



LOHAKIT METAL PUBLIC COMPANY LIMITED

Annual Report 2023  
(Form 56-1 One Report)

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## Financial Highlight

### Performance at a Glance

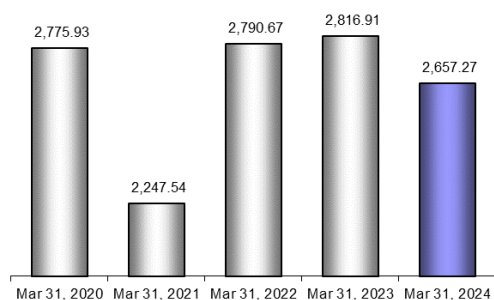
Financial summary of Lohakit Metal Public Company Limited and the subsidiaries:

	For the year ended 31 <sup>st</sup> March				
	2020*	2021	2022	2023	2024
<b>Profit and loss statement (Baht millions)</b>					
Total revenue	2,775.93	2,247.54	2,790.67	2,816.91	2,657.27
Revenue from the sales of good and services	2,756.44	2,226.16	2,761.24	2,790.79	2,631.62
Gross profit	328.75	305.77	454.68	338.59	290.31
Net profit provided by operating activities	159.52	160.77	319.31	195.45	152.28
Net profit	86.95	101.36	211.68	106.52	79.01
<b>Balance Sheet (Baht millions)</b>					
Total assets	2,118.54	2,093.21	2,319.00	2,066.45	1,996.03
Total liabilities	483.41	461.12	657.89	541.11	487.74
Total shareholders' equity	1,635.13	1,632.09	1,661.12	1,525.35	1,508.29
<b>Per ordinary share (Baht), at Par 1.00</b>					
Book Value per share (Baht)	3.70	3.75	3.92	3.56	3.54
Earning per share (Baht)	0.23	0.26	0.55	0.28	0.21
Dividend per share (Baht)	0.22	0.30	0.65	0.28	0.25
<b>Ratio Analysis</b>					
Gross profit margin (%)	11.93%	13.74%	16.47%	12.13%	11.03%
Net profit margin (%)	3.13%	4.51%	7.59%	3.78%	2.97%
Return on equity (%)	6.08%	7.11%	19.22%	7.43%	5.81%
Return on Assets (%)	3.90%	4.81%	12.79%	4.86%	3.89%
Liquidity ratio (times)	3.30	3.46	2.75	2.93	3.21
Debt to equity ratio (times)	0.30	0.28	0.40	0.35	0.32

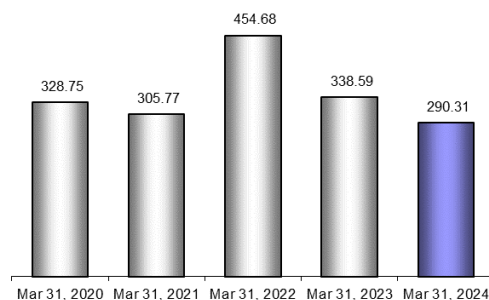
\*2020 - Published in the Government Gazette Determine the compensation rate in case the employer terminates the employee Receive compensation 400 days of the final wage rate. The change has been revamped in post-employment benefits.

## Consolidated Results of Fiscal Years as of March 31, 2020 - March 31, 2024

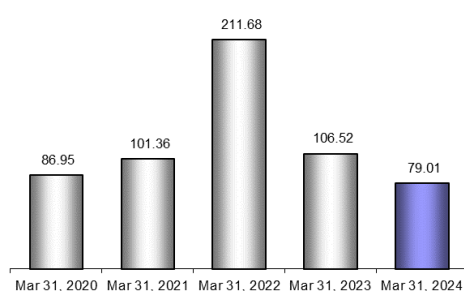
## Total revenue (Baht Millions)



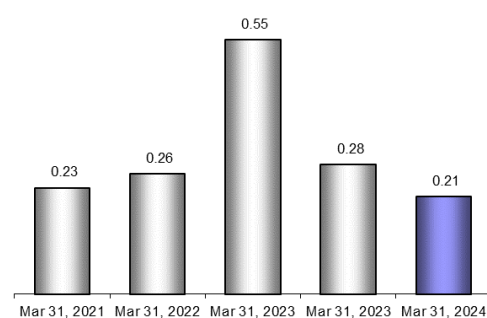
## Gross Profit (Baht Millions)



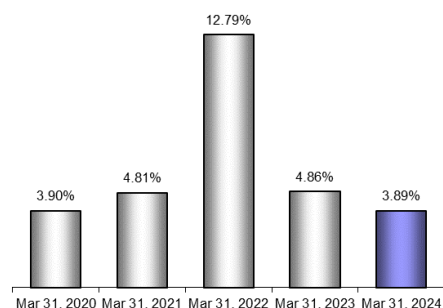
## Net profit (Baht Millions)



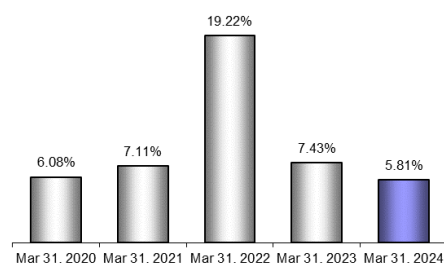
## Earnings per share (Baht)



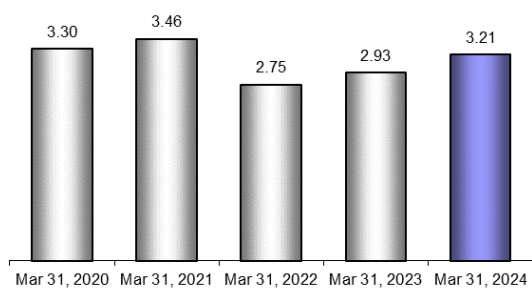
## Return on Assets (%)



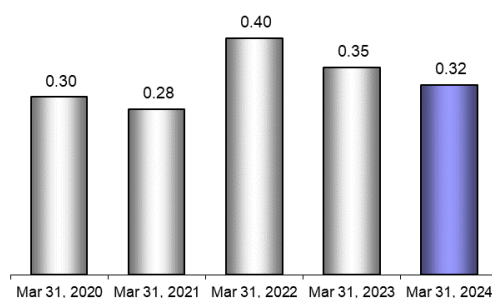
## Return on equity (%)



## Liquidity ratio (times)



## Debt to equity ratio (times)



## Message from the Chairman and CEO

Management Overview of Lohakit Metal Public Company Limited ("The Company") full of challenging, due to The Company operates its business atmospheres facing uncertainty of the economy domestically, which is affected global economic uncertainty. That has caused many both war, inflation, rates including higher interest. In addition, Raw material prices and production costs including higher, It affects every economic sector, such as the automotive industry, electrical appliance, Especially the automotive industry group is affected financial and service policies. and the manufacturing sector has not received support. The Company adjusts strategy and preparation of business operations concretely, as well as creating a variety of products and services to cover all the different needs of customers.

In 2023, our total revenue is 2,657.27 Million Baht, a decrease of 159.64 or or 5.7 percent. compared with the year 2022. As a result, the Company's results had Net Profit a decrease in the amount of 27.51 Million Baht or 25.8 percent, result of the economic stagflation, Affects commercial vehicle loan approval. Therefore, the production of car and other industries have decreased significantly. This is a factor that poses great challenges in conducting business. The above factors affect financial policy. Both the service and manufacturing sectors are not being promoted as they should be.

For further direction, I would like to inform that the Board of Directors remain focusing on the importance to the development of competitiveness, personnel development , and cost management to be more efficient in order to respond to customers both in quality and price of the product as well as delivering on-time schedule. The Board of Directors therefore is confident that the Company will operate its business to the best of its ability within the framework of sustainable development. Adhere to good governance principles, and support communities and stakeholders for long-term business growth.

Lastly, on behalf of the Board of Directors, management, and all employees, we would like to thank our shareholders, investors, customers, stakeholders including also public and the involved private sector for their support and trust in us. The management team and all employees will continue to dedicate our effort and knowledge to response to our customer demand and to maximize the benefits to all shareholders.



Mr. Wanchai Umpungart  
Chairman



Mr. Prasarn Akarapongpisakdi  
Chief Executive Officer

**Report of director's responsibilities over the financial statement**

The Board of Directors is responsible for the financial statements of Lohakit Metal Public Company Limited and the consolidated financial statements of Lohakit Metal Public Company Limited and its subsidiaries, including the financial information contained in the Annual Report. The financial statements are prepared in accordance with financial reporting standards, appropriate accounting policies and consistency, cautious discretion apply with the best estimation for the preparation of financial statements including also the adequate disclosure in the notes to the financial statements. The objective is for the benefits to shareholders and investors with transparency.

The Board of Directors has established the system of internal controls which are suitable to operation in accordance with the objectives and legal requirements with efficiency and sufficient to prevent risks or damages that could happen to the company and its stakeholders to ensure that account information is accurate and complete and enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Board of Directors has appointed the Audit Committee to review the various aspects of the five areas which are control environment, risk assessment, control activities, information & communication and monitoring activities following the assessment questionnaire of the adequacy of the internal control system that has been prepared based on the concept of the COSO (The Committee of Sponsoring Organization of the Treadway Commission), which was optimized for the listed companies in Thailand. The audit committee opinions of this issue are listed in the annual report.

Financial statements and consolidated financial statements of the Company and its subsidiaries have been audited by the auditors of the Company "EY Office Limited". The Board has supporting information and documents to enable the auditor to audit and express an opinion as auditing standards. The opinion of the auditor in the auditor report is listed in the annual report.

The Board is of the opinion that the Company's internal control system in overall is in good level and satisfactory. This provides the reasonably confident that financial statements of Lohakit Metal Public Company Limited and consolidated financial statements of Lohakit Metal Public Company Limited and its subsidiaries for the year ended as of 31 March 2024 are reliable by complying with the financial reporting standards and legal and related regulations.



Mr. Wanchai Umpungart

Chairman

## Audit Committee's Report

The board of directors appointed the audit committee who were considered from the criteria of experiences, capability, independent and other regulations. The selected audit committees are Mr. Wanchai Umpungart, the chairman of the audit committee, Mr. Teera Na Wangkanai and Mr. Lert Nittheeranon. Those 3 members of the audit committee have never taken part in the Company's operation and have never been employed by the Company and the subsidiary.

During the year ended on March 31, 2024, the audit committee had 4 meetings in every quarter, together with internal auditor and the certified external auditor to clarify and follow up audit results and relevant issues, including also preparing the minutes for each meeting. The agendas discussed over the meetings were in compliance with the scope of authorities and responsibilities to the board of directors which can be summarized as follows:

1. Reviewed and approved the quarter and annual financial statements, by questioning and listening to the external auditor clarifications, concerning the correctness and completeness of the financial statements and the adequacy of information disclosure. The Audit Committee agreed with the certified external auditor that the financial statement were correct adhering to the general accepted accounting principles before proposed to the board of directors for their approvals.
2. Considered and give opinion to the disclosure of the connected transactions and/or other transactions that may have the conflict of interest and the obligations of the Company as disclosed in financial statements and notes to the financial statement. The Audit Committee had opinion that such transactions were reasonable and gave benefits to the business of the Company.
3. Considered and give opinion to the sufficiency of internal control system of the Company, by considered the scope of work, duties and responsibilities, independency of A.M.T. Services Office Limited the Company's internal audit and approved annual audit results conducted during the year according to approved audit plan. The Audit Committee had opinion that the Company had the internal control that was adequate and appropriate with no significant flaw.
4. Considered, reviewed and revised the charter of Audit Committee to ensure the compliance of duty and responsibility to objective of board of directors and the revision of regulation for internal audit committee of Stock Exchange of Thailand (if any).
5. Reviewed compliance with the Securities and Exchange Acts, Regulations of Stock Exchange of Thailand (SET) and any others relevant laws. The Audit Committee did not find any significant incompliance to the law and regulations.

6. To select, nominate, appoint and advise the Board of Directors for the appointment of auditors and audit fees in order to propose to the Annual General Meeting of Shareholders. The Audit Committee has considered the performance, independence and appropriateness of the remuneration. Therefore audit committee board proposed

Miss Orawan	Techawattanasirikul	- Certified Public Accountant (Thailand) No. 4807
Mrs. Gingkarn	Atsawarangsarit	- Certified Public Accountant (Thailand) No. 4496
Mr. Chayapol	Suppasdtanon	- Certified Public Accountant (Thailand) No. 3972
Miss Sumana	Panpongsanon	- Certified Public Accountant (Thailand) No. 5872 or
Ms. Kertsiri	Karnchanaprakasit	- Certified Public Accountant (Thailand) No. 6014

of EY Office Limited. The audit fee is set at Baht 1,200,000 per year.

The Audit Committee has considered and deemed that the Company's financial reports were complied with the general accepted accounting principle with sufficient information disclosure. The internal control system was efficient and in compliance with the relevant laws and regulations. Moreover, corrections to any audit issues as stating in audit reports from internal and external auditors have been properly followed up and done to ensure the outcome of good corporate governance.



Mr. Wanchai Umpungart  
Chairman of the audit committee



## Report of Nomination and Remuneration Committee

The Board of Directors of Lohakit Metal Public Company Limited has appointed the Nomination and Remuneration Committee since 2016, responsible for the recruitment and nominate qualified personnel to serve as directors, sub-committees and the managing director. The policy of remuneration of directors and the managing director is also set for the consideration by board of directors.

The Nomination and Remuneration Committee of Lohakit Metals Public Company Limited consists of three directors, namely:

- |    |            |              |   |
|----|------------|--------------|---|
| 1. | Mr.Teera   | Na Wangkanai | Chairman of the Nomination and Compensation Committee |
| 2. | Mr.Wanchai | Umpungart    | Member of the Nomination and Compensation Committee   |
| 3. | Mr.Lert    | Nitheranont  | Member of the Nomination and Compensation Committee   |

In the year 2023, the Nomination and Remuneration Committee held 2 meetings, with the following significant actions.

To consider, select and screen qualified persons to be appointed as directors, board members in various sub-committees in order to propose to the Board of Directors and the Annual General Meeting of Shareholders.

To consider the remuneration and other benefits of the Company's directors, board members in various sub-committees in appropriate to their duties and responsibilities and also in comparison with other companies in similar industries. This is in order to propose to the Board of Directors and the Annual General Meeting of Shareholders.

Consideration of the performance evaluation of the Managing Director and the annual remuneration in order to propose to the Board of Directors for approval

Consider policy, form and criteria of nomination and remuneration of directors Board members in various sub-committees and managing directors. The evaluation of the performance and remuneration of the Managing Director for the year shall be submitted to the Board of Directors for approval.

In summary, the Nomination and Remuneration Committee has performed the above duties in accordance with the roles and responsibilities entrusted by the Board of Directors. The Company has the opinion that for the year 2023, the Company's directors, board members in various sub-committees and managing director. They are knowledgeable persons, including the compensation and other benefits shown in the annual report to suitable with the obligations and responsibilities and also in line with the overall economy and operating performance of the company.



Mr.Teera Na Wangkanai

Chairman of the Nomination and Compensation Committee

## Report of Risk Management Committee

The Board of Directors of Lohakit Metal Public Company Limited is committed to the risk management of the organization, efficient and effective in line with the strategy department and reorganization in order to build confidence, customer satisfaction and good returns to all shareholders and stakeholders.

Board of Directors assigned to the Risk Management Committee of the organization. It consists of individuals with knowledge, ability and experience in risk management. As well as having good knowledge and understanding of business operations, there are 3 persons as follows.

- |                                 |  |
|---------------------------------|--|
| 1. Mr. Haruhisa Yamazaki        | Chairman of the Risk Management Committee                |
| 2. Mr. Vittawat Akarapongpisak  | Member of the Risk Management Committee<br>and Secretary |
| 3. Mr. Vichaphol Akarapongpisak | Member of the Risk Management Committee                  |

They are responsible for managing the risks under the charter of the Risk Management Committee. To set and review the risk management policy, to supervise and recommend the management to risk management at an acceptable level and follow up risk management on a regular basis.

For the year 2023, the Risk Management Committee had total of 2 meetings held to implement the guidelines and measures for corporate risk management. To monitor and supervise the risk management in line with changing circumstances, covering all 7 risks, consisting of economic, currency, fluctuations in world market price of nickel, copper, aluminum and the reliance on major producers and distributors, customer relocation, competitors and liquidity, the risk of corruption



Mr. Haruhisa Yamazaki  
Chairman of the Risk Management Committee

**Scope of the report**

Lohakit Metal Public Company Limited (LHK) prepares the 2023 Annual Report (Form 56-1 One Report) to present the results of sustainability management covering economic, social, and environmental issues. The company's financial year 2023, from April 1, 2023, to March 31, 2024, is open to all groups of stakeholders. The company considered the material and presented other operating results in accordance with the Sustainability Reporting Manual for Listed Companies of the Stock Exchange of Thailand.

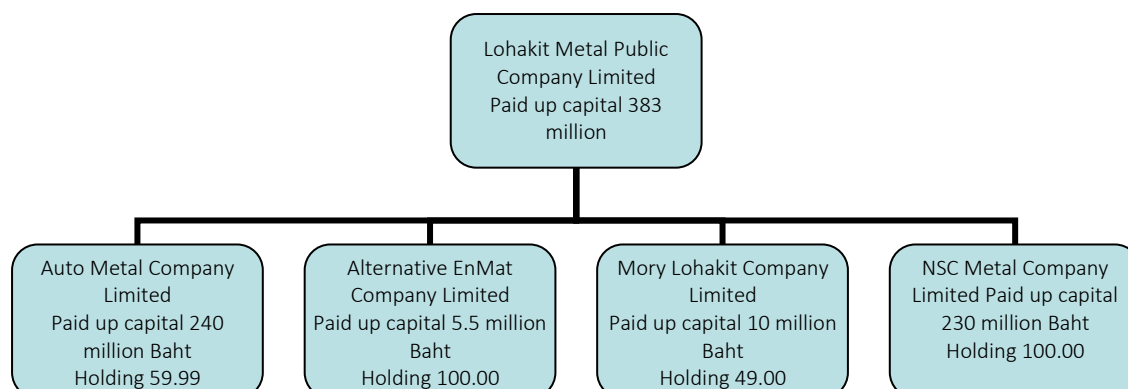
## Part 1

Business and Operation Performance
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## 1. Business Structure and Operating Performance

### 1.1 An overview of the Group's business operations

The group of Lohakit Metal Public Company Limited as of March 31, 2024 can be shown as follows:



The Company and the subsidiaries engage in procuring stainless coil products where the Supply Chain Management has been adopted to manage the raw material, the procurement, the distribution and the services provided to the customers. A new subsidiary is the importer and authorized distribution of semi-products like Copper, Aluminum and Stainless steel.

