Consider to appoint sub-committee to review relevant matters and propose to the Board of Directors for consideration and approval. Sub-committee shall immediately inform the Board of Directors for any notice or improper situation has been found.
- 22** Consider the suitability of individuals to be appointed as directors in its subsidiaries to ensure that management is in accordance with the Company's policies and conducts transactions in compliance with the Securities and Exchange Act and the regulations of the Stock Exchange of Thailand.
- 23** Set up internal control of the Company to be able to investigate unusual situation and to protect fraud which might be incurred from the entering into transaction and the business operation of subsidiaries in abroad.
- 24** Arrange the Board of Directors' meetings more than 6 times a year to discuss the general affairs of the Company. Whenever possible, meetings should be held with the full participation of all members. Arrange minutes of the meeting to be recorded including record all comments and rationale, which has been used for making decision, from each of directors.
- 25** Consider and approve properly to enter into the acquisition or disposal of asset transaction which have material value and enter into the related party transaction by having mechanism to audit, to review the reasonability before entering into the transaction as well as screening the reasonability and comments of the sub-committee including have the process of follow up and progress report of such transaction to the Board of Directors.
- 26** Report their own interests or those of related parties that may affect the administration of the Company or its subsidiaries. This reporting is in accordance with the rules, conditions, and procedures specified in the notification of the Capital Market Supervisory Board.

27 Consider and approve the expenditure and investment budgets for machinery and equipment each year. The Board also supervises the Company to ensure that expenses are in line with the approved budgets. In case the Company needs to have expenses beyond the approved budgets in excess of 10 million baht, the Board considers approval. However, any additional investments in subsidiaries and real estate purchases must always be approved by the Board of Directors.

28 Review index of authorities and operation to be suitable for condition, condition element and size of the business changed to ensure that there are checking and balance and the approval of the has been independently conducted properly.

The Board of Directors may appoint another person to operate the Company's business under its supervision or may authorize that person to have powers deemed appropriate by the Board of Directors, for a period of time determined by the Board of Directors. The Board of Directors may also amend, change, or cancel such an appointment or delegation of authority. However, the delegation must not allow the attorney or sub-attorney to approve transactions in which they or the appointed person have conflicts of interest or any other conflicts of interest specified by the Office of SEC with the Company or its subsidiaries.

The Company has clearly defined and separated the roles and responsibilities of the Board of Directors and the Chairman of the Board to ensure checks and balances and transparency. The Board of Directors is responsible for supervising the management division to meet the Company's goals while ensuring that all activities are conducted in a legal and ethical manner. Each director understands their duties and responsibilities and the nature of the Company's business operations. They carry out their duties with honesty, caution, and prudence, taking into account the best interests of the Company and fairness to all stakeholders. The Board of Directors expresses their opinions independently and is fully dedicated to performing their duties according to their responsibilities.

► Roles, Duties, and Responsibilities of the Chairman of the Board

The Chairman of the Board shall perform duties in addition to those of the other directors as follows:

1. Convene meetings in conjunction with managing directors, and set the agenda for the Board of Directors' meeting and the shareholders' meeting.
2. Preside over the Board of Directors' meeting and the shareholders' meeting, as well as consider and sign resolutions of the meetings.
3. Has a decisive vote if the votes are equal in the Board of Directors' meeting and the shareholders' meeting.

► The Board of Directors' Meeting

Board of Directors meetings are scheduled in advance, and each director is notified of the scheduled meeting to ensure they can manage their time and attendance. The Chairman and Managing Director collaborate to select matters for the board meeting agenda, ensuring that important matters are included. Each director is free to propose matters that benefit the Company for inclusion on the agenda, and proposals are considered for inclusion in the next meeting. Meeting documents are sent to directors at least 5 working days prior to the meeting to allow enough time to study, consider, and make appropriate decisions on various matters.



The Board of Directors holds regular meetings at least 6 times a year, with a quorum of not less than 2/3 of the total number of directors present, and all directors should attend at least 75% of the total number of Board of Directors' meetings held during the year. The Board Secretary schedules meeting dates and agendas in advance to ensure directors can attend every meeting. During each meeting, the management division prepares information and details for the Board of Directors to consider, and the Chairman allows full opinions and carefully considers various agendas. Meeting minutes are taken in writing and verified for relevant parties to review. The Board of Directors encourages top executives to attend meetings to provide additional information or details as they are directly involved. They can also access and request information, suggestions, and necessary services from the CEO, the Company Secretary, or other assigned executives, or seek independent opinions from external consultants. Additionally, a policy has been established for non-executive directors to meet at least twice a year without the presence of the management division to discuss management issues of interest and notify the CEO of the meeting results. In 2022, non-executive directors held 7 meetings as follows:

No.	Meeting Date	Meeting Type
1	February 16, 2023	e-meeting
2	April 21, 2023	e-meeting
3	May 11, 2023	e-meeting
4	August 9, 2023	e-meeting
5	November 13, 2023	e-meeting
6	December 14, 2023	Physical meeting

Note: 16.67 percent of physical meetings and 83.33 percent of e-meetings

The Audit Committee meets regularly with the internal audit manager to plan and follow up on internal audits at least once per quarter. In addition, the Audit Committee itself meets at least once per quarter to carry out its responsibilities. These responsibilities include selecting and nominating auditors and determining their remuneration, reviewing the interim and annual financial statements that have been reviewed or audited by the auditors, ensuring compliance with accounting standards and the proper disclosure of information in the financial statements before submitting them to the Board of Directors for consideration, reviewing disclosures of interrelated or related party transactions, and evaluating the adequacy of the internal audit plan.

➤ Self-assessment of the Board of Directors

The Board of Directors arranges for self-evaluation and performance evaluations by other directors. The evaluation process includes individual performance evaluations and cross-assessment of the directors and sub-committees to reflect operational efficiency in line with good corporate governance principles. The evaluation framework is used to regularly examine the Board's performance, set performance standards with criteria, and assess performance. The Chairman of the Board is responsible for the evaluation process, which occurs at least once a year. Results are used to support management division improvements and development to increase efficiency. The Company provides a form, adjusted from the self-assessment sample per the guidelines of the Stock Exchange of Thailand, that is suitable for the Board's specific characteristics. Evaluation results are reported to the Board and used to improve operational efficiency. It can be divided as follows:

1 Self-assessment of the committee as a group to assess the overall performance of the committee, using the self-evaluation form of the committee of the Stock Exchange of Thailand, which covers the following topics:

- 1 Structure and Qualifications of the Board of Directors
- 2 Roles, Duties, and Responsibilities of the Board of Directors
- 3 The Board of Directors' Meeting
- 4 Duties of Directors
- 5 Relationship with Management Division
- 6 Self-Development of Directors and Development of Executives

The overall performance assessment results of the Board of Directors as a group for 2023 in all topics were at a **very good level** with a total score of 97.14 percent.

2 Self-assessment of the sub-committee as a group for evaluating the overall performance of the sub-committee assigned by the Board of Directors, using the self-evaluation form of the committee of the Stock Exchange of Thailand, which covers the following topics:

- 1 Structure and Qualifications of the Sub-Committees
- 2 The Sub-Committee's Meeting
- 3 Roles, Duties, and Responsibilities of the Sub-Committees

The overall performance assessment results of the Board of Directors as a group for 2023 in all topics were averagely **very good**, with a total score of 95.24 percent.

3 Assessment of individual directors and subcommittees to assess the appropriate performance of individual directors and subcommittees:

- 1 Structure and Qualifications of Directors and Subcommittees
- 2 Meetings of Directors and Sub-Committees
- 3 Roles, Duties, and Responsibilities of Directors and Sub-Committees

Overall performance assessment results of the individual directors and subcommittees for 2023 in all topics were averagely at the level of **very good** with a total score of 94.77 percent.

4 | Cross-assessment of Individual Directors and Sub-committees to Assess the Appropriate Performance of Individual Directors and Sub-committees by Other Directors

- 1 Structure and Qualifications of Directors and Subcommittees
- 2 Meetings of Directors and Sub-Committees
- 3 Roles, Duties, and Responsibilities of Directors and Sub-Committees

The performance results of the cross-assessment of the individual directors and subcommittees for 2023 in all topics were averagely at a **very good level** with a total score of 91.48 percent.

The Company has implemented additional assessment forms since 2016 to enable comprehensive evaluation of the Board of Directors' performance through four distinct approaches. These approaches include the assessment of committee and subcommittee performance in groups, individual committee performance assessment, self-assessment by individual directors, and cross-assessment of committee members evaluating the performance of other committees.

➤ Determination of the Remuneration Policy and Management Evaluation of Managing Directors

The remuneration of the managing director is evaluated based on a comprehensive performance evaluation form. The results of the assessment are considered personal and confidential information that cannot be disclosed. The evaluation criteria for the managing director's short-term and long-term remuneration are clearly defined. The performance assessment form covers various topics, including:

Section 1 Progress According to Short-Term and Long-Term Business Plans and Strategies

Section 2 Performance Measurement

1. Leadership
2. Strategy Determination to Support Transparent and Sustainable Growth
3. Strategic Execution
4. Financial Planning and Practice
5. Relationship with the Board of Directors
6. External Relations
7. Administration and Relations with Personnel
8. Succession
9. Product and Service Knowledge
10. Personal Attributes
11. Solving Problems that Affect Organizations and Stakeholders

7.3 Information of the Sub-Committees

To ensure efficient and effective performance by the Board of Directors, the company has established four sub-committees to study and scrutinize operations as necessary. These sub-committees include the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee, and the Corporate Governance and Sustainable Development Committee. The scope of duties for each sub-committee and the managing director are as follows:

➤ Audit Committee

The company's Audit Committee consists of three directors who are independent and non-executive, possessing knowledge, understanding, and experience in laws, accounting, and/or finance. At least one member of the Audit Committee must be financially competent. The chairman and members of the Audit Committee serve a term of two years each. Further details regarding the composition and qualifications of the Audit Committee can be found in the "Charter of the Audit Committee of SVI Public Company Limited," item 3.

As of December 31, 2023, the Audit Committee consists of three independent non-executive directors of the company, as follows:

- | | | |
|----------|----------------------------------|---|
| 1 | Mr. Threekwan Bunnag | : Position Chairman of the Audit Committee |
| 2 | Mr. Sopon Punyaratabandhu | : Position Director of the Audit Committee |
| 3 | Mr. Ralph Robert Tye | : Position Director of the Audit Committee |

Ms. Laksanee Yensuang is the secretary of the Audit Committee.

Remark : 1. Two directors possess extensive knowledge and experience in accounting and finance.

2. All 3 members of the Audit Committee are independent directors, representing 100 percent of the committee.

➤ Scope of Power of the Audit Committee

The Audit Committee has the authority assigned by the Board of Directors as follows:

- 1 Review the Company's financial report to ensure accuracy and adequacy.
- 2 Review the Company's internal control system and internal audit system to ensure that they are suitable and effective, including considering the independence of the internal audit unit. The Audit Committee is also responsible for approving the appointment, transfer, and dismissal of the head of the internal audit unit.
- 3 Review the Company's compliance with the Securities and Exchange Act, as well as the requirements set by the Stock Exchange, and other relevant laws that apply to the Company's operations.
- 4 Select and nominate qualified independent external auditors for the Company, propose their remuneration, and oversee their performance. The Audit Committee also ensures the Company's compliance with the Securities and Exchange Act, Stock Exchange requirements, and relevant laws.
- 5 Review related party transactions and transactions that may pose a conflict of interest, in accordance with relevant laws and Stock Exchange regulations, to ensure their reasonableness and to maximize the benefit for the Company.

- 6** Prepare a report on behalf of the Audit Committee that will be disclosed in the Company's annual report. The report should be signed by the chairman of the Audit Committee and include, at minimum, the following information:
- A** Opinions on the accuracy, completeness, and reliability of the Company's financial reports.
 - B** Opinions on the adequacy of the Company's internal control system.
 - C** Opinions on the compliance with the Securities and Exchange Act, requirements of the Stock Exchange, or laws related to the Company's business.
 - D** Opinions on the auditor suitability.
 - E** Opinions on the transactions that may have a conflict of interest.
 - F** Number of Audit Committee meetings and attendance of each committee member.
 - G** Overall opinions or observations reached by the Audit Committee in performing duties in accordance with the charter.
 - H** Other items of which shareholders and general investors should be aware fall under the scope of duties and responsibilities assigned by the Board of Directors.
- 7** Conduct investigations into any matters brought to the attention of the Audit Committee by the Company's auditors in the event of suspected misconduct or violations of the Securities and Exchange Act B.E. 2535, as amended by the Securities and Exchange Act (No. 4) B.E. 2551, by directors, managers, or other individuals responsible for the Company's operations. The results of any preliminary examinations must be reported to both the Office of the Securities and Exchange Commission and the auditors within thirty days of receiving notification from the auditors.
- 8** Consider and comment on the work plans, performance, budgets, and manpower of the internal audit department.
- 9** Review the Audit Committee Charter at least 1 time in a year.
- 10** The Audit Committee may invite members of the management team or supervisors to attend meetings to provide additional clarification or to submit relevant documents in accordance with the scope of its authority.
- 11** The Audit Committee may seek advice from independent experts at the company's expense, as deemed appropriate within the scope of its responsibilities.
- 12** Review and approve the Internal Audit Charter.
- 13** Ensure that the Chairman of the Committee attends the annual general meeting of shareholders.
- 14** Undertake any other duties and responsibilities assigned by the Board of Directors, subject to approval by the Audit Committee. In carrying out its duties, the Audit Committee is accountable to the Board of Directors. The Board of Directors is ultimately responsible for the Company's operations, and is accountable to shareholders, stakeholders, and the general public.

➤ Nomination and Remuneration Committee

To enhance corporate governance, the Company has established the Nomination and Remuneration Committee, which is composed of three directors selected for their expertise, experience, and relationships with experts from various fields. The term of office for the chairman and members of the committee is equivalent to that of the Company's directors, and the committee must meet at least twice a year.

On December 31, 2023, the Nomination and Remuneration Committee consists of 3 members, as follows:

- 1 **Mr. Prasert Bunsumpun** : Position Chairman of the Nomination and Remuneration Committee
- 2 **Mr. Chatchaval Jiaravanon** : Position Director of the Nomination and Remuneration Committee
- 3 **Mr. Chatchawal Eimsiri** : Position Director of the Nomination and Remuneration Committee

Mr. Thaphop Kleesuwan is the secretary of the Nomination and Remuneration Committee.

The chairman of the Nomination and Remuneration Committee is an independent director, and there are 2 other members who are also directors of the committee. Out of the 3 members, 2 are independent directors, representing 67 percent of the committee.

➤ Scope of Power of the Nomination and Remuneration Committee

Recruitment

- Establish policies, criteria, methods, sources, and nomination processes for selecting qualified directors and managing directors. Nominate individuals who meet the necessary qualifications to serve as directors and managing directors and propose them to the Board of Directors or the Company's shareholders' meeting for approval, as appropriate.
- Ensuring that the size, composition, and diversity of the current Board of Directors structure are suitable for the organization, including adjustments to be in line with the changing environment. The committee must ensure that the Board of Directors consists of individuals with the necessary knowledge, skills, abilities, and experience in various fields.
- Disclose the policy and details of the recruitment process in the bank's annual report.

Remark : The Nomination and Remuneration Committee has determined both qualitative and quantitative qualifications of suitability in recruiting and selecting directors as follows:

- 1) The number and proportion of independent, non-independent, non-executive, and executive directors in the Board of Directors.*
- 2) Skill, background, and experience*
- 3) Diversity that include gender, nationality, cultural and regional background, and*
- 4) Other criteria considered appropriate by the board.*

Remuneration Determination

- Consider establishing policies and criteria for the remuneration and other benefits given to directors and managing directors, including the amount, taking into account reasonableness, and propose them to the Board of Directors for approval. The remuneration and benefit policy should cover all aspects related to compensation, such as directors' remuneration, salaries, bonuses, and any related benefits.
- Ensure that directors and managing directors receive compensation that is commensurate with their duties and responsibilities. Directors and managing directors who are assigned additional duties and responsibilities should receive remuneration that is appropriate for those additional duties and responsibilities.
- Establish guidelines for conducting performance evaluations of directors and managing directors, taking into account their duties, responsibilities, and associated risks. The evaluation results can be used to adjust annual remuneration and consider the importance of increasing shareholder value in the long term.

- Disclose the policy on compensation and disclose compensation in various forms, including preparing a compensation determination report for the Company annual report.
- Conduct a review of the Company's employee remuneration structure to ensure alignment with the Company's business practices and policies.
- Consider the appointment and determining the remuneration of directors of associated companies. The committee will propose the appointment and remuneration to the associated companies' Board of Directors for approval.
- Consider matters as assigned by the Board of Directors.

➤ Risk Management Committee

To enhance the management of risks within the organization, the Company has established a Risk Management Committee comprising a chairman and at least 5 selected directors who possess knowledge and ability in risk management. The proposed executives are subject to the Board of Directors' approval. The term of office for the chairman of the Risk Management Committee is equivalent to that of the directors.

On December 31, 2023, the Risk Management Committee of the Company is composed of 10 members appointed by the Company's executives as follows:

1	Mr. Threekwan Bunnag	: Position Chairman of the Risk Management Committee
2	Mr. Topong Sukhumsawad	: Position Director of the Risk Management Committee
3	Mrs. Siriporn Pakdee	: Position Director of the Risk Management Committee
4	Mr. Kris Leetavorn	: Position Director of the Risk Management Committee
5	Mr. Chatchai Thongpramun	: Position Director of the Risk Management Committee
6	Mrs. Sawan Rojanasattham	: Position Director of the Risk Management Committee
7	Mr. Krisada Umnouyvitayakul	: Position Director of the Risk Management Committee
8	Mrs. Hataiwan Rakpakvan	: Position Director of the Risk Management Committee
9	Mr. Songpon Prasawang	: Position Director of the Risk Management Committee
10	Ms. Metinee Kiawchuay	: Position Director of the Risk Management Committee
11	Mr. Thaphop Kleesuwan	: Position Director of the Risk Management Committee and Secretary

Mr. Thaphop Kleesuwan is the secretary of the Risk Management Committee.

Remark: Effective from January 20, 2022, Mr. Threekwan Bunnag, Director of the Company, has been appointed as the Chairman of the Risk Management Committee by the Board of Directors.

➤ Scope of Power of the Risk Management Committee

1. Oversee and approve the risk management processes and ensure compliance with the Company's internal control policies and procedures.
2. The design and implementation of risk management and internal control systems in conjunction with the Company's existing business processes and systems.
3. Prepare reports on the effectiveness of risk management and disclose them to the Board of Directors for further review.
4. Establish policies and procedures for monitoring, auditing, and evaluating the effectiveness of the Company's risk management systems to mitigate potential risks that may affect the business.
5. Supervise the internal system to evaluate the implementation of the Company's policies and also evaluate those policies to ensure their effectiveness.
6. Approve policies related to the Company's business ethics and inform all employees of their roles and responsibilities, including how they should interact with business partners, customers, and contractors while respecting their rights. Ensure that employees are informed of their duties and responsibilities in accordance with the business risk management framework.
7. Approve and prepare a report that summarizes the results of the Company's risk governance and business risk management, which will be publicly disclosed.
8. To comply with the risk management policy set by the Risk Management Committee, the Company's annual report will include reports from the Risk Management Committee in the good corporate governance section.
9. Other matters as assigned or deemed appropriate.

➤ Corporate Governance and Sustainable Development Committee

The Company's Corporate Governance Committee consists of 3 directors with a term of office of 2 years each.

On December 31, 2023, there are 3 directors of the Corporate Governance and Sustainable Development Committee as follows:

1. **Mr. Sopon Punyaratabandhu** : Position Chairman of the Corporate Governance and Sustainable Development Committee
2. **Mr. Chatchawal Eimsiri** : Position Director of the Corporate Governance and Sustainable Development Committee
3. **Mr. Ralph Robert Tye** : Position Director of the Corporate Governance and Sustainable Development Committee

*The Corporate Governance and Sustainable Development Committee consists of 2 independent directors out of 3, representing 67 percent.
Mr. Aphirak Sangsi is the secretary of the Corporate Governance and Sustainable Development Committee.*

➤ Scope of Power of the Corporate Governance and Sustainable Development Committee

- 1 Appoint the Corporate Governance Sub-Committee and the Sustainable Development Sub-Committee by the Company's executives.
- 2 Assess and determine policies, objectives, strategies, and goals related to corporate governance and sustainable development management in line with material issues on sustainability.
- 3 Assess and determine measures to deal with corporate governance and sustainable development risks that may arise from internal and external factors. And, regularly report to the Board of Directors for acknowledgment of such impacts.
- 4 Propose policies, objectives, strategies, and goals related to corporate governance and sustainable development management to the Board of Directors for approval.
- 5 Propose key issues that the Corporate Governance Working Group and the Sustainable Development Working Group assess and analyze to the Board of Directors for approval.
- 6 Regularly review relevant policies, strategies, and operational methods to keep them in line with current situations and material issues.
- 7 Manage the business and operate according to the policies, objectives, strategies, and goals related to corporate governance and sustainable development management approved by the Board of Directors.
- 8 Supervise and follow up with the Corporate Governance Working Group and the Sustainable Development Working Group to ensure the implementation of relevant policies, objectives, strategies, laws, and regulations on relevant corporate governance and sustainable development.
- 9 Review the accuracy and completeness of corporate governance and sustainable development management guidelines and performance to propose to the Board of Directors. And, approve the disclosure.

The Corporate Governance Committee shall hold a meeting at least 2 times in a year, as necessary and appropriate, and report the meeting results to the Board of Directors for acknowledgement. The Corporate Governance Committee has a term of office of 2 years and can be reappointed with the approval of the Board of Directors.

➤ Managing Director

Scope of Power of the Managing Directors

- 1 Be the assignee of the Board of Directors to manage the business of the Company in accordance with the objectives, regulations, policies, rules, requirements, orders, and resolutions of the shareholders' meeting and/or the Board of Directors' meeting.
- 2 Supervise the business pursuit and/or manage the day-to-day work of the Company.
- 3 Manage operations in accordance with objectives, policies, plans, regulations, requirements, and budgets approved by the Board of Directors.
- 4 Determine missions, objectives, guidelines, and policies of the Company, including directing and supervising overall operations for the utmost benefit in management, to propose to the Board of Directors for consideration and opinion.
- 5 Follow up and evaluate the performance of the Company regularly to prevent risks from various factors both inside and outside the Company. And, responsible for reporting results, management, and progress in operations to the Executive Board, the Board of Directors, the Audit Committee, and the Board of Directors.
- 6 Authorize to change the organizational structure of the Company under the supervision of the Board of Directors in order to achieve management efficiency, including having the power to consider hiring, appointing, transferring, relocating, and removing employees; setting wage rates, providing compensation and bonuses; and providing various welfare benefits to employees.
- 7 Authorize to issue orders, regulations, announcements, and memos to ensure that the operations are in line with the Company's policies and to maintain work discipline within the organization.
- 8 Authorized to approve according to the work regulations and the approval authority approved by the Board of Directors' meeting.
- 9 Authorize to delegate and/or assign other people to perform specific tasks on their behalf by the power of attorney. And/or such delegation is within the scope of delegation by the power of attorney and/or in accordance with regulations, requirements, or orders set by the Board of Directors.
- 10 Perform other duties as assigned from time to time by the Board of Directors.
The Company has set a policy that managing directors must hold a position in no more than 5 companies listed in the Thai Stock Exchange.

In this regard, the delegation of authority and responsibility of managing directors will not be in the form of an authorization or a sub-authorization that allows managing directors or assignees of the managing directors to approve transactions in which he or she or a person who may have a conflict of interest (as defined in the announcement of the Securities and Exchange Commission) with the Company or its subsidiaries, unless it is an approval of a normal ordinary transaction with a clearly defined scope.

7.4 The Management

As of December 31, 2023, SVI's Management consisted of 4 members:

- 1 **Mr. Somchai Siripanyanon** : **Position** President
- 2 **Mr. Carsten Bremerskov Kaysen** : **Position** Vice President of Scandinavia Market
- 3 **Mr. Claus Broberg** : **Position** Vice President of Business Development
- 4 **Mr. Apirak Saengsie** : **Position** Corporate Controller Senior Director

► Remuneration of Management

In 2023, a total of Baht 25,954,120 was paid to the Company's management executives as per the following details:

Remuneration	2023	
	Number of Management	Remuneration (Baht)
Management Salary including bonus and fringes benefits	4	25,641,800
Management Provident Fun	4	312,320
Total	4	25,954,120

► Other Remuneration

• Provident Fund

The provident fund has been registered as "Sin Permpoon Provident Fund" of which Bualuang Securities Public Company Ltd., is the fund manager. All employees are entitled to apply as members of the fund. The members contribute 3% to 15% of their monthly salary to the fund. The employer's contribution rate in percentage of salary is set as follows:

Number of Member Year	Employer's Contribution Rate (%)
Less than 2 years	3
Completed 2 years but less than 5 years	4
5 years and above	5

• Employee Joint Investment Program (EJIP)

Board of Directors of SVI Public Company Limited meeting no. 6/2021, approved EJIP to retain and attract the employee to remain with the company in long-term. The Company will deduct from the payroll of an eligible employee who voluntarily joins EJIP at the rate of 5-10 percent of the salary each month till the end of the EJIP period (December 2025). The Company will contribute 100-150% of employee's contribution Both employees' and the Company's contribution will be invested in buying SVI shares in the Stock Exchange of Thailand (SET). Phillip Securities Public Company Limited has been assigned by the Company to execute EJIP.

7.5 Information on employees

As of December 31, 2023 the Company's total number of employees was 3,081* reported by the department as follows:

Department	Number of Employees
	As of 31 December 2023
1. CEO Office	10
2. Material Management	108
3. Business Development	135
4. Sourcing	27
5. Manufacturing	1,839
6. NPI	56
7. Engineering	439
8. Quality Assurance	126
9. Human Resources	42
10. Finance & Accounting	44
11. MIS	30
12. Operation support, IE, Facility	225
Total	3,081

*This amount is not included employees of subsidiary companies total 2,274 persons (as of 31 December 2023)

Employee turnover

Year	Number of Employees	Increase / (Decrease)	% of Increase / (Decrease)
31 December 2019	3,062	(246)	7.44
31 December 2020	3,019	(43)	1.40
31 December 2021	3,237	218	6.73
31 December 2022	3,393	156	4.59
31 December 2023	3,081	(312)	(9.20)

Employees' Remuneration for 2023

Remuneration	2023		
	Monthly Employee	Daily Employee	Total
Number of employees (person)	1,118	1,963	3,081
Salary (Baht)	532,421,991.00	235,837,566.21	768,259,557.21
Bonus and others fringe benefits (Baht)	99,245,323.52	132,108,222.46	231,353,545.98
Company's Contribution to the Provident Fund (Baht)	13,042,692.00	2,535,595.00	15,578,287.00
Total (Baht)	644,710,006.52	370,481,383.67	1,015,191,390.19

➤ Human Resources Development Policy

The Company realizes the importance of personal development for all employees at all levels, they must be knowledgeable, have a good potential, a good attitude and good relationships. The Company realizes that good employees can contribute to the growth and sustainability of the business in the long term. The Company supports continuous training and the development of employees both for skills and management development. Therefore, the Training and Development Section arranges a training plan annually to continually improve employees' knowledge and ensure the development of the necessary skills. This includes the orientation of new employees to create an understanding of the company's vision, mission, value, key performance indexes for them to be effective in performing their duties. The employees' performance is appraised and evaluated regularly. Internal training and external training programs are conducted to enhance the capability, knowledge and working skills of all employees. The ultimate aim is to provide good quality, good service and prompt response to satisfy our customers' needs, and be ready to manage a changing environment.

The Company initiated various training courses. They were designed based on the result of the Training Needs Survey through interviews with the Directors of every Department, assessment of their employee's needs. They are also designed based on the defined competencies for each position to allow them to contribute to the superior work result for the company. Our training programs consist of

1 Orientation
The objective is to make employees understand the essential information about the company, such as the "Vision", "Mission", rules, regulations and benefits provided by the company. This is to help new employees to familiarize themselves with the company's environment and culture in order to integrate quickly and productively in the company's operations. 1,071 employees attended orientation training during 2023, the total training hours was 8,568 hours

2 Basic training
This helps employees to meet the basic entry-level requirements for their jobs, resulting in working more effectively and productively. The company also monitors, follows up and evaluates their performance continuously so that their result meets the company's standards and expectations. Retraining opportunities are also provided to employees who cannot deliver results as required by the company's standard 1,071 employees attended this course in 2023, the total training hours was 17,136 hours.

3 Functional training
This training is to make employees being more productive, meeting the basic performance standards and expectations of their job. 522 employees attended this course in 2023, the total training hours was 11,165 hours.

4 Cross-training
Cross-training is to help employees to have more knowledge beyond their direct knowledge for the job. This is to make them more flexible and support rotation programs or to replace absent employees to allow the company to operate continuously. 773 employees attended this course in 2023, the total training hour was 10,297 hours.

5

Recertification Training

This is to provide training to employees who aren't performing in line with current work standards or upgrading their current skills on new technology or other required knowledge. 2,173 employees attended this course in 2023, the total training hours were 56,081 hours.

6

Management training This is to provide training to supervisory level and management staff, mainly related to management techniques to improve their management skill and achieve the company's goals and objectives. In 2023, the company provided training to employees in various groups to enhance employee productivity as well as the competitiveness of the Company as outlined below:

- In-house Training, arranged for 49 courses, provided to 705 employees, a total of 13,538 hours.
- External Training, arranged for 6 courses, provided to 7 employees, total 127 hours.

The company training course and hours for staff and operators projection:

- Staff, consolidated training hours 13,665 hours - schedule for 745 persons, average 18 hours per person
- Operator, consolidated training hours 103,247 hours - schedule for 2,325 persons, avg 44 hours per person



7.6 Other significant information

> The person supervising accounting

Mr. Apirak Saengsie, the Corporate Controller Senior Director has been assigned to supervise Finance & Accounting and the accounting management. His profile details appear in the Attachment 1 in this report.

> Company's secretary

Board of Directors meeting no. 2/2018 held on May 11, 2018 resolved to appoint Mr. Thaphop Kleesuwan as the Company's secretary effective since June 1, 2018 onwards. The Company's Secretary perform his duty with responsibility, discretion, honesty and according to the section 89/15 and 89/16 of Securities and Exchange Act (No. 4) B.E. 2551 (2008) which has been effective since August 31, 2008. It is also the company's secretary to perform his work in accordance with the law, objective, article of association, Board of Directors' resolution as well as the shareholders' resolution.

- 1 Preparation and proper stowage of the following documents
 - a Directors' registration
 - b Invitation Letter to the Meeting and Minutes of Directors' Meeting and the Company's Annual Report
 - c Invitation Letter to shareholders and Minutes of the Shareholders Meeting
- 2 Maintaining the reports of the company's connected transactions disclosure, reported by Directors or management.
- 3 Perform other duties as assigned by the Board of Directors

In addition, Company's secretary will have others duties as assigned by the Company (or the Board of Directors') as follows:

- 1 Organize the Shareholders Meetings and Board of Directors Meetings in accordance with the laws, Company's Articles of Association and other relevant requirements.
- 2 Draft management policies.
- 3 Record the Minutes of Shareholders Meeting and the Minutes of the Board of Directors Meeting and follow up on the compliance of the resolutions.
- 4 Ensure that disclosure of data and information is under the responsibility of the authorized parties in the Company under the regulations and requirements of such authorities.
- 5 Ensure the Company's and the Board of Directors' compliance with the laws and requirements of SEC/ SET.
- 6 Promote and standardize good corporate governance in the company.
- 7 Communicate with the shareholders to ensure that shareholders obtain their entitlements and the information of the Company.
- 8 Manage the activities of the Board of Directors.

Details of information and Bio-Data of the Company's secretary as shown in attachment 1 of this report.

➤ Internal Audit

SVI appointed PricewaterhouseCoopers ABAS Ltd. as an outsourced internal auditor to conduct quarterly internal audits. The qualification and experience of working team are disclosed in the Attachment no.3 of this report.

➤ Investor relations

SVI's Investor Relations is responsible for communication of any significant qualitative and quantitative information for investors, such as general information, financial information related to the characteristic of business, operating performance (already published), management discussions and other crucial information. SVI has an objective to transparently reflect the company's value to the capital market which will be beneficial to its shareholders, investment institutions, analysts, related public parties, media and others. SVI recognizes this activity as an important tool to reinforce good corporate governance of the company.

SVI Investor Relations Contact

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🌐 IR Website: <https://investor-th.svi-hq.com/>

➤ Remuneration of Auditor

The Annual General Meeting of Shareholders No. 1/2023 approved the total Annual Remuneration of Audit Fee for the fiscal year 2023 at Baht 2,700,000 (Baht: Two million Seven hundred thousand only) and the special audit fee for the privileges of corporate income tax exemption report was approved at Baht 250,000 (Baht: Two hundred and fifty thousand only), excluding the out-of-pocket expenses.

The Company and its subsidiaries paid the audit fee in the fiscal year ended December 31, 2023 as follow:

Audit's fee for the Year 2023	SVI Public Co., Ltd	SVI Public (HK) Limited	SVI A/S (Denmark)	SVI (AEC) Company Limited	SVI Europe	BEI Co., Ltd	Tohoku Solutions Co., Ltd
Audit Fee	2,700,000	426,989	1,126,573	1,287,948	3,551,224	10,000	1,080,000
Audit Fee for BOI Promoted Project	250,000	None	None	None	None	None	None

8.1 Summary of the Board of Directors' Performance in the Previous Year

In 2023, the Board of Directors operated according to the corporate governance code of the Stock Exchange of Thailand in order to comply with the SEAN CG Scorecard criteria as follows:

1. Review and improve the good corporate governance policy to be in line with the ASEAN CG Scorecard criteria.
 - Set up a policy to facilitate shareholders fully exercising their rights to attend meetings and vote by holding the meeting on business days, selecting a location with convenient transportation, and arranging a shuttle bus to serve shareholders and funds, including providing sufficient personnel and technology for document verification and providing duty stamps for proxy holders attending the shareholders' meeting.
 - Set a policy to send the shareholders' general meeting invitation letter to all shareholders and the registrar for their acknowledgment not less than 21 days before the meeting date and to publish information supporting the agenda of the shareholders' meeting in advance on the website before sending the letter.
 - Set a policy to disseminate information supporting the meeting agenda in advance on the Company's website (www.svi-hq.com) not less than 30 days prior to the shareholders' meeting date.
 - Establish a clear policy on management of wages and benefits for employees in line with the Company's performance, as well as providing welfare such as a provident fund, an employee savings cooperative, employee transportation, etc. Give importance to personnel development to develop the potential of employees at all levels and disclose the average number of hours of employee training per year in the annual report.
 - Establish a policy for training and educating employees, including disclosing statistics on accidents, absence rates, or work-related illness rates in the annual report.
 - Set a policy to establish a compliance unit to supervise the operations of various departments in accordance with the criteria and in accordance with good corporate governance, reporting directly to the company secretary.
 - Determine a policy to consider, approve, and review important matters related to the Company's operations, such as vision and mission, strategies, financial goals, risks, plans, and budgets on an annual basis.
 - Set a policy to have a quorum of the Board of Directors, and the Board of Directors will vote with not less than 2/3 of the total number of directors.
 - Formulate a policy to evaluate the performance of the Board of Directors and sub-committees in all 4 forms.
 - a Self-assessment of the committees as a group to assess the overall performance of the committees
 - b Self-assessment of sub-committees as a group to assess the overall performance of sub-committees assigned by the Board of Directors
 - c Individual assessment of directors and subcommittees to assess the appropriate performance of individual directors and subcommittees
 - d Cross-assessment of individual directors and sub-committees to assess the appropriate performance of individual directors and sub-committees by other directors
 - Revise the scope of power of the Audit Committee to be in line with the ASEAN CG Scorecard criteria.
 - Set a policy for the Nomination and Remuneration Committee to hold a meeting at least 2 times in a year.
 - Approve the revised director's handbook.
 - Approve the newly revised anti-corruption policy.

2. Review and approve the Company's vision for executives and employees to aim in the same direction. In 2023 it set a long-term business goal to be a world-class leading manufacturer with readiness for operations and resources.

- Deliver quality products and excellent services from a qualified and dedicated team.
- Build a business that can respond to the volatility of the global [business] economy with a wide range of the Company's innovative products.
- Increase production lines and uplift information systems to meet the corporate business policy.
- Create opportunities for continuous growth for personnel in the organization in the form of financial returns or career growth.

3. The Company has been certified by the Thai Private Sector Collective Action Against Corruption as its member since June 30, 2021.

4. Through implementation according to the sustainable development guidelines in 2023, the Company has improved its social responsibility report. The details of the report can be viewed on the Company's website (www.svi-hq.com).

5. Director Structure

- The Company's directors or top executives have never been employees or partners of external audit firms that the Company has used for the past 2 years.
- The Board of Directors of the Company does not have executive directors holding positions in more than 2 other listed companies outside the business group.
- The Company has a non-executive director, Mr. Chatchaval Jiaravanon, who has work experience related to the business.
- The committee hires an inter audit firm and directly reports to the Audit Committee. Details, department name, and head of internal audit department are disclosed in the annual report, including topic, internal control, risk management, and internal audit.

➤ Directors and Executives' Remuneration

The Company adopts competitive and performance-based remuneration policies for its directors, CEOs, and executives in order to attract and retain high-quality talent. The Remuneration Committee is responsible for establishing the criteria and payment methods, and the Board of Directors approves the proposals, which are then presented to shareholders for approval at the annual shareholders' meeting.

Details of remuneration for directors and executives in 2023 have been disclosed in the Information Section 8.1.2 Meeting Attendance and the Board of Directors' Remuneration Payment.

➤ Succession Plan Preparation

The Company has a succession plan for key positions such as CEO, directors, and department directors, to ensure a smooth and efficient transition. It also recruits and develops potential employees for business expansion and to prevent personnel shortages, maintaining the confidence of shareholders, investors, and employees.

The Nomination and Remuneration Committee is responsible for developing a succession plan for chief executive officers, which includes regular reviews of the plan at least once a year.

➤ Meetings With Shareholders, Analysts, and Mass Media

The Company prioritizes ensuring equitable treatment of shareholders in various aspects of the shareholders' meeting, such as scheduling the meeting on business days and selecting accessible locations, while adhering to legal requirements to send meeting invitation letters to shareholders in advance. Typically, the annual shareholders' meeting is held between March and April. Additionally, the Company values organizing meetings with securities analysts to provide them with opportunities to meet with top executives and exchange information, both domestically and internationally, with a focus on providing accurate and timely information to stakeholders.

➤ The Company Turnover Report for 2023

Investors can find information about the Company, annual reports, and interim turnover results in both Thai and English versions on the Investor Relations website: <https://investor-th.svi-hq.com/>

8.1.1 Recruiting, Developing, and Evaluating the Performance of the Board of Directors

➤ Diversity of the Board of Directors Structure

In order to comply with international good corporate governance code, the Company's Board of Directors has established the board diversity policy, which includes diversity in skills, experience, knowledge of business and industries related to SVI, and specific technical expertise that benefits the Company (the board skill matrix). The policy also promotes diversity and acceptance of differences in individuals based on the diversity and inclusion policy as a factor in considering and selecting directors, without limitation or discrimination on gender, age, ethnicity, nationality, country of origin, culture, tradition, etc. This is to enhance the potential for selecting suitable individuals as directors in line with the Company's goals and business strategies.

The Company's Board of Directors consists of no less than 5 members, including external independent directors, who possess knowledge and abilities, in at least 1/3 of the total number of board members, or at least 3 individuals. The independent directors will serve as the Chairman of the Board. Those who are in the positions of director and independent director must have suitable qualifications, taking into account the diversity of



skills, experience, and special abilities that benefit the Company as well as the board diversity, including the proportion of female directors (gender diversity), diversity in ethnicity and nationality that are beneficial and consistent with the Company's business strategies (board skills matrix), without limitation based on gender, ethnicity, skin color, race, or religion. This is to promote diversity and suitability in the composition of the Board of Directors, consistent with the board diversity policy, as well as time commitment and effort in performing duties, without being subject to disqualification by the Office of the Securities and Exchange Commission and having complete qualifications as stipulated in the Public Companies Act B.E. 2535. In addition, the number of listed companies in which each director or director appointed by the CEO can serve is not more than 5 listed companies, unless such director is knowledgeable, capable, has experience and skill for the benefit of the Company including is able to devote substantial time for performance the duties to the Company and no conflict of interest. Independent directors are appointed for a continuous term of not more than 9 years from the date of appointment as an independent director unless otherwise considered by the Board of Directors is reasonable and necessary.

➤ Criteria and Procedures for Director Nomination and Appointment

In case of vacancy in the Board of Directors, the Nomination and Remuneration Committee shall be responsible for selecting and recruiting individuals who possess suitable qualifications in experience, knowledge, and ability that are beneficial to the companies in the Group completely and are worthy of being nominated as directors, independent directors, or directors of the Audit Committee to submit for consideration and appointment by the Company's Board of Directors and shareholders' meeting, in accordance with the articles of association.

In the structure of the Board of Directors that needs to select individuals to be directors, which is an important factor in increasing the efficiency and operation of the Board of Directors, the selection and recruitment of the Company's directors shall consider composition according to the board skill matrix to evaluate the qualifications, knowledge, skills, and experiences necessary for the directors to be selected. The Board of Directors shall consider the necessary skills that are still lacking in the Board of Directors without limitations of gender, age, education, professional experience, and knowledge that the directors must possess to perform their duties effectively, to enable the Board of Directors to operate more efficiently in line with the business strategy and support the complete diversity dimension of the Board of Directors in terms of knowledge, skills, experiences, and diversity which are beneficial to the most efficient performance of the work, and without violating the law and good corporate governance principles. Additionally, the director pool shall be used as a basis for considering the selection of new directors.

The nomination process is as follows:

- 1** The Board of Directors will consider individuals for the position of the Company's director from various sources, including:
 - 1.1 Providing opportunities for minor shareholders to nominate individuals to be elected as directors by the Company's shareholders
 - 1.2 Selection from major shareholders' nomination
 - 1.3 Recommendations from other directors within the Company
 - 1.4 Selection from the director pool databases of various organizations
 - 1.5 Selection by external consultants
 - 1.6 Selection through other appropriate processes deemed suitable by the Company's Board of Directors
- 2** The suitability of knowledge, abilities, skills, experience in the Company's ongoing business, and specialized expertise in various fields will be assessed to merge the beneficial knowledge and abilities for the Company's operations. A table of the board skill matrix will be created to determine and examine the qualifications of the directors required, comprising 8 fields as follows:
 - 2.1 Business/Administration
 - 2.2 Accounting and Audit
 - 2.3 Semiconductor and Electronic Component Manufacturing Industry
 - 2.4 Finance/Capital Management
 - 2.5 Strategic Planning
 - 2.6 Information Technology
 - 2.7 Law Related to Business
 - 2.8 Engineering
- 3** The individuals who are nominated to be appointed will be verified to have qualifications according to the laws and regulations of the supervisory agencies which are the Public Limited Companies Act of B.E. 2535 (including amendments), the Securities and Exchange Act of B.E. 2535 (including amendments), as well as relevant notifications, articles and/or related regulations and principles of good corporate governance.

4 The time availability of the directors will also be considered. In the case of reappointing the same directors, their past work performance and the number of companies that the directors have served, which should not exceed 5 listed companies unless such director is knowledgeable, capable, has experience and skill for the benefit of the Company as well as is able to devote substantial time for performance the duties efficiency to the Company , to ensure that they can allocate sufficient time for their duties.

5 In the case of appointing independent directors, the independence of the nominated individual will be considered based on the criteria set by the Office of the Securities and Exchange Commission and the Company's criteria, as well as the necessity to appoint additional independent directors.

6 The term of the independent directors will be evaluated. If the independent directors are to be reappointed, the duration of their continuous service should not exceed 9 years from the date of their first appointment as an independent director. If they are to be reappointed, the necessity of their continued service will be considered reasonably.

7 Individuals who meet the required qualifications will be approached to ensure that they are willing to serve as the Company's director if appointed by the shareholders.

The Company has set up an orientation program for new directors to inform them of their roles and responsibilities, as well as to communicate the Company's goals, vision, strategic plans, business operations, and other necessary information related to relevant laws and regulations, corporate governance guidelines, and business ethics to enhance their effectiveness as directors. The program includes presenting a board manual as well as documents and information useful for new directors such as the Company's articles of association, capital structure, shareholder structure, annual report, Form 56-1, business performance, good practice guidelines, regulations, and other information relevant to the Company's operations. The company secretary serves as the coordinator of the program.

Currently, the Company does not have any director as a represent of a shareholder

➤ Definition and Qualifications of Independent Directors

Definition of Independent Directors: An independent director means a person whose qualification and independence complies with the requirements set forth by the Company's Board of Directors in the Company's Corporate Governance Policy and the regulations of the Capital Market Supervisory Board. To elaborate, an independent director shall not have any business or interest nor participate in any management related to the Company which may have an impact on his or her independent decision-making

The Company selects independent directors by taking into account the qualifications under the Public Limited Company Act B.E. 2535 (A.D. 1992), the law on securities and exchange, the Notifications of the Securities and Exchange Commission, the Notifications of the Capital Market Supervisory Board and other related regulations and/or rules. Each independent director may not hold the position in more than five listed companies.

The Company has determined the structure of the board of directors must be independent directors, at least one-third of the total membership. But shall not be fewer than three independent directors who qualify under the rules of the Securities and Exchange Commission. An independent director shall meet the following criteria:

1 Hold shares not exceeding one percent of the total number of shares with voting rights of the Company, its parent company, subsidiary company, affiliate company, major shareholder or controlling person, including shares held by related persons of such independent director;

- 2 Neither being nor used to be an executive director, employee, staff, advisor who receives a salary, or controlling person of the Company, its parent company, subsidiary company, affiliate company, same-level subsidiary company, major shareholder or controlling person, unless the foregoing status has ended more than two years before the filing of a registration statement to the Office. Such prohibited characteristic shall not include the case where the independent director used to be a government official or advisor of a government unit which is a major shareholder or controlling person of the Company;
- 3 Not being a person related by blood or legal registration as father, mother, spouse, sibling, and child, including the spouse of other directors' child, executive, major shareholder, controlling person, or person to be nominated as director, executive or controlling person of the Company or its subsidiary company;
- 4 Neither having nor used to have a business relationship with the Company, its parent company, subsidiary company, affiliate company, major shareholder or controlling person, in the manner which may interfere with his/her independent judgment, and neither being nor used to be a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary company, affiliate company, major shareholder or controlling person unless the foregoing relationship has ended more than two years before the filing of a registration statement to the Office;
The term 'business relationship' under the above mentioned shall include any normal business transaction, rental or lease of immovable property, the transaction relating to assets or services or granting or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, and any other similar actions, which result in the Company or its counterparty being subject to indebtedness payable to the other party in the amount of three percent or more of the net tangible assets of the Company or Baht 20 million or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of the value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions mutatis mutandis. The consideration of such indebtedness shall include indebtedness occurred during one year before the date on which the business relationship with the person commences;
- 5 Neither being nor used to be an auditor of the Company, its parent company, subsidiary company, affiliate company, major shareholder or controlling person, and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary company, affiliate company, major shareholder or controlling person, unless the foregoing relationship has ended more than two years before the filing of a registration statement to the Office;
- 6 Neither being nor used to be a provider of any professional services including those as legal advisor or financial advisor who receives service fees exceeding Baht two million per year from the Company, its parent company, subsidiary company, affiliate company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended more than two years before the filing of a registration statement to the Office;
- 7 Not being a director appointed as representative of directors of the Company, major shareholder or shareholder who is related to major shareholder of the Company;
- 8 Not undertaking any business in the same nature and significantly in competition to the business of the Company or its subsidiary company or not being a significant partner in a partnership or being an executive director, employee, staff, advisor who receives a salary or holding shares exceeding one percent of the total number of shares with voting rights of other company which undertakes business in the same nature and significantly in competition to the business of the Company or its subsidiary company;
- 9 Not have any other characteristics which cause the inability to express independent opinions about the Company's business operations.

The independent director may be assigned by the Board of Directors to take part in the business decision of the Company, its parent company, subsidiary company, associate company, same-level subsidiary company, major shareholder or controlling person, provided that such decision shall be in the form of collective decision.

In the case where the person appointed as the independent director has or used to have a business relationship or provide professional services exceeding the value specified under 4 or 6, the Company's Board of Directors may grant an exemption from such prohibition if it views that the appointment of such person does not affect performing of duty and expressing of independent opinions, and the Company discloses the following information in the notice calling the shareholders' meeting under the agenda for the appointment of independent directors:

- a The business relationship or professional service which makes such person's qualifications not in compliance with the prescribed rules;
- b The reason and necessity for maintaining or appointing such person as an independent director;
- c The opinion of the Company's Board of Directors for proposing the appointment of such person as an independent director.

According to Articles 5 and 6 of the word "business relationship" means a person appointed by the audit firm. Or provide professional services. Or is a signatory on the audit report. Or report to a professional service provider.

Remark: SVI Company Limited has been recognized as meeting the qualifications and criteria of the Independent Director as required by the SEC and The Stock Exchange of Thailand.

➤ **Nomination of the Audit Committee**

The Company's Audit Committee consists of three members. All members are independent and are not a member of the management team. They have knowledge, understanding and experience about the law, accounting and/or finance. At least one member of the Audit Committee is required to possess the financial capability.

The Audit Committee must assist the Board in fulfilling the Company's Good Corporate Governance, particularly in providing the vision of the business, commenting on financial reports and internal control systems, and monitoring the accuracy and sufficiency of the disclosure of financial reports in compliance with related standards and requirements. All these actions enhance the quality and reliability of the financial reports and add value to the organization. The Chairperson of the Audit Committee and its members shall remain in that position for a two-year term.

➤ **Nomination of the Nomination and Compensation Committee**

The Company selects members of the Nomination and Compensation Committee from directors who are capable, knowledgeable, experienced, and have a good connection with many capable, knowledgeable and qualified candidates in various organizations.

➤ **Nomination of the Risk Management Committee**

The Company selects Chairman of the Risk Management Committee from a member of the Company's Board of Directors whereby the Chairman of the Risk Management Committee selects members of the Risk Management Committee from the Company's director or executives who are capable and knowledgeable in this subject and proposes to the Company's Board of Directors for approval.

➤ **Nomination of the Corporate Governance and Sustainable Development Committee**

The Company selects Chairman of the Corporate Governance and Sustainable Development Committee from members of the Company's Board of Directors whereby the Chairman of the Corporate Governance and Sustainable Development Committee selects 2 members from the Independent directors who are capable and knowledgeable in this subject and proposes to the Company's Board of Directors for approval.

➤ **Nomination of the Executives**

As for the selection of the Company's executives, the Company's Board of Directors authorizes the Chief Executive Officer to select knowledgeable, capable, experienced and qualified persons to manage the Company's business.