Supply Chain Management model is cooperation among (1) Suppliers who are manufacturers and distributors of raw material; (2) the Company and the subsidiaries who are procurer, distributor and servicer and (3) customers in various industries. The Company and the subsidiaries act as a mediator who gathers information of raw material manufacturers and distributors and information of customer's demand then uses such information to manage raw material sourcing, to plan production processing and to deliver products to the customers. The Supply Chain Management system allows the Company and the subsidiaries to be able to order the adequate quantity of raw materials, to manufacture products that match the customers' requirements and to deliver the products in time. Such system has enhanced the Company's efficiency in various aspects including (a) production cost saving as the system allows the Company and the subsidiaries to order raw materials in the quantity that they requires to use where the Company can plan its on-time delivery raw material purchasing without any raw material shortage problems, (b) maintaining the appropriate level of inventory that is sufficient to be delivered to the customers, (c) cost saving for the customers where the on-time delivery service can help the customers reduce the expense of holding more inventory than the amount required. The Supply Chain Management of the Company has created the maximum benefits for every party including suppliers, the Company and the subsidiaries and the customers. The Company and the subsidiaries are able to manage their costs and inventory efficiently which shall create the good relationship and negotiation power with the suppliers. As a result, the selling prices of the Company and the subsidiaries are appropriate which shall lead to the expansion of the customer base.

**The businesses that the Company and the subsidiaries undertake include:**

- (1) Procuring, processing and distributing stainless steel sheets and coils.
- (2) Manufacturing and distributing stainless steel pipe such as stainless steel tube for decoration or automotive industry.
- (3) Processing and distributing galvanized steel and electro-galvanized steel sheets and coils.
- (4) Provide stainless steel fabrication services as per the customer's request.
- (5) Distribution of Copper, Brass, Aluminum in form of coil, sheet, axle and pipe

**The 3 subsidiaries and 1 relate of the Company and are as follows:**

- (a) Auto Metal Company Limited engages in manufacturing and distributing stainless steel pipe for automotive usage including exhaust pipes from car and motorcycle. Auto Metal Company Limited was founded on October 14, 2004 with the paid-up capital of Baht 40 million. Currently Auto Metal Company Limited has a paid-up capital of Baht 240 million and the Company holds 59.99 percent of total revenue of the paid-up capital and Mory Industrial Inc, hold 40.00 percent of total revenue of the paid-up capital of Auto Metal Company Limited respectively.
- (b) Alternative EnMat Company Limited (Formerly known as : Alternative Stainless Company Limited) distributes stainless products of specific grades. D-Stainless Company Limited was founded on June 2, 2005 with the paid-up capital of Baht 1 million where the Company holds 99.93 percent of total revenue. Later, on January 4, 2016, the Company changed its name and has registered capital of 10 million baht, paid up 5.5 million Baht. The company stake reduced its percentage to 74.99 and a businessman from Singapore holds 25.00 percent stake in the capital increase aims to expand business into the new aluminum products in new markets. However, in November 2017, the company bought back all of the subsidiary shares from a business man from Singapore. He was withdrawing his investments by selling all shares back to the company as he can not fully support the company's business due to the time limitation from his private business. As a result, the Company becomes the sole shareholder of this subsidiary. At present, the company has stopped its business in the distribution of aluminum products and is considering continuing to do other businesses.
- (c) Mory Lohakit Company Limited was found on April 1, 2009 with 49 percent of total revenue shareholding by the company and another 49 percent of total revenue shareholding by Mory Industries, Inc. as major shareholders. The main business is the sale and marketing agent in local and aboard to the shareholders and group business.
- (d) NSC Metal Company Limited (Formerly known as : Ngeck Seng Chiang Metal Company Limited) who is the importer and distributor of Stainless Steel Aluminum Brass Copper galvanized steel and electro-galvanized steel in various form like Coil, Sheet, Slab, Axle and Pipe with standard and special size in which difficult to find in market. The company currently has its paid up capital of Baht 230 million. Lohakit Metal Public Company invested 100% share in this subsidiary. On April 1, 2014, the company has changed the registered name and address to be NSC Metal Company Limited and to be at 108/8 Yotha Road, Talad Noi, Samphanthawong, Bangkok, Thailand.

**The Company and the subsidiaries have 3 factories including**

- (1) The Company's factory: situated on 27 Rais 2 Ngan 28 Square wah of land on Suksawat Road, Prapradang district, Samutprakarn. The factory area includes office building, processing factory, pipe and tube production factory, raw material warehouse, finished good warehouse, maintenance building, oil storage building and wooden package storage.
- (2) The factory of Auto Metal Company Limited: situated on 7 Rais 1 Ngan and 24 Square Wah of Amata City Industrial Estate in Chonburi. The factory area includes office building, pipe and tube production factory, raw material warehouse, finished good warehouse and distribution center.

In 2011, a subsidiary company (Auto Metal Company Limited) buy an additional piece of land adjacent to the existing land. This is in order to support the growth of capacities in Automotive industry. The size of additional land is 1 Rai 3 Ngan 92 Square wah.

In 2018, the company purchased a plot of land and factory buildings on the said land in Amata City Industrial Estate which is close to the original factory in order to transfers a part of the existing production and using as new storage to reduce the old factory congestion flow. The land size is 5 rai 3 ngan which is starting the operation of the new factory in May 2019.

**The products and services of the Company and the subsidiaries include:**

- (1) Cold-rolled stainless steel sheets and coils of various sizes according to the customer's request. The products are used in construction, food, electrical appliance and automotive industries.
- (2) Round and rectangular stainless steel tubes of various sizes according to the customer's request. This group of products is used in automotive, food, petrochemical and construction industries.
- (3) Stainless steel pipe for automotive usage such as exhaust pipes for car and motorcycle which are the products of Auto Metal Company Limited, the subsidiary, used for the manufacturing of car and motorcycle.
- (4) Galvanized steel sheets and coils of various sizes as per the customer's request where these products are used in electrical appliance and construction industries.
- (5) Electro-Galvanized steel sheets and coils of various sizes as per the customer's request where these products are used in electrical appliance, construction and automotive industries.
- (6) Aluminum sheets, coils, axles and pipes of various sizes as per the customer's request where the products are used in electrical appliance and automotive industries.
- (7) The stainless steel fabrication as per the customer's request
- (8) Copper coil, sheets, axles and pipes with standard and special size where the products are used in electrical appliance and electronic industries.

- **Business Goals**

The Company and the subsidiaries share a business goal to become the leader in stainless steel processing who have full services including product procurement, stainless steel processing by slitting into required sizes or coil, polishing, punching and stamping as well as manufacturing and distributing stainless steel pipes/tubes and special grade stainless steel distribution to customers from various industries. Beside, new metals and non-ferrous metals likes Copper, Brass, Aluminium have been added as additional goal to widely serve all industrial customers. The Company and the subsidiaries share the goal to expand the customer base to the multinational companies whose production hubs are in Thailand including major manufacturer of electrical appliances industry, automotive industry, food processing industry and electronic industry. The Company and the subsidiaries also planned to expand the distribution channel of the special grade stainless steel abroad. In addition, the Company and the subsidiaries realized the importance of the customer's services. The Company's goals are to manufacture internationally accepted quality products, to deliver products on-time and to reduce the purchasing lead time of the customers which can help save cost of inventory keeping for the customers. The Company also has a goal to develop the products to serve the customer's demands.

- **Significant changes and development**

Lohakit Metal Public Company Limited ("the Company") (previously known as Lohakit Metal Service Center Company Limited before changing to Lohakit Steel Company Limited on January 2, 2003) was founded on April 12, 1989 with the register capital of Baht 20 million under the former name of Lohakit Metal Service Center Company Limited to engage in stainless products trading business. The founded shareholder was the Akarapongpisak family who accumulate held 80 percent of total revenue of the Company's shares.

Subsequently on May 22, 1989, the Company entered into a joint venture with Tomen Corporation Company Limited, an affiliate of Tomen Group<sup>1</sup> which engages in steel trading business. The Company increased its capital to Baht 39.22 million where Tomen Corporation Company then held 49percent of total revenue of the Company's shares. The shareholding percentage of the Akarapongpisak family was diluted to 40.80 percent of total revenue. The proceed of such capital increase was used to acquire assets such as land, machines and inventory from Lohakit Shearing

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<sup>1</sup> Tomen Group includes Tomen Enterprises (Thailand) Co., Ltd. (previously known as Lakana Visahakit Co., Ltd.) and Tomen Corporation Co., Ltd. (previously known as Toyomenga Kysa Limited). The Tomen group is a multinational company listed on the stock exchange of Japan with the head office in Japan and 800 branches worldwide. The Tomen group is one of the leaders in information system, telecommunication, chemicals, plastic and garment.



Company Limited.<sup>2</sup>, the company whose major shareholder was also the Akarapongpisak family. Subsequently, Lohakit Shearing Company Limited. was dissolved and liquidated in 1992.

In August 2002, the Company increased its capital to Baht 117.22 million then on August 30, 2002, Tomen Corporation Company Limited sold all of its shares to the Akarapongpisak family and Mr. Nucha Wattanopas owing to its termination of steel business worldwide. Consequently, the major shareholders of the Company then became the Akarapongpisak family holding 80 percent of total revenue and Mr. Nucha Wattanopas holding 20 percent of total revenue. On January 2, 2003, the Company changed its name to Lohakit Steel Company Limited.

In January 2005, the Company increased its capital to Baht 240 million. Subsequently on April 29, 2005, the Company converted its status to a public company and changed its name to Lohakit Metal Public Company Limited.

In January 2008, the Company increased its capital to Baht 320 million where 80 million shares were offered to public through the Stock Exchange of Thailand.

In January 2013, the Company increased its capital to Baht 383 million where 63 million shares were privately offered to ex-shareholders of a new subsidiary company “Ngeck Seng Chiang Metal Company Limited” to settle acquisition deal of said subsidiary company. And on April 1, 2014, the company has changed the registered name is NSC Metal Company Limited.

In January 2016, the Company increased its registered capital to Baht 10 million in Alternative Enmat Co., Ltd., which was paid-up of Baht 5.5 million and the shareholding ratio decreased to 74.99%. A business man from Singapore owned the 25% of shares of the company. The capital increase is intended to expand into new aluminum market. In November 2017, the Company purchased all shares of Alternative Enmat Limited from a Singapore businessman who withdrawn investments by selling their shares back to the company. As a result, the Company becomes the sole shareholder of this subsidiary.

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<sup>2</sup> Lohakit Shearing Company Limited. was founded in 1981 by the Akrapongpitak family to engage in distributing of stainless and other steel. Lohakit Shearing Co.,Ltd. had transferred most of its assets to Lohakit Metal Public Company Limited in 1989 before it was dissolved on September 4, 1992 and was liquidated on November 27, 1992.

## 1.2 Revenue Structure

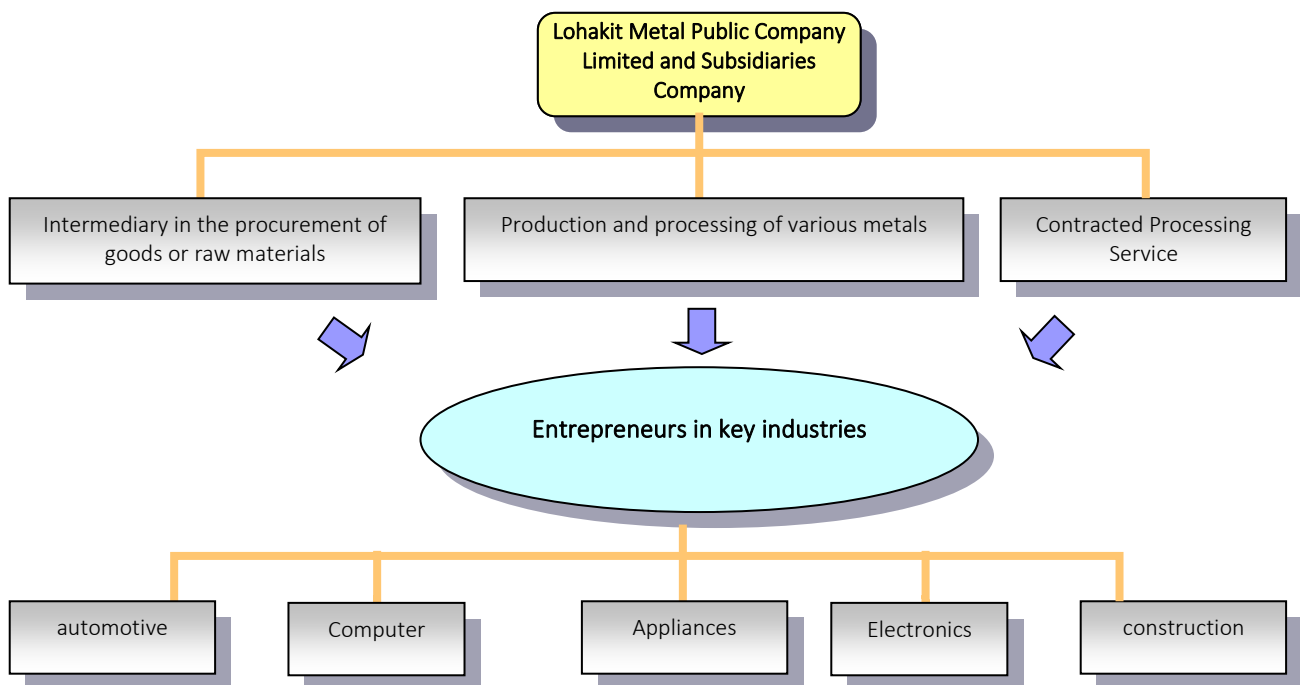
The revenue structure of the Company and the subsidiaries during 2022 - 2024 can be shown as follows:

Revenue	Opeated by	% Holding	2022		2023		2024	
			(01/04/21 - 31/03/22)		(01/04/22 - 31/03/23)		(01/04/23 - 31/03/24)	
			Million	%	Million	%	Million	%
By type of Revenue								
1. Revenue from sales								
1.1 Cold-rolled stainless steel sheet and coil of grades 430, 304,300, 316,409,436 and others	The Company		634.34	22.73	590.41	20.96	550.83	20.73
	NSC Metal Co.,Ltd.	100.00						
1.2 special grade stainless steel sheet and coil	Alternative Enmat Co., Ltd.	99.99	0.00	0.00	0.00	0.00	0.00	0.00
	The Company							
1.3 Special grade stainless steel – HDD project	The Company		0.00	0.00	0.00	0.00	0.00	0.00
1.4 Stainless steel tube (round and rectangular), exhaust pipes for car and motorcycle of grades 304, 316L and other series 3	The Company		169.58	6.08	142.97	5.08	128.38	4.83
	Auto Metal Co., Ltd.	59.99						
	NSC Metal Co.,Ltd.	100.00						
1.5 Special grade stainless steel tube	Alternative Enmat Co., Ltd.	99.99	0.00	0.00	0.00	0.00	0.00	0.00
	The Company							
1.6 stainless steel pipe for exhaust pipes for car and motorcycle of grades 409, 436 and other series 4	Auto Metal Co., Ltd.	59.99	792.22	28.39	964.86	34.25	1,035.08	38.95
	The Company							
1.7 Stainless bars and other type	The Company		20.25	0.73	14.69	0.52	12.35	0.46
	NSC Metal Co.,Ltd.	100						
1.8 Galvanized steel coil and sheet	The Company		224.47	8.04	176.99	6.28	172.07	6.48
	NSC Metal Co.,Ltd.	100						
1.9 Electro-glvanized steel coil and sheet	The Company		39.26	1.41	31.35	1.11	35.65	1.34
	NSC Metal Co.,Ltd.	100						
1.10 Aluminium coil and sheet	The Company		169.58	6.08	159.89	5.68	103.87	3.91
	NSC Metal Co.,Ltd.	100						
1.11 Copper - coil, sheet, axle and plate	The Company		655.24	23.48	663.83	23.57	543.75	20.46
	NSC Metal Co.,Ltd.	100						
1.12 Brass - coil, sheet, axle and plate	NSC Metal Co.,Ltd.	100	49.90	1.79	38.52	1.37	41.46	1.56
2. Revenue from service	The Company		6.40	0.23	7.28	0.26	8.18	0.31
Total sales and service	The Company and its subsidiaries	59.99, 99.99 and 100.00	2,761.24	98.95	2,790.79	99.07	2,631.62	99.03
3. Gain from exchange rate	The Company and its subsidiaries	59.99, 99.99 and 100.00	0.00	0.00	0.34	0.01	0.26	0.01
4. Other Income**	The Company and its subsidiaries	59.99, 99.99 and 100.00	29.43	1.05	25.78	0.92	25.39	0.96
Total Revenue	The Company and its subsidiaries	59.99, 99.99 and 100.00	2,790.67	100.00	2,816.91	100.00	2,657.27	100.00

**Remark** \*\* Other revenues include interest income and revenue from selling scrap, gain from sale of investment and gain from bargaining in price

### The business operations of each product line

The company and the subsidiaries are engaged in the main business of fully integrated stainless steel coil processing. By applying the Supply Chain Management system to the procurement of raw materials, processing, distribution, and providing services to customers, the company and the subsidiaries are intermediaries in purchasing raw materials and products from manufacturers, such as procuring raw materials for cold rolled stainless steel, special grade stainless steel, galvanised steel, electro-galvanized steel, aluminum, and copper, then selling or using them to produce and process goods according to the needs of customers who are entrepreneurs in various industries, such as cutting to size, Strip cutting, polishing, and round stamping, including the production of round pipes and square pipes, etc., including contract processing of stainless products according to customer requirements, the nature of the business operations of the company and the subsidiaries can be summarized as shown in the diagram below.