➤ Professional Development for Directors and Management

The Board of Directors has supported and facilitated attendance on various training programs and seminars as necessary to ensure the continuing education of those associated with the Corporate Governance system, such as Directors, Audit Committee members, Executives and the Company Secretary. This enables the Directors to operate and govern the Company operations more effectively. In addition, in the case of a new Director, the Company organizes an orientation program and provides training, information and documents beneficial to performing the new duties. The program for a new Director includes sessions to introduce the nature of the business, the business structure, operating policy, the Company's rules and regulations, and Corporate Governance guidelines and practice, as well as a plant tour.

2023 Seminar record for directors are as follow:

1 Mr. Prasert Bunsumpan

Attended Seminar in 2023:

- Cyber Security Awareness by Cloud Sec Asia Co.,Ltd

2 Mr. Threekwan Bunnag

Attended Seminar in 2023:

- Ethical Leadership Program (ELP) Class 31/2023 by Thai Institute of Directors
- The Board's Role in Mergers & Acquisitions (BMA) Class 6/2023 by Thai Institute of Directors

3 Mr. Chatchaval Jiaravanon

Attended Seminar in 2023:

- None

4 Mr. Sopon Punyaratabandhu

Attended Seminar in 2023:

- Ethical Leadership Program by Thai Institute of Directors
- Audit Committee Seminar by Ernst & Young
- The Board's Roles in Mergers & Acquisitions by Thai Institute of Directors
- Essential of Audit Committee to the trust of the Thai Capital Market by the Securities and Exchange Commission / Thai Institute of Directors

5 Mr. Chatchawal Eimsiri

Attended Seminar in 2023:

- None

6 Mr. Ralph Robert Tye

Attended Seminar in 2023

- Ethical Leadership Program (ELP 30/2023)) by Thai Institute of Directors Association
- Director Leadership Certification Program (DLCP 12/2023) by Thai Institute of Directors Association

7 Mr. Somchai Siripanyanon

Attended Seminar in 2023:

- None

8.1.2 Meeting attendance and remuneration payment to each Board member

The Board of Directors and member of the Sub-Committees meeting attendance in 2023 as outlined below:

Director's name	Meeting Attendance in 2023					
	Board	Audit Committee	Nomination and Compensation Committee	Corporate Governance and Sustainable Development Committee	Risk Committee	AGM
1. Mr. Prasert Bunsumpun	6/6 (100%)	-	2/2	-	-	1/1
2. Mr. Threekwan Bunnag	6/6 (100%)	5/5	-	-	2/2	1/1
3. Mr. Chatchaval Jiaravanon	5/6 (83.33%)	-	2/2	-	-	1/1
4. Mr. Sapon Punyaratabandhu	6/6 (100%)	-	-	4/4	-	1/1
5. Mr. Chatchawal Eimsiri	6/6 (100%)	5/5	2/2	4/4	-	1/1
6. Mr. Ralph Robert Tye	6/6 (100%)	5/5	-	4/4	-	1/1
7. Mr. Somchai Siripanyanon	6/6 (100%)	-	-	-	-	-

Remark:

In year 2023, Board of Director meeting have both Physical meeting and E-meeting (Detail: Please see Section 2 Corporate Governance, No 7 Governance Structure and Key Data on the Board of Directors, Sub-committees, Management, Employees and Others)

The schedule meeting in year 2023 had been informed to Board of Directors and subcommittee by the company secretary since the end of 2022. Furthermore, the supporting documents of the Board of Directors meeting will be sent at least 5 working days in advance.

In year 2023, there were a total of 6 meetings between executive directors without the participation of management. and informed the results of the meeting to the Board of Directors

► Remuneration of Directors and Managements

Remuneration of the Board of Directors and Member of the Sub-Committees

The 2023 Annual General Meeting of Shareholders approved the Directors fee and their remuneration, which was already approved by the Nomination and Compensation Committee. The remuneration has been reviewed and considered, based on various factors including market comparison with electronic industry of the same size of revenue, operation results, duties and responsibilities of the Board of Directors and economic situation. Thus, appropriate directors' fee and remuneration was recommended for the Board of Directors and other sub committees for the fiscal year 2023 of not exceeding Baht 10,000,000 (Baht: Ten million).

The remuneration of the Board of Directors and Board Committee members for the year 2023 are listed below:

	Meeting Allowance (Per Attendance)	Remuneration (Quarterly)	Director Bonus (Yearly)
• Chairman	30,000 THB/Person	150,000 THB/Person	Based on the company's Operating result
• Director	20,000 THB/Person	100,000 THB/Person	Based on the company's Operating result

Directors are responsible for paying the withholding tax.

➤ Remuneration for Sub Committee members

Who are appointed by the Board of Directors shall receive a meeting allowance as follows:

Remuneration (Position)	Year 2023		
	Remuneration (Quarterly)	Director Bonus (Yearly)	Allowance (Per Attendance)
Audit Committee			
• Chairman	50,000 THB/Person	None	30,000 THB/Person
• Committee Member	50,000 THB/Person	None	20,000 THB/Person
The nomination and Compensation Committee			
• Chairman	None	None	30,000 THB/Person
• Committee Member	None	None	20,000 THB/Person
The Corporate Governance and Sustainable Development Committee			
• Chairman	None	None	20,000 THB/Person
• Committee Member	None	None	20,000 THB/Person
The Risk Committee			
• Chairman	None	None	20,000 THB/Person
• Committee Member	None	None	None

Directors are responsible for paying the withholding tax

The company has a policy for remuneration for the CEO, by, short term, paying salaries at a fixed rate and pay compensation, long term, at variable rates depending on the turnover of each year. This must be passed performance evaluation by the Nomination and Remuneration Committee.

In 2023, a total of Baht 9,348,750 was paid to the Company's Board of Directors, concurred by the Nomination and Compensation, as per the following details.

Directors Name	Director Bonus for 2023 paid in 2024	Director Fee paid quarterly	Meeting Allowance paid in 2023						Total
			Board of Directors	Audit Committee	Nomination and Compensation Committee	Corporate Governance and Sustainable Development Committee	Risk Committee	Annual General Meeting	
Mr. Prasert Bunsumpun	1,200,000	600,000	180,000	-	60,000	-	-	-	2,040,000
Mr. Threekwan Bunnag	543,750	600,000	120,000	150,000	-	-	40,000	-	1,453,750
Mr. Chatchaval Jiaravanon	480,000	400,000	100,000	-	40,000	-	-	-	1,020,000
Mr. Sapon Punyaratabandhu	487,500	600,000	120,000	100,000	-	60,000	-	-	1,367,500
Mr. Chatchawal Eimsiri	480,000	400,000	120,000	-	40,000	60,000	-	-	1,100,000
Mr. Ralph Robert Tye	487,500	600,000	120,000	100,000	-	60,000	-	-	1,367,500
Mr. Somchai Siripanyanon	480,000	400,000	120,000	-	-	-	-	-	1,000,000
SJU	4,158,750	3,600,000	880,000	350,000	140,000	180,000	40,000	-	9,348,750

8.1.3 Supervision of Subsidiaries and Associated Companies

The Board of Directors has established a supervisory mechanism to oversee and ensure effective management of the Company's subsidiaries, to protect the interests of the Company's investments. This includes the following measures

- 1 The Company ensures that it has appointed or nominated individuals to serve as directors or executives in its subsidiaries, in proportion to the Company's shareholding. These appointed individuals have the discretion to vote on matters related to the general management and ordinary business operations of the subsidiaries in the Board of Directors' meetings, as deemed appropriate by the directors and executives of the subsidiaries for the benefit of the Company and its subsidiaries.
- 2 The Board of Directors shall exercise supervisory control over the subsidiaries as if they were departments of the Company, including the supervision of procurement and hiring, and approval of subsidiary payments, by following the same practices and standards as the Company in all respects.
- 3 To ensure the subsidiaries' performance aligns with plans and budgets, the Board of Directors shall continuously monitor their performance. Additionally, they must ensure that all transactions between subsidiaries and connected persons are disclosed, as well as transactions related to asset acquisition or disposition in accordance with relevant applied notifications, adhering to the same practices as the Company in all respects.

8.1.4 Compliance Monitoring of Corporate Governance Policy and Practice

➤ Conflict of Interest

The Company has implemented a strict policy to prevent directors, executives, or employees from using insider information for their own benefit to avoid conflicts of interest. Transactions that may involve conflicts of interest are required to be reported to the Board of Directors for review, as appropriate, and in compliance with Stock Exchange regulations. Details of such transactions are disclosed in the annual report. The Board of Directors also monitors the use of insider information by requiring directors and executives to report changes in their securities holdings to the SEC. Furthermore, the Company's business ethics policy prohibits directors and executives from disclosing insider information to third parties.

➤ Supervision of the Use of Inside Information

The Company has established internal measures to monitor and prevent the misuse of inside information by its directors, executives, and employees. In the event that such individuals possess material inside information that may impact the price of the Company's securities, they are required to refrain from trading the securities for a reasonable period of time prior to the public disclosure of such information. Additionally, such information must not be disclosed to any third party.

The Company has implemented training programs to ensure that directors and executives understand their obligation to report their securities holdings and changes in their securities holdings in compliance with Section 59 of the Securities and Exchange Act B.E. 2535, including the penalties set forth in that Act.

The Company has established rules and procedures regarding the reporting of changes in securities holdings by its first 4 directors and executives to the SEC Office through its website within 3 working days from the date of the change. In addition, they are required to inform the company secretary at least 1 day in advance before trading. The Company also has a policy to promptly disclose any news that may have a significant impact on the Company's securities price, whether true or untrue, to shareholders and investors through the Stock Exchange of Thailand to prevent any unfairness to shareholders and the public.

"The Board of Directors has established policies and guidelines to ensure compliance with laws and good corporate governance practices regarding the use of inside information. These policies are outlined in the Business Ethics and Code of Conduct for Work and are designed to prevent the use of information for trading the Company's securities or exploiting for wrongful gains.

In 2023:

- 1 No case of corruption offenses were found.
- 2 The Company has not experienced any instance of non-executive director resignation due to corporate governance issues.
- 3 The Board of Directors and executives of the Company did not find any ethical violations.
- 4 The Company has no record of any unlawful acts, fines, accusations, or civil actions by the regulators of the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand.
- 5 "The Board of Directors of the Company has established a policy requiring directors, executives, and subsidiaries to disclose their interests and those of related persons in compliance with Section 89/14 of the Securities and Exchange Act of B.E. 2535. This policy mandates that such disclosures be made upon taking office for the first time, and reviewed annually through the company secretary.
- 6 Prior to conducting a related party transaction that requires approval from shareholders in accordance with the rules of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), the Company is required to disclose details and reasons for the transaction to shareholders.
- 7 The Company has established a policy for significant related-party transactions, which must be reviewed and approved by the Board of Directors. In 2023, there were no related-party transactions that were deemed to cause significant conflicts of interest.
- 8 The Company has ensured that all related party transactions were conducted fairly at market prices and in accordance with the ordinary course of business. As of 2023, there have been no violations or non-compliance with rules related to related party transactions.

➤ Securities Holdings of Directors and Executives

The shareholdings and warrants of directors and executives, as shown in the table below, comprise the total shares and warrants owned by them, including those held by their spouses and minor children, calculated as a percentage of the total number of ordinary shares of the Company in 2022, which consisted of 2,153,210,026 ordinary shares and in 2023, which consisted of 2,153,210,026 ordinary shares.

Shareholders	Number of Common Shares			
	As of 31-Dec-22	% Of total share	As of 31-Dec-23	% Of total share
1. Mr. Prasert Bunsumpun	-	-	-	-
2. Mr. Threekwan Bunnag, Mrs. Atiwan Bunnag (Spouse)	-	-	600,000	0.028
3. Mr. Chatchaval Jiaravanon	-	-	-	-
4. Mr. Sapon Punyaratabandhu	-	-	-	-
5. Mr. Chatchawal Eimsiri ²	100,000	0.005	100,000	0.005
6. Mr. Ralph Robert Tye ³	-	-	-	-
7. Mr. Somchai Siripanyanon ¹	124,861	0.006	283,217	0.013
Management				
1. Mr. Apirak Saengsie	62,379	0.003	149,199	0.007
2. Mr. Carsten Bremerskov Kaysen	142,800	0.007	142,800	0.007
3. Mr. Claus Broberg	-	-	-	-
Total	430,040	0.020	1,275,216	0.059

Remark: 1. Executives reporting directly to the chief executive officer only.

2. Mr. Ralph Robert Tye was appointed as an independent director and a director of the Audit Committee on January 20, 2022.

3. Mr. Somchai Siripanyanon was appointed as a director on May 11, 2022.

During 2022, SVI shares of Mr. Somchai Siripanyanon and Mr. Apirak Saengsie were purchased from the Employee Share Plan (EJIP) 124,861 shares and 62,379 shares respectively.

During 2023, Mr. Threekwan Bunnag purchased SVI in total 600,000 shares.

SVI shares of Mr. Somchai Siripanyanon and Mr. Apirak Saengsie were purchased from the Employee Share Plan (EJIP) 158,356 shares and 86,820 shares respectively.

➤ Disclosure Guidelines

The Company has implemented measures to prevent the leakage of inside information to third parties and to maintain the confidentiality of sensitive business information. The Board of Directors and executives are required to report changes in their securities holdings to the Securities and Exchange Commission (SEC) and the Company, as well as to comply with the regulations on disclosure of shareholding interests under the Securities and Exchange Act B.E. 2535. In the event of any news that may have a significant impact on the Company's securities price, both true and untrue, the Company shall clarify the matter to shareholders and investors through the Stock Exchange of Thailand immediately to avoid any unfairness to shareholders and the general public. The Company is committed to ensuring that all shareholders and investors have equal access to accurate and timely information about the Company's operations and performance.

➤ Operations in 2023

- 1 The Company has submitted both quarterly and annual financial reports, which were certified by auditors without any conditions to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand within the specified period. Furthermore, there has been no history of the Company being ordered to amend its financial statements by the Securities and Exchange Commission and the Stock Exchange of Thailand.
- 2 The Company prepared and disclosed the management discussion and analysis (MD&A) comparing to the previous year. If there was a change, the reasons would be explained, including the analysis of factors affecting the Company's future operations.
- 3 The Company appointed certified public accountants approved by the 2023 annual general meeting of shareholders, following the regulations set by the Stock Exchange of Thailand. The audit fee for 2023 was not more than 2,700,000 baht, and there was a special audit fee of 250,000 baht for privileges and benefits from corporate income tax exemption.
- 4 The Company has disclosed comprehensive basic information about its business in the annual report and on its website in both Thai and English languages. The disclosed information includes details on the nature of business, group structure, organizational structure, shareholding structure, articles of association, marketing and competition in the business, market share, risks, information on directors and executives, vision and mission statements, corporate governance policy, social responsibility policy, financial statements, annual report, sustainability report, annual registration statement, shareholders' meeting, list of major shareholders, and news from the SET.
- 5 The Company has a policy for important related-party transactions that must be reviewed and approved by the Board of Directors. During the year 2023, there were no related-party transactions that could potentially result in a significant conflict of interest.
- 6 The Company established an IT security policy and conducts an annual or as-needed review of the policy, including a human resource security policy (HR security policy)

➤ Anti-Corruption

The Company has disclosed the aforementioned information in the "Innovation Management Section" and the "Corporate Governance Policies".

➤ Whistleblowing

The Company values the importance of good governance principles for achieving long-term sustainable growth. To encourage feedback and suggestions from employees, stakeholders, and third parties regarding misconduct or violations of laws or corporate governance principles, the Company provides channels through which such information can be provided via email at auditcommittee@svi.co.th. To protect whistleblowers, the Company has implemented a policy that requires complaints to be directed to the Audit Committee and provides confidentiality and protection against unfair treatment. The Company also conducts a fair investigation before taking disciplinary or legal action and reports the findings to the Board of Directors.

Details on our whistleblowing policy can be found in our anti-corruption policy on the Company's website (www.svi-hq.com).

➤ Compliance with the Best Practices for Directors of Listed Companies on the Stock Exchange of Thailand

The Board of Directors is responsible for establishing policies, visions, strategies, goals, missions, business plans, and budgets for the Company. They also oversee the management division to ensure efficient and effective operations within the legal framework, objectives, articles of association, and resolutions of the shareholders' meeting. The Board of Directors upholds responsibility, honesty, and carefulness according to the principles of good practices for directors of listed companies of the Stock Exchange of Thailand. Additionally, they supervise and audit the management division to ensure transparency, ethics, and adherence to executive and employee standards, as well as proper communication and disclosure of Company information. The Board of Directors is led by the chairman, who possesses strong leadership qualities to effectively control executive operations, maximize the Company's economic value, and provide the highest level of security for shareholders.

Furthermore, the Company has adopted a practice where the chairman of the board and the chief executive officer are separate individuals. The chairman of the Board of Directors is independent from major shareholders and the management division. They do not hold any executive or permanent position within the Company and have no direct or indirect financial interests in the management of the Company. The election of the chairman of the Board of Directors is conducted by independent directors.

The Board of Directors has always been committed to operating in compliance with the relevant regulations and best practices set by the Securities and Exchange Act, the Securities and Exchange Commission, the Stock Exchange of Thailand, the Capital Market Supervisory Board, and other applicable laws related to the Company's business.

8.2 The Audit Committee Report

Dear Shareholders,

The Audit Committee of SVI Public Company Limited consists of three independent directors, who are Mr. Threekwan Bunnag, as the Chairman, Mr. Sopon Punyaratabandhu and Mr. Ralph Robert Tye, as members. Ms. Laksanee Yensuang who is the accounting manager also served as the secretary to the Audit Committee.

The Chairman and the members of the Audit Committee possesses the qualifications in accordance with the requirements of the Stock Exchange of Thailand. Mr. Sopon Punyaratabandhu and Mr. Ralph Robert Tye, the Committee members, have extensive experience and knowledge in the areas of accounting and finance. The Committee performed its duties independently as assigned by the Board of Directors in accordance with the SVI's Audit Committee Charter. The charter's policy, in line with international standards, focuses on the principles of good corporate governance and best practices guidelines for Audit Committee as published by the Securities and Exchange Commission and the Stock Exchange of Thailand.

In 2023, the Audit Committee held five meetings with attendance by all members of the Audit Committee. During the meetings, the Committee discussed the relevant areas with the Company's management, internal and external auditors and provided their independent opinions. The Audit Committee reported the results to the Board of Directors during quarterly meetings. The Audit Committee had also completed self-assessments of their performance to ensure that their duties that were performed in 2023 had achieved the desired level of performance and effectiveness and that the objectives set out by the Board of Directors were attained.

Below is a summary of the work performed by the Audit Committee during the year 2023.

1 Review of Financial Reports

The Audit Committee has reviewed the quarterly and annual financial statements of the Company and the consolidated financial statements of the Company and its subsidiaries for the year 2023. The financial statements were prepared in accordance with Thai Financial Reporting Standards (TFRS) and have been reviewed and audited by the external auditors. The Audit Committee held four meetings with the external auditors to discuss the accuracy, completeness, and reliability of the financial statements, significant accounting policies, material issues, special items, significant adjustment, the appropriateness of the accounting, the scope of the audit, and the accuracy, completeness, and sufficiency of the disclosure. The Audit Committee also had meetings with the external auditors without the presence of the management to discuss their audit independence and other concerns, if any.

The Audit Committee is of the opinion that the Company's and consolidated financial statements are accurate, complete, and reliable.

2 Review the Sufficiency of the Internal Control Processes

The Audit Committee has reviewed the internal control systems which covered the key business processes with the management and internal auditors on a quarterly basis. In 2023, the Company engaged PricewaterhouseCoopers ABAS Limited to be the Company's outsourced internal auditors.

The Audit Committee had also reviewed the report on internal control of the company and group finance and accounting by the external auditors for the year 2023.

In the past year, the Audit Committee focused on various matters in accordance with the concept of Risk Based Audit Approach. The Audit Committee provided recommendations that are necessary for further development of the Company and recommended to follow up with the relevant parties on the suggested course of action.

The Audit Committee is of the opinion that the company's internal control systems were adequate and appropriate.

3 Conducting Oversight of Internal Auditing

The Audit Committee approved the annual internal audit plan, which is aligned with the key risks and direction of the Company. The Committee also reviewed internal audit performance and internal audit reports by providing recommendations and following up on corrective action on significant issues according to the audit report to ensure good corporate governance and sufficient internal controls.

The Audit Committee is of the opinion that the internal audit was independent and appropriate.

4 Review of Corporate Good Governance

The Audit Committee has reviewed whether the Company and its employees have conducted its business in line with the Company's Corporate Governance Manual with a focus on the Company operating with high degree of integrity, morality, ethics, transparency, as well as responsibility and accountability. The Audit Committee also encouraged the adoption of information technology systems in governance and audit operations to increase efficiency and effectiveness and prevention of activities that do not comply with applicable laws or regulations, as well as reduce the likelihood of corruption and drive the creation of a positive attitude on internal controls. In addition, the Audit Committee has pushed for a whistleblowing process through channels to increase efficiency, effectiveness, and fairness to all parties via email: audit_committee@svi.co.th. In the year 2023, no complaints had been received.

To ensure that the Company has reasonably conducted its normal business, the Audit Committee had also pushed to establish and publish an anti-corruption policy in order that all management and employees acknowledge and follow the same guidelines. The policy was also disclosed to all relevant stakeholders for their acknowledgment and practice. Furthermore, the Audit Committee conducted self-evaluation in accordance with the Thai Private Sector Collective Action Against Corruption (CAC) and evaluated the operational risk of implement the Anti-Corruption Policy. The Company has joined Thai Private Sector Collective Action Against Corruption (CAC) on June 30, 2021. The certification is valid for 3 years and expires on June 30, 2024.

5 Review of Compliance with Applicable Laws and Related Regulations

The Audit Committee has reviewed the performance of the Company for the compliance with the laws and regulations of the Securities and Exchange Commission, the Stock Exchange of Thailand regulations, and other relevant laws relating to the Company's business. The Committee is also informed on a quarterly basis by the Audit Committee's secretary on the changes in rules and regulations which may have changed, and the Audit Committee has provided useful suggestions in order that the Company will operate in the most efficient manner and in compliance with the rules and regulations as well as in line with the spirit of the law to ensure that SVI Public Company Limited comply with all relevant laws and regulations.

6 Review of Connected Transactions or Transactions with Potential Conflicts of Interest

The Audit Committee has reviewed and opined on connected transactions or transactions that may lead to conflicts of interest and the disclosure requirements based on the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. The external auditors had opined that those connected transactions that are deemed "significant", if any, with connected persons were disclosed within the financial statements and notes to the financial statements. The Audit Committee had opined similarly to the External Auditors and that the transactions were reasonable and in the best interest of the Company.

7 Appointment of the External Auditors and Review of the Audit fee for 2024

The Committee proposed to the Board of Directors to consider and approve in the Shareholders' meeting the appointment of EY Office Limited as the external auditors for the Company for the year ending 2024. The evaluation was based on the standard of their work, their expertise in performing, their duty, their independence, their scope of annual audit program, and their fees. The Audit Committee proposed to appoint:

- | | |
|--------------------------------|--------------------------------------|
| • Miss. Pimjai Manitkajohnkit, | C.P.A. Registration No. 4521, and/or |
| • Miss Rosaporn Decharkom | C.P.A. Registration No. 5659, and/or |
| • Miss Sumana Punpongsanon | C.P.A. Registration No. 5872, and/or |
| • Miss Kirdsiri Kanjanaprakasi | C.P.A. Registration No. 6014, and/or |
| • Miss Nummon Kerdmongkhonchai | C.P.A. Registration No. 8368, and/or |
| • Miss Naraya Srisukh | C.P.A. Registration No. 9188, and/or |
| • Miss Wilaiporn Chaowiwatkul | C.P.A. Registration No. 9309 |

as the Company's auditor for the year 2024. Any individual of the abovementioned auditor can audit the financial statements of the Company and render an opinion thereof. In addition, the total Annual Remuneration Fee for year 2024 is proposed not to exceed THB 3 million equal to the previous year and a special audit fee for BOI's privileges of corporate income tax exemption report is proposed to be THB 0.25 million.

In summary, the Audit Committee is of the opinion that the Company's financial statements are accurate and reliable in accordance with generally accepted accounting principles. Furthermore, the Company's internal audit, risk management and internal control systems are adequate and appropriate. The Company had also complied with regulations and laws that is related to its business including the principles of good cooperate governance.

On behalf of the Audit Committee

Mr. Threekwan Bunnag

Chairman of the Audit Committee
SVI Public Company Limited

8.3 The Nomination and Compensation Committee Report

Dear Shareholders,

The Board of Directors of SVI Public Company Limited has appointed the Nomination and Compensation Committee to be responsible for selecting the suitable person to become directors and senior management of the company. The committee duties also included the arrangement of proper compensation and benefit to all employees. The Nomination and Compensation Committee consists of 3 Independent Directors as follows:

- | | |
|------------------------------|---------------------------|
| 1. Mr. Prasert Bunsumpan | Chairman of the Committee |
| 2. Mr. Chatchaval Jiaravanon | Member of the Committee |
| 3. Mr. Chatchawal Eimsiri | Member of the Committee |

In 2023, the Committee had organized 2 meetings and had been fully responsible for the tasks as assigned by the Board of the Directors and in accordance with the charter of the Nomination and Compensation Committee. The important actions of the Committee in 2023 could be summarized as follows:

① Considered the appropriateness of the remuneration of high-level executives and directors Including the amount of remuneration and other benefits given to the directors. Chief Executive Officer managing director to propose to the Board of Directors for approval. The remuneration has been reviewed and considered, based on various factors including market comparison with the electronic industry of the same size of revenue, operation results, duties and responsibilities of the Board of Directors and economic situation. Thus, directors' fee and remuneration were recommended for the Board of Directors and other sub-committees for the fiscal year 2022 and was approved by the 2023 Annual General Meeting of Shareholders held on dated April 21, 2023.

② Reviewed the criteria and process for nominating qualified persons to be the Company's director by using the Board Skill Matrix together with the Board Diversity principle to extensively consider the qualifications and experiences of the candidates to replace the directors who retired. The Board of Directors must consist of persons with knowledge, ability and experience in various fields.

③ Consider the size, composition, and diversity of the current committee structure to suit the organization. Including being modified in accordance with the changing environment.

④ Considered the Company's succession plan to prepare recruiting the candidates having knowledge, capability, and experience which is suitable for holding a senior management position if current senior management is unable to perform duties or retire to ensure that business operations smoothly and continuously.

⑤ Determination of guidelines for evaluating the performance of directors Chief Executive Officer managing director to consider adjusting the annual return which must take into account the duties and responsibilities and associated risks Including the importance of increasing the value of shareholders' equity in the long term as part of the evaluation.

On behalf of the Nomination and Compensation Committee

(Mr. Prasert Bunsumpan)

Chairman of the Nomination and Compensation Committee
SVI Public Company Limited

8.4 The Risk Management Committee Report

Dear Shareholders,

The Board of Directors of SVI Public Company Limited has appointed the Risk Management Committee to be responsible for setting risk policy and monitoring the risk management process of the Company to reduce any relevant risk having exposure to business to be manageable and acceptable. During the year Mrs. Pratamaporn Svasti-xuto who was the chairman of the Risk Committee has resigned from the position since November 9, 2021, whereby the Board of Directors has resolved to appoint Mr. Threekwan Bunnag who is the Independent Director as a new chairman of this committee effective on January 20, 2022. Members of the Risk Management Committee are selected from management staff of each division who are aware of the risk issues in their divisions; therefore, all the risk issues are to be captured then presented to this committee for considering the proper solutions.

In 2023, the Committee had organized 2 meetings with all quorum presented in 100 percent meeting attendance and had been fully responsible for the tasks as assigned by the Board of the Directors and in accordance charter of the Risk Committee which could be summarized as follows:

- 1 Acknowledged all the significant risk issues by bringing the effect on financial / Legal/ Compliance, Operation, Safety, and Reputation to be a component in reviewing the risk impact (Impact Score) and determining the risks of the company (Risk Assessment and considered proper solutions to mitigate the risk exposure. In addition, the Committee has reviewed all the potential risks and prepared the management solutions to reduce the risk to a manageable and acceptable level.
- 2 Reviewed the risk management policy to ensure that the policy has been set in place and up-to-date. Moreover, the Committee has captured the Sustainability Development as a key concern that the Company has to set the action plan to cope with the environmental, economic and social issues to uplift the Company's sustainability level.
- 3 Acknowledge the business continuity management plan. of various departments and of the company to ensure that when a crisis or emergency occurs even caused by natural disasters The company's business is still able to operate continuously without interruption.
- 4 Acknowledgment of plans for preventing and dealing with epidemic events that occur, for example, a plan to prevent the spread of covid-19, vaccination for employees. And acknowledge plans to prepare for natural disasters that may occur. such as flood protection plans, etc.

On behalf of the Risk Management Committee

(Mr. Threekwan Bunnag)

Chairman of the Risk Management Committee
SVI Public Company Limited

8.5 Corporate Governance and Sustainable Development Committee's Report

Dear Shareholders,

With a commitment to conducting business with good governance and sustainable development, SVI Public Company Limited has established the Corporate Governance and Sustainable Development Committee. The Corporate Governance and Sustainable Development Committee has the responsibility to recommend, monitor, promote, and communicate to ensure there is compliance with good corporate governance policy, anti-corruption policy and sustainable development policy. The Corporate Governance and Sustainable Development Committee consists of three directors: Mr. Sopon Punyaratabandhu (Independent Director), Mr. Ralph Robert Tye (Independent Director) and Mr. Chatchawal Eimsiri (Director). Mr. Sopon Punyaratabandhu is the Chairman of the Committee, and Mr. Apirak Saengsie (Senior Director of Finance and Accounting) is the secretary of the Committee.

The Corporate Governance and Sustainable Development Committee has performed its duties according to the scope of responsibilities specified in the Corporate Governance and Sustainable Development Committee Charter. In 2023, the Corporate Governance and Sustainable Development Committee held four meetings in which all three directors attended the meetings.

The Company has established a sustainable development management framework, consisting of three basic principles: environmental responsibility, social responsibility and governance. All of the directors, executives and employees at all levels are to observe this guidance.

The Company has announced its intention to join the Thai Private Sector Collective Action Coalition Against Corruption (CAC) project. Directors, executives, and employees of the Company have complied with anti-corruption policy and have performed their duties on an ethical basis. Consequently, the Company has been evaluated in the 2023 Thai listed company governance survey (Corporate Governance Report of Thai Listed Companies 2023) as "Excellent." In addition, the Company has received the CSR DIW Award and the Environmental Governance Project Award from the Ministry of Industry.

In 2023, the Company has implemented several ESG projects, for instance:

- Environment: energy conservation and installation of solar panels, as well as reuse of packaging to reduce waste.
- Social aspect: knowledge sharing project and creating careers for students and communities; tree surgery and tree trimming at Central Botanical Garden (Phukhae) to conserve and lengthen the lives of rare trees.
- Corporate governance: receiving complaints and grievances through the complaint box located in the Company or the Company's hotline and official line.

Information on the policies, procedures, activities, and results regarding corporate governance and sustainable development are presented in the Annual Registration Statement/Annual Report (Form 56-1 One Report) for the year 2023.

SVI Public Company Limited believes that good corporate governance and sustainable development are the cornerstones of our business operations. This will build the confidence of all stakeholders and continuously increase the value of the business.

On behalf of the Corporate Governance and
Sustainable Development Committee

(Mr. Sopon Punyaratabandhu)

Chairman of the Committee

9.1 Internal Controls and Risk Management

Internal Controls and Risk Management

Board of Directors' Evaluation on SVI's Internal Controls

SVI has operation in several countries so that SVI must have efficient and effective corporate governance, risk management and internal control systems in order to support changing from various incoming trend. In 2023, SVI adhered to the international standards by ensuring corporate governance is consistent with the corporate governance principles of Organization for Economic Co-operation and Development (OECD), the requirements of the Stock Exchange of Thailand (SET) and also the Institute of Directors Association of Thailand (IOD). In addition, SVI also worked towards ensuring that Internal Controls are consistent with the guidelines of COSO Internal Control Framework and risk management is consistent with the framework of COSO Enterprise Risk Management (COSO-ERM). This is to achieve key strategic and optimization of goals effectively and efficiently.

The internal control system can be summarized by into the following key components and they are as follows:

1 Control Environment

SVI has good efficiency and effectiveness in internal control environment, integrity and ethics in business. The Board of Directors are independent from the management. SVI has joined an Anti-Corruption Policy and declared of intention to CAC (the Private Sector Collective Action against Corruption) on 30 June 2021. The period of program will be valid for 3 years and it will be expired on 30 June 2024. SVI has Anti-Corruption policy which has worked together with customers, suppliers, partners and related parties. Moreover SVI concurrently, defined its Code of Conduct, which has applied with directors, management teams and employees. SVI has implemented a Whistleblower Policy in order to gather and address complaints and notifications that may indicate potential fraud or corruption to ensure that management and staff perform their functions with transparency, integrity and ethics.

2 Risk Assessment

SVI has the guidelines of the COSO Enterprise Risk Management (COSO-ERM). The Board of Directors has assigned the Risk Management Committee to be responsible for determining risk management policy and framework of the Company. This includes governing and supervising risk management to ensure successful achievement of activities both at the entity, business unit, department level and all related processes. SVI assesses the risk from both external and internal factors as well as evaluates the impact and likelihood of risk identifications, this includes nature disaster risk, political risk, operation risk, foreign currency risk, monopoly customers and monopoly suppliers risk, country risk together with law and regulation risk. SVI identifies risk factors that may affect company performance every year and determines the risk responses by considering high and highest risk in order to avoid, reduce, share or accept the risk as appropriate to the Company. The Risk Management Committee provides updates of the significant changes and effects on the company from its meetings to the Board of Directors regularly.

SVI insists and focuses on the measurements for preventing risk from floods. The Bangkadee Industrial Park has constructed a concrete line above five meters surrounding the Industrial Park. SVI has renovated the production area to the second floor. If there are floods, the Company will be able to move machines, equipment and tools in a timely manner.

SVI has taken precautions to prevent damage from fire by providing and improving the fire protection systems for all industrial factories. SVI has sprinkler system in every area, Smoke detectors, Heat detectors and Beam detectors above ceiling to be consistent with fire safety standards of the National Fire Protection Association (NFPA) Insurance company standard and the Factory Mutual Global Standard.

3 Control Activities

SVI consistently recognizes the importance of control activities by establishing a control mechanism to prevent and reduce operational errors such as designating the authority for approval and the approval limit for each management level, which was approved by the Board of Directors. Establishing the systems of checks and balances through segregation of duties in all operations processes is already deployed; for example segregation of duties between the approval, accounting records, payment and stewardship of properties. SVI has operational procedures, manuals, and instructions, which are reviewed and updated on a regular basis. This includes implementing general control activities for information technology systems, maintenance and security management to ensure that the operational processes are adequate and appropriate internal control activities for its business functions in all areas.

In addition, the Audit Committee has reviewed and approved the internal audit plan to cover all operational processes and sort the high-risk process to ensure that operational processes are adequate and appropriate internal control systems are in place. In 2022.

The Audit Committee considers material deficiencies from the audit performed, provides recommendations to the management and assigns the outsourced internal auditor to follow up on the audit findings with the management to report corrective actions and the measures to prevent repeated deficiencies.

In case SVI has transactions with major shareholders, directors, management or related persons, SVI has adequate measurement to monitor their transactions and every transaction has to be verified by the authorized person based on the written authorization process. SVI does not allow stakeholders who have transactions with SVI to approve their transactions and closely monitor the results.

4 Information & Communication

SVI has implemented effective and efficient information systems as well as internal and external communication channels. As part of internal communication, SVI utilizes the intranet to disseminate policies, regulations, procedures, manuals and other essential information to management and staff in order to practice the policies in a proper and timely manner.

SVI provides investor relations communication channels through the website <https://investor.svi-hq.com/> and e-mail ir@svi.co.th as a communication channel and for clarifying information to investors. In addition, SVI has a whistleblower's communication channel through email auditcommittee@svi.co.th that serves as a safe mechanism.

SVI consistently emphasizes the security of information technology such as changing Firewall system with higher standard which has related with technology regulation. SVI has system to monitor user to change password which has expired before entering to the system. SVI has disaster recovery site (DR Site) to back up data and computer systems, annual recovery backup test for accuracy and completeness of a backup system. In case of an emergency, annual review of the adequacy of information technology general controls is performed by the external auditor. SVI has improved the modern Fire alarm and Fire extinguisher system at Data center.

5 Monitoring & Evaluation

The Board of Directors continuously monitors and evaluates the performance of management by hierarchy, Board of Directors, Executive Directors and management. SVI has performance evaluation of new staff and yearly evaluation for all staffs to adjust salary, bonus and position.

➤ Internal Audit

The outsourced internal auditors performs its duties independently and reports functionally and directly to the Audit Committee. They evaluate the efficiency and the effectiveness of the internal control, risk management, corporate governance, and also a consulting role to support the Company's business direction and goals, with regard to good corporate governance, risk management and the internal control.

The Audit Committee approved 1-year internal audit plan which was proposed by internal auditor to examine all of process by quarterly. The Committee reviewed audit performance, internal audit report, considered major audit issues, and monitored corrective actions for significant aspects for good governance and adequate internal control. The Committee also consider to appoint Internal Auditor.

Internal audit performed is consistent with the International Professional Practices Framework and the Internal Audit Charter. SVI appointed Deloitte Touche Tohmatsu Jaiyos Advisory Co., Ltd. As an outsourced internal auditor to conduct quarterly internal audits to ensure the sufficiency and effectiveness of internal controls and follow up internal audit findings. The objectives of internal audit projects are;

- Reliability and integrity of financial and operational information
- Effectiveness and efficiency of operations
- Safeguarding of assets
- Compliance with laws, regulations and contracts

Miss Laksanee Yensuang acts as the secretary to the Audit Committee to support the effective achievement of its responsibilities and ensure accountability assigned by the Board of Directors to the Audit Committee.

Details of the Heads of the Internal Audit is disclosed in Attachment 3 of the report.

9.2 Related Party Transactions

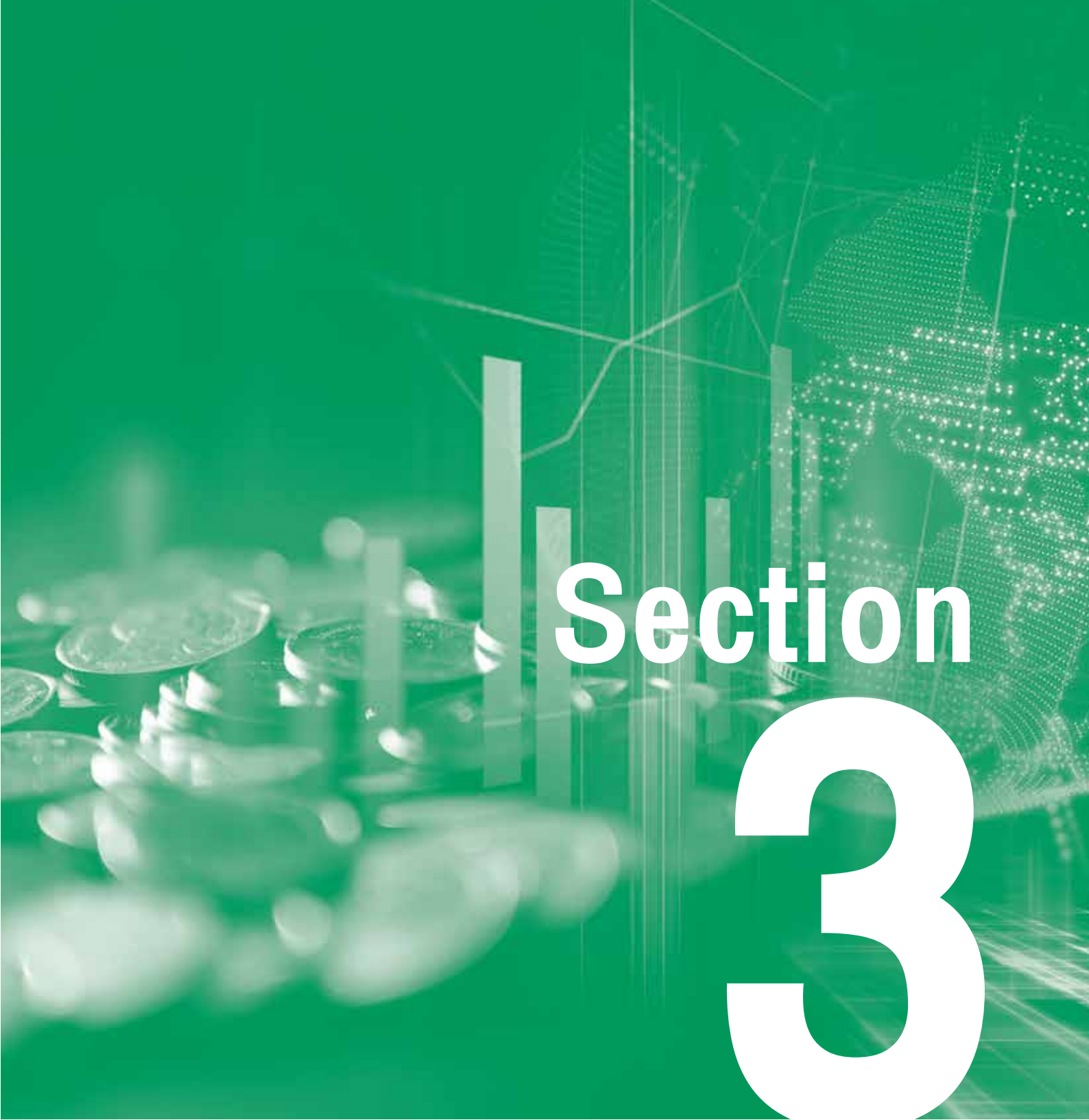
The Company had related transactions with subsidiaries in which the Company was holding 100% of the shares each. Those transactions were conducted under normal business. The company has disclosed all related transactions as of year ended 31 December 2023 in Note 6 of the Financial Statements. The Board of Directors and the Audit Committee had reviewed such related transactions and found that they were reasonable and justified.

► Policy or Procedures for the Approval of Inter-Company Transactions

In case the company has any related transactions with any person who has a conflict of interest with the Company, that transaction has to be approved by the Board of Directors and consented by the Audit Committee. These transactions must comply with the Stock Exchange of Thailand's rule and regulations related to connected transactions and the acquisition or disposal of assets. Any member of the Board of Directors who has an interest in any related transaction shall declare to the Audit Committee and the Board, and refrain from rendering any opinion or vote. In this regard, to approve the connected transactions, the Company must comply with the procedure and process, considering the Company's optimal benefits, and treat that connected transactions on the same basis as an outsider's transaction.

► Policies or Directions for Future Connected Transactions

In case, if the company has to perform any related or connected transactions, the company must strictly comply with the approval process as mentioned above. If there are any connected transactions that need to be considered and approved by the Audit Committee, as required by Stock Exchange of Thailand's regulations, the Company will propose it to the Audit Committee to independently examine and consider if it is needed and appropriate. Where the Audit Committee has no expertise in the mentioned connected transactions, the Company will appoint an independent expert or its external auditor to assist the Audit Committee in that process to obtain the most effective comments or information so that the Board of Directors, the Audit Committee, or the Shareholders can use it to support their decisions in each case. In addition, the Company will disclose of the transaction as a note in the Company's financial statements.



Section 3

Financial Report

The Board of Directors' Responsibility Report to Financial Statements

The Board of Directors takes accountability for the disclosure of consolidated financial statements of SVI Public Company Limited, and its subsidiaries, including all financial information disclosed in this annual report. The aforementioned financial statements have been prepared in accordance with generally accepted accounting standards, appropriate accounting policies and is consistently practiced. All materialized information has been sufficiently disclosed in the notes of financial statements as well as unconditionally audited by independent auditors. Thus, the information accurately reflects the actual financial performance of the Company as well as being transparent, reasonable and useful for shareholders and investors.

The Board of Directors reinforces the practice of good corporate governance of the Company having efficient management and appropriate internal control systems, including the confidence that accurate and adequate accounting data is being correctly recorded to secure the company's assets and prevent any fraud or material irregularity.

In this regard, the Board of Directors appointed an Audit Committee to be responsible for the validity and reliability of financial reports and internal control systems, in which within this report, the opinion of the Audit Committee is represented in the report of the Audit Committee.

In the view of The Board of Directors, the 2023 consolidated financial statements of SVI and its subsidiaries as reviewed by the Audit Committee, in collaboration with the Management and external auditor are presented in a complete, accurate and fair manner. Since the Company's overall internal control system has been found to be satisfactory, thus the Board of Directors feel confident that the Company and its subsidiaries' financial systems are well managed and controlled.

The Board of Directors

Mr. Prasert Bunsumpun

Independent Auditor's Report

To the Shareholders of SVI Public Company Limited

➤ Opinion

I have audited the accompanying consolidated financial statements of SVI Public Company Limited and its subsidiaries (“the Group”), which comprise the consolidated statement of financial position as at 31 December 2023, and the related consolidated statements of income, comprehensive income, changes in shareholders’ equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of SVI Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of SVI Public Company Limited and its subsidiaries and of SVI Public Company Limited as at 31 December 2023, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

➤ Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the 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 judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond for each matter are described below.



➤ Revenue recognition

Since the Group sells their goods to customers under a variety of commercial terms, and the economic environment has resulted in more intense competition in the electronics manufacturing services industry. Revenues are the key performance indicator to which users of financial statements focus, I therefore determined revenue recognition as a key audit matter by focusing on the occurrence and timing of revenue recognition.

I examined the revenue recognition of the Group by:

- Assessing the Group's internal controls with respect to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed significant controls.
- Applying a sampling method to select sales documents to assess whether revenue recognition was consistent with the conditions of the relevant agreement, and whether it was in compliance with the Group's policy.
- On a sampling basis, examining supporting documents for actual sales transactions occurring during the year and near the end of the accounting period.
- Reviewing credit notes issued after the period-end.
- Performing analytical procedures on disaggregated data of sales transactions throughout the period.

➤ Allowance for diminution in value of inventories

Estimating the net realisable value of inventories, as disclosed in Note 5 and Note 10 to the consolidated financial statements, is an area of significant management judgment, particularly with regard to the estimation of allowance for diminution in the value of slow-moving and obsolete inventories. This requires detailed analysis of the product life cycle. Therefore, there is a risk that the amount of provision set aside for diminution in the value of inventories will be inadequate, causing the overstatement of the value of inventories of the Group.

I assessed the determination of the allowance for diminution in the value of inventories and the procedures that I performed are as follows:

- Gaining an understanding of the methods and assumptions applied by the management in determining the allowance for diminution in value of inventories, and reviewing the consistency of the application of that basis.
- Comparing the inventory holding periods and inventory movements to identify product lines with indicators of lower than normal inventory turnover.
- Comparing net proceeds from sales transactions occurring after the date of the financial statements with the cost of inventories for each product line.

➤ Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

➤ Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group'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 or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

➤ Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the 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 Thai Standards on Auditing 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 financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the 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 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 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 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 to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the 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, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the 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.

I am responsible for the audit resulting in this independent auditor's report.

Pimjai Manitkajohnkit

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Certified Public Accountant (Thailand) No. 4521
EY Office Limited
Bangkok: 6 February 2024

SVI Public Company Limited and its subsidiaries

Statement of financial position

As at 31 December 2023

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
		Note	2023	2022	2023
Assets					
➤ Current assets					
Cash and cash equivalents	7	917,989,030	716,017,955	651,486,027	328,992,741
Trade and other receivables	6,9	4,724,715,118	5,423,661,539	3,721,899,024	4,337,893,898
Short-term loans to subsidiaries and interest receivables	6	-	-	1,504,033,422	1,362,891,036
Inventories	10	5,701,171,771	6,688,620,530	3,625,443,369	4,370,170,035
Advance payments for purchasing of materials and equipment		28,661,093	35,395,616	20,472,784	21,950,342
Other current financial assets	8	409,472,670	849,796,962	409,472,670	849,796,962
Derivative assets	37.2	74,513,977	81,447,429	74,513,977	81,447,429
Other current assets		189,318,480	138,110,443	34,825,462	29,331,269
Total current assets		12,045,842,139	13,933,050,474	10,042,146,735	11,382,473,712
➤ Non-current assets					
Investment in associate	11	-	-	-	-
Investments in subsidiaries	12	-	-	525,568,452	525,568,452
Other long-term receivables	6	-	-	8,339,126	15,555,859
Investment properties	13	197,618,032	199,447,398	197,618,032	199,447,398
Property, plant and equipment	14	2,859,109,021	2,558,517,292	1,388,692,290	1,346,898,962
Leasehold right to land	15	95,241,983	98,504,405	-	-
Right-of-use assets	16	67,269,926	74,920,491	14,339,418	16,955,356
Goodwill	17	44,065,719	42,668,439	-	-
Intangible assets	18	45,566,747	54,747,792	36,640,308	39,815,575
Deferred tax assets	29	60,578,214	58,193,190	26,316,305	10,817,917
Other non-current financial assets	37.2	24,569,530	43,142,991	-	-
Other non-current assets		3,864,186	1,755,032	2,330,519	838,176
Total non-current assets		3,397,883,358	3,131,897,030	2,199,844,450	2,155,897,695
Total assets		15,443,725,497	17,064,947,504	12,241,991,185	13,538,371,407

The accompanying notes are an integral part of the financial statements.

SVI Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2023

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2023	2022	2023	2022
Liabilities and shareholders' equity					
➤ Current liabilities					
Bank overdrafts and short-term loans from banks	19	2,600,830,664	3,027,419,334	2,340,000,000	2,720,000,000
Trade and other payables	6,20	4,075,527,411	5,050,398,890	2,776,507,610	3,513,598,147
Current portion of lease liabilities	16	27,506,073	27,506,220	9,076,583	8,510,333
Current portion of long-term loans from banks	22	546,523,358	518,044,144	415,086,022	396,770,203
Income tax payable		22,168,850	33,268,101	11,151,799	18,875,765
Advance receipts for purchasing materials and equipment for production		168,890,824	207,939,436	88,118,000	98,132,968
Derivative liabilities	37.2	2,494,716	9,055,121	-	-
Other current liabilities	21	46,658,789	65,927,826	22,110,318	22,427,681
Total current liabilities		7,490,600,685	8,939,559,072	5,662,050,332	6,778,315,097
➤ Non-current liabilities					
Lease liabilities - net of current portion	16	40,030,762	46,986,970	8,263,988	11,212,640
Long-term loans from banks - net of current portion	22	844,842,028	1,333,354,853	135,405,180	516,442,321
Provision for long-term employee benefits	23	276,777,605	255,294,334	147,624,366	140,561,162
Total non-current liabilities		1,161,650,395	1,635,636,157	291,293,534	668,216,123
Total liabilities		8,652,251,080	10,575,195,229	5,953,343,866	7,446,531,220

The accompanying notes are an integral part of the financial statements.