#### 1.2.1 Characteristics of a product or service

Product characteristics of the Company and the subsidiaries can be divided as follows:

Products	Grade	Usability
1. Cold rolled stainless steel coil and sheet	430	<u>Construction industry</u> : belts, door locks, acid factories, container, Hot water tank, knots, decorative rim
	304	
	316	<u>Food industry and home appliances</u> such as kitchen utensils such as knives, spoons, forks, and tableware, washing machine, hot water machine, hot water pot, sink, boiler, pan, electric stove, tape rewinding machine, seed dryer, Tableware, glass/medicine bottle

Products	Grade	Usability
		<u>Automotive industry</u> such as car accessories Pressure cookers, springs, valves, wheel rims, wheel plates, boilers, control panels, nozzles
2. Ornamental tube and square & rectangular tube	304	<u>Automotive industry</u> such as the injector pipe
	316L	<u>food industry</u> such as smoke pipes, cooking gas pipes
		<u>Construction industry</u> such as gates, fences, handrails, bridge railings, support columns, roof trusses, including elevators, escalators, furniture, and decorations.
3. Automotive pipe	409L	<u>Automotive industry</u> such as automobile exhaust pipes, motorcycle exhaust pipes
	436L	
4. Special grade stainless (D-Stainless)	NSS D-7 NSS D-11	<u>Various industries</u> such as decorative pipes, the transportation industry includes containers, car accessories, computer parts industry, machinery parts, food, household appliances, architecture, including interior decoration, handrails, door frames, windows
5. Galvanized steel coil and sheet	R-Spangle	<u>Home appliance industry</u> such as air conditioner panels, air conditioner ducts, refrigerator back panel
6. Electro-galvanized steel coil and sheet	SECC/SECY	<u>Construction industry</u> such as gantry, galvanized frame, light rail for moving cranes in factories
7. Aluminium coil sheet and Rod Bar	1100,3003,3105, 5052,8011,6063	<u>Electrical appliances industry</u> such as round aluminum sheet inside the lid, rice cooker
8. Copper coil, sheet, angle bar, rod bar, and pipe	C1100 JISH3100 &JISH3140BB &JISH3250BD	<u>Electrical and electronics industries</u> such as wires, electronic circuit boards, electric motors and communication equipment.

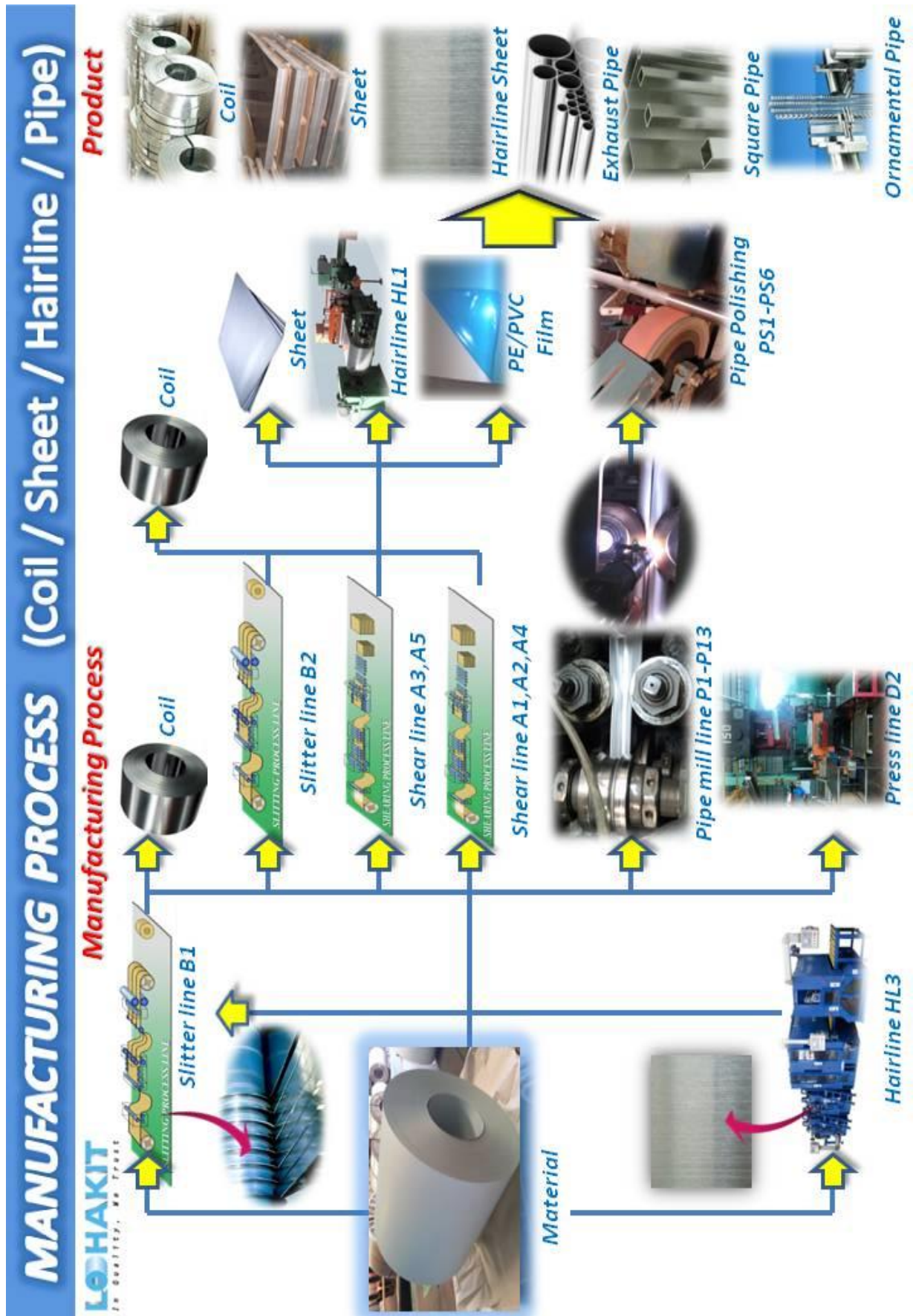
Remark : Product grading is based on chemical composition.

- **Cold rolled stainless steel coil, sheet, and strips**

The company procures, processes, and distributes cold-rolled stainless steel in coils, sheets, and strips come through various processing according to customer orders. Under the quality system ISO9001:2000 from the United Kingdom Accreditation Service, covering every production process, every step, and every product.

- (1) Cutting: The company can cut cold-rolled stainless steel in coils and sheets into different sizes as follows:
  - Thickness from 0.2 mm. to 3 mm.
  - Length from 200 mm. to 6000 mm.
  - Width from 200 mm. to 1,524 mm. for cold-rolled stainless-steel sheet
- (2) Slitting is used with cold-rolled stainless steel, which is cut to the width specified by the customer and rolled back. The company can cut into strips with a thickness from 0.15 mm. to 6.0 mm. and a width from 7 mm. to 1,524 mm.
- (3) Polishing (Hair line finishing) or polishing straight lines and / or PVC coating (PVC coating) is the introduction of stainless steel sheet in rolls through the polishing process to create a beautiful pattern. It is a stainless-steel sheet with straight stripes and a cat hair pattern, used for the kitchenware industry, escalators, elevators, and decorations both outside and inside the building.
- (4) round plate stamping (Circularized steel shaping) is the introduction of stainless steel coils and aluminum coils through a round sheet stamping process, such as a rice cooker lid, etc., and the customer will continue to produce the workpiece.

The company plans the processing and quality control of cold-rolled stainless steel. It must be able to bend, roll, and be formed easily. Customers will purchase products from the company for use in the manufacturing process in a variety of downstream industries, including construction, home appliance, food, automotive, and other industries.



- **Ornamental tube and square & rectangular tube**

The company manufactures and sells stainless steel pipe products to domestic and international industrial enterprises such as chemical industry, automotive industry, food industry, Construction industry, etc. Under ISO 9001:2000 quality system , it covers all production processes, every step and every product for cold rolled stainless steel products, sheets and strips, and automotive industry quality systems (TIS16949:2002) in the production section of car exhaust products from United Kingdom Accreditation Service

In 2002 , The company has received the Automotive Industry Quality System Certification (QS 9000:1998) in the production section of pipe products from the United Kingdom Accreditation Service

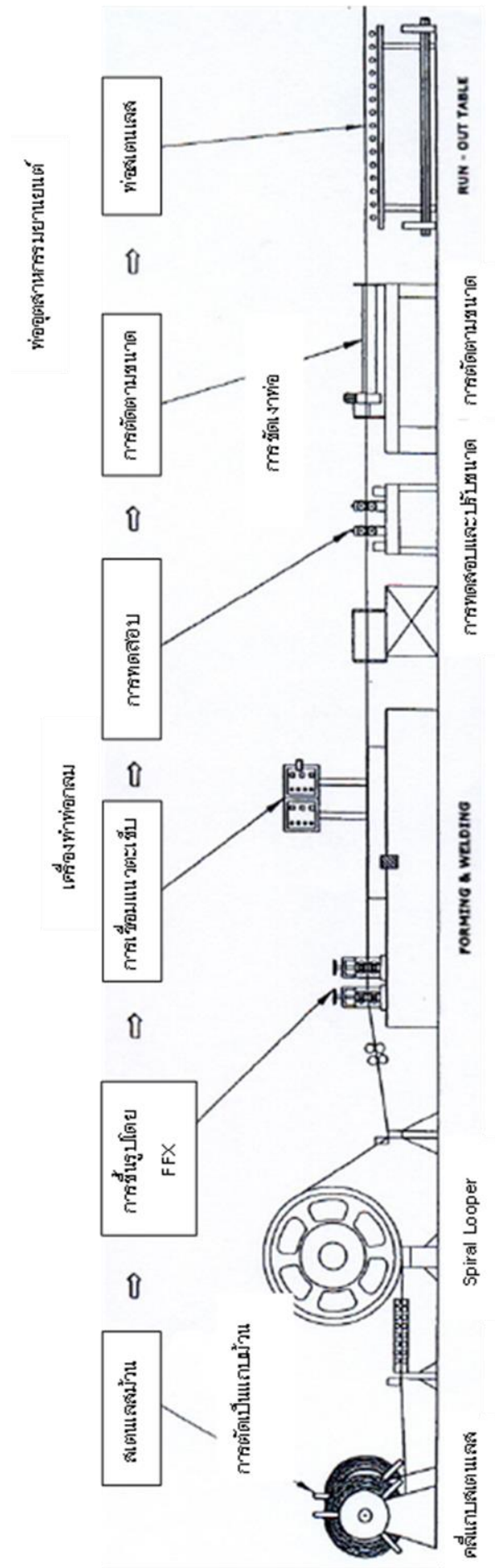
The company manufactures round stainless steel pipes and rectangular stainless steel pipes, furniture or polished pipe types, which are widely used stainless steel pipes because they are strong, corrosion resistant, do not rust, also have a shiny and beautiful finish that can be used as interior and exterior decoration materials such as home accessories, kitchen utensils, furniture, railings, etc. The production of furniture or polished pipes mainly uses cold rolled stainless steel raw materials grades 304 and 316 due to their durable strength and aesthetics and shiny surface prominence. The company can produce furniture or polished pipes with thicknesses ranging from 0.6 mm to 9 mm, outer diameters ranging from 6.35 mm to 76.2 mm, and standard lengths of 6,000 mm.

- **Automotive pipe**

Auto Metal Co., Ltd. manufactures and sells stainless steel pipes of automobile exhaust pipes and motorcycle exhausts. Good welding and forming capabilities Most of the production uses cold rolled stainless steel raw materials grade 436 and grade 409 , with car exhausts and motorcycle exhausts ranging in thicknesses ranging from 0.8 mm to 2 mm, outer diameters ranging from 19.1 mm to 76.2 mm, and lengths from 26 mm to 7,000 mm.

The production process of round stainless steel pipes, rectangular stainless steel pipes and exhaust pipes for cars and motorcycles starts from the introduction of cold rolled stainless steel raw materials of grade 436 and grade 409. The length of the stainless steel roll strip flows through the accumulation in the Spiral Looper, and then the stainless steel roll strip is introduced into the forming process into a round tube by a series of rolled balls in the forming section, and then through the welding process so that the pipe surface is homogeneous with the High Frequency Welding system, and then the pipes that have been welded through the seam are introduced into the Eddy Current system to check the welding cycle and will be processed into the scaling process. After that, the resulting stainless steel pipe is introduced into the cutting process to the desired length

### Stainless steel pipe production process, round type stainless steel pipe Square stainless steel pipe and exhaust pipes for cars and motorcycles





- **Galvanised steel coil and sheet**

The company sells and processes galvanized steel of coil and sheet, and the company cuts galvanized steel into coil and sheet by cutting machine and slitting machine according to customer-defined width and length. Widths from 9 mm to 1,219 mm and lengths from 200 mm to 6,000 mm, customers will use roll-and-plate galvanized steel products purchased from the company as raw materials used in the home appliances and construction industries to manufacture panels in air conditioning, Refrigerator back panel, air duct, rough frame, zinc frame, rails to slide cranes in factories, etc.

Currently, the company will order galvanized steel according to customer's orders for processing by using cutting and Slitting machines into long strips of existing companies in conjunction with stainless steel processing machinery.

- **Electro-Galvanized steel coil and sheet**

The company sells and processes galvanized steel with electric coil and sheets, and the company will use galvanized steel with electric rolls and plates to be cut into rolls and sheets by cutting machine and slitting machine according to the width and length specified by the customer. Widths from 9 mm to 1,235 mm and lengths from 200 mm to 6,000 mm, customers will use roll-and-plated galvanized steel products purchased from the company as raw materials used in the home appliances and construction industries, such as the frame in air conditioning, Refrigerators and furniture, etc.

The processing of electro-zinc coated steel can be used to cut and cut into long strips of existing companies in conjunction with stainless steel processing machinery

- **Aluminium coil sheet axle and pipe**

The company sells and processes rolled and sheet aluminium, and the company cuts aluminum rolls and sheets into long strips (slitting), cutting machines and pumping machines of various customer-defined sizes. Widths from 10 mm to 1,219 mm and lengths from 366 mm to 2,438 mm can also be pumped round sheets from the aluminum sheets of the above sizes.

The processing of aluminum can be used as cutting and cutting machines into long strips of existing companies in conjunction with stainless steel processing machines

In addition, NSC Metal Co., Ltd., which is an importer and distributor of aluminium sheets, rolls, flat lines, scenes, shafts, and pipes according to standard sizes and special sizes that are not available on the market. Electrical Appliances Packaging Kitchen Utensils

- **Copper coil sheet axle and pipe**

NSC Metal Co., Ltd. is a distributor of copper sheets, rolls, flat lines, scenes, shafts and pipes according to various sizes and grades. Electronic Circuit Boards Electric motors, air conditioning and refrigerators and communication tools

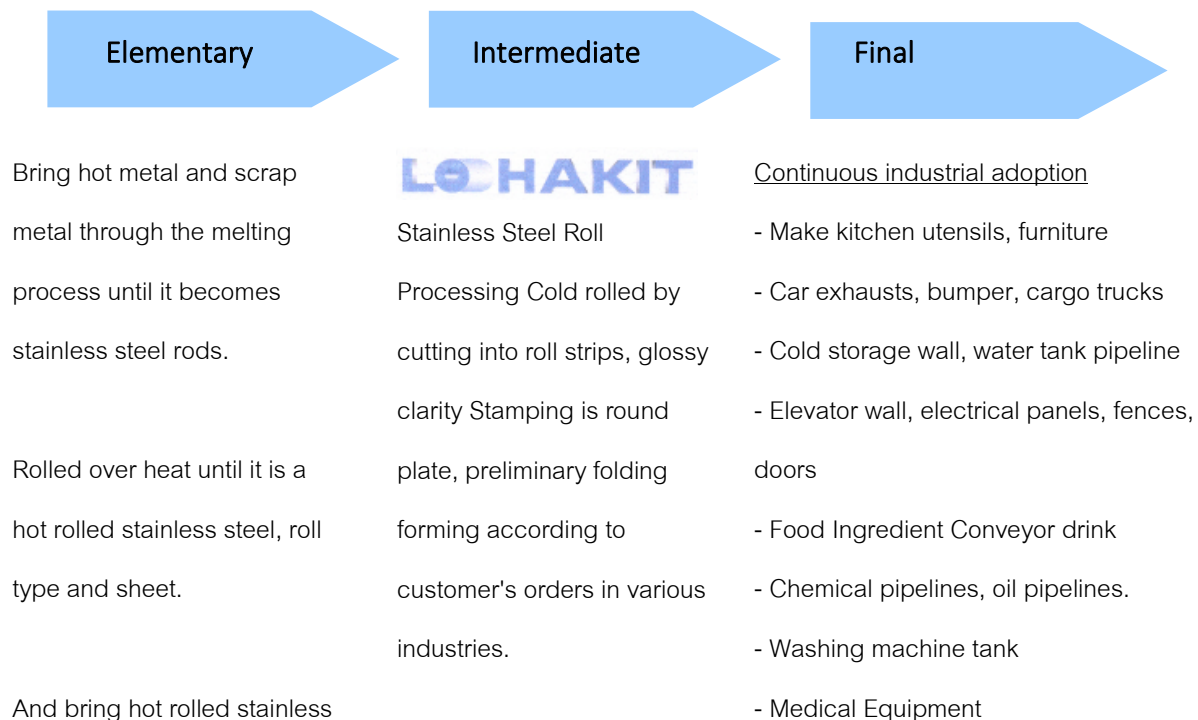
### 1.2.2 Industrial Conditions Marketing & Competition

#### 1) Overall Industrial Situations

- **Overall stainless steel industrial structure**

The structure of the stainless steel industry can be divided into 3. The main steps are:

- The gross stainless steel industry is the use of hot metals and scrap metals through the melting process to form stainless steel rods, and the stainless steel rods are heated to form hot rolled stainless steel rolls and sheets, and hot rolled stainless steel is processed through the exfoliation process and reduces the thickness with cold rolling to rolls and plates that vary depending on the application.
- Intermediate stainless steel industry is a cold rolled stainless steel roll processing by cutting. Cut into roll strips, polishing, stamping into round plates. Preliminary forming folding according to customer's orders in various industries
- The late stainless steel industry is the use of hot and cold rolled stainless steel through various processing processes to become a finished product used in various continuous industries, mainly in Thailand, which is the end stainless steel industry.



steel through the exfoliating process and reduce the thickness with a cold rolled method into rolls and sheets.

Stainless steel is a type of metal that is widely used as a homeware in the industry, as well as in architecture. Stainless steel can be divided according to the microstructure into 5. The main grades are:

- 1) Austenitic grades contain chromium (18 per cent, which improves corrosion resistance) and nickel (8 per cent. It helps to form easily and can be easily produced). Corrosion resistance is very good, so it is widely used, such as grade 304. Grade 316L Grade 321 and Grade 301
- 2) Ferritic grades contain chromium (12 percent or 18 percent) and carbon (low levels). Moderate corrosion resistance and medium forming, such as grade 430 and grade 409
- 3) Martensitic grades contain chromium (12 percent to 18 percent) and carbon (moderate)
- 4) Duplex grades include chromium (18 per cent to 28 per cent), nickel (4.5 per cent to 8 per cent), ferrite and austenite, which are considered stainless steel with a mix of ferritic and austenitic grades. A distinctive feature is its high durability and toughness, such as grade 2304. Grade 2205 and Grade 2507
- 5) Crystallization hardness grades include chromium (17 per cent), nickel, copper and niobium. A distinctive feature is that it can be hardened, such as PH13-9Mo grade and AM-350 grade

Each stainless steel grade has different corrosion properties and resistance due to the different structures and elements of trace elements, whereby Austenitic grade stainless steel, ferritic grade, and martensitic grade are used as key components in the consumer goods industry in general. Duplex-grade stainless steel is used as an important component in engineering

The stainless steel industry is one of the industries developed from the steel industry, which sees stainless steel as one of the materials in the steel sector that still has little consumption and can still grow in the future. Prosperous countries have a relatively high rate of stainless steel per capita, as in the period of growth of the Thai economy, stainless steel is also widely used

- Stainless steel industry in the global market
  - Global stainless steel production volume in 2023

2023					
Stainless and heat resisting steel melt shop production (ingot/slab equivalent)					
Year 2023 in '000 metric tons					
Region	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year
Europe	1,640	1,495	1,270	1,502	5,902
USA	478	465	442	440	1,824
China	8,418	9,291	9,970	8,997	36,676
Asia w/o China and S. Korea	1,631	1,687	1,619	1,943	6,880
Others	1,665	1,809	1,798	1,891	7,163
<b>Total</b>	<b>13,828</b>	<b>14,745</b>	<b>15,099</b>	<b>14,773</b>	<b>58,444</b>
Others: Brazil, Indonesia, Russia, S. Africa, S. Korea					

source : [www.worldstainless.org](http://www.worldstainless.org)

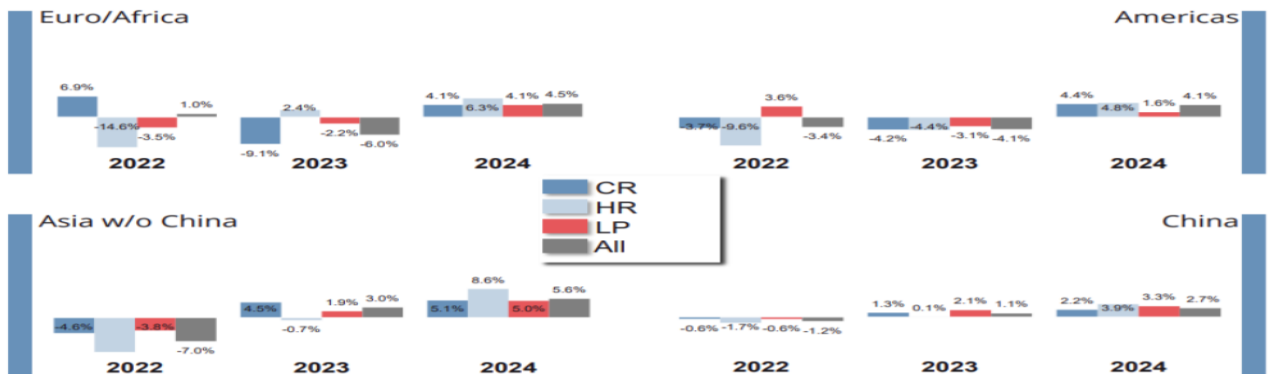
In 2023, global stainless steel production is expected to be around 58.44 million metric tons, approximately a 3.185 percent increase from the previous year due to the Major stainless steel manufacturers (China and South Korea) This main factor that drives Growth after the global economy returns to normalcy from Zero-Covid measures from the previous year. Also , the increase in interest rate to control inflation Affects of the economic recession. of the world economy.

According to MEPS forecasts, Global stainless steel production will increase to 60 million tonnes by 2023. Stainless steel producers in China and Indonesia will contribute significantly to growth.

For stainless steel production in Thailand, Posco-Thainox Public Company Limited is the sole manufacturer of cold-rolled stainless steel in the country. which produces and sells 2 grades of Cold-Rolled Austenitic Stainless Steel, Cold-Rolled Ferritic Stainless Steel It began production since 1993. In form Cold-Rolled Austenitic Stainless Steel and Cold-Rolled Ferritic Stainless Steel

➤ Trends in global stainless demand

## Stainless steel consumption changes



source : [www.worldstainless.org](http://www.worldstainless.org)

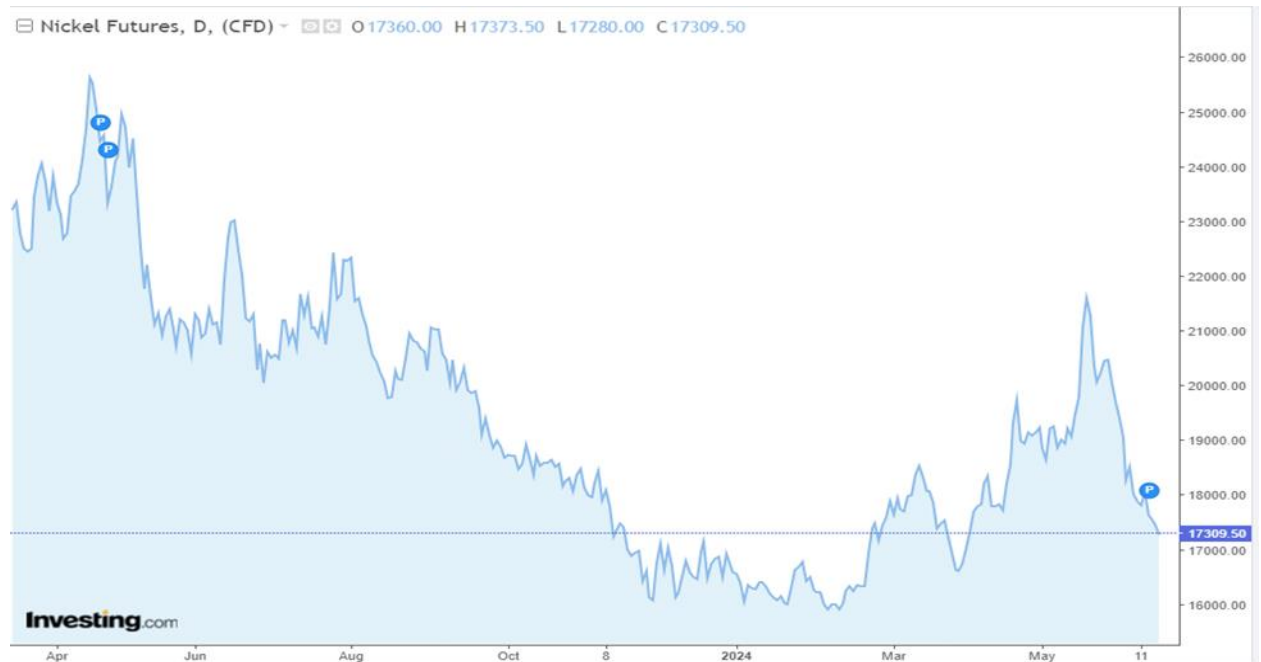
The stainless steel industry in the world market has started to expand and has a tendency to expand continuously. After the start of economic recovery in various countries, the consumption of stainless steel increased. China is the largest consumer of stainless steel and produces the most stainless steel. However, between 2023 and 2024-2025, worldstainless expects global consumption of stainless steel to be at 2.2% in 2024 and at 3.0% in 2025. Only minor changes in global meltshop production by main grade in 2022 recorded, the demand for stainless steel will gradually recover. After loosening the strict lockdown measures in the world's cities, there is a slight expansion in the demand for stainless steel.

### Stainless steel price trends in the world market

Global stainless steel prices are determined by the balance between supply and demand in the global market. It also varies according to the price of hot rolled and cold rolled stainless steel coils. In the past, the stainless steel price cycle has changed, increasing or decreasing rapidly in the latter. Stainless steel prices in each region will vary depending on many factors, such as production costs, transportation costs, labor costs, and price control measures. production volume and consumption. The trend in the stainless steel market will continue to grow. And Asia is a region that plays a high role in this industry in terms of both production and consumption. Due to better economic conditions compared to other regions, the trend of stainless steel consumption and production volume of stainless steel industry manufacturers has increased accordingly.

When considering the type of stainless steel, found that austenitic stainless steels are subject to relatively high price volatility. Compared to ferritic cold-rolled stainless steels, this is because austenitic stainless steels contain 8% to 20% nickel, whereas ferritic stainless steels do not contain

nickel. Therefore, it has a cheaper price and less variance. So it can be said that one of the factors used in determining the price of austenitic stainless steel is the nickel price.



- **Stainless steel industry in Thailand**

The consumption of cold-rolled stainless steel in Thailand still has an opportunity to grow. due to consumption. The average population of cold-rolled stainless steel in the country is still low compared to developed countries in Asia (such as Japan, South Korea, and Taiwan), where average consumption is above 10 kg per capita per year. Will the economy be one of the main factors that gives the trend of the stainless steel industry in the country a chance to grow in the future or not? It is expected that the demand for stainless steel consumption will vary according to the direction of expansion of the main industries in the country. as well as large-scale infrastructure construction projects in various states, such as the rail transit extension project in Bangkok and its vicinities, the double-track railway project, etc.

Stainless steel consumption in Thailand It is correlated with the growth of related industries, such as the automotive industry, electrical appliance industry, construction industry, food industry, kitchenware and appliances industry. which each industry has contributed to the continuous growth of the stainless steel industry in Thailand. The trends in the industry in Thailand related to the company are as follows:

Industry Trends	Past Performance	Future growth
Automotive Industry	- Growth depends on economic conditions	- More equipment in the car, such as exhaust system, bumper, wheel cover, bus floor and other decoration parts of the car

Industry Trends	Past Performance	Future growth
Electrical Appliance Industry	- Growth depends on economic conditions	- Used as components in electrical appliances that require rust protection, such as refrigerator doors, microwaves, washing machines
Food Industry	- Growth depends on economic conditions	- Used as a canned food packaging product to replace packaging from galvanized and aluminum. Developed countries have already begun using packaging of canned food made from stainless steel
Kitchenware & Appliances Industry	- Growth depends on economic conditions	- Use stainless steel products as home appliances such as building equipment, sinks, Electrical Appliances
Computer Industry	- Growth depends on economic conditions	- Taken as a shockproof lid of external harddisk, CPU cover
Cold/Cold Storage & Air Conditioning Industry	- Big market, continuous growth	- Pipe products are used in refrigeration systems and stainless steel sheet products are used to make cold storage and equipment inside the cooler
Construction & Decoration Industry	- Growth depends on economic conditions	- Design and decoration are increasingly used in stainless steel products, such as the use of stainless steel pipes to make railings, curb railings, balcony railings, falling balconies of condominiums.
Furniture Industry	- Growth depends on the real estate sector.	- Replace more steel and galvanized products, especially Street Furniture , such as passenger pavilions and poster

● **Domestic Aluminum Industry**

At present, there is no aluminum smelting in Thailand. This was due to the lack of Bauxite ore deposits coupled with high energy prices. Therefore, the source raw materials will be imported from manufacturers in different countries or bringing new aluminum scraps to melt. For production in

mid- and downstream industries. It is a finished product with various shapes for use in downstream industries such as automotive parts, construction, electrical appliances, packaging, utensils, and kitchenware.

The demand for aluminum products is increasing every year, and it is the second most exploited metal after steel. We can find everything from expensive aircraft parts to beverage cans that are common on the market. Aluminum could also grow from increasing domestic demand. Such as in developed countries. Per capita consumption is much higher than in emerging economies.

In 2023, the overall price of aluminum decreased, the price rose due to the energy crisis in Europe and world economic has caused many smelters to settle of production.

As well as many blank in wall street, Gold Main have confidence in commodities. It claims that a lack of investment in recent years has led to low spare capacity. that the asset group gives reward to investors of more than 40 percent. Due to China open business and Word economics recovered in the second half of the year.

In 2023 Domestic entrepreneurs in aluminum sheets and extruded aluminum or aluminium extrusion production low than 2022 is 16 percent, 5 major manufacturers of aluminum sheets has a production capacity 410,000 Ton, But actual production was only 300,000 tons, equal to 73 percent of last year's production capacity. divided into Domestic Sales 47 percent, Export 53 percent. It's mainly exported to India, Vietnam and the United States.



- Domestic Copper Industry

At present, Thailand does not have an upstream industry in the production of pure copper. There are only midstream and downstream industries. The industry in the middle of the water is casting



copper into various cross-sectional bars for further production. The downstream industry consists of copper pipes, wires and cables. Copper Sheet and Foil and Copper Wire and Copper Line Its applications in key downstream industries are telecommunications, automotive and parts. Electrical equipment and appliances Air conditioner and refrigerator Buildings and various construction works

The demand for copper products is increasing every year, and it is a widely used metal. Thai manufacturers therefore need to import raw materials to melt and then roll them into long and flat products. Including the import of finished goods, including high-expansion copper products in the category of wires and cables. Because of construction and electrical wiring in the country Construction in large projects such as subways Building and housing construction continues to grow and expand in the automotive industry, In addition, copper is an important production material to support the electric vehicle or EV manufacturing industry. The average of electric car contains about 130 pounds of copper per vehicle, Compare that to gasoline-powered cars, where copper costs only 50 pounds per car.

In 2023, Overview of global copper prices from 2022, It's been a damaging year. and the difficulties of the business sector in many industries, the spread of the COVID-19 virus that has been protracted for a long time or even the war between Russia and Ukraine that affected manysector, in which each event is a factor that has a negative impact on the industrial sector. Including the price of copper that has dropped quite low.

However, FED's Increase interest rates in 2022, Only 1.6 percent. The demand for copper has also decreased. Analysts predict the copper shortage could last until 2024-2025, and that by then the price of copper could double. The world economy, It's about the economic recession. If economic expansion results in increased direct demand, it may push copper prices up in 2024. For Thailand The main demand for copper will come from 3 industry groups such as Construction, Electronics and Automotive. Thai government has measures to promote the BEVs industry. The production of BEVs will use 3.6 times more copper per vehicle compared to Production of internal combustion vehicles (ICEs) in the form of wires and foil for batteries. As a result, the country's demand for copper is be liable to increase.



## 2) Measures related to the stainless steel industry

- **Anti-dumping measures (AD)**

The Ministry of Commerce has implemented the Anti-Dumping and Subsidy Act on Foreign Goods B.E. than the price sold in their country or at a price lower than the price that is exported to other countries or at a price lower than the price calculated from the cost of production in the producing country

Department of Foreign Trade Therefore, the Ministry of Commerce has issued measures to prevent dumping of cold-rolled stainless steel products in coils, sheets and strips that originate from abroad in some countries. Due to the increase in the amount of dumping imports from those countries In addition, the import of such dumping products affects the selling price in the country. There are price cuts, price pressures, and price increases inhibition.

- **Oversight of steel products of the Department of Internal Trade**

The Thai steel industry has the ability to substitute imports to some extent. However, the dependence on imports of primary steel from foreign countries makes production costs high compared to other countries that have domestic raw materials. At present, the price and demand for steel products in Thailand has increased rapidly. There are many factors which are the price and the quantity of steel used in the world market. Shipping costs have increased. The overall economy of the country has improved. And government policies that support the

construction of real estate from such a situation causing widespread impacts on stakeholders, especially consumers

Therefore, the Department of Internal Trade Ministry of Commerce As a government agency that has an important mission to regulate trade in the country to operate freely and fairly, has announced the definition of regulated goods and services on January 31, 2005 to (1) structural steel, such as shafts etc. (2) Steel plates include hot-rolled steel sheets/coils. Cold Rolled Steel Coil Hot-dipped galvanized steel sheet Cold-rolled stainless steel, etc.; and (3) steel bars, such as round bars, billets, deformed bars, C-shaped steels, etc., are listed in the Controlled Goods List of the Central Committee on Prices of Goods and Services.

The Department of Internal Trade has set the highest price of stainless steel (price ceiling) in order to control the increase in domestic sheet prices and help stabilize steel raw material prices for the downstream industries. However, the Department of Internal Trade can adjust the price ceiling. If you see that the stainless steel price in the world market has increased in order to prevent the problem of shortage of steel raw materials in the country as domestic steel raw material producers switched to export more

- **Free Trade Area (FTA)**

A free trade zone is an economic integration with the goal of reducing tariffs between the groups to a minimum or zero percent. In the past, the FTA has focused on liberalizing goods by reducing taxes and non-tariff barriers. Examples of such agreements as those made by Thailand with China and India.

However, the recent free trade agreement is a comprehensive agreement that covers many aspects, including liberalization of services, investment, intellectual property, electronic commerce, etc. The agreement will be higher than the commitments made by the World Trade Organization. Thailand is currently negotiating a free trade zone with countries such as China, Japan, India, the Middle East, North America. South America, etc.

Thailand has also opened a free trade zone by reducing tariffs on imports of steel products. It could have an impact on domestic steelmakers, which will lose their competitiveness with foreign steelmakers with much lower production costs than steelmakers in Thailand. However, liberalizing such trade will have a positive impact on companies that operate buy-to-let and disposition businesses. As an importer, it

will benefit from importing cheap raw materials and can be imported from imports from many countries, and it will have a positive impact on consumers in the future as there will be more choice in the field of goods and products. However, this is If a free trade zone is opened, it will have a positive effect on the company, as it can order goods from abroad at a lower price. In addition, the entry of competitors from overseas will result in higher domestic competition. Domestic rivals who do not have enough potential will also be reduced. This makes it competitive on quality and product standards.

### 3) **Race conditions**

The company has an administrative policy that focuses on providing services. The company's business operations are a mix of processing and providing a full range of stainless steel products. The company focuses on providing services to customers in providing stainless steel products in a manner. "One Stop Service" , i.e. supplying, processing products and bringing goods into the warehouse management system to ship to customers, thereby reducing the risk of customers not supplying the goods in full. Competition of the Company and the subsidiaries is divided into 4 Groups:

- **Stainless Steel Product Processing Business**

Currently, Thailand has a small number of stainless steel plate business operators, but there are operators who mainly process stainless steel rolls and can provide a full range of services. There are only 2 – 3 of them, among those 2-3 operators. The Company has a significant market share for direct sales to customers who are entrepreneurs in various industries, and a number of other entrepreneurs operate in a buy-to-let (stockist) manner. And there is no production or processing process, or there are complete machines like the company. Nowadays, competition in businesses similar to the company is quite difficult for new entrepreneurs, as the stainless steel product processing business requires a relatively high initial investment for machines and high working capital as well. In addition to that, constant customer experience and information is required. Be ready to manage the quality systems required in accordance with the quality standards required for the target group, it is important to have the capacity to deliver high quality products and services in accordance with the standards of the lead and punctuality. In particular, customers who are entrepreneurs in the appliances, electricity, electronics and automotive industries, which have relatively high product standard requirements and also require good marketing, as well as have strong relationships with suppliers and customers. However, this is The company has reassured customers by delivering

quality products according to customer needs in time for customers to be punctual, and the company has the advantage of other operators due to its wider range of stainless steel products such as cold rolled stainless steel, sheets and strips. Currently, there are few stainless steel processing business operators with the same wide range of products as the company. The company also has its own stainless steel product processing process. Therefore, some products can be produced and processed manually immediately in the absence of finished goods in the warehouse.