SVI Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2023

(Unit: Baht)

Note	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Shareholders' equity				
Share capital				
Registered				
2,153,210,026 ordinary shares of Baht 1 each	2,153,210,026	2,153,210,026	2,153,210,026	2,153,210,026
Issued and fully paid-up				
2,153,210,026 ordinary shares of Baht 1 each	2,153,210,026	2,153,210,026	2,153,210,026	2,153,210,026
Premium on ordinary shares	90,203,946	90,203,946	90,203,946	90,203,946
Capital reserve for share-based payment transactions	29,802,760	29,802,760	29,802,760	29,802,760
Retained earnings				
Appropriated - statutory reserve 24	231,204,338	231,204,338	231,204,338	231,204,338
Unappropriated	4,414,465,117	4,044,805,523	3,874,778,419	3,613,940,371
Other components of shareholders' equity	(136,746,742)	(69,091,716)	(90,552,170)	(26,521,254)
Equity attributable to owners of the Company	6,782,139,445	6,480,134,877	6,288,647,319	6,091,840,187
Non-controlling interests of the subsidiary	9,334,972	9,617,398	-	-
Total shareholders' equity	6,791,474,417	6,489,752,275	6,288,647,319	6,091,840,187
Total liabilities and shareholders' equity	15,443,725,497	17,064,947,504	12,241,991,185	13,538,371,407

The accompanying notes are an integral part of the financial statements.

SVI Public Company Limited and its subsidiaries

Income statement

For the year ended 31 December 2023

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
Revenues					
Sales	6, 32	22,691,161,411	25,898,235,983	14,604,226,769	17,417,236,341
Other income					
Gain on exchange		-	122,689,914	-	139,141,444
Others	6	146,420,375	178,338,289	129,299,564	111,805,373
Total revenues		22,837,581,786	26,199,264,186	14,733,526,333	17,668,183,158
Expenses					
Cost of sales	6	20,846,598,197	23,513,939,471	13,393,107,272	15,650,756,152
Selling and distribution expenses	6	256,503,569	248,598,074	187,333,682	188,814,019
Administrative expenses	6	560,961,467	496,949,764	274,797,903	228,714,790
Loss on exchange		19,048,524	-	9,183,796	-
Total expenses		21,683,111,757	24,259,487,309	13,864,422,653	16,068,284,961
Operating profit		1,154,470,029	1,939,776,877	869,103,680	1,599,898,197
Finance income	6, 25	14,172,067	7,649,136	82,267,598	42,049,019
Finance cost	26	(158,777,354)	(122,793,220)	(103,364,386)	(87,965,230)
Profit before income tax expenses		1,009,864,742	1,824,632,793	848,006,892	1,553,981,986
Income tax expenses	29	(85,965,733)	(52,317,849)	(36,756,840)	(24,728,615)
Profit for the year		923,899,009	1,772,314,944	811,250,052	1,529,253,371
Profit attributable to:					
Equity holders of the Company		924,476,536	1,771,875,280		
Non-controlling interests of the subsidiary		(577,527)	439,664		
		923,899,009	1,772,314,944		

(Unit: Baht)

Earnings per share					
31					
Basic earnings per share					
Profit attributable to equity holders of the Company		0.43	0.82	0.38	0.71

The accompanying notes are an integral part of the financial statements.

SVI Public Company Limited and its subsidiaries

Statement of comprehensive income

For the year ended 31 December 2023

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Profit for the year	923,899,009	1,772,314,944	811,250,052	1,529,253,371
➤ Other comprehensive income:				
<i>Other comprehensive income to be reclassified to profit or loss in subsequent periods:</i>				
Exchange differences on translation of financial statements in foreign currencies	1,756,128	(27,214,403)	-	-
Loss on changes in value of debt instruments at fair value through other comprehensive income	(1,071,928)	(3,872,095)	(1,071,928)	(3,872,095)
Less: Income tax effect	214,386	774,419	214,386	774,419
	(857,542)	(3,097,676)	(857,542)	(3,097,676)
Gain on cash flow hedges	(6,575,601)	23,613,636	-	-
Less: Income tax effect	1,490,464	(5,903,409)	-	-
	(5,085,137)	17,710,227	-	-
Other comprehensive income to be reclassified to profit or loss in subsequent periods - net of income tax	(4,186,551)	(12,601,852)	(857,542)	(3,097,676)
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods:</i>				
Loss on change in value of equity instruments designated at fair value through other comprehensive income	(78,966,717)	(26,140,790)	(78,966,717)	(26,140,790)
Less: Income tax effect	15,793,343	5,228,158	15,793,343	5,228,158
	(63,173,374)	(20,912,632)	(63,173,374)	(20,912,632)
Actuarial gains	1,372,105	14,290,798	7,229,226	-
Less: Income tax effect	1,508,116	(3,265,520)	55,933	-
	2,880,221	11,025,278	7,285,159	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax	(60,293,153)	(9,887,354)	(55,888,215)	(20,912,632)
➤ Other comprehensive income for the year	(64,479,704)	(22,489,206)	(56,745,757)	(24,010,308)
➤ Total comprehensive income for the year	859,419,305	1,749,825,738	754,504,295	1,505,243,063
➤ Total comprehensive income attributable to:				
Equity holders of the Company	859,701,731	1,749,386,074		
Non-controlling interests of the subsidiary	(282,426)	439,664		
	859,419,305	1,749,825,738		

The accompanying notes are an integral part of the financial statements.

SVI Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity

For the year ended 31 December 2023

(Unit: Baht)

Consolidated financial statements

Equity attributable to owners of the Company

	Other components of shareholders' equity															
	Retained earnings						Other comprehensive income									
	Appropriated			Treasury stocks	Statutory reserve	Reserve for treasury stocks	Unappropriated	Exchange differences on translation of financial statements in foreign currencies	Loss on investments designated at fair value through other comprehensive income	Gain (loss) on cash flow hedges	Discount from change in percentage of shareholding in subsidiary	Total other components of shareholders' equity	Total equity attributable to non-controlling owners of the Company	Equity attributable to non-controlling interests of the subsidiary	Total shareholders' equity	
	Issued and fully paid-up share capital	Premium on ordinary shares	Capital reserve for share-based payment transactions													
	2,170,616,326	90,203,946	29,802,760	(75,065,252)	231,204,338	75,065,252	2,735,938,855	(30,695,315)	(2,510,946)	(1,313,679)	-	(34,519,940)	5,223,246,285	-	5,223,246,285	
Profit for the year	-	-	-	-	-	-	1,771,875,280	-	-	-	-	-	439,664	1,772,314,944	-	1,772,314,944
Other comprehensive income for the year	-	-	-	-	-	-	11,025,278	(27,214,403)	(24,010,308)	17,710,227	-	(33,514,484)	(22,489,206)	-	(22,489,206)	
Total comprehensive income for the year	-	-	-	-	-	-	1,782,900,558	(27,214,403)	(24,010,308)	17,710,227	-	(33,514,484)	439,664	1,749,825,738	-	1,749,825,738
Difference on sale of part of investment in a subsidiary	-	-	-	-	-	-	-	-	-	-	(1,057,292)	(1,057,292)	-	(1,057,292)	-	(1,057,292)
Increase in non-controlling interests of the subsidiary from the dilution in investment proportion in a subsidiary	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease in issued and paid-up share capital from written-off unsold treasury stocks	(17,406,300)	-	-	-	-	-	17,406,300	-	-	-	-	-	-	-	9,177,734	9,177,734
Decrease in reserve for treasury stocks	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
from written-off unsold treasury stocks	-	-	-	75,065,252	-	(75,065,252)	-	-	-	-	-	-	-	-	-	-
Dividends paid (Note 34)	-	-	-	-	-	-	(495,238,306)	-	-	-	-	-	(495,238,306)	-	-	(495,238,306)
Gain on derecognition of financial assets designed at fair value through other comprehensive income (Note 8)	-	-	-	-	-	-	3,798,116	-	-	-	-	-	3,798,116	-	-	3,798,116
Balance as at 31 December 2022	2,153,210,026	90,203,946	29,802,760	-	231,204,338	-	4,044,805,523	(57,909,718)	(26,521,254)	16,396,548	(1,057,292)	(69,091,716)	9,617,398	6,480,134,877	9,617,398	6,489,752,275
Balance as at 1 January 2023	2,153,210,026	90,203,946	29,802,760	-	231,204,338	-	4,044,805,523	(57,909,718)	(26,521,254)	16,396,548	(1,057,292)	(69,091,716)	9,617,398	6,480,134,877	9,617,398	6,489,752,275
Profit for the year	-	-	-	-	-	-	924,476,536	-	-	-	-	-	(577,527)	924,476,536	(577,527)	923,899,009
Other comprehensive income for the year	-	-	-	-	-	-	2,880,221	1,461,027	(64,030,916)	(5,085,137)	-	(67,655,026)	295,101	(64,774,805)	295,101	(64,479,704)
Total comprehensive income for the year	-	-	-	-	-	-	927,356,757	1,461,027	(64,030,916)	(5,085,137)	-	(67,655,026)	(282,426)	859,701,731	(282,426)	859,419,305
Dividends paid (Note 34)	-	-	-	-	-	-	(559,834,607)	-	-	-	-	-	-	(559,834,607)	-	(559,834,607)
Gain on derecognition of financial assets designed at fair value through other comprehensive income (Note 8)	-	-	-	-	-	-	2,137,444	-	-	-	-	-	-	2,137,444	-	2,137,444
ยอดคงเหลือ ณ วันที่ 31 ธันวาคม 2566	2,153,210,026	90,203,946	29,802,760	-	231,204,338	-	4,414,465,117	(56,448,691)	(90,552,170)	11,311,411	(1,057,292)	(136,746,742)	9,334,972	6,782,139,445	9,334,972	6,791,474,417

หมายเหตุประกอบงบการเงินเป็นส่วนหนึ่งของงบการเงินนี้

SVI Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity

For the year ended 31 December 2023

(Unit: Baht)

Separate financial statements

	Other components of shareholders' equity									
	Retained earnings					Other comprehensive income				
	Appropriated			Loss on investments designated at fair value through other comprehensive income						
	Issued and fully paid-up share capital	Premium on ordinary shares	Capital reserve for share-based payment transactions	Treasury stocks	Statutory reserve	Reserve for treasury stocks	Unappropriated			Total shareholders' equity
Balance as at 1 January 2022	2,170,616,326	90,203,946	29,802,760	(75,065,252)	231,204,338	75,065,252	2,558,720,890	(2,510,946)	5,078,037,314	
Profit for the year	-	-	-	-	-	-	1,529,253,371	-	1,529,253,371	
Other comprehensive income for the year	-	-	-	-	-	-	-	(24,010,308)	(24,010,308)	
Total comprehensive income for the year	-	-	-	-	-	-	1,529,253,371	(24,010,308)	1,505,243,063	
Decrease in issued and paid-up share capital from written-off unsold treasury stocks	(17,406,300)	-	-	-	-	-	17,406,300	-	-	
Decrease in reserve for treasury stocks from written-off unsold treasury stocks	-	-	-	75,065,252	-	(75,065,252)	-	-	-	
Dividends paid (Note 34)	-	-	-	-	-	-	(495,238,306)	-	(495,238,306)	
Gain on derecognition of financial assets designed at fair value through other comprehensive income (Note 8)	-	-	-	-	-	-	3,798,116	-	3,798,116	
Balance as at 31 December 2022	2,153,210,026	90,203,946	29,802,760	-	231,204,338	-	3,613,940,371	(26,521,254)	6,091,840,187	
Balance as at 1 January 2023	2,153,210,026	90,203,946	29,802,760	-	231,204,338	-	3,613,940,371	(26,521,254)	6,091,840,187	
Profit for the year	-	-	-	-	-	-	811,250,052	-	811,250,052	
Other comprehensive income for the year	-	-	-	-	-	-	7,285,159	(64,030,916)	(56,745,757)	
Total comprehensive income for the year	-	-	-	-	-	-	818,535,211	(64,030,916)	754,504,295	
Dividends paid (Note 34)	-	-	-	-	-	-	(559,834,607)	-	(559,834,607)	
Gain on derecognition of financial assets designed at fair value through other comprehensive income (Note 8)	-	-	-	-	-	-	2,137,444	-	2,137,444	
Balance as at 31 December 2023	2,153,210,026	90,203,946	29,802,760	-	231,204,338	-	3,874,778,419	(90,552,170)	6,288,647,319	

The accompanying notes are an integral part of the financial statements.

SVI Public Company Limited and its subsidiaries

Cash flows statement

For the year ended 31 December 2023

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
➤ Cash flows from operating activities				
Profit before tax	1,009,864,742	1,824,632,793	848,006,892	1,553,981,986
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Depreciation and amortisation	302,398,661	271,495,326	177,805,030	167,400,047
Loss on expected credit losses	9,739,511	20,342,902	7,862,128	10,070,578
Reduction of inventories to net realisable value	47,821,811	77,815,027	40,805,451	38,051,417
Amortisation for financial fees	2,479,524	4,508,549	2,479,524	4,508,549
Warranty expense	2,708,965	15,599,845	1,201,729	14,513,540
Long-term employee benefit expense	29,799,011	17,697,898	17,697,618	17,577,534
Gain on sales of equipment	(676,433)	-	(10,636,264)	(5,408,585)
Loss from write-off equipment and right-of-use assets	13,373,618	5,653,101	88,807	52,010
Unrealised loss (gain) on exchange	37,090,490	(69,849,649)	59,292,778	(20,877,540)
Loss on derecognition of other current financial assets	-	314,451	-	314,451
Dividend income from other current financial assets	(24,109,781)	(24,206,313)	(24,109,781)	(54,206,313)
Loss (gain) on changes in value of interest rate swap contract	5,028,995	(13,530,700)	-	-
Finance income	(14,172,067)	(7,649,136)	(82,267,598)	(42,049,019)
Interest expenses	142,860,050	108,814,548	96,575,653	79,549,496
Profit from operating activities before change in operating assets and liabilities	1,564,207,097	2,231,638,642	1,134,801,967	1,763,478,151
Operating assets (increase) decrease				
Trade and other receivables	685,291,914	(307,071,898)	570,186,177	17,665,775
Inventories	937,712,659	(1,133,979,492)	703,921,215	(537,705,021)
Other current assets	(44,172,853)	(11,257,774)	(3,715,974)	(7,630,628)
Other non-current assets	(2,109,154)	406,339	(1,492,343)	(29,995)
Operating liabilities increase (decrease)				
Trade and other payables	(1,126,238,607)	199,357,044	(895,455,585)	(227,725,349)
Other current liabilities	(35,876,219)	87,379,287	12,494,458	30,633,838
Cash paid for long-term employee benefits	(9,902,727)	(13,530,142)	(3,405,189)	(7,093,392)
Cash flows from operating activities	1,968,912,110	1,052,942,006	1,517,334,726	1,031,593,379
Cash paid for interest expense	(102,852,950)	(76,958,728)	(67,887,078)	(54,242,625)
Cash paid for corporate income tax	(79,200,530)	(28,788,008)	(43,915,531)	(10,636,399)
Net cash flows from operating activities	1,786,858,630	947,195,270	1,405,532,117	966,714,355

The accompanying notes are an integral part of the financial statements.

SVI Public Company Limited and its subsidiaries

Cash flows statement (continued)

For the year ended 31 December 2023

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
➤ Cash flows from investing activities				
Increase (decrease) in other current financial assets	362,423,090	(247,520,829)	362,423,090	(247,520,829)
Cash received from dividends of other current financial assets	24,109,781	24,206,313	24,109,781	24,206,313
Dividends from subsidiary	-	-	-	30,000,000
Cash paid for share capital increase of subsidiary	-	-	-	(57,537,081)
Cash received from the reduction of share capital of subsidiary	-	-	-	170,000,000
Increase in short-term loans to subsidiaries	-	-	(149,342,018)	(38,110,800)
Increase in long-term loan to subsidiary	-	-	-	(664,265,928)
Interest income	14,291,128	7,667,519	83,604,764	39,781,287
Proceeds from sales of equipment	721,737	21,067	54,906,006	33,519,507
Cash paid for purchases of plant and equipment	(429,378,683)	(563,390,353)	(80,479,506)	(264,987,218)
Cash paid for purchases of computer software	(5,732,819)	(17,606,890)	(3,680,933)	(14,262,653)
Net cash flows from (used in) investing activities	(33,565,766)	(796,623,173)	291,541,184	(989,177,402)
➤ Cash flows from financing activities				
Increase (decrease) in bank overdrafts and short-term loans				
from banks	(436,655,836)	(130,346,323)	(380,000,000)	142,245,850
Dividends paid	(559,834,607)	(495,238,306)	(559,834,607)	(495,238,306)
Cash received from long-term loans from banks	52,288,841	1,635,295,471	52,288,841	1,144,732,285
Repayments of principal portion of lease liabilities	(26,040,361)	(30,243,383)	(9,070,308)	(7,972,127)
Repayments of long-term loans from banks	(540,822,658)	(971,768,839)	(416,992,002)	(632,716,798)
Cash paid for financial fees	-	(6,000,000)	-	(6,000,000)
Cash received from non-controlling interest of subsidiary	-	8,120,442	-	-
Interest paid	(40,946,607)	(29,836,769)	(29,628,082)	(23,287,821)
Net cash flows from (used in) financing activities	(1,552,011,228)	(20,017,707)	(1,343,236,158)	121,763,083
Increase (decrease) in translation adjustment	32,033,297	(27,158,764)	-	-
Effects of exchange rate on cash				
and cash equivalents	(31,343,858)	37,180,570	(31,343,857)	37,180,570
Net increase in cash and cash equivalents	201,971,075	140,576,196	322,493,286	136,480,606
Cash and cash equivalents at beginning of year	716,017,955	575,441,759	328,992,741	192,512,135
Cash and cash equivalents at end of year (Note 7)	917,989,030	716,017,955	651,486,027	328,992,741

The accompanying notes are an integral part of the financial statements.

SVI Public Company Limited and its subsidiaries

Cash flows statement (continued)

For the year ended 31 December 2023

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
➤ Supplemental cash flows information:				
Non-cash items consist of :				
Unrealised loss on change in value of equity instruments designated at fair value through other comprehensive income - net of income tax	63,173,374	20,912,632	63,173,374	20,912,632
Unrealised loss on change in fair value of debt instruments - net of income tax	857,542	3,097,676	857,542	3,097,676
Unrealised loss (gain) on change in fair value of derivative assets	6,933,452	(81,612,429)	6,933,452	(81,612,429)
Increase in right-of-use assets and lease liabilities	17,393,531	41,677,607	6,687,907	3,380,000
Transfer provision for warranty to reduce trade receivables	(2,812,741)	(9,663,206)	(1,690,862)	(8,659,981)
Loss (gain) on cash flow hedges - net of income tax	5,085,137	(17,710,227)	-	-
Actuarial gain - net of income tax	(2,880,221)	(11,025,278)	-	-
Other receivable from sale of machinery and equipment	-	-	52,664,229	63,481,195
Payables for acquisition of equipment	151,843,028	21,516,901	151,843,028	21,516,901
Payables for acquisition of computer software	1,110,522	96,000	1,110,522	96,000

The accompanying notes are an integral part of the financial statements.

1 General information

SVI Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company’s major shareholder is Khun Pongsak Lothongkam with total shareholding of 73.67 percent (2022: 73.67 percent). The Company is principally engaged in the manufacture and distribution of electronic manufacturing services (EMS). The registered office of the Company is at 141-142 Moo 5, Bangkadi Industrial Park, Tiwanon Road, Bangkadi, Muang, Pathumthani. The Company’s factory is located at 33/10 Moo 4, Chaeng Wattana Road, Bangtalad, Pakkred, Nontaburi.

2 Basis of preparation

➤ **2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547** and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

➤ 2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of SVI Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

Company’s name	Nature of business	Country of incorporation	Percentage of shareholding	
			2023	2022
			(Percent)	(Percent)
<u>Subsidiaries held by the Company</u>				
SVI A/S	Raw material sourcing service	Denmark	100	100
SVI Public (HK) Limited	Raw material sourcing service	Hong Kong	100	100
SVI (AEC) Company Limited	Manufacturing electronic equipment	Cambodia	100	100
SVI Japan Company Limited*	Raw material sourcing service	Japan	100	100
SVI (HKG) Limited	Raw material sourcing service	Hong Kong	100	100
SVI Electronics (USA) LLC.	Raw material sourcing service	United State of America	100	100
BEI Company Limited	Raw material sourcing service	Thailand	100	100
TOHOKU SOLUTIONS Company Limited	Manufacturing electronic equipment	Thailand	100	100
<u>Subsidiary held by SVI Public (HK) Limited</u>				
SVI (Austria) GmbH	Manufacturing electronic equipment	Republic of Austria	100	100
<u>Subsidiaries held by SVI (Austria) GmbH</u>				
SVI Hungary Kft.	Manufacturing electronic equipment	Hungary	51	51
SVI Slovakia s.r.o.	Manufacturing electronic equipment	Slovak	100	100
<u>Subsidiary held by SVI (HKG) Limited</u>				
SVI-GDL, S.A.P.I. DE C.V.	Manufacturing electronic equipment	Mexico	100	100
<u>Associate held by SVI (Austria) GmbH</u>				
Sementis Engineering GmbH	Design and development of products	Republic of Austria	20	20

*Ceased the business in 2023 as described in Note 12 to the consolidated financial statements.

The financial statements of the subsidiaries were prepared by the management of the subsidiaries and audited by their auditors, except the financial statements of SVI Public (HK) Limited, SVI Japan Company Limited, SVI (HKG) Limited, SVI Electronics (USA) LLC., BEI Company Limited, SVI Hungary Kft. and SVI-GDL, S.A.P.I. DE C.V. which were prepared by the management and have not been audited by its auditor.

b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.

d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.

e) The assets and liabilities in the financial statements of overseas subsidiary companies are translated to Baht using the exchange rate prevailing on the end of reporting period, and revenues and expenses translated using monthly average exchange rates. The resulting differences are shown under the caption of “Exchange differences on translation of financial statements in foreign currencies” in the statement of changes in shareholders’ equity.

f) Material balances and transactions between the Group, have been eliminated from the consolidated financial statements.

g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

➤ 2.3 The separate financial statements present investments in subsidiaries under the cost method.

3 New financial reporting standards

➤ 3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2023. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group’s financial statements.

➤ 3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2024

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group’s financial statements.

4 Significant accounting policies

➤ 4.1 Revenue and expense recognition

• Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns and discounts.

When a contract provided a customer with a right to return the goods within a specified period, the Group recognises the amount ultimately expected they will have to return to customers as a refund liability and recognise the right to recover the goods expected to be returned by customers as a right of return asset in the statement of financial position. The asset is measured at the former carrying amount of the inventory, less any expected costs to recover the goods, including any potential decreases in the value of the returned goods.

• Rendering of services

Service revenue is recognised at a point in time upon completion of the service.

• Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

• Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

• Dividends

Dividends are recognised when the right to receive the dividends is established.

➤ 4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

➤ 4.3 Inventories

Finished goods and work in process are valued at the lower of cost under the weighted average method and net realisable value. The cost of inventories is measured using the standard cost method, which approximates actual cost and includes all production costs and attributable factory overheads.

Raw materials, supplies and spare parts are valued at the lower of weighted average cost and net realisable value and are charged to production costs whenever consumed.

➤ 4.4 Investments in subsidiaries and associate

Investment in associate is accounted for in the consolidated financial statements using the equity method. Investments in subsidiaries are accounted for in the separate financial statements using the cost method less loss on impairment of investments (if any).

➤ 4.5 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 5 - 20 years and no depreciation is provided on land. Depreciation of the investment properties is included in determining income.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period when the asset is derecognised.



➤ 4.6 Property, plant and equipment / depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of plant and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Buildings	20 years
Land and building improvements	5 - 20 years
Machinery and equipment	5 - 7 years
Furniture, fixtures and office equipment	5 years
Motor vehicles	5 years

Depreciation is included in determining income.

No depreciation is provided on land, work under construction and machinery under installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

➤ 4.7 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

• The Group as a lessee

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

• Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, accumulated impairment losses (if any), and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less, and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs on the straight-line basis over the shorter of their estimated useful lives and the lease term.

➤ Buildings and building improvements	2 - 3 years
➤ Machinery and equipment	4 - 6 years
➤ Furniture, fixtures and office equipment	4 - 6 years
➤ Motor vehicles	5 years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

• Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

• Short-term leases

A lease that has a lease term less than or equal to 12 months from commencement date is recognised as expenses on a straight-line basis over the lease term.

➤ 4.8 Leasehold right to land and amortisation

Leasehold right to land is stated at cost less accumulated amortisation and allowance for loss on impairment (if any). Amortisation is calculated using the straight-line method over the leasehold period of 50 years.

The amortisation is included in determining income.

➤ 4.9 Intangible assets

Intangible assets acquired through business combination are initially recognised at their fair value on the date of business acquisition while intangible assets acquired in other cases are recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows.

	Useful lives
Computer software	5 - 10 years
Customer relationship	5 - 8 years

➤ 4.10 Goodwill

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in profit or loss.

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Company's cash generating units (or group of cash-generating units) that are expected to benefit from the synergies of the combination. The Group estimates the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future periods.

➤ 4.11 Deferred financial fees

Financial expenses related to borrowings that are typically incurred on or before signing facility agreements and before actual draw down of the loans are recorded as deferred financial fees. A portion of deferred financial fees proportionate to the amount of the loan facility already drawn is presented as a deduction against the related loan account and amortised using the effective interest rate method over the term of the loans.