- **Stainless steel pipe manufacturing business for the automotive industry**

Competitive conditions in the stainless steel pipe manufacturing business for the automotive industry are low due to the low level of quality manufacturers. The subsidiary, Auto Metal Co., Ltd., has adopted the machinery used to manufacture the automotive industry pipes of the subsidiaries into modern machines. Pipe forming with rolled ball is Flexible Forming Mill. It takes time to replace driven rollers and setting time to produce automotive industry pipes of different sizes than originally set. Less convention mill machinery, the subsidiary's welding system is electric resistancy welding , resulting in a change in metal texture in the less melted area. Therefore, the product is stronger. In addition to using such welding systems, there is also a whirlwind defect detection with the Eddy Current Test machine, which is a quality check in the same standard as the world's major industrial pipe manufacturers. In 2006 , the company also received the Automotive Industry Quality System Certification (TS16949:2002) and the Company. Auto Metal Co., Ltd. certified quality system TS16949:2002 in 2007

In 2008, the company also had personnel from Mory Industries Inc., a top-known auto industry pipeline manufacturer. In Japan, experience, knowledge, competence and expertise, and have a good understanding of production technology to help oversee the production process. In addition, in 2010, the Company sold a 40 percent stake in the subsidiary. Auto Metal Co., Ltd. to Mory Industries Inc., to jointly become a business partner in jointly pursuing the creation of competitiveness and business value by furthering automotive industry pipeline products in the future. In 2011 The company and Mory Industries Inc., have completed a capital increase of 100. Million Baht For investment and working capital to continuously expand the business. The shareholding remains the same.

- **Steel sheet processing business, which has undergone a galvanized process and electro-galvanized coating**

Thailand currently has about 10 operators of steel sheet processing through the galvanizing and electro-galvanized galvanizing process and is highly competitive. However, the company does not focus on selling galvanized steel and galvanized steel as its main products as it provides the full range of products according to the needs of the company's customers.

- **Aluminum Processing Business**

Thailand uses aluminum in a wide range of industries due to its light and strong properties compared to steel. Aluminum-based industries range from electrical and electronics, packaging, construction and automotive industries. Aluminum used in Thailand relies on foreign imports. By using aluminum in Thailand, the industry is growing steadily and the operators are highly competitive. The Company and the subsidiaries distribute aluminum processed for parts in audio products. Ship parts and aluminum signs, etc.

- **Copper distribution business of standard size and special size**

Thailand currently has operators to import or produce. It distributes about 20 coppers, thus providing high levels of competition for distribution. However, the subsidiaries, NSC Metal Co., Ltd., have executives and employees with long knowledge and experience in this business. It focuses on selling copper products that meet customer needs while providing fast service to key customers in the electrical and electronics industries

#### 4) **Business Strategy**

The Company and the subsidiaries recognize the important role of managing different needs between source stainless steel manufacturers and customers who are endless stainless steel users. Therefore, the Company and the subsidiaries have a business strategy focused on supply chain management, which is a form of cooperation between (1) suppliers who produce and distribute raw materials, (2) companies and subsidiaries who supply, process, distribute and provide related services, (3) customers who are entrepreneurs in various industries, whose business strategies are different from those of other companies that mostly operate buy-to-let operations without production processes. Processing and management of inventory, or only partially

The successful adoption of supply chain management system has resulted in positive results for both raw material manufacturers and customers as a result of the company's long-standing relationship with both manufacturers and customers. To achieve such a business strategy. The company has jointly planned production with customers in advance and focused on inspecting and controlling the quality of products. From the process of ordering raw materials to obtaining quality raw materials according to customer's requirements at reasonable prices, to helping the company reduce production costs, to standardized processing processes that can meet a wide range of customer needs, whether it is quality. The service and delivery of goods meets the customer's requirements and is the most reliable. To help the company create added value for its products, therefore, it is not only a processor and distributor of stainless steel products. The company also acts as

1. Synergy Plus by co-planning and developing value-added products to meet the needs of customers
2. Industry Coordinator (Solution Integrator) The company is central to the transmission of raw materials from manufacturers. Process products and create added value for products, as well as deliver them to customers on time
3. Industry Database collectors collect data from both manufacturers and customers. It is managed to get the most out of all parties

#### 5) **Marketing Strategies**

The Company and the subsidiaries focus on providing a full range of stainless steel roll processing services. The goal is to continue to expand and steady in anachronisms, as well as to meet consumer demand as a priority, and to try to build good relationships with customers in the long run. The Company and the subsidiaries have a marketing strategy. as follows

- **Product and Service Strategy**

- **Full range of products and services in one stop service**

The company has more than 20 experience and expertise in stainless steel or stainless steel industry. The company has an understanding of the diverse needs of each customer, such as customers in the automotive industry, who need quality stainless steel pipe products. Customers in the household appliance industry need polished and coated stainless steel products, so the company aims to be the supplier, process the products to meet the needs of the customer, and put the goods into the warehouse management system to be delivered to the customer according to the customer's scheduled time, which is in accordance with the customer's plan. Therefore, the company's services eliminate the risk of customers not supplying products incomplete

according to quantity and quality, as well as saving the cost of storing the customer's goods.

In addition, the Company and the subsidiaries are focused on tracking shipments and product quality. The company and the subsidiaries will provide salespeople to create good relationships with customers, such as providing information, visiting, and providing information. Consulting and solving problems for customers, including after-sales service

➤ **Produce quality products that meet the standards.**

The Company and the subsidiaries focus on producing quality products that meet generally accepted standards. By selecting quality raw materials from reliable manufacturers. Through modern technology machine processing and processing and quality control every step of the way in accordance with TIS16949:2002, ISO9002:2000 and ISO14000, which is to build customer confidence in the company's orders and to ensure quality, the subsidiary also receives technical support for the production of stainless steel pipes for the automobile and motorcycle industry from Mory Industries Inc., Japan, with engineers from Japan stationed at the company and the subsidiaries

➤ **Expanding new products**

The Company and the subsidiaries see a growing demand for stainless steel products. Therefore, in order to meet business growth, the Company has planned to sell new stencils in its core customer industry forever, other non-stainless steel products such as copper and aluminum products

➤ **Punctual and reliable delivery**

The Company and the subsidiaries focus on delivering products that are punctual and in time to meet customer needs. It carries out pre-production planning by asking customers for demand, and minimum items are stored in the warehouse system according to the customer's production plan. This helps customers save on the cost of storing items in their warehouses. Therefore, participating in such production planning benefits the Company and the subsidiaries and customers

● **Price Strategy**

The Company and the subsidiaries do not have a competitive price policy, which determines the price of the product in accordance with the market price and



maintaining profitability, with a focus on quality and service to meet the needs of the customer, depending on the type of product, order quantity and payment conditions accepted by the customer. The Company and the subsidiaries will notify customers of the market price conditions in advance

- **Distribution Strategies and Distribution Channels (Place)**

The Company and the subsidiaries provide direct distribution channels and wholesalers to domestic customers. For sale abroad, it is sold through an overseas distributor. Currently, the Company has 2 distribution centers, a distribution center at Phra Pradaeng for general customers in Bangkok and its vicinity, and a distribution center at Amata Nakorn City Industrial Estate for automotive customers located in the same area. This saves time and cost of freight

- **Promotion Strategies**

Because the company's products and subsidiaries are industrial products, the company's products are industrial products. Therefore, it aims to create added value for products and services to get the most out of customers. The Company and the subsidiaries will focus on promotional strategies in the manner of acting as a product knowledge provider and understanding for optimal use in terms of quality and cost, as well as consulting on various aspects related to the product through sales and quality assurance. In addition, the Company and the subsidiaries regularly visit customers to know the changing needs of customers, as well as attend domestic and international trade shows on various occasions to present products more well-known

## 6) Customer Characteristics

The Company and the subsidiaries have a policy of expanding their customer base and not relying on a particular customer or business.

The Company and the subsidiaries can classify customer groups by industry type into 8 . The company's and the subsidiaries' product sales shares per total sales to customers in each industry group during fiscal years 2019, 2020, 2021, 2022 and 2023 are summarized as follows:

Unit: Percent	2020	2021	2022	2023	2024
1. Home Appliance Industry – Domestic	18	21	25	23	21
2. Automotive Industry – Domestic	38	37	38	44	48
3. Construction Industry – Domestic	21	25	27	25	23
4. Computer Industry – Domestic	-	-	-	-	-

Unit: Percent	2020	2021	2022	2023	2024
5. Food Markers – Domestic	4	2	-	-	-
6. Wholesale Store (Stockist) – Domestic	17	12	7	5	5
7. Export	-	-	-	-	-
8. others	2	3	3	3	3
<b>Total sales and services of the Company and the subsidiaries</b>	100	100	100	100	100

Remark : Others include small customer segments that don't buy, use them regularly

The Company and the subsidiaries focus primarily on domestic product sales, focusing on distribution in the country's major industries. The automotive, home appliance and construction industries, which account for the majority of total sales and services in total, in 2023, produced approximately 1.85 million cars and motorcycles and 2.47 million vehicles. Millions of cars, respectively. In the consumer electronics and construction industries, it shrunk slightly from the previous year. However, this is In 2020, 2021, 2022, 2023 and 2024, the Company and the subsidiaries conducted sales aimed primarily at the domestic market.

## 7) Distribution & Distribution Channels

The Company and the subsidiaries have 3 main distribution channels. as follows

- Direct sales to customers who are entrepreneurs in various industries**  
 The Company and the subsidiaries sell products directly to customers who are entrepreneurs in a wide range of industries, with customers who are entrepreneurs in Thailand's main industries, automotive, electrical and construction sectors, which accounted for about a percentage of total sales in recent years
- Wholesaler Distribution (Stockist)**  
 The Company and the subsidiaries sell products through wholesalers in fiscal year 2021 ,fiscal year 2022 and fiscal year 2023 . Sales through wholesalers accounted for 12 percent, 7 percent and 5 percent repectively. The wholesaler will continue to distribute products to consumers. The proportion in 2022 decreased from a year earlier as the Company continued to make cautious sales in this distribution channel, as accumulated economic problems continued to affect the working capital and financial position of some customers in this distribution channel
- Sales through overseas dealers (Dealers/Agents)**  
 The company sells stainless steel products of plate type and Furniture pipes or polished pipes to Hong Kong Through overseas distributors including Hong Kong

distributors and Distributors in Singapore. Dealers receive commissions as compensation, and subsidiaries sell automotive industry pipelines through automotive pipe parts makers in India

### 1.2.3 Product Sourcing

#### 1) **Factory & Office**

Currently, the company and the subsidiaries have 3 factories. The factory at Phra Pradaeng, Suksawat Road, Phra Pradaeng District, Samut Prakan Province. Located on area 27. Rai 3 Ngan 28 Sq.wah consists of Office buildings, processing buildings, pipe buildings, raw material storage buildings Finished Goods Storage Building Maintenance Building 2 factories under the management of Auto Metal Co., Ltd. are located on 9 Rai 1. Job 45 square wah and on land size 5 rai 3 The two factories are factories with continuous manufacturing processes to produce stainless steel pipes specifically for the automotive industry. In addition, the company has leased 16th floor office space. At Thai CC Tower, South Sathorn Road, which is home to sales and marketing offices The company's Accounting and Finance Department. The subsidiary have an office located on the 1st floor at Si Phraya Riverville Condo, Civil Road. Little Market Samphanthawong District, which is home to sales and marketing offices Accounting and finance department of subsidiaries.

#### 2) **Raw Material**

- **Production and processing** of companies and subsidiaries Capacity and processing capacity and actual production and processing quantity as follows

(A) Factory at Phra Pradaeng (operated by the company)

(Unit: Tons)

Processing Line	Number of machines	Full production and processing capacity (Tons/Year)	Actual production and processing volume (tons/year)					
			For the year ended March 31					
			2022		2023		2024	
			ton	%	ton	%	ton	%
1. Leveller-cutting steel length	3	17,000	4,941	29.1	4,285	25.2	5,081	29.9
2. Slitting steel strips	3	18,000	13,846	76.9	12,760	70.9	11,914	66.2
3. Polishing stainless steel surface	2	12,000	707	5.9	551	4.6	2,337	19.5
4. Stainless Pipe ***	15	3,300	1,395	42.3	1,070	32.4	1,914	58.0
<b>Total</b>		<b>50,300</b>	<b>20,889</b>	<b>41.5</b>	<b>18,666</b>	<b>37.1</b>	<b>21,246</b>	<b>42.2</b>

\*\*\* Calculated from the original annual production capacity of 3,300 tons per 16 hours per 248 days from the number of pipe machines in 15 units in 2022-2024

Remark: 1. Full capacity is calculated from the capacity from production 1 per day. Shift 8 hours a day, work 248 Day after year

2. The production of stainless steel pipes, which calculates the capacity of 16 per day. Hours because the demand for such items is quite high.

(B) Factory at Amata Nakorn Industrial Estate (operated by a subsidiary of Auto Metal Co., Ltd.)

(Unit: Tons)

Processing Line	Manufactured from machine type	Number of machines	Full production and processing capacity	Estimated production and processing volume (tons/year)					
				For the year ended March 31					
				2021		2022		2023	
			(Tons/Year)	ton	%	ton	%	ton	%
Car exhausts and	ERW	1	10,000	7,876	78.8	7,818	78.2	7,588	75.9
motorcycle exhausts	TIG	6	1,500	610	40.7	639	42.6	726	48.4

Calculated from the annual ERW machine capacity base at the level of 10,000. Tons per machine per 16 Hours per 248 The Company is able to expand capacity by adding additional shifts or part-time work to increase capacity from the original ERW machine

- **Production and Processing Policy**

The Company and the subsidiaries have a policy of producing and processing according to customer needs. By planning production with customers along with inventory management to enable product delivery on schedule and efficiently. For products that are generally sold and are in high market demand. Some production and processing of goods are planned in advance to achieve savings from production and processing costs.

The fixed assets of the Company and its subsidiaries are Land, Buildings and structures, Machine, Equipment, Furniture and office equipment as of March 31, 2024 are as follows:

Property type	Proprietary nature	Net Book value (Million Baht)	Commitments
<b>Land Building and Structures</b> 1) Title Deed No. 28777 and 12592-4 Total area 4-1-96 rai with 1 factory building and 1 office building located at 66/1 Soi Suksawat 76, Bang Chak Subdistrict, Phra Pradaeng District, Samut Prakarn Province. <sup>1</sup> 2) Title Deed No. 12588, 28772, 238025, 238026 and 238027. Total area 23-0-32 rai with 1 factory building and 1 office building located at 66/1 Soi Suksawat 76, Bang Chak Subdistrict, Phra Pradaeng District, Samut Prakarn Province. <sup>2</sup>	Owner	168.65	Securities collateral for credit facilities with Siam Commercial Bank PCL. Mortgage limit of Baht 70 million.
<b>Machineries and Equipments</b> 1) Machine Registration No. 49-326-306-0088 with 1 machine located at 66/1 Soi Suksawat 76, Bang Chak Subdistrict, Phra Pradaeng District, Samut Prakan Province <sup>3</sup> 2) Machine Registration No. 49-326-306-0144 to 0202 with 39 machines building located at 66/1 Soi Suksawat	Owner	65.03	Securities collateral for credit facilities with Siam Commercial Bank PCL. Mortgage limit of Baht

76, Bang Chak Subdistrict, Phra Pradaeng District, Samut Prakarn Province. <sup>4</sup>			180 million.
Fixture and Office Equipment	Owner	0.86	-
Motor Vehicles	Owner	1.99	
Right of use assets - Building	-	4.55	Lease
Assets under installation and under construction	Owner	1.16	
<b>Total</b>		<b>242.24</b>	

**Remark**

1. Land Building and Structures Insured by Chubb Samaggi Insurance PCL. and Bangkok Insurance PCL. with insurance capital of Baht 140.00 million baht, by Siam Commercial Bank PCL. be the beneficiary.
2. Machine registration No. 49-326-306-0144 to 0202 with 39 machine Insured by Samaggi Insurance PCL. and Bangkok Insurance PCL. with insurance capital of Baht 257.82 million by Siam Commercial Bank PCL. be the beneficiary.

## Assets used in the business of Auto Metal Company Limited

Property type	Proprietary nature	Net Book value (Million Baht)	Commitments
Land Building and Structures	Owner	184.72	Securities collateral for credit facilities with Siam Commercial Bank PCL. Mortgage amount Baht 225 million (some of the securities used for guarantees)
Machineries and Equipments	Owner	8.79	Securities collateral for credit lines with Siam Commercial Bank PCL. Mortgage line of 100 million baht (some of the securities used for guarantees)
Fixture and Office Equipment	Owner	0.54	-
Motor Vehicles	Owner	3.55	-
Assets under installation and under construction	Owner	1.30	-
<b>Total</b>		<b>-</b>	

## Assets used in the business of NSC Metal Company Limited

Property type	Proprietary nature	Net Book value (Million Baht)	Commitments
Land Building and Structures 1) Title Deed No.638 Total area 43 square wah located at 945/1 Charoenkrung Road, Talat Noi Subdistrict, Samphanthawong District, Bangkok	Owner	10.75	-
2) Location of Condominium No. 108/8, 1st Floor, Building No. 1, Name of Si Phraya River View Condominium, Charoenkrung Road, Talat Noi Sub-district Samphanthawong District Bangkok	Owner		Securities collateral for credit lines with Kasikorn Bank PCL. Limit the amount of mortgage 23.40 million baht.
Fixture and Office Equipment	Owner	0.49	-
Motor Vehicles	Owner	0.60	-
<b>Total</b>		<b>11.84</b>	



### 1.3.2 Contracts

#### 1) Office Building lease agreement

- Counterparty : Sri Siam Properties Company Limited, which is not related to the Company to rent a building for use as a sales office location
- Contract details : The company rents room no. 167-9, 16th floor, Thai CC Tower, area 534 square meters, located at 43 South Sathorn Road, Yannawa Sub-District, Sathorn District, Bangkok. The contract period is 3 years from 1 September 2022 to August 31, 2025
- Rental rate : Rental and service fees are approximately Baht 10.28 million per year.
- Contract renewal condition : none

#### 2) Approval of credit facilities from financial institutions (as of March 31, 2024)

##### **Credit facilities agreement with financial institutions**

As of March 31, 2024, Lohakit Metal Public Company Limited has obtained credit facilities from various financial institutions and has collateral as follows:

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 1,461.7 million, Overdraft facilities of Baht 30 million and Forward foreign exchange contract facilities of Baht 1,000 million
- These credit facilities are secured by the mortgage of the Company's land with structures thereon, machinery and the fixed deposits account (See more details in the section asset used in business)

As of March 31, 2024, Auto Metal Company Limited has obtained credit facilities from various financial institutions and has collateral as follows:

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 300 million, Overdraft facilities of Baht 10 million and Forward foreign exchange contract facilities of Baht 200 million.
- These credit facilities are secured by the mortgage of the Company's land with structures thereon, machinery and the fixed deposits account (See more details in the section asset used in business)

As of March 31, 2023, Alternative EnMat Company Limited has obtained credit facilities from various financial institutions and has collateral as follows:

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 22 million, Overdraft facilities of Baht 5 million and Forward foreign exchange contract facilities of Baht 30 million.
- These credit facilities are guaranteed by the Company.