The amortisation of deferred financial fees is included in determining income.

➤ 4.12 Related party transactions

Related parties comprise individuals or enterprises that control or are controlled by the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associates, and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, and key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

➤ 4.13 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

➤ 4.14 Impairment of non-financial assets

At the end of reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use assets, investment properties, and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are 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 the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in the profit or loss.

In the assessment of asset impairment (except for goodwill), if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

➤ 4.15 Employee benefits

• Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

• Post-employment benefits and other long-term employee benefits

Defined contribution plans

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company's contributions are recognised as expenses when incurred.

Defined benefit plans and other long-term employee benefits

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law and other employee benefit plans. The Group treats these severance payment obligations as a defined benefit plan. In addition, the Group provides other long-term employee benefit plan, namely long service award.

The obligation under the defined benefit plan and other long-term employee benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Actuarial gains and losses arising from other long-term benefits are recognised immediately in profit and loss.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

➤ 4.16 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

➤ 4.17 Equity-settled share-based payment transactions

The Company recognises share-based payment transactions when services from employees are rendered, based on the fair value of the share options on the grant date. The expenses are recorded over the vesting period, in accordance with the conditions regarding length of service rendered by employees stipulated in the share-based payment plan, together with a corresponding increase in “Capital reserve for share-based payment transactions” in shareholders’ equity.

➤ 4.18 Treasury shares

The Group’s own equity instruments that have been reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group’s own equity instruments. Any difference between the carrying amount and the consideration received, if reissued, is recognised in share premium.

➤ 4.19 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

• Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

• Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders’ equity if the tax relates to items that are recorded directly to shareholders’ equity.

➤ 4.20 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component or for which at contract inception the Group expected payment by the customer less than one year and the Group has applied the practical expedient regarding not to adjust the effects of a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

• Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income (FVOCI), or fair value through profit or loss (FVTPL). The classification of financial assets at initial recognition is driven by the Group’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

- **Financial assets at amortised cost**

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

- **Financial assets at FVOCI (debt instruments)**

The Group measures financial assets at FVOCI if the financial asset is held to collect contractual cash flows and to sell the financial asset and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Interest income, foreign exchange revaluation and impairment losses or reversals are recognised in profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in other comprehensive income. Upon derecognition, the cumulative fair value change recognised in other comprehensive income is recycled to profit or loss.

- **Financial assets designated at FVOCI (equity instruments)**

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

- **Financial assets at FVTPL**

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value including interest income recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in profit or loss.

• Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any discounts or premiums on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

• Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

• Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

• Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

➤ 4.21 Derivatives and hedge accounting

The Group uses derivatives, such as forward currency contracts and interest rate swaps, to hedge its foreign currency risks and interest rate risks, respectively.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes including interest income are recognised in profit or loss unless the derivative is designated and effective as a hedging instrument under cash flow hedge. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivatives are presented as non-current assets or non-current liabilities if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

• Hedge accounting

For the purpose of hedge accounting, hedges are classified as:

- Cash flow hedges when hedging the exposure to a variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment

At the inception of a hedging relationship, the Group formally designates and documents the hedging relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation, at the inception of the hedge and on an ongoing basis, includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements, including analysis of the sources of hedge ineffectiveness and how the hedge ratio is determined.

A hedging relationship qualifies for hedge accounting if it meets all of the following hedge effectiveness requirements:

- There is 'an economic relationship' between the hedged item and the hedging instrument.
- The effect of credit risk is not the dominant factor in the value changes that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Hedges that meet all of the qualifying criteria for hedge accounting are accounted for, as described below:

- **Cash flow hedges**

The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognised immediately in profit or loss. The cash flow hedge reserve is adjusted to the lower (in absolute amounts) of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item.

The way cash flow hedge reserve accumulated in other comprehensive income are subsequently accounted for, depends on the nature of the underlying hedged transaction. If the hedged transaction subsequently results in the recognition of a non-financial item, the reserve accumulated in equity is removed from the separate component of equity and included in the initial cost or other carrying amount of the hedged asset or liability. This is not a reclassification adjustment and is not recognised in other comprehensive income for the period. For any other cash flow hedges, the reserve accumulated in other comprehensive income is subsequently reclassified to profit or loss as a reclassification adjustment in the same period which the hedged cash flows affect profit or loss.

If cash flow hedge accounting is discontinued, the cash flow hedge reserve accumulated in other comprehensive income must remain in equity if the hedged future cash flows are still expected to occur. Otherwise, the reserve will be immediately reclassified to profit or loss as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, the way the reserve remaining in equity is accounted for depends on the nature of the underlying transaction as described above.

➤ **4.22 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 buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

- **Level 1** Use of quoted market prices in an observable active market for such assets or liabilities
- **Level 2** Use of other observable inputs for such assets or liabilities, whether directly or indirectly
- **Level 3** Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5 Significant accounting judgments and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgment and estimates regarding matters that are inherently uncertain. These judgments and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgments and estimates are as follows:

• Allowance for diminution in value of inventories

The determination of allowance for diminution in the value of inventories requires management to exercise judgment in estimating losses on outstanding inventories, based on the selling price expected in the ordinary course of business, minus selling expenses and provision for obsolete, slow-moving and deteriorated inventories, and taking into account the approximate useful life of each type of inventories and current changes in technology.

• Goodwill and intangible assets

The initial recognition and measurement of goodwill and other intangible assets on the acquisition date, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

6 Related party transactions

During the years, the Group had significant business transactions with persons or related parties. Such transactions, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group, related persons and those related parties.

The relationships between the Company and the related persons and parties are summarised below.

List of related companies	Relationship
SVI A/S	Subsidiary
SVI Public (HK) Limited	Subsidiary
SVI (AEC) Company Limited	Subsidiary
SVI Japan Company Limited*	Subsidiary
SVI (HKG) Limited	Subsidiary
SVI Electronics (USA) LLC.	Subsidiary
BEI Company Limited	Subsidiary
TOHOKU SOLUTIONS Company Limited	Subsidiary
SVI (Austria) GmbH	Subsidiary (Held by subsidiary)
SVI Hungary Kft.	Subsidiary (Held by subsidiary)
SVI Slovakia s.r.o.	Subsidiary (Held by subsidiary)
SVI-GDL, S.A.P.I. DE C.V.	Subsidiary (Held by subsidiary)
Sementis Engineering GmbH	Associated company (Held by subsidiary)
i - secure Co., Ltd.	Common directors

*Ceased the business in 2023

Significant related party transactions are summarised below.

					(Unit: Million Baht)
		Consolidated financial statements		Separate financial statements	Pricing policy
		2023	2022	2023	2022
Transactions with subsidiaries					
(Eliminated from the consolidated financial statements)					
Sales of goods	-	-	395	334	99.99 percent on price charged to customers
Sales of equipment	-	-	42	32	Carrying value plus 2.00 percent
Purchases of raw materials	-	-	1,349	1,470	At cost
Raw materials sourcing fee	-	-	38	40	Actual charge and actual charge plus margin at 2.00 percent
Selling and distribution expenses	-	-	52	46	At cost
Administrative expenses	-	-	10	-	At cost
Other income	-	-	14	14	At cost
Interest income	-	-	75	36	2.50 - 5.00 percent per annum
Transactions with associate					
Sales of goods and raw materials	-	2	-	-	At cost
Transactions with related persons and parties					
Consulting fee	16	12	16	12	Contract price
Purchases of computer software	5	-	5	-	Contract price

The balances of the accounts as at 31 December 2023 and 2022 between the Company and those related companies are as follows:

					(Unit: Thousand Baht)
		Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
Trade receivables - related parties (Note 9)					
Subsidiaries	-	-	402,307	382,622	
Associate	1,013	508	-	-	
Total trade receivables - related parties	1,013	508	402,307	382,622	
Other receivables - related parties (Note 9)					
Subsidiaries	-	-	83,501	75,608	
Total other receivables - related parties	-	-	83,501	75,608	
Other long-term receivable - related parties					
Subsidiaries	-	-	8,339	15,556	
Total other long-term receivable	-	-	8,339	15,556	
Trade accounts payable - related parties (Note 20)					
Subsidiaries	-	-	258,276	380,479	
Total trade accounts payable - related parties	-	-	258,276	380,479	
Other payables - related parties (Note 20)					
Subsidiaries	-	-	21,227	15,038	
Total other payables - related parties	-	-	21,227	15,038	

Short-term loans to subsidiaries and interest receivables

As at 31 December 2023 and 2022, the balances of short-term loans and interest receivables between the Group and those related companies and the movements in loans and interest receivables were as follows:

(Unit: Thousand Baht)

	Separate financial statements				
	Movements during the year				Balance as at 31 December 2023
	Balance as at 1 January 2023	Increase	Decrease	Effect on exchange rate	
Short-term loans to subsidiaries and interest receivables					
SVI (Austria) GmbH					
Principal	36,449	204,161	(106,076)	4,837	139,371
Interest receivables	167	6,022	(5,165)	(2)	1,022
	36,616	210,183	(111,241)	4,835	140,393
SVI (AEC) Company Limited					
Principal	1,324,206	76,175	(24,918)	(11,822)	1,363,641
Interest receivables	2,068	68,836	(70,910)	6	-
	1,326,274	145,011	(95,828)	(11,816)	1,363,641
Total	1,362,890	355,194	(207,069)	(6,981)	1,504,034

Loans to SVI (Austria) GmbH of EUR 3.7 million (2022: EUR 1.0 million) carry interest at rates of 3.80% per annum (2022: 2.00% - 2.50% per annum).

Loans to SVI (AEC) Company Limited of USD 40 million (2022: USD 38.5 million) carry interest at the rate of 5 percent per annum (2022: 5.00 percent per annum). The loans are unsecured and due within 1 year since the agreement date.

Directors and management's benefits

During the years ended 31 December 2023 and 2022, the Group had employee benefit expenses of their directors and management as below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Short-term employee benefits	177,235	141,598	78,321	66,742
Post-employment benefits	542	9,605	527	9,593
Total	177,777	151,203	78,848	76,335

Commitment to related companies

The Company has provided guarantees to three subsidiaries for long-term loans from banks as stipulated in Note 35.4 to the consolidated financial statements.

7 Cash and cash equivalents

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Cash	777	787	431	490
Deposit at banks	917,212	715,231	651,055	328,503
Total	917,989	716,018	651,486	328,993

As at 31 December 2023, bank deposits in savings accounts carried interests between 0.01 to 0.60 percent per annum (2022: 0.01 to 0.35 percent per annum) (the Company only: 0.15 to 0.60 percent per annum (2022: 0.01 to 0.35 percent per annum)).

8 Other current financial assets

	(Unit: Thousand Baht)	
	Consolidated and Separate financial statements	
	2023	2022
Debt instruments at amortised cost		
Foreign currency deposits	-	342,056
Debt instruments at FVOCI		
Investments in debentures	108,742	139,750
Add: Unrealised losses on measurement of debentures at fair value	(4,135)	(3,063)
Investments in debentures - net	104,607	136,687
Equity instruments designated at FVOCI		
Investments in listed securities	413,921	401,143
Less: Unrealised losses on measurement of listed securities at fair value	(109,055)	(30,089)
Investments in listed securities - net	304,866	371,054
Total other current financial assets	409,473	849,797

As at 31 December 2022, foreign currency deposits carried interest at a rate 0.17 percent per annum (2023: Nil).

During the year 2023, the Company disposed investments in equity instrument with its fair value totaling Baht 12 million (2022: Baht 46 million) with gain on disposal of Baht 2 million (2022: Baht 4 million) recorded in unappropriated retained earnings in statement of change in shareholders' equity. In addition, the Company received dividend income of Baht 24 million (2022: Baht 24 million) and recorded in profit or loss.

As at 5 February 2024, total fair value of debt instruments at FVOCI and equity instruments designated at FVOCI was Baht 404.9 million.

9 Trade and other receivables

(Unit: Thousand Baht)				
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Trade receivable - related parties (Note 6)				
Aged on the basis of due dates				
Not yet due	-	174	35,628	41,497
Past due				
Up to 3 months	-	334	118,851	122,668
3 - 6 months	-	-	121,195	71,304
6 - 12 months	668	-	126,596	147,149
Over 12 months	345	-	37	4
Total trade receivable - related parties	1,013	508	402,307	382,622
Trade receivable - unrelated parties				
Aged on the basis of due dates				
Not yet due	2,778,107	3,886,318	1,652,326	2,722,704
Past due				
Up to 3 months	1,412,003	1,142,738	1,101,112	799,760
3 - 6 months	270,296	177,139	235,441	155,950
6 - 12 months	131,052	89,101	126,534	83,402
Over 12 months	113,161	57,312	96,697	57,028
Total	4,704,619	5,352,608	3,212,110	3,818,844
Less: Allowance for expected credit losses	(38,778)	(29,038)	(25,799)	(17,937)
Total trade receivable - unrelated parties, net	4,665,841	5,323,570	3,186,311	3,800,907
Other receivables				
Other receivables - related parties (Note 6)	-	-	83,501	75,608
Other receivables - unrelated parties	57,861	99,584	49,780	78,757
Total other receivables	57,861	99,584	133,281	154,365
Total trade and other receivables - net	4,724,715	5,423,662	3,721,899	4,337,894

The normal credit terms are 60 - 90 days.

Set out below is the movements in the allowance for expected credit losses of trade receivables:

(Unit: Thousand Baht)				
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Beginning balance	29,038		17,937	
Increase during the year	9,618		7,862	
Translation adjustments	122		-	
Ending balance	38,778		25,799	

10 Inventories

(Unit: Thousand Baht)

	Consolidated financial statements					
	Cost		Reduce cost to net realisable value		Inventories - net	
	2023	2022	2023	2022	2023	2022
Finished goods	623,468	304,205	(1,092)	(2,018)	622,376	302,187
Work in process	422,524	619,518	-	-	422,524	619,518
Raw materials	4,603,275	5,751,541	(351,019)	(298,374)	4,252,256	5,453,167
Supplies and spare parts	104,329	3,025	(346)	(2,329)	103,983	696
Raw materials in transit	300,033	313,053	-	-	300,033	313,053
Total	6,053,629	6,991,342	(352,457)	(302,721)	5,701,172	6,688,621

(Unit: Thousand Baht)

	Separate financial statements					
	Cost		Reduce cost to net realisable value		Inventories - net	
	2023	2022	2023	2022	2023	2022
Finished goods	445,291	183,014	(1,045)	(1,401)	444,246	181,613
Work in process	170,262	331,331	-	-	170,262	331,331
Raw materials	2,979,235	3,864,273	(255,134)	(213,972)	2,724,101	3,650,301
Supplies and spare parts	3,392	3,024	-	-	3,392	3,024
Raw materials in transit	283,442	203,901	-	-	283,442	203,901
Total	3,881,622	4,585,543	(256,179)	(215,373)	3,625,443	4,370,170

During the current year, the Group reduced cost of inventories by Baht 49 million (2022: Baht 78 million) (the Company only: Baht 41 million (2022: Baht 40 million)), to reflect the net realisable value. This was included in cost of sales. In addition, the Group reversed the write-down of cost of inventories by Baht 1 million (2022: Baht 1 million) (the Company only: Nil (2022: Baht 2 million)) and reduced the amount of inventories recognised as expenses during the year.

11 Investment in associate

(Unit: Thousand Baht)

Company's name	Nature of business	Country of incorporation	Consolidated financial statements					
			Shareholding percentage		Cost		Carrying amounts based on equity method	
			2023	2022	2023	2022	2023	2022
			(Percent)	(Percent)				
Sementis Engineering GmbH	Design and development of products	Republic of Austria	20	20	9,935	9,935	-	-
Total					9,935	9,935	-	-

During the year 2023 and 2022, the subsidiary did not receive dividend from the associate.

12 Investments in subsidiaries

Details of investments in subsidiaries as presented in separate financial statements are as follows:

(Unit: Thousand Baht)

Company's name	Paid-up share capital		Shareholding percentage		Cost method	
	2023	2022	2023	2022	2023	2022
			(Percent)	(Percent)		
SVI A/S	DKK 0.05 million	DKK 0.05 million	100	100	3,269	3,269
SVI Public (HK) Limited	HKD 36.94 million	HKD 36.94 million	100	100	174,143	174,143
SVI (AEC) Company Limited	USD 1.00 million	USD 1.00 million	100	100	34,454	34,454
SVI Japan Company Limited*	JPY 0.75 million	JPY 0.75 million	100	100	227	227
SVI (HKG) Limited	HKD 0.01 million	HKD 0.01 million	100	100	41	41
SVI Electronics (USA) LLC.	USD 0.001 million	USD 0.001 million	100	100	37	37
BEI Company Limited	THB 60.00 million	THB 60.00 million	100	100	60,000	60,000
TOHOKU SOLUTIONS Company Limited	THB 180.00 million	THB 180.00 million	100	100	253,397	253,397
					525,568	525,568

* Ceased the business in 2023

SVI Japan Company Limited

On 13 November 2023, the Board of Director's Meeting of the Company approved the dissolution of SVI Japan Company Limited. It is expected that the dissolution will be completed in 2024.

During the year 2022, the Company received dividend from a subsidiary of Baht 30 million (2023: Nil).

13 Investment properties

The net book value of investment properties as at 31 December 2023 and 2022 are presented below.

	(Unit: Thousand Baht)		
	Consolidated and Separate financial statements		
	Land	Buildings, building and land improvements	Total
31 December 2023			
Cost	171,697	125,823	297,520
Less: Accumulated depreciation	-	(99,902)	(99,902)
Net book value	171,697	25,921	197,618
31 December 2022			
Cost	171,697	125,161	296,858
Less: Accumulated depreciation	-	(97,411)	(97,411)
Net book value	171,697	27,750	199,447

A reconciliation of the net book value of investment properties for the years 2023 and 2022 are presented below.

	(Unit: Thousand Baht)	
	Consolidated and Separate financial statements	
	2023	2022
Net book value at beginning of year	199,447	182,965
Acquisition of assets	662	17,862
Transferred from property, plant and equipment net book value	-	14
Depreciation charged	(2,491)	(1,394)
Net book value at end of year	197,618	199,447

The fair value of investment properties as at 31 December 2023 and 2022 are stated below:

	(Unit: Thousand Baht)	
	Consolidated and Separate financial statements	
	2023	2022
Land	282,900	282,900
Buildings, building and land improvements	46,340	46,340

The fair value has been determined based on valuation performed by an accredited independent valuer. The fair value of the land has been determined based on market prices, and the fair value of buildings and land and building improvements has been determined based on replacement cost less accumulated depreciation.

In 2023 and 2022, the Company had no income arising from investment properties.

14 Property, plant and equipment

Movements of property, plant and equipment account for the years ended 31 December 2023 and 2022 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements						
	Land	Buildings, building and land improvements	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Work under construction and machinery under installation	Total
► Cost							
1 January 2022	500,809	1,698,860	2,376,426	276,396	32,336	244,017	5,128,844
Additions	269	11,812	22,380	11,386	-	465,279	511,126
Disposal/written-off	-	(746)	(5,139)	(9,218)	(181)	(5,652)	(20,936)
Transfer in (out)	6,277	34,757	248,741	13,590	633	(303,998)	-
Transfer to investment properties	-	-	(1,011)	(15)	-	-	(1,026)
Translation adjustment	(1,296)	344	(2,850)	(2,663)	(262)	573	(6,154)
31 December 2022	506,059	1,745,027	2,638,547	289,476	32,526	400,219	5,611,854
Additions	-	9,998	31,199	9,363	4,418	504,065	559,043
Disposal/written-off	-	(3,916)	(47,155)	(37,876)	(7,967)	(10,689)	(107,603)
Transfer in (out)	-	226,225	303,926	23,244	-	(553,395)	-
Translation adjustment	1,677	6,120	8,847	3,593	319	2,909	23,465
31 December 2023	507,736	1,983,454	2,935,364	287,800	29,296	343,109	6,086,759
► Accumulated depreciation							
1 January 2022	-	734,228	1,847,090	239,119	29,361	-	2,849,798
Depreciation for the year	-	68,166	139,902	15,397	1,474	-	224,939
Depreciation on disposal/written-off	-	(746)	(5,111)	(9,175)	(181)	-	(15,213)
Depreciation for that transferred to investment properties	-	-	(1,011)	(1)	-	-	(1,012)
Translation adjustment	-	(584)	(3,534)	(2,309)	192	-	(6,235)
31 December 2022	-	801,064	1,977,336	243,031	30,846	-	3,052,277
Depreciation for the year	-	76,268	158,997	17,815	1,649	-	254,729
Depreciation on disposal/written-off	-	(3,916)	(44,767)	(37,794)	(7,967)	-	(94,444)
Translation adjustment	-	1,514	8,881	3,324	275	-	13,994
31 December 2023	-	874,930	2,100,447	226,376	24,803	-	3,226,556
► Allowance for impairment of assets							
1 January 2022	-	-	1,091	-	-	-	1,091
Translation adjustment	-	-	(31)	-	-	-	(31)
31 December 2022	-	-	1,060	-	-	-	1,060
Translation adjustment	-	-	34	-	-	-	34
31 December 2023	-	-	1,094	-	-	-	1,094
Net book value							
31 December 2022	506,059	943,963	660,151	46,445	1,680	400,219	2,558,517
31 December 2023	507,736	1,108,524	833,823	61,424	4,493	343,109	2,859,109
Depreciation for the year							
2022 (Baht 215 million included in manufacturing cost, and the balance in selling, distribution and administrative expenses)							224,939
2023 (Baht 249 million included in manufacturing cost, and the balance in selling, distribution and administrative expenses)							254,729

As at 31 December 2023, building and structures of a subsidiary with carrying value of Baht 204.4 million (2022: Baht 184.9 million) were erected on leasehold land.

(Unit: Thousand Baht)

➤ Cost	Separate financial statements						Total
	Land	Buildings, building and land improvements	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Work under construction and machinery under installation	
1 January 2022	376,294	881,808	1,254,725	105,683	4,598	28,365	2,651,473
Additions	-	-	4,507	3,686	-	204,544	212,737
Disposal/written-off	-	-	(17,886)	(9,069)	(64)	-	(27,019)
Transfer in (out)	-	2,674	186,320	10,481	-	(199,475)	-
Transfer to investment properties	-	-	(1,011)	(15)	-	-	(1,026)
31 December 2022	376,294	884,482	1,426,655	110,766	4,534	33,434	2,836,165
Additions	-	550	10,048	1,775	4,418	193,352	210,143
Disposal/written-off	-	-	(45,088)	(4,491)	-	-	(49,579)
Transfer in (out)	-	24,910	155,977	9,775	-	(190,662)	-
31 December 2023	376,294	909,942	1,547,592	117,825	8,952	36,124	2,996,729
➤ Accumulated depreciation							
1 January 2022	-	332,503	931,253	89,431	4,598	-	1,357,785
Depreciation for the year	-	43,108	99,560	7,391	-	-	150,059
Depreciation on disposal/written-off	-	-	(8,476)	(9,026)	(64)	-	(17,566)
Depreciation for that transferred to investment properties	-	-	(1,011)	(1)	-	-	(1,012)
31 December 2022	-	375,611	1,021,326	87,795	4,534	-	1,489,266
Depreciation for the year	-	43,255	106,125	8,204	555	-	158,139
Depreciation on disposal/written-off	-	-	(34,973)	(4,395)	-	-	(39,368)
31 December 2023	-	418,866	1,092,478	91,604	5,089	-	1,608,037
Net book value							
31 December 2022	376,294	508,871	405,329	22,971	-	33,434	1,346,899
31 December 2023	376,294	491,076	455,114	26,221	3,863	36,124	1,388,692
Depreciation for the year							
2022 (Baht 147 million included in manufacturing cost, and the balance in selling,distribution and administrative expenses)							150,059
2023 (Baht 156 million included in manufacturing cost, and the balance in selling, distribution and administrative expenses)							158,139

As at 31 December 2023, certain plant and equipment items of the Group has been fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 2,291 million (2022: Baht 2,289 million) (the Company only: Baht 1,036 million (2022: Baht 1,006 million)).

As at 31 December 2023 and 2022, a subsidiary has pledged all land and structures thereon with net book value of EUR 7.6 million as collateral against long-term loan from bank, as described in Note 22 to the consolidated financial statements.

15 Leasehold right to land

The net book value of leasehold right to land account as at 31 December 2023 and 2022 was presented below.

(Unit: Thousand Baht)

	Consolidated financial statements	
	2023	2022
Cost	119,229	119,229
Less: Accumulated amortisation	(19,020)	(16,685)
Translation adjustment	(4,967)	(4,040)
Net book value	95,242	98,504

A reconciliation of the net book value of leasehold right to land account for the years 2023 and 2022 was presented below.

(Unit: Thousand Baht)

	Consolidated financial statements	
	2023	2022
Net book value at beginning of year	98,504	97,490
Amortisation	(2,335)	(2,353)
Translation adjustment	(927)	3,367
Net book value at end of year	95,242	98,504

A subsidiary in Cambodia entered into a land lease contract with a company for the purpose of constructing the plant with a period of 50 years ending in 2065.

16 Leases

The Group has lease contracts for various assets used in its operations. Leases generally have lease terms between 2 - 4 years.

➤ a) Right-of-use assets

Movements of right-of-use assets account for the years ended 31 December 2023 and 2022 were summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements				
	Buildings and building improvements	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Total
1 January 2022	8,221	19,592	22,032	7,951	57,796
Additions	23,289	17,979	-	3,297	44,565
Depreciation for the year	(7,299)	(7,165)	(8,400)	(3,822)	(26,686)
Translation adjustment	(49)	(544)	(57)	(105)	(755)
31 December 2022	24,162	29,862	13,575	7,321	74,920
Additions	10,444	-	-	6,950	17,394
Depreciation for the year	(9,301)	(5,463)	(7,773)	(4,123)	(26,660)
Write-off during the year					
- net book value at write-off date	-	-	-	(46)	(46)
Translation adjustment	676	918	32	36	1,662
31 December 2023	25,981	25,317	5,834	10,138	67,270

(Unit: Thousand Baht)

	Separate financial statements			
	Buildings and building improvements	Furniture, fixtures and office equipment	Motor vehicles	Total
1 January 2022	-	17,421	4,190	21,611
Additions	-	-	3,297	3,297
Depreciation for the year	-	(6,045)	(1,908)	(7,953)
31 December 2022	-	11,376	5,579	16,955
Additions	6,688	-	-	6,688
Depreciation for the year	(1,118)	(6,004)	(2,182)	(9,304)
31 December 2023	5,570	5,372	3,397	14,339

➤ b) Lease liabilities

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Lease payments	72,433	79,142	17,962	20,537
Less: Deferred interest expenses	(4,896)	(4,649)	(621)	(814)
Total	67,537	74,493	17,341	19,723
Less: Portion due within one year	(27,506)	(27,506)	(9,077)	(8,510)
Lease liabilities - net of current portion	40,031	46,987	8,264	11,213

Movements of the lease liabilities account during the years ended 31 December 2023 and 2022 were summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Balance at beginning of year	74,493	60,963	19,723	24,398
Additions	17,394	41,678	6,688	3,380
Accretion of interest	2,104	2,714	622	693
Rental payments	(29,405)	(31,130)	(9,692)	(8,748)
Translation adjustment	2,951	(268)	-	-
Balance at the end of year	67,537	74,493	17,341	19,723

A maturity analysis of lease payments is disclosed in Note 37 to the consolidated financial statements under the liquidity risk.

➤ c) Expenses relating to leases that are recognised in profit or loss

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Depreciation expenses of right-of-use assets	26,660	26,686	9,304	7,953
Interest expenses on lease liabilities	3,365	3,774	622	693
Expenses relating to short-term leases	16,665	13,654	2,140	1,144

➤ d) Others

The Group had total cash outflows for leases for the year ended 31 December 2023 of Baht 46.07 million (2022: Baht 44.78 million) (the Company only: Baht 11.83 million, (2022: Baht 9.89 million)), including the cash outflow related to short-term lease.

17 Goodwill

The Group allocated goodwill arising from business combination to each cash-generating unit for the purpose of performing annual impairment testing, as follows:

(Unit: Thousand Baht)

Goodwill	SVI Hungary Kft.	SVI Slovakia s.r.o.	Total
	17,443*	117,193	134,636

* The Company recognises impairment loss on goodwill in full amount in the year 2021.

The Group assessed the recoverable amount of cash-generating unit based on the value in use of the assets, using projections of cash inflows that were prepared with reference to financial projections approved by the management and that covered a 5-year period for SVI Slovakia s.r.o.

The significant assumptions used in determining the value in use were as follows:

	SVI Slovakia s.r.o.
Growth rate	1.0%
Pre-tax discount rate	9.0%

The management determined the growth rates of the subsidiary based on historical operating results, markets, competitors, customer demand and production capacity. SVI Slovakia s.r.o. has attracted more new customers and has started receiving orders from some of these. The Group projected revenues set growth rate of at least 1.0 percent since 2024 to 2028. The pre-tax discount rate reflect the specific risk of company.

Movements of goodwill account as at 31 December 2023 and 2022 were presented below.

(Unit: Thousand Baht)

	Consolidated financial statements	
	2023	2022
➤ Cost		
Beginning balance	130,844	134,636
Translation adjustments	4,285	(3,792)
Ending balance	135,129	130,844
➤ Allowance for impairment loss		
Beginning balance	88,176	90,731
Translation adjustment	2,887	(2,555)
Ending balance	91,063	88,176
➤ Net book value		
Beginning balance	42,668	43,905
Ending balance	44,066	42,668

18 Intangible assets

The net book value of intangible assets account as at 31 December 2023 and 2022 were presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		
	Customer relationship	Computer software	Total
> Cost			
1 January 2022	119,527	186,491	306,018
Additions	-	17,080	17,080
Translation adjustment	(3,367)	(1,304)	(4,671)
31 December 2022	116,160	202,267	318,427
Additions	-	6,747	6,747
Write off	-	(17,299)	(17,299)
Translation adjustment	3,804	1,541	5,345
31 December 2023	119,964	193,256	313,220
> Accumulated amortisation			
1 January 2022	106,363	143,262	249,625
Amortisation	5,143	10,980	16,123
Translation adjustment	(3,060)	(1,159)	(4,219)
31 December 2022	108,446	153,083	261,529
Write off	-	(17,086)	(17,086)
Amortisation	5,248	10,935	16,183
Translation adjustment	3,679	1,197	4,876
31 December 2023	117,373	148,129	265,502
> Allowance for impairment loss			
1 January 2022	2,151	-	2,151
31 December 2022	2,151	-	2,151
31 December 2023	2,151	-	2,151
> Net book value			
31 December 2022	5,563	49,184	54,747
31 December 2023	440	45,127	45,567

(Unit: Thousand Baht)

	Separate financial statements
➤ Cost	Computer software
1 January 2022	119,280
Additions	13,737
31 December 2022	133,017
Additions	4,695
31 December 2023	137,712
➤ Accumulated amortisation	
1 January 2022	85,206
Amortisation	7,995
31 December 2022	93,201
Amortisation	7,871
31 December 2023	101,072
➤ Net book value	
31 December 2022	39,816
31 December 2023	36,640

19 Bank overdrafts and short-term loans from banks

(Unit: Thousand Baht)

	Interest rates (percent per annum)		Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022	2023	2022
Bank overdrafts	0.80	0.80 - 2.50	260,831	307,419	-	-
Short-term loans from banks	2.70 - 3.00	1.75 - 2.10	2,340,000	2,720,000	2,340,000	2,720,000
Total			2,600,831	3,027,419	2,340,000	2,720,000

As at 31 December 2023, the Company has short-term loans from bank in form of promissory notes which are unsecured. These promissory notes will be due in January to March 2024.

As at 31 December 2023, the subsidiaries have bank overdrafts totalling EUR 6.9 million or Baht 260.8 million (2022: EUR 8.3 million or Baht 307.4 million), which are secured by letter of credit that issued by a local bank on behalf of the Company as described in Note 35.5 to the consolidated financial statements.

20 Trade and other payables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Trade payables - related parties (Note 6)	-	-	258,276	380,479
Trade payables - unrelated parties	3,566,032	4,660,882	2,163,882	2,890,172
Other payables - related parties (Note 6)	-	-	21,227	15,038
Other payables - unrelated parties	96,071	112,958	41,890	62,537
Payables for acquisition of machine and equipment	152,954	21,613	152,954	21,613
Accrued expenses - unrelated parties	260,470	254,946	138,279	143,759
Total trade and other payables	4,075,527	5,050,399	2,776,508	3,513,598

21 Other current liabilities

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Withholding tax payables	23,234	46,051	7,746	8,294
Provisions for sale return	11,837	11,905	10,330	10,819
Advance for finished goods	3,096	3,000	3,096	3,000
Others	8,492	4,972	938	315
Total other current liabilities	46,659	65,928	22,110	22,428

22 Long-term loans from banks

(Unit: Thousand Baht)

Loan	Interest rate (percent per annum)	Repayment schedule	Consolidated financial statements		Separate financial statements	
			2023	2022	2023	2022
1	4.89%	Quarterly repayment of USD 0.58 million from June 2022 to March 2025	140,405	169,605	140,405	169,605
2	THOR + Fixed rate	Quarterly repayment of Baht 84.0 million from June 2022 to March 2025	411,322	747,322	411,322	747,322
3	1.50% (2565: 1.40%)	Monthly repayment of EUR 0.1 million from February 2022 to February 2027	212,987	250,426	-	-
4	1.10% (2565: 1.40%)	Monthly repayment of EUR 0.04 million from May 2020 to April 2030	125,257	140,436	-	-
5	1.50%	Quarterly repayment of EUR 0.1 million from December 2022 to December 2030	105,556	116,940	-	-
6	4.90% (2565: 1.40%)	Repayment when export lower than 5 percent from the last year's export	152,134	147,310	-	-
7	THOR +Fixed rate	Quarterly repayment of Baht 10.8 million from September 2022 to December 2025	85,200	128,400	-	-
8	4.95% (2565: 0.50%)	Repayment when export lower than 5 percent from the last year's export	152,134	147,310	-	-
9	2.00%	Repayment on maturity date (30 April 2024)	7,606	7,365	-	-
Total			1,392,601	1,855,114	551,727	916,927
Less: Deferred financial fees			(1,236)	(3,715)	(1,236)	(3,715)
Long-term loans - net			1,391,365	1,851,399	550,491	913,212
Less: Current portion due within one year			(546,523)	(518,044)	(415,086)	(396,770)
Long-term loans - net of current portion			844,842	1,333,355	135,405	516,442

Movements of the long-term loans account for the years ended 31 December 2023 and 2022 are summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Beginning balance	1,851,399	1,219,035	913,212	409,559
Additional borrowings	52,289	1,635,295	52,289	1,144,732
Repayments	(540,823)	(971,769)	(416,992)	(632,717)
Financial fees	-	(6,000)	-	(6,000)
Amortised of financial fees	2,480	4,509	2,480	4,509
Unrealised gain on exchange	(498)	(6,871)	(498)	(6,871)
Translation adjustment	26,518	(22,800)	-	-
Ending balance	1,391,365	1,851,399	550,491	913,212

➤ Facility No.1

On 9 December 2021, the Company entered into a loan agreement with a local bank to obtain USD 7.0 million for expansion of a subsidiary's plant. As at 31 December 2023, the outstanding balances of this loan is USD 4.1 million (2022: USD 4.9 million). The conditions of loan agreement include a covenant not to create security interests over land, and construction thereon, machinery and assets of the Company and a subsidiary (Negative pledges). On 19 October 2022, the Company entered into the amendment of loan agreement for changing the loan draw down period to be completed by 31 March 2023 and changing interest rate from LIBOR + 1.97% per annum to 4.89% per annum.

➤ Facility No.2

On 22 March 2022, the Company entered into a loan agreement with a local bank to obtain Baht 1,000.0 million for working capital. The conditions of the loan agreement include a covenant not to create security interests over land, and construction thereon, machinery and asset of the Company (Negative pledges).

➤ Facility No. 3, 4 and 6

As at 31 December 2023, a subsidiary has long-term loans from an overseas bank amounting to EUR 12.9 million (2022: EUR 14.6 million). Loans of EUR 8.9 million are secured by (a) two blank bills of exchange endorsed by the subsidiary, together with a declaration of the designated purpose of these bills of exchange, (b) guarantee provided by the Company and (c) all land and premises of the subsidiary, and loan of EUR 4.0 million is secured by (a) two blank bills of exchange endorsed by the subsidiary, together with a declaration of the designated purpose of these bills of exchange, (b) guarantee provided by the Company and (c) assignment of all existing and future claims arising from business activities to bank.

➤ Facility No.5

On 6 May 2021, a subsidiary entered into a loan agreement with an overseas bank to obtain EUR 3.3 million. As at 31 December 2023, the outstanding balance of this loan is EUR 2.8 million (2022: EUR 3.2 million). This loan is secured by the Company's provision of a corporate guarantee and all land and premises of the subsidiary.

➤ Facility No.7

On 9 March 2022, a subsidiary entered into a loan agreement with a local bank to obtain Baht 150 million for payment related to the reduction of capital. The loan is secured by the Company's provision of a corporate guarantee. The conditions of loan agreement include a covenant not to create security interests over land, and construction thereon and machinery of such subsidiary (Negative pledges).

➤ Facility No.8

On 29 April 2022, a subsidiary entered into a loan agreement with an overseas bank to obtain EUR 4 million to support export sales. The loan is secured by the Company's provision of a corporate guarantee and bank guarantee issued by another bank.

➤ Facility No.9

On 21 March 2022, a subsidiary entered into a loan agreement with an overseas bank to obtain EUR 0.2 million. The loan is secured by all property of the subsidiary.

All loan agreements contain several covenants which, among other things, require the Group to maintain debt-to-equity ratio and debt service coverage ratio at the rate prescribed in the agreements.

Two subsidiaries entered into interest rate swap agreements with two banks to swap floating interest rate for fixed interest rates on long-term loan facilities No.3, No.4 and No.5, as described in Note 37 to the consolidated financial statements.

As at 31 December 2022, the long-term credit facilities of the Group which have not yet been drawn down amounted to USD 1.5 million (2023: Nil) (the Company only: USD 1.5 million (2023: Nil)).

23 Provision for long-term employee benefits

Provision for long-term employee benefits, which represents compensation payable to employees after they retire, was as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Provision for long-term employee benefits at beginning of year	255,294	268,151	140,561	130,077
Included in profit or loss:				
Current service cost	20,789	23,281	14,628	15,371
Interest cost	7,276	3,924	3,069	2,206
Loss (gain) on settlement	1,733	(9,508)	-	-
Included in other comprehensive income:				
Actuarial (gain) loss arising from				
- Demographic assumption changes	-	(307)	-	-
- Financial assumptions changes	(7,894)	(15,045)	(8,946)	-
- Experience adjustments	6,522	1,061	1,717	-
Benefits paid during the year	(9,902)	(13,530)	(3,405)	(7,093)
Translation adjustment	2,960	(2,733)	-	-
Provision for long-term employee benefits at end of year	276,778	255,294	147,624	140,561

The Group expects to pay Baht 21 million of long-term employee benefits during the next year (2022: Baht 14 million) (the Company only: Baht 16 million (2022: Baht 8 million)).

As at 31 December 2023, the weighted average duration of the liabilities for long-term employee benefit is 5 - 14 years (2022: 3 - 25 years) (the Company only: 9 - 11 years (2022: 10 - 12 years)).

Significant actuarial assumptions are summarised below:

(Unit: percent per annum)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Discount rates	2.5 - 3.3	1.9 - 3.0	3.0	1.9 - 2.2
Salary increase rates	3.0 - 4.0	3.0 - 4.0	4.0	4.0
Turnover rates	0.0 - 45.8	0.4 - 45.8	3.8 - 45.8	3.8 - 45.8

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2023 and 2022 are summarised below:

(Unit: Million Baht)

	Consolidated financial statements					
	As at 31 December 2023					
	Discount rate		Salary increase rate		Staff turnover rate	
	Increase 1.0%	Decrease 1.0%	Increase 1.0%	Decrease 1.0%	Increase 10.0%	Decrease 10.0%
Impact on the long-term employee benefit obligation	(22)	26	25	(22)	(6)	7

(Unit: Million Baht)

	Consolidated financial statements					
	As at 31 December 2022					
	Discount rate		Salary increase rate		Staff turnover rate	
	Increase 1.0%	Decrease 1.0%	Increase 1.0%	Decrease 1.0%	Increase 10.0%	Decrease 10.0%
Impact on the long-term employee benefit obligation	(22)	25	26	(23)	(10)	10

(Unit: Million Baht)

	Separate financial statements					
	As at 31 December 2023					
	Discount rate		Salary increase rate		Staff turnover rate	
	Increase 1.0%	Decrease 1.0%	Increase 1.0%	Decrease 1.0%	Increase 10.0%	Decrease 10.0%
Impact on the long-term employee benefit obligation	(10)	12	11	(10)	(5)	5

(Unit: Million Baht)

	Separate financial statements					
	As at 31 December 2022					
	Discount rate		Salary increase rate		Staff turnover rate	
	Increase 1.0%	Decrease 1.0%	Increase 1.0%	Decrease 1.0%	Increase 10.0%	Decrease 10.0%
Impact on the long-term employee benefit obligation	(11)	12	13	(11)	(6)	7

24 Statutory reserve

Pursuant to Section 116 of the Public Company Limited Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of its registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

25 Finance income

(Unit: Thousand Baht)				
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Interest income on bank deposits	9,853	2,265	3,091	545
Interest income on loans to subsidiaries	-	-	74,858	36,120
Interest income on debt instruments measured at FVOCI	4,319	5,384	4,319	5,384
Total	14,172	7,649	82,268	42,049

26 Finance cost

(Unit: Thousand Baht)				
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Interest expense on borrowings	144,536	110,609	98,433	83,365
Interest expense on lease liabilities	2,104	2,714	622	693
Bank fees	12,137	9,470	4,309	3,907
Total	158,777	122,793	103,364	87,965

27 Expenses by nature

Significant expenses by nature are as follows:

(Unit: Thousand Baht)				
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Salary and wages and other employee benefits	2,456,688	2,307,378	1,085,155	1,120,009
Depreciation	283,880	253,019	169,934	159,406
Amortisation	18,519	18,476	7,871	7,995
Raw materials and consumables used	18,482,549	21,096,955	12,087,663	14,242,643
Changes in inventories of finished goods and work in process	(122,269)	(195,217)	(101,208)	(95,149)

28 Employee Joint Investment Program of the Company

On 10 November 2021, a meeting of the Board of Directors of the Company No. 6/2021 approved the Employee Joint Investment Program (EJIP) with a term from 1 January 2022 to 31 December 2025. Employees who participate in this program must comply with the condition for prohibiting the sale of shares from the first date to the end date of the program as detailed below.

Program maturity of 1 year (31 December 2022): ➤ Sale of shares is prohibited.

Program maturity of 2 years (31 December 2023): ➤ The sale of shares is permitted for 25% of the accumulated shares. The securities company operating the program will transfer the shares to the securities trading account used for the transfer of shares upon maturity by 15 January 2024.

Program maturity of 3 years (31 December 2024): ➤ The sale of shares is permitted for 25% of the accumulated shares. The securities company operating the program will transfer the shares to the securities trading account used for the transfer of shares upon maturity by 15 January 2025.

Program maturity of 4 years (31 December 2025): ➤ The sale of shares is permitted for 100% of the accumulated shares. The securities company operating the program will transfer the shares to the securities trading account used for the transfer of shares upon maturity by 15 January 2026.

During the year 2023, the Company paid the contribution of Baht 15 million (2022: Baht 11 million) to the program in accordance with the specified conditions and recognised this amount as a part of cost of goods sold, selling and distribution expenses, and administrative expenses in profit and loss.

29 Income tax

Tax expense for the years ended 31 December 2023 and 2022 were summarised as follows:

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
➤ Current income tax:				
Corporate income tax charge for the year	67,853	55,923	36,192	25,577
➤ Deferred tax:				
Relating to origination and reversal of temporary differences	18,113	(3,605)	565	(848)
Tax expense reported in profit or loss	85,966	52,318	36,757	24,729

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2023 and 2022 were as follows:

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Deferred tax relating to				
➤ Actuarial gain (loss)	(1,508)	3,266	(56)	-
➤ Loss on cash flow hedges	(1,490)	5,903	-	-
➤ Loss on investments in debt instruments at fair value through other comprehensive income	(215)	(774)	(215)	(774)
➤ Loss on investments in equity instruments designed at fair value through other comprehensive income	(15,793)	(5,228)	(15,793)	(5,228)
Total income tax in other comprehensive income	(19,006)	3,167	(16,064)	(6,002)

The reconciliation between accounting profit and tax expense was shown below.

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Accounting profit before tax	1,009,865	1,824,633	848,007	1,553,982
Applicable tax rates	9% - 25%	9% - 25%	20%	20%
Accounting profit before tax multiplied by applicable tax rates	208,390	373,402	169,601	310,796
Effects of:				
Promotional privileges (Note 30)	(155,747)	(292,530)	(155,747)	(292,530)
Non-deductible expenses (tax exemption income/additional expense deductions allowed)	33,323	(28,554)	22,903	6,463
Total	(122,424)	(321,084)	(132,844)	(286,067)
Tax expense reported in profit or loss	85,966	52,318	36,757	24,729

The components of deferred tax assets and deferred tax liabilities are as follows:

<i>(Unit: Thousand Baht)</i>				
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
➤ Deferred tax assets				
Unrealised loss on changes in fair value of other current financial assets	22,638	6,630	22,638	6,630
Provision for long-term employee benefits	31,577	30,194	2,600	2,054
Accumulated depreciation - Tooling	182	168	182	168
Unused tax losses from non-promoted operations	425	10,843	-	-
Accumulated amortisation - Intangible assets	8,786	10,568	-	-
Liabilities under finance lease agreements	1,998	3,307	-	-
Loss on cash flow hedges	603	548	-	-
Allowance for diminution in value of inventories	8,018	11,033	463	1,745
Others	5,968	438	455	279
Total	80,195	73,729	26,338	10,876
➤ Deferred tax liabilities				
Increase in fair value of land	5,443	5,443	-	-
Right-of-use assets	8,476	7,493	-	-
Deferred financial fees	22	58	22	58
Gain on cash flow hedges	5,676	2,542	-	-
Total	19,617	15,536	22	58
Deferred tax assets - net	60,578	58,193	26,316	10,818

30 Promotional privileges

The Company has been granted promotional privileges under the Investment Promotion Act B.E. 2520 by the Board of Investment under certain significant conditions. Significant privileges of the Company are as follows:

Details				
1. Certificate No.	5152(2)/2556	1587(2)/2558	65-0101-1-00-1-0	65-0917-1-00-1-0
2. Promotional privileges for	Manufacturing of PCBA, electronic products	Manufacturing of PCBA, electronic products	Manufacturing of Laser Module, PCBA, electronic products	Manufacturing of Printed Circuit Board Assembly (PCBA)
3. The significant privileges are				
3.1 Exemption of corporate income tax for net profit from promotional privileges and exemption of income tax on dividends paid from the profit of the operations throughout the period in which the corporate income tax is exempted.	8 years	5 years	8 years (Laser Module) 6 years (PCBA and electronic products)	6 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.	Non-granted	Non-granted	Non-granted	Non-granted
3.3 Exemption of import duty on machinery as approved by the Board.	Granted	Granted	Granted	Granted
3.4 Exemption of import duty on raw materials and significant supplies used in export production for a period of one year from the first import date.	Granted	Granted	Granted	Granted
4. Date of first earning promotional privileges under the promotion certificates				
- Raw materials	17 Jun 2013	1 Oct 2017	-	-
- Machinery	17 Jun 2013	2 Mar 2015	2 Nov 2021	-
- Income tax	17 Jun 2013	10 Oct 2017	2 Feb 2022	-

On 1 August 2022, a subsidiary received the promotion certificates No. 65-0917-1-00-1-0 but the subsidiary has not yet utilised such privileges.

The Company's operating revenues for the years ended 31 December 2023 and 2022 divided between promoted and non-promoted operations, are categorised below.

(Unit: Thousand Baht)

	Promoted operations		Non-promoted operations		Total	
	2023	2022	2023	2022	2023	2022
Sales						
Export sales	13,318,040	16,065,461	1,272,757	1,331,867	14,590,797	17,397,328
Domestic sales	-	-	13,430	19,908	13,430	19,908
Total sales	13,318,040	16,065,461	1,286,187	1,351,775	14,604,227	17,417,236

The Company's profit before tax for the years ended 31 December 2023 and 2022 divided between exempted income tax according to promotional privileges and non-exempted income tax as summarised below.

(Unit: Million Baht)

	Separate financial statements	
	2023	2022
Profit before income tax which exempted from income tax categorised by the expiration of each privileges		
October 2022	-	215.34
January 2030	684.46	1,186.71
Profit before income tax which is not exempted from income tax	163.55	151.93
Total profit before income tax	848.01	1,553.98

31 Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year. The computation of basic earnings per share was as follow:

	Consolidated financial statements					
	Profit for the year		Weighted average number of ordinary shares		Earnings per share	
	2023	2022	2023	2022	2023	2022
	(Thousand Baht)	(Thousand Baht)	(Thousand shares)	(Thousand shares)	(Baht)	(Baht)
➤ Basic earnings per share						
Profit attributable to equity holders of the Company	924,477	1,771,875	2,153,210	2,153,210	0.43	0.82

	Separate financial statements					
	Profit for the year		Weighted average number of ordinary shares		Earnings per share	
	2023	2022	2023	2022	2023	2022
	(Thousand Baht)	(Thousand Baht)	(Thousand shares)	(Thousand shares)	(Baht)	(Baht)
➤ Basic earnings per share						
Profit attributable to equity holders of the Company	811,250	1,529,253	2,153,210	2,153,210	0.38	0.71

32 Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as Chief Executive Officer.

For management purposes, the Group is organised into business units based on its products and services and have four reportable segments as follows:

- Industrial control system
- Communication network
- Automotive & Transportation
- Professional audio and video

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and total assets and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

The revenue, profit and total assets information regarding the Group's operating segments for the years ended 31 December 2023 and 2022, were as follow:

(Unit: Million Baht)

	Industrial control system		Communication network		Automotive & Transportation		Professional audio and video		Others		Eliminations		Total	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Revenue from external customers	5,934	7,091	6,988	10,177	2,514	1,655	2,110	2,088	5,145	4,887	-	-	22,691	25,898
Inter-segment revenue	901	829	-	17	-	-	116	34	1,007	1,047	(2,024)	(1,927)	-	-
Total revenue	6,835	7,920	6,988	10,194	2,514	1,655	2,226	2,122	6,152	5,934	(2,024)	(1,927)	22,691	25,898
Segment operating profit														
Unallocated income and expenses:	377	372	632	1,130	324	227	217	234	410	423	(115)	(2)	1,845	2,384
Other income													146	178
Finance income													14	8
Selling and distribution expenses													(256)	(248)
Administrative expenses													(561)	(497)
Gain (loss) on exchange													(19)	123
Finance cost													(159)	(123)
Tax expenses													(86)	(53)
Profit for the year													924	1,772

Assets of reported segment are jointly utilised by each segments.