As of March 31, 2023, NSC Metal Company Limited has obtained credit facilities from various financial institutions and has collateral as follows:

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 506 million, Overdraft facilities of Baht 60 million and Forward foreign exchange contract facilities a total approximately Baht 516 million.
- These credit facilities are secured by the mortgage of the condominium unit which is the office, the fixed deposits account and guaranteed by the company. (See more details in the section asset used in business)

### **1.3.3 Investment Policy in Subsidiaries and Associated Companies**

At present, the Company holds shares in 3 subsidiary companies, which are engaged in business related to the Company's main business, namely (1) Auto Metal Company Limited (59.99 percent stake) engages in the business of manufacturing and distributing stainless steel pipes, car exhaust pipes and motorcycle exhaust pipes (2) Alternative Enmat Company Limited (99.99 percent share) engages in the distribution of metal and non-metal products (3) NSC Metal Company Limited (99.98 percent share) engages in the business of distributing metals and non-metals.

The Company has a policy to invest in subsidiaries and associated companies in supplementary businesses and businesses related to the Company's core business operations. Taking into account the appropriate return Depends on the type of business. As for the management policy, it gives freedom to operate the business of subsidiaries and associates by taking into account the interests of the shareholders as a whole. In addition, the Company considers sending representatives of the Company to join as directors or joint management in subsidiaries and associates. The company will consider it on a case by case basis.

## 1.4 Capital Structure

### The Company's securities

As of March 31, 2024 the Company's registered and paid-up capital stood at Baht 383 million divided into 383,000,000 ordinary shares with a par value of Baht 1 per share.

### Shareholder

The Company's shareholding proportion held on March 31, 2024 as follows.

Thai Shareholders	99.81	percent.	Free float	6,512
Foreign Shareholders	0.19	percent.	Free float(%)	23.81
Total	100	percent.		

The first 10 shareholders, including shareholders holding shares at least 0.5 percent of the paid-up capital of the listed company.

Names	As of March 31, 2024	
	Number of shares	Percentage (%)
1. Mr. Prasert Akarapongpisak	79,160,126	20.67%
2. Mr. Vicharit Akarapongpisak	20,460,760	5.34%
3. Mr. Vichaphol Akarapongpisakdi	20,275,760	5.29%
4. Mr. Vittawat Akarapongpisak	16,050,760	4.19%
5. Mr. Prasarn Akarapongpisakdi	15,801,086	4.13%
6. Mr. Sompong Akarapongpisak	15,800,126	4.13%
7. Ms. Siriwan Akarapongpisak	15,800,126	4.13%
8. Ms. Wassana Akarapongpisak	15,800,126	4.13%
9. Mr. Pasit Akarapongpisak	15,800,125	4.13%
10. Ms. Sommanee Akarapongpisak	15,800,125	4.13%
11. Mrs. Yenjit Ninpai	12,960,760	3.38%
12. Mr. Voravaran Akarapongpisak	7,500,000	1.96%
13. Ms. Meena Akarapongpisak	2,700,000	0.70%
<b>The Akarapongpisak Family</b>	<b>253,909,880</b>	<b>66.30%</b>
14. Mr. Chanon Wattanopas	6,056,475	1.58%
15. Mrs. Sumana Wattanopas	6,056,475	1.58%
16. Miss Naphas Wattanopas	6,056,475	1.58%
17. Mr. Narut Wattanopas	6,056,475	1.58%

Names	As of March 31, 2024	
	Number of shares	Percentage (%)
18. Thai NVDR Company Limited	9,155,083	2.39%
19. นางสาวธัญรัตน์ นิธิโชคเมฆานนท์	2,277,400	0.59%
20. Mr. Thiratham Wirangsithonkawin	2,240,000	0.58%
<b>Total</b>	<b>291,808,263</b>	<b>76.19</b>

#### Dividend Policy

The Company's dividend policy is to pay out not less than 40% of the net profit after income tax. However, the Company may payout less than the above ratio in case that the Company needs to use such net profit to expand its business expansion.

Auto Metal Company Limited and Alternative EnMat Company Limited (formerly known as "Stainless alternative Ltd.") and NSC Metal Company Limited (formerly known as "Ngeck Seng Chiang Metal Ltd.") the Company's three subsidiaries, also have the dividend policy to payout not less than 40% of their net profits. However, the subsidiaries may pay dividends of less than the above ratio in case that the subsidiaries need such net profits for their business expansions. Meanwhile, the long-term loan contract that Auto Metal Company Limited had entered into with one of the commercial bank has specified that Auto Metal Company Limited shall not pay dividend unless the lender sees that such dividend payment will not affect the repayment ability of Auto Metal Company Limited.

The Company paid dividend during the last 5 years as follows;

<u>Years</u>	<u>Baht / Share</u>	<u>Total</u>
2019	0.30	114,900,000
2020	0.22	84,260,000
2021	0.38	145,540,000
2022	0.64	245,120,000
2023	0.23	88,090,000

## 2. Risk Factors

### Policies and guidelines on risk management

The Board of Directors of Lohakit Metal Public Company Limited has placed importance on risk management to be carried out systematically, and is consistent with good corporate governance including adequate and appropriate internal controls, risks are closely monitored. the Company to achieve its objectives in implementing the business plan and business continuity plan to confidence and satisfaction, To customers and provide good returns to shareholders and all stakeholders. The Company have The Committee of Sponsoring Organization of the Treadway Commission. And specific risk management policies have been specified as a framework for risk management. Of company. In to conduct business in accordance with sustainable development goals. Defined and divided into categories enterprise risk to 6 section 1. Strategic Risk 2. Operational Risk 3. Financial Risk 4. Compliance Risk 5. ESG Risk and 6. Emerging Risks

### Economic dimension

#### Risks to the economy and industry of Thailand in 2023 and 2024

In 2023 economic of Thailand Expanded 1.9 percent, decelerate from an expansion of 2.5 percent in 2022. to recovery of the tourism sector has improved greatly in 4 years. But other decelerate from last year. Domestic demand, Consumption and Private sector Investment, Expenses. consumption and consume of private sector investment expanded 7.1 percent and 1.2 percent In the high range, Compared to 2022, 6.2 percent and 2.3 percent, respectively. Export decreased 1.7 percent, This compares to an expansion of 5.4 percent in the previous year. The export volume decreased by 2.9 percent. export price increases 1.2 percent, As for public investment, the percentage decreased. 4.6 compared to a decrease of 3.9 percent in 2022, Accommodation and food service expanded by 18.0 percent, compared to an expansion of 34.5 percent in 2022. The number of foreign tourists was 28.150 million people, in total revenue from tourism worth 1.892 trillion baht, an increase of 62.0 percent. The average occupancy rate 69.22 percent, which is the highest rate in 4 years, the transportation and storage area increased by 8.4 percent, accelerating from a decrease 8.0 percent in 2022. and the wholesale and retail sectors increased by 3.8 percent, expanding by 3.7 percent in 2022. The agriculture, forestry and fisheries sectors expanded by 1.9 percent, decreasing compared to the expansion of 2.5 percent in 2022. Industrial product production decreased by 3.2 percent, compared to an increase of 0.7 percent in 2022, and the rate of force utilization production Average was 59.06 percent, lower than 62.76 percent in 2022, and the construction sector decreased by 0.6 percent, paralleling the 2.4 percent in 2022, with government construction decreasing by 3.3 percent (government construction decreased by 6.2 percent while construction of state enterprises increased by 2.4 percent) and private construction increased by 2.9 percent.

In 2023 gross domestic product (GDP) is at 17.9 trillion baht (513 billion US dollars), an increase from 17.4. Trillion baht (495 billion US dollars) in 2022 and the average GDP per capita of Thai people is 255,867.7 baht

per person per year (7,331.5 US dollars per person per year) increased from 248,788.6 baht per person per year (7,094.1 US dollars) US per person per year) in 2022 for economic stability Inflation is at 1.2 percent and the current account is in surplus 1.3 percent of GDP

Economic trend of thailand for 2024 is expected to expand in the range of 2.2 - 3.2 percent, with supporting factors from (1) Return to expansion of the merchandise export sector following the recovery of world trade (2) expansion of consumption and investment of Private sector (3) Continuous recovery of the tourism sector. It is expected that private consumption and investment will expanded by 3.0 percent and 3.5 percent, respectively. The value of exports in terms of US dollars expanded by 2.9 percent. Inflation rate. The average is in the range of 0.9 - 1.9 percent and the current account balance is in surplus at 1.4 percent of GDP.

The Company and subsidiaries Company to importance to following the economic situation and various impacts. The Company and its subsidiaries Company emphasize diversifying business risks to cover various industries in the country in order to reduce impacts.

### **Strategic Risk**

#### **2.1 Risk from reliance on producers and distributors of main raw materials**

Raw materials of the Company are cold rolled stainless steel coil, Copper, aluminum, Galvanized Steel, Hot-dipped Galvanized. The company procures raw materials from only one or a few domestic manufacturers. The company procures raw materials from only one or a few domestic manufacturers. in some raw materials, Risks in sourcing key raw materials due to reliance on domestic manufacturers Company orders Cold-rolled stainless steel coils produced by only major domestic manufacturers include Posco-Thainox Public Company Limited. Due to one major producer of cold-rolled stainless steel in the country and the Anti-Dumping Law This causes the procurement of cold-rolled stainless steel raw materials from many countries in Asia to have higher raw material costs than sourcing within the country. In addition, sourcing cold rolled stainless steel from abroad will transportation time. This puts the company at risk from a shortage of raw materials in the event that a major manufacturer in that country is unable to deliver raw materials to the company as scheduled. The Company is unable to procure raw materials from other sources to replace them in time according to the production and processing plans according to orders received from customers.

However, The Company has planned orders to raw material in advance by using a supply chain management system. The Company can possible to efficiently estimate the amount of orders for various main raw materials in advance and from the operations of the company in the past. The company has never experienced a shortage of raw materials. The Company never experienced a shortage of raw materials. The company orders raw materials from various manufacturers for a long

time and has good relationships with such manufacturers. And in addition, the company also has the ability to import from various main manufacturers abroad.

## 2.2 Risks related to moving production bases of customers who are entrepreneurs in industries

stainless steel products of the Company and Subsidiaries company sold to domestic customers, with the majority of such customers They are foreign entrepreneurs who set up factories in Thailand. which are entrepreneurs in various industries such as the electrical appliance industry construction industry computer industry Automotive industry, etc. In Accounting Period 2023, The Company and its subsidiaries have domestic sales and services of 2,791 million baht. And Accounting Period 2024, The Company and its subsidiaries have domestic sales and services of 2,632 million baht, the Company and subsidiaries is a risk associated with moving the production base of customers who are operators in various industries to other countries. This includes a continued decline in merchandise exports and a decline in government spending. which may affect the sales and services of the company and its subsidiaries.

However, Thailand also has a comparative advantage due to its ready resources in terms of raw materials and manpower and public utility. Thailand have a good investment promotion policy that facilitates investment. Overall, the Thai government encourages entrepreneurs to use Thailand as a base for investment in research and development. and setting up industries with future potential By providing benefits in various forms as special cases. which includes Tax benefits and financial benefits.

The Board of Investment of Thailand or BOI reveals investment in 2023, Continuously growing from 2023, have requesting investment there were 2,307 projects, increase of 16 percent from the previous year and a total investment value of 848,318 million baht, the highest in 5 years, 43 percent from the previous year. Due to the polarization situation between various countries, leading companies are looking for new and stable investment locations. Be ready and not be in conflict. Thailand is a country with potential and good fundamentals. Thailand can answer of being an outstanding source of investment in the region. In addition, the government of Thailand has a policy of opening the country to receive major investment. Including the announcement of various investment promotion measures under the BOI 5 year strategy, which aims to restructure the Thai economy towards The "new economy" helps attract more investment in Thailand.

In 2023, The Board of Investment of Thailand approved have 2,383 projects a total investment of 750,129 million baht. It's expected that the country's export value will increase by approximately 2.44 trillion baht/year. Domestic raw materials are used about 1.67 trillion baht/year. And employment of Thai people about 139,000 position. As for the issuance of promotional certificates which is the step

that is closest to real investment, has also increased significantly Promotion certificates were issued for 1,825 projects, an increase of 22 percent. Total investment was 490,786 million baht, an increase of 6 percent.

Industry group, goals to the drives the economy There is a total investment value of 848,318 million baht, accounting for 71 percent of the total value of requesting promotion, with the top 5 namely, 1) Electrical appliances and electronics, investment value 342,149 million baht 2) automotive and parts industry, investment value 82,282 million baht 3) agriculture and food processing, investment value 74,416 million baht 4) petrochemical and chemical industries, investment value 45,951 million baht 5) biotechnology industry, investment value 31,814 Million baht. therefore an opportunity for the Company and its subsidiaries Company to find new customers. and maintain the existing customer base, especially the electrical appliances group. electronic equipment and automotive, which is the industry in which the company operates.

Repeat Customer move to manufacturing It must to be planned over a long period of time in advance. The company and subsidiaries Company will to plan production adjustments. The Company and subsidiaries Company have followed up on the investment policies of customers who are entrepreneurs in various industries in order to use such information in planning business operations policies and production plans to accommodate various changes. At the same time, the Company and its subsidiaries Company have diversified their business into various main industries of the country in order to reduce the risk of relying on any specific industry in the country. In addition, also serve customers to sourcing quality raw materials in various grades, including processing them to add value in quality production processes. Such as Subsidiaries company Auto Metal Company Limited has diversified risk by selling stainless steel pipe products. Exhaust type to the automobile industry and motorcycle industry Subsidiaries by company Alternative Enmat Co., Ltd, The Company a distributor of aluminum in the shipbuilding and construction industries, NSC Metal Company Limited a distributor of copper, brass, stainless steel and aluminum to entrepreneurs in the construction industry. Electronics industry Automotive industry and electrical appliance industry.

### 2.3 Risks related to the entry of new competitors

Presently, the company's business operations of stainless steel procurement, processing, production and distribution stainless steel products there are about 2-3 entrepreneurs in the country doing business similar to the company. In addition, the subsidiaries company, Auto Metal Company Limited, engages in the business of producing and distributing stainless steel exhaust pipes for industry. The first vehicle to use Japan's FFX technology machine in Southeast Asia. The Company and subsidiaries Company there are risk from the entry of new competitors may be affect the company's sales and market share and subsidiaries.



However, the business operations of the Company and its subsidiaries rely on various supporting factors, including:

- (1) Specialization and long experience in developing products with quality and matching the target customers, entrepreneurs in various industries, can be seen from the company's business experience for more than 30 years.
- (2) Depend on knowledgeable personnel Expertise Understand the changing needs of the market and high experience in doing business
- (3) Depend on good and continuous business relationships with producers and distributors of raw materials and target customers.
- (4) Business operations of the Company and subsidiaries company require efficient machinery and production. Therefore, the machinery must be maintained in a ready-to-use condition at all times. and control operating standards in the production section To get quality products and fast service
- (5) The Company and subsidiaries company produce and sell a variety of metal and non-metallic products in terms of various raw materials. Various types and sizes allow the Company and subsidiaries company to manage and plan raw materials and production. It has quality and a cost that can compete effectively.
- (6) The Company and subsidiaries company also receive technical support in production and marketing to build confidence. of quality and expanding new products to increase the Company's customer base more widely. From a co-investor in a subsidiary, Mory Industries Inc., Japan.

The above factors, the Company and its subsidiaries company have greater readiness and competitiveness than new entrepreneurs.

#### **Operational Risk**

##### **2.4 Risk from fluctuations in world market prices of nickel, copper, and aluminum.**

Stainless steel, copper, and aluminum are the Company's main raw materials and products with a large turnover rate and subsidiaries. The movement of domestic prices will change according to world market prices. This is determined the supply and demand of producers and users of the metal around the world. In the case of stainless steel, the important ingredients are chromium and nickel. and carbon, so the price of nickel, which is the main ingredient, plays an important role in the price of stainless steel fluctuating.



However, the company is monitoring prices to assess the situation and price trends. To be taken into consideration in deciding on orders and distribution. Managing a variety of raw materials from many sources of goods and control the price level of inventory to be appropriate and quickly consistent with world market prices. This is to reduce the impact from fluctuations in the price of raw materials that may affect the raw materials and inventories.

## 2.5 Risks specific to the business

The main business of the Company and its subsidiaries company is the complete processing of stainless steel rolled products and has one subsidiary company as a distributor of copper, brass, and aluminum. Important assets of the Company and subsidiaries company are net inventories. As of March 31, 2024, the Company and its subsidiaries had net inventories of 518.52 million baht. (Accounting for 25.98 percent of total assets), the company is therefore at risk from such inventories. If there is no circulation appropriate level or there are products that cannot be sold normally.

In addition, the Company and its subsidiaries have net outstanding receivables of 503.18 million baht (accounting for 25.21 percent of total assets), the company is therefore at risk if trade debtors are unable to repay debts on time. This may affect the liquidity and financial position of the company and its subsidiaries.