Geographic information

The revenue of the Group based on areas in Asia and Europe for the years ended 31 December 2023 and 2022 were as follow:

<i>(Unit: Million Baht)</i>								
	Asia		Europe		Eliminations		Total	
	2023	2022	2023	2022	2023	2022	2023	2022
Revenue from external customers	17,248	20,593	5,443	5,305	-	-	22,691	25,898
Inter segment revenues	1,214	959	810	968	(2,024)	(1,927)	-	-
Total revenues	18,462	21,552	6,253	6,273	(2,024)	(1,927)	22,691	25,898

The total assets of the Group based on production areas in Asia and Europe as at 31 December 2023 and 2022 were as follow:

<i>(Unit: Million Baht)</i>								
	Asia		Europe		Eliminations		Total	
	2023	2022	2023	2022	2023	2022	2023	2022
Property, plant and equipment	2,354	2,083	517	485	(12)	(9)	2,859	2,559
Unallocated assets							12,585	14,506
Total assets							15,444	17,065

Revenue from external customers based on locations of the customers are as follow:

<i>(Unit: Thousand Baht)</i>		
	2023	2022
Scandinavia	9,590,261	9,744,831
The United States of America	2,841,508	2,662,124
Europe	5,701,843	4,648,822
Multinational companies	2,178,884	3,560,212
Others	2,378,665	5,282,247
Total	22,691,161	25,898,236

Major customers

During the year 2023, the Company had revenue from two major customers in amount of Baht 3,460 million and Baht 1,565 million, arising from sales by the segment of communication network (2022: Baht 4,931 million and Baht 1,785 million of two major customers, arising from sales by the segment of communication network).

33 Provident fund

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The fund is monthly contributed to by employees, at the rates of 3 to 15 percent of their basic salaries, and by the Company at rates of 3 to 5 percent and will be paid to employees upon termination in accordance with the fund rules. The Funds are managed by BBL Asset Management Co., Ltd. and Kasikorn Asset Management Co., Ltd. In 2023, the Group contributed Baht 16.3 million (2022: Baht 14.8 million) (the Company only: Baht 15.4 million (2022: Baht 13.9 million)) to the fund.

34 Dividends paid

Dividends	Approved by	Total dividends (Thousand Baht)	Dividend per share (Baht)
Final dividends for 2022	Annual General Meeting of the Company's shareholders on 21 April 2023	559,835	0.26
Total for 2023		559,835	0.26
Final dividends for 2021	Annual General Meeting of the Company's shareholders on 22 April 2022	495,238	0.23
Total for 2022		495,238	0.23

35 Commitments and contingent liabilities

➤ 35.1 Capital commitments

As at 31 December 2023, the Group had capital commitments of totalling Baht 179 million (2022: Baht 138 million), relating to the installation of machinery and equipment (the Company only: Baht 150 million (2022: Baht 6 million)).

➤ 35.2 Long-term service commitments

As at 31 December 2023 and 2022, the Group has entered into several long-term service agreements with the terms are generally between 1 and 3 years. Future minimum lease payments required under these agreements were as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Payable within:				
In up to 1 year	12	21	5	14
In over 1 and up to 3 years	4	11	4	11

➤ 35.3 Commitment in respect of uncalled investment

As at 31 December 2022, the Company has uncalled investment in SVI Japan Company Limited amounting to JPY 19.25 million (2023: Nil).

➤ 35.4 Guarantees

- a) As at 31 December 2023, there were outstanding bank guarantees of Baht 19 million (2022: Baht 17 million) (the Company only: Baht 19 million (2022: Baht 11 million)) issued by the banks on behalf of the Group in respect of certain performance bonds as required in the normal course of business. These included letters of guarantee to government agency, a state enterprise and other companies.
- b) As at 31 December 2023 and 2022, the Company has guaranteed long-term loan facilities of two subsidiaries amounting to EUR 20.4 million and Baht 150 million.
- c) As at 31 December 2023 and 2022, there were outstanding bank guarantees of EUR 3.2 million issued by the banks to secure a subsidiary's long-term loan.

➤ 35.5 Letters of credit

As at 31 December 2023, the Company has letters of credit issued by a local bank to secure a subsidiary's loans from oversea bank amounting to EUR 8 million (2022: EUR 7 million).

36 Fair value hierarchy

As at 31 December 2023 and 2022, the Group had the assets and liabilities that were measured at fair value or for which fair value was disclosed using different levels of inputs as follows:

(Unit: Million Baht)

	Consolidated financial statements							
	2023				2022			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
<u>Assets measured at fair value</u>								
Financial assets measured at fair value through other comprehensive income								
Investments in equity instruments	305	-	-	305	371	-	-	371
Investments in debt instruments	-	105	-	105	-	137	-	137
Derivatives								
Foreign exchange forward contracts	-	75	-	75	-	81	-	81
Interest rate swap agreement	-	25	-	25	-	43	-	43
<u>Liabilities measured at fair value</u>								
Derivatives								
Foreign exchange forward contracts	-	2	-	2	-	9	-	9
<u>Assets for which fair value are disclosed</u>								
Investment properties	-	-	329	329	-	-	329	329

(Unit: Million Baht)

	Separate financial statements							
	2023				2022			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
<u>Assets measured at fair value</u>								
Financial assets measured at fair value through other comprehensive income								
Investments in equity instruments	305	-	-	305	371	-	-	371
Investments in debt instruments	-	105	-	105	-	137	-	137
Derivatives								
Foreign exchange forward contracts	-	75	-	75	-	81	-	81
<u>Assets for which fair value are disclosed</u>								
Investment properties	-	-	329	329	-	-	329	329

➤ 37.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other receivables, loans, other financial assets, trade and other payables, lease liabilities, short-term and long-term loans. The financial risks associated with these financial instruments and how they are managed is described below.

• Credit risk

The Group is exposed to credit risk primarily with respect to trade and other receivables, loans, deposits with banks, other financial assets and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position. The Group's maximum exposure relating to derivative financial instruments is noted in the liquidity risk topic.

• Trade receivables

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored and the Group does not have high concentrations of credit risk since it has a large customer base in various industries.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and not subject to enforcement activity.

• Financial instruments and cash deposits

The Group manages the credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. Investments are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Company's Board of Directors on an annual basis and may be updated throughout the year subject to approval of the Group's Executive Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments and derivative financial instruments is limited because the counterparties are private company and banks with high credit-ratings assigned by international credit-rating agencies.

• Market risk

There are two types of market risk comprising of foreign currency risk and interest rate risk. The Group enters into derivative financial instruments to manage its risk exposure, including:

- Foreign exchange forward contracts to hedge the foreign currency risk arising on the import or export of goods;
- Interest rate swaps to mitigate the risk of rising interest rates.

• Foreign currency risk

The Group's exposure to the foreign currency risk relates primarily to its trading transactions and borrowings that are denominated in foreign currencies. The Group seeks to reduce this risk by entering into foreign exchange forward contracts when it considers appropriate. Generally, the forward contracts mature within one year.

As at 31 December 2023 and 2022, forward exchange contracts outstanding are summarised below.

2023					
Foreign currency	Bought amount	Sold amount	Contractual exchange rate		Contractual maturity date
			Bought amount	Sold amount	
	(Million)	(Million)	(Baht per 1 foreign currency unit)		
USD	-	80	-	34.03 - 36.04 Baht/1 USD	25 January 2024 - 10 June 2024
USD	8	-	1.09 - 1.10 EUR/1 USD	-	29 May 2024 - 13 January 2025
2022					
Foreign currency	Bought amount	Sold amount	Contractual exchange rate		Contractual maturity date
			Bought amount	Sold amount	
	(Million)	(Million)	(Baht per 1 foreign currency unit)		
USD	-	35	-	34.78 - 37.74 Baht/1 USD	5 January 2023 - 9 March 2023
USD	17	-	1.01 - 1.07 EUR/1 USD	-	31 July 2023 - 27 December 2023

As at 31 December 2023, the Group recognised the impact from change in fair value of derivatives amounting to Baht 74.5 million (2022: Baht 81.4 million) which is presented as derivative assets in the statement of financial position and recognised loss from change in fair value of Baht 6.9 million (2022: gain from change in fair value of Baht 81.6 million) as presented in the part of other income under the caption of gain on exchange and presented in the part of expenses under the caption of loss on exchange in profit loss.

As at 31 December 2023 and 2022, the balance of financial assets and liabilities denominated in foreign currencies are summarised below.

Consolidated financial statements

Foreign currencies	Financial assets		Financial liabilities		Average exchange rate	
	2023	2022	2023	2022	2023	2022
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
USD	176	149	149	137	34.22	34.56
EUR	17	5	8	7	38.03	36.83

Separate financial statements

Foreign currencies	Financial assets		Financial liabilities		Average exchange rate	
	2023	2022	2023	2022	2023	2022
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
USD	205	190	145	132	34.22	34.56
EUR	12	6	6	7	38.03	36.83

► Foreign currency sensitivity

The following tables demonstrate the sensitivity of the Group's profit before tax to a reasonably possible change in USD and EUR exchange rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2023 and 2022. The Group's exposure to foreign currency changes for all other currencies is not material.

Currencies	2023		2022	
	Change in FX rate	Effect on profit before tax	Change in FX rate	Effect on profit before tax
	(percent)	(Million Baht)	(percent)	(Million Baht)
USD	+1	9.24	+1	4.15
	-1	(9.24)	-1	(4.15)
EUR	+1	3.42	+1	(0.74)
	-1	(3.42)	-1	0.74

Therefore, information is not a forecast or prediction of future market conditions and should be used with care.

• Interest rate risk

The Group's exposure to interest rate risk relates primarily to its deposit at banks, other current financial assets, short-term borrowings, bank overdrafts and short-term loans from banks, lease liabilities and long-term loans from banks. Most of the Company's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

The Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings. To manage this, the Group enters into interest rate swaps, in which it agrees to exchange, at specified intervals, the difference between variable interest rate and fixed interest rate, which interest amounts calculated by reference to an agreed-upon notional principal amount.

As at 31 December 2023 and 2022, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

	Consolidated financial statements						
	As at 31 December 2023						
		Fixed interest rate					Effective interest rate (Percent per annum)
	Floating interest rate	Within 1 year	1 - 5 years	More than 5 years	Non-interest bearing	Total	
Financial assets							
Cash and cash equivalents	917	-	-	-	1	918	0.01 - 0.60
Trade and other receivables	-	-	-	-	4,725	4,725	-
Other current financial assets	-	-	104	-	305	409	2.80 - 3.95
Other non-current financial assets	-	-	-	-	25	25	-
Financial liabilities							
Bank overdraft and short-term							
loans from banks	-	2,601	-	-	-	2,601	0.80 - 3.00
Trade and other payables	-	-	-	-	4,076	4,076	-
Lease liabilities	-	28	40	-	-	68	2.15 - 10.46
Long-term loans from banks	495	168	695	33	-	1,391	1.10 - 4.95

(Unit: Million Baht)

	Consolidated financial statements						
	As at 31 December 2022						
	Floating interest rate	Fixed interest rate			Non-interest bearing	Total	Effective interest rate (Percent per annum)
		Within 1 year	1 - 5 years	More than 5 years			
Financial assets							
Cash and cash equivalents	715	-	-	-	1	716	0.01 - 0.35
Trade and other receivables	-	-	-	-	5,424	5,424	-
Other current financial assets	-	342	137	-	371	850	0.17 - 4.50
Other non-current financial assets	-	-	-	-	43	43	-
Financial liabilities							
Bank overdraft and short-term loans from banks	-	3,027	-	-	-	3,027	0.80 - 2.50
Trade and other payables	-	-	-	-	5,050	5,050	-
Lease liabilities	-	27	47	-	-	74	2.15 - 8.35
Long-term loans from banks	872	141	774	64	-	1,851	0.50 - 4.89

(Unit: Million Baht)

	Separate financial statements					
	As at 31 December 2023					
	Floating interest rate	Fixed interest rate		Non-interest bearing	Total	Effective interest rate (Percent per annum)
		Within 1 year	1 - 5 years			
Financial assets						
Cash and cash equivalents	651	-	-	-	651	0.15 - 0.60
Trade and other receivables	-	-	-	3,722	3,722	-
Short-term loan to subsidiaries and interest receivables	-	1,503	-	1	1,504	3.80 - 5.00
Other current financial assets	-	-	104	305	409	2.80 - 3.95
Financial liabilities						
Bank overdraft and short-term loans from banks	-	2,340	-	-	2,340	2.70 - 3.00
Trade and other payables	-	-	-	2,777	2,777	-
Lease liabilities	-	9	8	-	17	2.15 - 4.17
Long-term loans from banks	410	80	60	-	550	4.22 - 4.89

(Unit: Million Baht)

	Separate financial statements					
	As at 31 December 2022					
		Fixed interest rate				Effective interest rate (Percent per annum)
	Floating interest rate	Within 1 year	1 - 5 years	Non-interest bearing	Total	
Financial assets						
Cash and cash equivalents	329	-	-	-	329	0.01 - 0.35
Trade and other receivables	-	-	-	4,338	4,338	-
Short-term loan to subsidiaries and interest receivables	-	1,361	-	2	1,363	2.50 - 5.00
Other current financial assets	-	342	137	371	850	0.17 - 4.50
Financial liabilities						
Bank overdraft and short-term loans from banks	-	2,720	-	-	2,720	1.75 - 2.10
Trade and other payables	-	-	-	3,514	3,514	-
Lease liabilities	-	9	11	-	20	2.15 - 4.27
Long-term loans from banks	744	63	106	-	913	3.20 - 4.89

➤ Interest rate sensitivity

As at 31 December 2023 and 2022, most of financial assets and financial liabilities of the Group has frequently changed and revolving within one year. The Group's management, therefore, considered that there may be no significant impact to the Group's financial position and operating results from normal changes in interest rate in next one year.

• Liquidity risk

The Group manages liquidity risk by monitoring that current assets are higher than current liabilities and having enough credit facilities for business operation.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities and derivative financial instruments as at 31 December 2023 and 2022 based on contractual undiscounted cash flows, and included interest payment in accordance with loan agreements.

(Unit: Thousand Baht)

	Consolidated financial statements				
	As at 31 December 2023				
	On demand	Less than 1 year	1 to 5 years	More than 5 years	Total
Non-derivatives					
Bank overdraft and short-term					
loans from banks	60,000	2,551,987	-	-	2,611,987
Trade and other payables	-	4,075,527	-	-	4,075,527
Lease liabilities	-	30,214	42,219	-	72,433
Long-term loans from banks	-	564,098	836,384	32,865	1,433,347
Total non-derivatives	60,000	7,221,826	878,603	32,865	8,193,294

(Unit: Thousand Baht)

	Consolidated financial statements				
	As at 31 December 2022				
	On demand	Less than 1 year	1 to 5 years	More than 5 years	Total
Non-derivatives					
Bank overdraft and short-term					
loans from banks	-	3,036,874	-	-	3,036,874
Trade and other payables	-	5,050,399	-	-	5,050,399
Lease liabilities	-	29,659	49,483	-	79,142
Long-term loans from banks	-	485,798	907,162	65,099	1,458,059
Total non-derivatives	-	8,602,730	956,645	65,099	9,624,474

(Unit: Thousand Baht)

Separate financial statements					
As at 31 December 2023					
	On demand	Less than 1 year	1 to 5 years	More than 5 years	Total
Non-derivatives					
Bank overdraft and short-term					
loans from banks	60,000	2,290,860	-	-	2,350,860
Trade and other payables	-	2,776,508	-	-	2,776,508
Lease liabilities	-	9,484	8,477	-	17,961
Long-term loans from banks	-	416,247	135,480	-	551,727
Total non-derivatives	60,000	5,493,099	143,957	-	5,697,056

(Unit: Thousand Baht)

Separate financial statements					
As at 31 December 2022					
	On demand	Less than 1 year	1 to 5 years	More than 5 years	Total
Non-derivatives					
Bank overdraft and short-term					
loans from banks	-	2,728,476	-	-	2,728,476
Trade and other payables	-	3,513,598	-	-	3,513,598
Lease liabilities	-	9,008	11,529	-	20,537
Long-term loans from banks	-	399,263	517,664	-	916,927
Total non-derivatives	-	6,650,345	529,193	-	7,179,538

➤ 37.2 Derivatives and hedge accounting

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Derivative assets				
Derivative assets not designated as hedging instruments				
Foreign exchange forward contracts	74,514	81,447	74,514	81,447
Interest rate swap contract	7,417	12,105	-	-
Derivative assets designated as hedging instruments				
Interest rate swap contract	17,152	31,038	-	-
Total derivative assets	99,083	124,590	74,514	81,447
Derivative liabilities				
Derivative liabilities designated as hedging instruments:				
Foreign exchange forward contracts	2,495	9,055	-	-
Total derivative liabilities	2,495	9,055	-	-

- **Derivatives not designated as hedging instruments**

The Group uses foreign exchange forward contracts and interest rate swap contracts to manage some of its transaction exposures. The contracts are entered into for periods consistent with foreign currency exposure and interest rate exposure of the underlying transactions.

- **Derivatives designated as hedging instruments**

- **Cash flow hedges**

As at 31 December 2023, the subsidiary has an interest rate swap agreement in place with a notional amount of EUR 8.9 million (2022: EUR 11 million) which the repayment will be due in 2030, whereby the subsidiary receives a variable rate of interest of 3-month EURIBOR plus fixed rate percent per annum and pays interest at a fixed rate on the notional amount. The swap is being used for cash flow.

There is an economic relationship between the hedged item and the hedging instrument as the terms of the interest rate swap match the terms of the variable interest rate loan (i.e., notional amount, maturity, payment and interest reset dates). The subsidiary has established a hedge ratio of 1:1 as the underlying risk of the interest rate swap is identical to the hedged risk component. The subsidiary considered there is no hedge ineffectiveness recognised in profit or loss.

The impact of the hedging instruments on the statement of financial position as at 31 December 2023 is presented in other non-current financial assets amounting to Baht 17.2 million (2022: Baht 31.0 million).

As at 31 December 2023 and 2022, the subsidiary has foreign exchange forward contracts are designated as hedging instruments in cash flow hedges of forecast purchases in US dollar. These forecast transactions are highly probable, and they comprise about 40% of total expected purchases in US dollars. The foreign exchange forward contract balances vary with the level of expected foreign currency purchases and changes in foreign exchange forward rates.

The impact of the hedging instruments on the statement of financial position as at 31 December 2023 is presented in derivative liabilities amounting to Baht 2.5 million (2022: Baht 9.1 million).

- **37.3 Fair values of financial instruments**

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

The methods and assumptions used by the Group estimating the fair value of financial instruments are as follows:

- a)** For financial assets and liabilities which have short-term maturities, including cash and cash equivalents, trade and other receivables, short-term loans to subsidiaries and interest receivables, trade and other payables, bank overdrafts and short-term loans from banks, the carrying amounts in the statement of financial position approximate their fair value.

- b)** The fair value of debt securities is generally derived from quoted market prices or by using the yield curve announced by the Thai Bond Market Association or by other relevant bodies.
- c)** The fair value of equity securities is generally derived from quoted market prices or based on generally accepted pricing models when no market price is available.
- d)** The fair value of long-term loans is estimated by discounting expected future cash flows by the current market interest rate of loans with similar terms and conditions.
- e)** The carrying amounts of long-term loans carrying interest at rates approximating the market rate, in the statement of financial position approximates their fair value.
- f)** The fair value of derivatives has been determined using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, yield curves of the respective currencies, interest rate yield curves. The Group considers to counterparty credit risk when determining the fair value of derivatives.

During the current year, there were no transfers within the fair value hierarchy.

38 Capital management

The primary objective of the Group's capital management is to ensure that it has an appropriate capital structure in order to support its business and maximise shareholders' value and they meet financial covenants attached to the loan agreements. The Group has complied with these covenants throughout the reporting periods.

As at 31 December 2023, the Group's debt-to-equity ratio was 1.28:1 (2022: 1.63:1) and the Company's was 0.95:1 (2022: 1.22:1).

39 Event after the reporting period

On 6 February 2024, a meeting of the Company's Board of Directors passed a resolution to propose the dividend payment to shareholders of Baht 0.135 per share, or a total of Baht 290.68 million, from the Company's 2023 operating results. This will be proposed to the 2024 Annual General Meeting of the Company's shareholders for approval on 11 April 2024. The dividend payment is to be paid on 9 May 2024.

40 Approval of consolidated financial statements

These consolidated financial statements were authorised for issue by the Company's Board of Directors on 6 February 2024.

➤ Attachment 1

Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary and the representative for contact and coordination in case of a foreign company (Details as of 31 December 2023).

Details of Directors, Executives, Controlling Persons, are provided in the section "Directors and Management " of this report.

For the person taking the highest responsibility in finance and accounting and the person supervising accounting is Mr. Apirak Saengsie who is also the Management of the Company. His details are provided "Directors and Management" of this report.

- **Mr. Thaphop Kleesuwan**
The Company's secretary

Date of appointment 1 June 2018

- Age 63 years

➤ Education

- LL.B., Chulalongkorn University
- Barrister-at-Law, Institute of Legal Education Thai Bar Association
- LL.M. (Laws in Taxation), DePaul University, Chicago, Illinois, U.S.A

➤ Training

- Company Secretary Program
- Effective Minutes Taking
- Director Certificate Program (DCP 316/22)

➤ Work experience

2018 Present Company's secretary, SVI Public Company Limited

1999 – 2017 Executive Vice President, Office of the President and Compliance, CIMB Thai Bank Public Company Limited

2004 – 2017 Company's secretary, CIMB Thai Bank Public Company Limited

➤ Shareholding Ratio in the Company

51,331 shares (%)

- During 2023, SVI shares of Mr. Thaphop Kleesuwan was purchased from the Employee Share Plan (EJIP).

➤ Family Relationship with Director and Executive

-None-

Details of roles and responsibilities of the Company Secretary are provided in section 2 of this report in "Other significant information".

➤ Attachment 2

Details of the directors of the company and subsidiaries

	SVI Public Company Limited	SVI (Austria) GmbH
1. Mr. Prasert Bunsumpun	A,C	
2. Mr. Threekwan Bunnag	B,D,F	
3. Mr. Chatchaval Jiaravanon	F,H	
4. Mr. Sopon Punyaratabandhu	E,F,G	
5. Mr. Chatchawal Eimsiri	F,H,I	
6. Mr. Ralph Robert Tye	F,G,I	
7. Mr. Somchai Siripanyanon	F	
8. Mr. Grill Gerold	-	J

Reamrk : A = Chairman of the Board Director

B = Chairman of the Audit Committee

C = Chairman of the Nomination and Compensation Committee

D = Chairman of Risk Management Committee

E = Chairman of Corporate Governance Committee and Sustainable Development Committee

F = Director

G = Audit Committee

H = Nomination and Compensation Committee

I = Corporate Governance Committee and Sustainable Development Committee

J = Director of subsidiary which has the revenue more than 10% of consolidated revenue according to the latest year financial statement

➤ Attachment 3

Details of the Heads of the Internal Audit

Details of Outsourced Internal Auditor

SVI appointed PricewaterhouseCoopers ABAS Ltd. As an outsourced internal auditor to conduct quarterly internal audits. The qualification and experience of working team are as follows:

- **Pongthavee Ratanakoses**

Assurance Partner, PricewaterhouseCoopers ABAS Ltd.

➤ Education and certificates

- Bachelor degree of Business Administration, accounting major, Thammasat University
- Master of Accountancy – University of Illinois at Urbana-Champaign, US CPA
- Thai Certified Public Accountants (Thai CPA)
- Auditor approved by the office of The Securities and Exchange Commission of Thailand

Pongthavee has worked for PwC over 23 years with other PwC US offices including Houston and Dallas. He has an extensive experience in providing financial audit, internal audit, financial reporting, capital raising projects including business advisory on share service and forensic to a wide range of local and multinational clients in the manufacturing, retail and consumer products, petrochemicals, and other listed companies. He also has first-hand experience in the application of TFRS, IFRS, US GAAP, AICPA and PCAOB. He been recognized for his ability to provide best practice to various businesses and help them to expand their business or enter in stock markets.

➤ Relevant experiences

- Oversaw the inspection and quality control by including projects serving large international clients. Also assisted clients in the preparation narrative GAAP differences and quantification of the financial impact of GAAP differences.
- Had experience in the application of rules governing section 404 of the Sarbanes Oxley Act.
- Provided advice on design and efficiency and effectiveness of internal control.
- Oversaw the service of internal audit quality assurance review including internal audit services to large organizations.
- Provided advice on determining the terms and conditions of perpetual bonds.
- Provided advice on restructuring business group and expanding both domestic and foreign investments.
- Provided advice and issued reports about investigation to serve as a coordinator for confirming information that may appear to be inconsistent in each department.
- Lead project in creating exception reports and dashboards of the SAP system for large organizations.

➤ Other Position in SVI

-None-

➤ Family relationship among Director and Executive

-None-

➤ Attachment 4

Assets for business undertaking and details of asset appraisal.

Details of assets for business undertaking and details of asset appraisal are provided in section 1 of this report in “Business Asset”.

➤ Attachment 5

Policy and guidelines on corporate governance and code of business conduct.

The Company provided the information on the company’s website on the investor relation section which can be accessed <https://investor-th.svi-hq.com/>.

➤ Attachment 6

Report of the Audit Committee.

Report of the Audit Committee is provided in the section 2 of this report in “Summary of the results of duty performance of subcommittees”.



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