However, the Company and its subsidiaries company have implemented a supply chain management system and has continuously developed the said system to be able to order raw materials in quantities that you want to use. Produce products that meet needs, and deliver products according to the schedule that customers want. This allows the Company and its subsidiaries to have efficient cost and inventory management and maintain appropriate turnover levels and proportion of inventory to

total assets. As a result, in the past period the company had average raw material costs that were consistent with market prices and There is appropriate financial liquidity and, as for trade receivables, The Company and subsidiaries company have monitor and supervis and visited customers regularly and continuously. To be able to evaluate information in depth where it is seen that there may be a problem The company will change to sales. in conditions that reduce the credit period or sell cash or may ask for additional collateral from customers in order to manage the risk of default on debts to be reduced.

## **2.6 Risk from cyber threats and protection Personal information**

Due to information is important to business operations. Important information of the company, partners and customers, including all groups of stakeholders. May be used illegally Can create an impact on the company in many ways. The company's operations have been disrupted, so the company has established policies and measures to prevent leakage of important information. Including the development of information security systems as follows:

- 1) Prepare a development plan and provide a work system that can adequately support usage. and create a plan to procure an appropriate long-term work system that will support the company's expansion. into a maintenance contract. The system works with the vendor or system developer for the management to approve and prepare an annual maintenance work schedule for various systems.
- 2) Provide an information system security system by specifying a username and password for access. Use of centralized systems and information and includes determining appropriate rights to use the internet system. and legally Including having a system to prevent threats from outsiders. Backup storage Creating an emergency plan in the event that the company must bring backup data into the system to replace lost data.

and the Company has prepared a personal data protection announcement to explain to the owner of the information the details regarding the collection, use, and disclosure of information of data owners. To prevent violations of personal information which, in the past The company is not affected by cyber and personal data threats.

## **Financial Risk**

### **2.7 Risk from fluctuations in the value of the baht**

In 2022 into 2023, the overall value of the baht in 2023 was considered a year in which the "baht" fluctuated violently. The movement range is 32.57-37.24 baht per dollar. which is a level that has appreciation from the previous year about 1.3 % and is also the strongest level compared to other currencies in the region. Baht movement pattern in 2023 Similar to 2022, appreciation at the beginning of the year, depreciating in the second half of the year. But in 2023, at the end of the year, the baht

may return to be appreciation than in 2022 because there are factors that make the baht stronger. Factors affecting the baht's depreciation during this period are short-term and temporary, especially money outflows from the Thai financial market. The export sector was unable to recover positively. In addition, the war between Israel and Hamas affected the energy market and global financial markets. Oil prices rose Gold prices rose The U.S. dollar held steady against a basket of major currencies. But the US dollar is still likely to strengthen due to economic figures showing the appreciation of the US and interest rates remaining stable at a high level.

central banks, especially the Fed, will maintain interest rates in 2023 in line with US policy. that is at a high level and is expected to be high for a long time, or Higher for Longer, in order to suppress rapidly rising inflation Until interest rates reached the level of 5.25 - 5.50%, this was the fastest and most severe increase in interest rates in nearly 40 years.

The changes were drastic and the volatility increased significantly, During this year The baht depreciated the most in Asia in October. But it has strengthened again until now. Trends in the value of the baht in 2024, with 4 main factors from ( 1) depreciation of the dollar according to the US economic picture. that continues to slow down and the Fed's lower interest rates (2) Fundamental factors of the Thai economy, especially the current account balance, will continue to increase in surplus. (3) Purchase of Thai assets from foreign investors who will return, especially in the Thai stocks section and (4) Other important factors such as gold transaction and in the second half of 2024, it is a point where one must be wary of increased volatility in the value of the baht. You may face pressure. From the main economic risk of entering a recession, there are 3 risk factors as follows:

1. Risks from the economic trends of all major economies, including the United States Or the Eurozone and England are all at risk. that will enter an economic recession (Recession) in the next 12 months
2. Uncertainty of monetary policy, especially the US economy still looks good and is stronger than expected, causing the financial market to face risk factors. Trend for the Fed's monetary policy comes from the market expecting an decrease interest rates. The fade is already fast and deep enough.
3. Political turmoil and geopolitical risks (Geopolitical Risk) next year, financial markets there will be major elections in many countries with important highlights. It is the US presidential election.

The baht is trend to Appreciation about 5%, giving the target at the end of year 2024 at 33.50 baht per dollar. important guiding factors. This comes from the policy interest rates of most major central banks. Led by the Fed and ECB reached the highest point of the cycle in 2023, making it possible to look at the implementation of global monetary policy in the next period. Start adjusting your weight to

the trend. Economic growth goes hand in hand with managing inflation. Meanwhile, the Fed will begin its first interest rate cut in mid-2024. and reduce by 0.25% every meeting after that

USD/THB - US Dollar Thai Baht **↓ 36.820 -0.011 (-0.03%)**



However, the depreciation of the baht can be managed to prevent it. The company has been follow up on the impacts. In such matters regularly the company and its subsidiaries which are importers of some raw materials from abroad. Has increased the proportion of purchasing within the country. Including purchasing with other currencies where the currency value is less volatile. along with hedging against exchange rate risk when importing raw materials from abroad into dollars. making a contract to buy and sell foreign currency in advance.

## Compliance risks

### 2.8 Risk from changes in laws, regulations, and law enforcement related to the industrial sector.

Changes in various government laws and regulations have resulted in the company expanding its business. which may have laws and specific regulations in that line of business. The Company has therefore determined to study and review rules and regulations related to business operations regularly or when there are important changes. To develop policies to accommodate changes in various laws. To prevent violations of the law This may result in damage to the company's reputation. Be punished and fines may be levied by government agencies or industry-related agencies.

The company has a legal risk assessment and follows up on changes in various laws. related and there are safety agencies and agencies related to law Responsible for supervising, supervising, and following up on compliance with rules, regulations, and related laws. As well as supervising the company's operations (Compliance) as well as disseminating knowledge and understanding to personnel in the organization.

## Environmental dimension

### 2.9 Environmental risks

#### Risks from the production process

The Company operates a stainless steel coil processing business. cutting, drilling and polishing the stainless steel surface. The production process may cause pollution. In the nature of noise, dust, chemicals, the company has managed and controlled pollution from the production process. Including the disposal of waste such as abrasive powder, stainless steel scraps, dander, contaminated waste, and wastewater treatment systems in accordance with environmental laws and regulations. specifying management methods for prevention as follows:

- Define health Safety and environment policy
- Conduct environmental risk assessments Preventing and reducing environmental impacts on stakeholders
- observe the precepts laws and standards. Including the implementation of the environmental management system standard ISO 14001 and the quality standard system ISO 9001/IATF 16949
- The Company has operations and protection against waste. or scraps left over from the production process in order not to have an impact to the external environment and working environment as follows

Type of waste	การจัดการ
Scrap metal from production	Sold to authorized persons to be recycled
Metal polishing powder contaminated with chemicals	Send to authorized person to get dispose
Scrap wood from making metal support legs.	Sold to authorized persons to be recycled
Sawdust scraps from making metal support legs.	Used as an absorbent material
engine oil, hydraulic oil (Expired)	Send to authorized person to get dispose
coolant	Send to authorized person to get dispose
Contaminated waste, oil, chemicals	Send to authorized person to get dispose
Wastewater	through the treatment process and check the quality at the wastewater pond Finally, before draining into a public canal

#### **Risks from climate change and natural disasters**

Many areas around the world are facing crises from natural disasters, such as major floods and droughts. The worst for many decades. The crises from natural disasters that occur are all caused from Climate change.

The Company therefore give importance to the amount of greenhouse gases and natural changes occurring at present. from cooperating with government policies that set goals for reducing the country's

greenhouse gas emissions. And to define guidelines for the organization's greenhouse gas management in 2023. The Company began the process of accounting for the organization's greenhouse gas emissions by referring to the operating framework and procedures in accordance with the Carbon Footprint of Organization (CFO) of the Greenhouse Gas Management Organization and define the base year to be 2019 to define a goal to reduce greenhouse gas emissions by 10% from the base year by 2027, including regularly reporting the results of the organization's greenhouse gas emissions.

## Social dimension

### 2.10 Human rights risks

Conducting business responsibly according to the international human rights framework is an important issue for confidence. and the trust of customers, partners, and all groups of stakeholders. In doing business together sustainably in the long term and It has been reviewed business processes throughout the value chain to ensure will not an impact or there has been a human rights violation against the trading partner business partners, employees, and all groups of stakeholders with the Company has created a human rights policy. This reflects the organization's commitment to conducting business based on respect for human rights. with important issues such as non-discrimination Since the process recruitment and guidelines, In assessing risks in important issues such as forced labor, child labor, etc. with define to Bord of Director, Executive Committee, employee practice all involved persons equally. Including the Company having a listening channel, Comments and suggestions from employees and all groups of stakeholders. In 2023, the Company no complaints about human rights issues

### Emerging Risk

Emerging risks are losses arising from risks that do not currently exist but may happen possible in the future due to changing environmental conditions. This emerging risk is often the result of changes in the political, legal, social, technological, and physical environment. or natural changes Sometimes the impact of these types of risks may not be presently determinable.

### Risk management

- The company compile information related to this emerging risk and continuous analyzes it. To understand and find methods to appropriately limit the impact on the organization.
- Prepare a manual for emergency and disaster plans. so that every agency Can be used to respond and operate in various crisis situations or emergency situations, whether caused by natural disasters, accidents, or damaged machinery. without allowing such as crisis or emergency situation to result in the agency having to stop operations.

**2.11 Risks from the transition to electric vehicles**

Present and future, The automotive industry is undergoing a transition away from powered cars. with Internal Combustion Engine to Electric Vehicle cars, which this transition will have a wide impact on, including the automotive parts industry. This is because electric vehicle technology uses parts and components that have completely changed from those used in gasoline vehicles. Especially the exhaust system.

However, There are still some parts that can be used between electric cars and gasoline cars. Such as the car frame and body and suspension system, Therefore to prevent risks from fluctuations during the said transition period, the Company chase customers in the EV industry, such as products in the Electric Charger Equipment group, in order to be able to respond to a wider range of customers. and still maintaining market share in the automobile group.

**2.12 Risk of losing market share**

Problems with the spillover of Chinese products which came to hit the product market in Thailand Affecting the product production sector, due to China has not yet recovered. But retain level of product production. to keep costs low. Therefore, products that are overproduced Therefore it is sold in markets in ASEAN. combined to compete for market share of Thai manufacturers, especially in the electrical appliances group. Present, customers in the electrical appliance group are threatened by Chinese products being imported for sale in Thailand. As a result, the rate of use of stainless steel in the electrical appliance group has decreased.

Therefore, To protect the risk of losing market share, the Company's chase customers in new industries such as industrial product groups and vending machines in order to be able to respond to a wider range of customer groups.



### 3. Sustainable Development

Lohakit Metal Public Company Limited has prepared a sustainability report to building a sustainable society and environment, together with maintaining a high level of ethics and morality in conducting business by reporting the impacts in all dimensions, including economic, social, and environmental dimensions through the use of the good corporate governance of the company. This report shows the operating results covering all operational processes of the Company for the period from 1 April 2023 to 31 March 2024.

#### 1. Policy and Overview

The Board of Directors has a policy to keep the business of the Company and its subsidiaries are subject with responsibility to society, environmental and group of stakeholders in accordance with the 8 core practices in the business process in order to contribute to the sustainability of the business.

1. The operation with fairness.
2. Anti-corruption
3. Respect for human rights.
4. Treating employee fairly.
5. Responsibilities to consumers.
6. Environmental care
7. The development of a community or society.
8. The innovation and dissemination of innovations derived from operations with responsibility to society, environment and stakeholders

In addition to conducting business in an ethical manner which is the important principal of The Company, Good governance which the Company keep instilling employees the clear corporate culture. The company also has commitment for the social responsibility by undertaking various public utilities on the continuous basis. That is the aim to raise awareness for being the supporters to society by giving the opportunities to all employees to participate in various public utilities and social activities. Each social activity has working group to responsible the activity in order to ensure the objective meet following the policy to return value to sustain community and society.

Details of the Company's "Sustainability Policy" are published on the website <https://www.lohakit.co.th> under the heading Investor Relations/Sustainability Policy

## SDG: Sustainable Development Goals

Sustainability Strategy	Indicators	Goal In 2023	Performance In 2022	Performance In 2023
Economic	Raw material efficiency (Actual work weight) x100 (Total work weight)	$\geq 98.70\%$	98.75%	99.01%
	Reduce waste in the production process (Total lost work weight) x100 (Total work weight)	$\leq 1.00\%$	0.24%	0.12%
	Customer satisfaction level	> 90%	94.54%	94.58%
	Supplier assessment scores for quality and delivery	> 89%	99.36%	99.31%
Social	Number of complaints from communities surrounding the company	0	0	0
	Work-related fatalities	0	0	0
	Lost Time Injury Frequency Rate (LTIFR)	0	0.55	0.49
	Number of complaints regarding human rights violations	0	0	0
Environmental	Proportion of greenhouse gas emissions per production unit (Scope 1+2) (carbon intensity)	30% decrease compared to the base year (2019) By 2027	20.27% decrease	25.97% decrease
	Proportion of energy consumption per production unit (energy intensity)	$\geq 10\%$ decrease compared to the base year (2019)	6.42% decrease	10.98% decrease
	Proportion of water consumption per person (water intensity)	$\geq 40\%$ decrease compared to the base year (2019)	35.53% decrease	45.89% decrease
	The ratio of hazardous waste to production tons	Not exceeding 0.20 tons Per 1 ton production	0.27	0.19
Corporate Governance	Number of complaints or disputes regarding to unfair competition	0	0	0
	Number of complaints or incidents of corruption.	0	0	0

### 3.2 Managing impacts on stakeholders in the business value chain

#### 3.2.1 Value Chain

Activity	Business Value Chain				
	Inputs	operation	Distribute products and services	After-sales service	Marketing and sales
The Company is the service provider of stainless steel. The company is also manufacturing and distributing stainless steel pipe i.e. stainless steel for ornamental tube and stainless steel pipe for automotive industry as well as processing and distributing electro-galvanized steel and coil and galvanized steel sheet and coil, providing various services such as cutting, drilling, polishing as per customers' requirements					
	<ul style="list-style-type: none"> <li>• Main raw materials</li> <li>• Supporting raw materials</li> </ul>	<ul style="list-style-type: none"> <li>• Quality Inspection</li> <li>• Standardized production</li> <li>• Packing</li> <li>• Stock (Inventory Control)</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery Plan</li> <li>• Loading/ Unloading</li> <li>• Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Storage Service</li> <li>• Check and troubleshoot product issues</li> </ul>	<ul style="list-style-type: none"> <li>• Product Test</li> <li>• Reasonable and negotiable pricing</li> </ul>
Infrastructure	Source of funding / Maintenance of vehicles / machinery / Solar Electric Systems				
Purchase	Main raw materials/ Supporting raw materials /Outsourcing				
HR	HR Development / HR Management /Labor supply (Outsource)				
IT	Internet /Intranet /ERP / Program Business plus /Sim Pro (Repair) /GIS (Transportation Management) / Humanica (payroll)				

#### 3.2.2 Analysis of Business Value Chain Stakeholders

The company is committed to creating fairness and giving importance to the rights of all groups of stakeholders, whether internal stakeholders such as shareholders, employees, or external stakeholders such as business partners, customers, etc. Therefore, the company will comply with relevant laws and regulations to ensure that the rights of such stakeholders are well taken care of. In addition, the company considers the rights of all groups of stakeholders in accordance with the following guidelines:

Stakeholders	Expectations	Responding to Expectations	Communication Channels
Employees	- Paying appropriate compensation and receiving good	- Compliance with the ethical code of conduct for executives and	- Various announcements from the company - Training and Orientation

Stakeholders	Expectations	Responding to Expectations	Communication Channels
	<ul style="list-style-type: none"> <li>benefits</li> <li>- Consideration of human rights and fair treatment of employees do not discriminate</li> <li>- Safety and good working environment</li> <li>- Promoting and maintaining good health</li> <li>- Stability and opportunities for career advancement</li> <li>- Development of knowledge and abilities</li> </ul>	<ul style="list-style-type: none"> <li>employees of the company</li> <li>- Compliance with human rights policy</li> <li>- Policy for accepting complaints</li> <li>- Implementation of standard systems IATF16949, ISO9001 and ISO14001</li> <li>- Annual health check</li> <li>- Group life insurance</li> <li>- Personnel training and development plan</li> </ul>	<ul style="list-style-type: none"> <li>- Various activities of the company</li> <li>- Complaints through the Whistleblowing Channel</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>- On-time, location, number and continuous delivery</li> <li>- Deliver quality products that meet the needs of customers.</li> <li>- Low price products</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery is planned</li> <li>- Products are inspected before delivery.</li> <li>- Products are inspected according to specified specs before delivery.</li> <li>- Follow APQP PPAP MSA FMEA (Automotive Group)</li> <li>- Make a Contingency Plan</li> <li>- Make an Emergency Plan</li> <li>- Conduct customer satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>- Telephone E-mail, company website, brochures, business cards</li> <li>- Online communication channels such as Line, WhatsApp</li> <li>- Annual meeting on market situation or various projects</li> <li>- Regularly meeting with customers to know their needs.</li> <li>- Complaints through the Whistleblowing Channel</li> </ul>

Stakeholders	Expectations	Responding to Expectations	Communication Channels
		<ul style="list-style-type: none"> <li>- Dealing with complaints quickly and efficiently</li> </ul>	
<b>Business Partners</b>	<ul style="list-style-type: none"> <li>- Maintain lasting relationships</li> <li>- Receive fair and transparent price competition.</li> <li>- Fulfill the contractual agreement in full.</li> <li>- Get paid on time</li> </ul>	<ul style="list-style-type: none"> <li>- A meeting with sellers is arranged to request bids and bids are given without discrimination.</li> <li>- There is an evaluation of main sellers every month. Procurement policies and practices (Supplier Manual)</li> <li>- Develop business partners to have good practices, such as anti-corruption policies.</li> <li>- No gift policy letter</li> <li>- There is a document to set a payment date for the partner.</li> </ul>	<ul style="list-style-type: none"> <li>- Online / Onsite Meeting with Partners</li> <li>- Email</li> <li>- Complaints through the Whistleblowing Channel</li> </ul>
<b>Government Sectors</b>	<ul style="list-style-type: none"> <li>- Production/Processing</li> <li>- Quality Inspection</li> <li>- Distribution &amp; Service</li> <li>- Logistics</li> </ul>	<ul style="list-style-type: none"> <li>- Report business performance and performance to relevant government agencies.</li> <li>- Continuous participation in activities and projects of government agencies.</li> </ul>	<ul style="list-style-type: none"> <li>- Annual Report (Form 56-1 One Report)</li> <li>- Company Visits</li> <li>- Report on the performance of professional occupational safety officers.</li> </ul>
<b>Shareholder</b>	<ul style="list-style-type: none"> <li>- good returns</li> <li>- Good Corporate Governance</li> </ul>	<ul style="list-style-type: none"> <li>- Proper dividend payment</li> <li>- the compliance with the</li> </ul>	<ul style="list-style-type: none"> <li>- Shareholders' Meeting</li> <li>- Annual Report (Form 56-1 One Report)</li> </ul>

Stakeholders	Expectations	Responding to Expectations	Communication Channels
	<ul style="list-style-type: none"> <li>- Disclosure of sufficient information to support investment decisions</li> <li>- Full disclosure of relevant information that may affect investor decisions</li> </ul>	<ul style="list-style-type: none"> <li>SEC's CG Code</li> <li>- Member of Thai Private Sector Anti-Corruption (CAC) Project</li> <li>- Responding to inquiries in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>- the information disclosure via the Stock Exchange of Thailand and on the Company's website</li> <li>- Quarterly Opportunity Day</li> <li>- Investor Relations via Email and Telephone</li> <li>- Direct contact</li> </ul>
Community, Society	<ul style="list-style-type: none"> <li>- Health &amp; Safety and occupational health</li> <li>- Resource Support</li> <li>- Organizing events for the community</li> </ul>	<ul style="list-style-type: none"> <li>- provide educational opportunities, such as scholarship programs.</li> <li>- Employees and communities are safe, such as promote vaccinations</li> <li>- Wellbeing and better health for people, such as blood donation activities</li> </ul>	<ul style="list-style-type: none"> <li>- Community Dialogue</li> </ul>
Financial Institution	<ul style="list-style-type: none"> <li>- Ability to repay loans and interest as scheduled.</li> <li>- Regular use of credit line services</li> </ul>	<ul style="list-style-type: none"> <li>- Repay the loan as scheduled.</li> <li>- Consistent credit lines are used.</li> <li>- The use of deposit services and other financial transactions.</li> </ul>	<ul style="list-style-type: none"> <li>- email</li> <li>- telephone</li> </ul>
Mass media	<ul style="list-style-type: none"> <li>- Disclose clear, accurate and timely information</li> <li>- Executive interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Build confidence by providing accurate and transparent information</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly Opportunity Day</li> <li>- Investor Relations via Email : ird@lohakit.co.th</li> </ul>

Stakeholders	Expectations	Responding to Expectations	Communication Channels
			and Telephone : 026739559
<b>Competitors</b>	<ul style="list-style-type: none"> <li>- Fair competition</li> <li>- Refrains from seeking confidential information of the business competitors</li> <li>- Refrains from discrediting competitors</li> </ul>	<ul style="list-style-type: none"> <li>- Discussing with competitors the market situation and trends in prices.</li> </ul>	<ul style="list-style-type: none"> <li>- the information disclosure via the Stock Exchange of Thailand and on the Company's website</li> <li>- Telephone &amp; Email</li> </ul>

### Analysis of Significant Sustainability Issues

#### 1. Identification Significant Issues

This was considered from the analysis of external factors and sustainability issues that were significant or had an impact on stakeholders and businesses (economy, society, environment). This included analysis of internal factors which were weaknesses, strengths, risk factors, and the business performance of the Company.

#### 2. Prioritization

The Company considered the priority of issues by measuring the importance from the Company's perspective, external stakeholders, both in terms of opportunities and the impact each issue had on the economy, society and the environment.

#### 3. Verification Issues

The Committee and Working Group of Sustainability proposed issues raised from prioritization and review the accuracy and completeness of significant issues in order to cover all aspects, whether in the economic, social, or environmental dimension through business value chain stakeholders. The results will be used to formulate policies, strategies/operational plans, and goals in order to appropriately manage significant sustainability issues. There are materiality issues in 2023 as follow;

High		
Impact on Stakeholders		<div> <div>5</div> <div>3</div> <div>4</div> <div>1</div> <div>2</div> <div>6</div> </div>
Low	Impact on LHK business	
		High

As a result of the preparation of significant issues, the Company categorized the significant issues and established sustainability operation plans to be in accordance with the strategy and goals in 2023, which covered the aspects of economic, social, environmental, and stakeholder dimensions as follows:

Environmental Dimension	Social Dimension	Governance and Economic Dimension
1. Reduce greenhouse gas emissions	2. Occupational Health, Safety and Work Environment	3. Compliance with law
		4. Risk Management and Contingency Plan
		5. Compliance with regulations and international standards
		6. Corruption

### Risk Management and Risk Factors

#### Policy and Guideline

The Board of Directors emphasizes systematic risk management in line with good corporate governance, including adequate and appropriate internal controls, as well as closely monitoring risks that enable the company to achieve its objectives in executing the business plan, including the contingency plan, crisis management plan, and business continuity management plan, in order to build confidence, customer satisfaction, and good returns to shareholders and all stakeholders.



**Strategies/Operational Plans**

The Company has applies COSO (The Committee of Sponsoring Organization of the Treadway Commission) and has identified a specific risk management policy as a framework for managing the Company's risks in order to achieve the Sustainable Development Goals. In this regard, corporate risks are defined and categorized into 6 aspects: 1. Strategic Risk, 2. Operational Risk, 3. Financial Risk, 4. Compliance Risk, 5. ESG Risk, and 6. Emerging Risks.

**Objectives/Goals**

Objectives and goals: The risk assessment results are at an acceptable risk level. It must be controlled to prevent risks from rising to unacceptable levels.

**Operations**

Risk Factors	Risk Level	Risk Management
Thai Economic and Industrial Risks	Moderate	The Company and its subsidiaries have a policy to closely monitor economic conditions and impacts that may occur. The Company and its subsidiaries focus on diversifying business risks to cover various industries. in the country to reduce the impact of excessive dependence on any industry.
Risk from reliance on the producers and distributors of main materials	Low	The company has installed a plan to pre-order materials from relevant producers through the supply chain management system. Moreover, the company has a strong relationship with relevant producers. Until now, there has never been a case of a material shortage. Therefore, the company is confident that its operation will not be affected by such a material shortage. Furthermore, the company has the ability to import stainless steel from main overseas manufacturers.
Risk from relocation of the customers' production in various industries	Low	On the part of old customers, if the customer is going to relocate the production base, it must be planned in advance for a long period of time.  The company and its subsidiaries will know this in advance, which will allow them to plan production adjustments. The company and its subsidiaries have monitored the investment policies of customers who

Risk Factors	Risk Level	Risk Management
		are entrepreneurs in various industries. This information will be used to plan business policies and production plans to accommodate changes.
Risks associated with the entry of new competitors	Low	Currently, there are 2 or 3 local companies that conduct similar business to that of the Company. Furthermore, Auto Metal Co., Ltd., a subsidiary, produces and distributes stainless exhaust pipes for the auto industry that applies the FFX technology machinery from Japan; which is the first and the only to do so in Southeast Asia.
Risk from the price volatility of Nickel, Copper and Aluminum	Moderate	The company closely monitors the price of the raw materials in order to properly consider purchasing and distributing with managing materials from various sources and quickly response to keep proper material cost in line with global market price and also reduce the significant effects over the cost of material and finished goods.
Risk in associating with liquidity	Low	The Company and its subsidiaries have been continually developing and adopting the supply chain management in controlling the proper procurement of raw material, do the production and delivering at the customer requirement and schedule. The system helps the Company and its subsidiary in managing costs of doing business and effective inventory management. As a result of the effective inventory management, the Company and its subsidiaries have suitable financial liquidity and good standing of inventory proportion as well as proper material average costs in line to their market price and the financial liquidity is appropriate. As for the accounts receivable the Company and its subsidiaries are closely monitored by regular and continuous visits to customers so that they can be evaluated in depth. In cases there may be a problem, the company will

Risk Factors	Risk Level	Risk Management
		change commercial conditions to a lower credit term or sell cash or ask for additional collateral from customers to manage the risk of default.
Risk of Cyber Threat and Personal Information Protection	Low	<p>1. Prepare a plan to develop and procure a system that will adequately support its use, as well as a plan to find a suitable long-term system to support the company's expansion, including entering a system maintenance contract with the vendor or system developer, in addition to preparing an annual schedule for the maintenance of various systems.</p> <p>2. Set up an information system security system by assigning usernames and passwords to access the system and central data, as well as assigning appropriate and legal internet usage rights, establishing a system to prevent third-party threats, storing backup data, and developing contingency plans in case the company needs to restore backups instead of lost data.</p> <p>The company has prepared a Personal Data Protection Policy to inform the data subject about the collection, use, and disclosure of the data subject to prevent personal data breaches. In the past, the company Not affected by cyber threats and personal data breaches.</p>
Risk of depreciation in Baht Currency	Low	The Company regularly monitors the impact on the matter. The Company and its subsidiaries who are importers of some raw materials from overseas have increased their share of domestic purchases including purchases with other currencies than USD with less volatility, along with hedging foreign exchange risk in importing foreign raw materials into US dollars by entering into foreign currency forward contracts.

Risk Factors	Risk Level	Risk Management
<u>Corporate Governance Risk</u> Risks of changes in laws, regulations, and laws related to the industrial sector	Low	The company assesses legal risks, monitors changes in relevant laws, and has safety departments and legal agencies to supervise and monitor compliance with relevant rules, regulations, and laws, as well as supervise corporate compliance and disseminate knowledge and understanding to personnel in the organization.
<u>Environmental Risks</u> Risk of production process	Low	<ul style="list-style-type: none"> <li>- Institutes the Occupational Health Safety and Environment policy</li> <li>- Prevention and mitigation of environmental impact on stakeholders.</li> <li>-Strictly complies with laws and standards including ISO 14001, ISO 9001, IAF16949</li> <li>- The Company manages waste or scrape from steel production process so that there would be no impact on environment and workplace</li> </ul>
Climate Change and Natural Disasters Risks	Moderate	In 2023, the company embarked on the preparation of a corporate greenhouse gas emissions inventory based on the operating framework and procedures in accordance with the Corporate Carbon Footprint Assessment Guidelines. The company has set the Carbon Footprint of Organization (CFO) of the Thailand Greenhouse Gas Management Organization (Public Organization) and set the base year as 2019 to set a target to reduce greenhouse gas emissions by 10% from the base year by 2027, including regularly reporting the results of the organization's greenhouse gas emissions.
<u>Social Risks</u> Human Rights Risks	Low	The company has established a human rights policy that reflects the organization's commitment to conduct business on the basis of respect for human rights. There are important issues such as non-discrimination in the recruitment process and risk assessment practices on important issues such as forced labor. It

Risk Factors	Risk Level	Risk Management
		requires directors, executives, and employees at all levels. Treat all related parties with equality, as well as have channels to listen to opinions and suggestions from employees and all groups of stakeholders. There were no complaints about human rights issues.
<u>Emerging Risk</u> Risks for the Emerging EV (Electric Vehicle)	Moderate	The company pursues customers in the EV industry, such as charging equipment, in order to cater to a wider range of customers while maintaining its market share in the automotive segment.
Risk of losing market share	Low	The company pursues customers in new industries such as industrial products and vending machines to cater to a wider range of customers.

### Performance

- All risks are within acceptable risk levels.
- Business was not disrupted.
- There were no complaints or disputes that affected the operations and the business performance.

### Corruption

#### Policy and Guideline

The Board of Directors has established business practices with good governance principles, adhering to responsibility for the impact of all dimensions of business operations and always emphasizing anti-corruption. Therefore, the company has formulated an anti-corruption policy, assessed corruption risks, and communicated to raise awareness among directors, executives and employees at all levels. New employee orientation and annual knowledge review, as well as communicating the anti-corruption policy to the company's business partners.

#### Objectives/Goals

- 0 case of corruption
- Number of employees through annual knowledge review 100%
- Communicate anti-corruption policy to the Company's business partners and business ethics more than 50%

### Operations

1. The Company conducts a risk assessment against corruption along with the risk assessment of the organization by conducting an analysis to identify what risk events have occurred or are likely to occur and how they affect operations. According to the 2023 Corruption Risk Assessment, there are risks that

are part of normal operations. Risk assessment results were moderate for 24 risks and low level for 5 risks. Number of risks 29

2. The Company communicates and disseminates the Anti-Corruption Policy and guidelines for whistleblowing or complaints to the directors, executives and employees in the company and its subsidiaries are informed through various channels, such as director orientation and new employee orientation. Post to the PR Board, New Year's Eve No Gift Policy, Email, Company Website, etc.
3. The company provides channels for reporting clues or complaints to directors, executives, all employees of the company, and its subsidiaries, including stakeholders, through various channels, such as orientation for new directors and employees, posting announcements on the information board, a campaign prohibiting accepting gifts (No Gift Policy) during the New Year festival, e-mail : [whistleblower@lohakit.co.th](mailto:whistleblower@lohakit.co.th), company website: [www.lohakit.co.th](http://www.lohakit.co.th), etc.

### Performance

- The Company has been certified as a member of the Private Sector Collective Action Coalition Against Corruption (CAC) for the third consecutive time, with the certificate valid for 3 years ending 31 December 2025.
- There were no complaints, and no cases of corruption were found.
- 100 percent of employees pass an annual knowledge review and sign an acknowledgement of the anti-corruption policy.
- 90.1 percent of suppliers who acknowledge the anti-corruption policy

### **Compliance with laws, regulations, and international standards**

#### Policy and Guideline

Lohakit Metal Public Company Limited recognizes the importance of complying the laws, regulations, and international standards to supporting business operations and being able to develop long-term business operations in order to be an efficient organization with sustainable growth.

#### Objectives/Goals

The Company must comply with the laws, regulations, and international standards and no complaints from all groups of stakeholders.

#### Operations

The company has established guidelines for control and compliance with the law. Requirements to ensure operational effectiveness and define legal responsibilities In order to prevent risks that may severely affect business operations and build confidence among all stakeholders that the company operates in accordance with laws and external requirements, the company has established a main unit to coordinate and monitor compliance with the law.

- Safety and legal agencies are responsible for supervising, supervising and monitoring compliance with relevant rules, regulations, and laws, as well as supervising the Company's operations (Compliance), as well as disseminating knowledge and understanding to personnel in the organization.
- Independent internal auditor from outside Responsible for auditing the internal control system, including policy compliance. Regulations and operating manuals within the organization

#### 1. Fair Treatment of Workers

The company recognizes the importance of fair labor treatment for all personnel as the most valuable resource that will jointly drive business success and sustainability according to the set goals. The company therefore takes care of and treats all employees equally and fairly and respects basic human rights according to international principles within the framework of labor law.

- Occupational Safety, Health and Working Environment Committee, as well as appointing occupational safety officers (safety officers) at each level: supervisory safety officers, administrative safety officers, and professional safety officers.
- The welfare committee in the workplace represents employees in presenting welfare to employers in order to promote fairness to employees.
- Designate a senior energy person to be responsible for energy in accordance with the law.
- Participated in the White Factory Project to take part in helping prevent and suppress drugs in the workplace.

#### 2. Contractor Safety Control Measures

The company prioritizes employee safety in the organization and has measures to control the safety of contractors by providing knowledge, best practices and raising awareness by conducting safety assessments for every contractor.

#### 3. the compliance with standards

The company has created the ISO IATF 16949:2016, ISO 9001:2015 and TIS systems as standards for operations and to build confidence for customers in the quality of products. Including creating ISO 14001:2015 to build confidence among customers and communities in the production process, which is environmentally friendly.

#### Performance

- Implement the internal audit system and legal supervision covering all departments of the company.
- There were no significant incidents related to non-compliance with the law in either company. Subsidiaries and from all groups of stakeholders

## Reduce greenhouse gas emissions

### Policy and Guideline

The company recognizes and values environmentally friendly business operations and focusing on efficient natural resource management, including adaptation, preparedness, and mitigation of climate change impacts through the use of appropriate technology to prevent environmental impacts, as well as raising employee awareness of environmental conservation.

### Objectives/Goals

Collect data for calculating the Company's greenhouse gas emissions according to the CFO's criteria and set 2019 as the base year as the target to reduce the Company's greenhouse gas emissions.

### Operations

The company has set a target of reducing total greenhouse gas emissions in Scope 1 and Scope 2 by 10% from the production process by 2027 from the base year of 2019 and aims to develop business processes to meet the greenhouse gas reduction targets, including the application of ISO 14001 environmental management system standards in the organization, processes, and products. In 2023, the corporation plans to undertake greenhouse gas management as follows:

1. Formulated an Environmental Management Policy and set targets to reduce greenhouse gas emissions.
2. Identify and analyze greenhouse gas emission sources along the value chain
3. Develop, improve production processes, and invent solutions to minimize greenhouse gas emissions, such as dust issues.
4. Integrating renewable energy in the manufacturing processes
5. Improving the efficiency of electrical appliances such as replacing air conditioners, replacing light bulbs, as well as taking energy-saving measures.
6. Create a project aimed at influencing organizational behavior to reduce energy consumption and begin ecologically responsible practices such as minimizing waste through reduced consumption, reuse, recycling and reducing the usage of harmful chemicals

### Performance

- In 2023, the Company emitted greenhouse gases, Scope 1 & 2 was 728 tonCO<sub>2</sub>eq and compared to the 2019 base year was 1,140 tonCO<sub>2</sub>eq. This was a decrease of 36.14% from the base year 2019 .
- Carbon intensity per production unit was 0.034 tonCO<sub>2</sub>eq/ton, a decrease of 25.97% compared to 2019 (base year).



Year	Greenhouse gas emissions (tonCO <sub>2</sub> e)			production unit (ton)	Carbon Intensity per production unit (tonCO <sub>2</sub> eq/ton)	% change compared to base year
	Scope 1 Direct emission	Scope 2 Indirect emission	Total Scope 1 & 2			
Year 2019 (base year) 1 Apr 19 - 31 Mar 20	479	661	1,140	24,522.01	0.046	
Year 2021 1 Apr 21 - 31 Mar 22	362	362	724	20,279.03	0.036	a decrease of 23.20%
Year 2022 1 Apr 22 - 31 Mar 23	378	462	849	22,904.79	0.037	a decrease of 20.27%
Year 2023 1 Apr 23 - 31 Mar 24	349	379	728	21,152.83	0.034	a decrease of 25.97%

**Note :** The data has not been verified by third-party and the Company plans to continue the greenhouse gas emission data verification project.

## Occupational Health, Safety and Working Environment

### Policy and Guideline

Lohakit Metal Public Company Limited places importance on safety, occupational health, and the working environment of employees, customers and visitors. Persons who come to work within the company, including community and society, because the company considers that safety, occupational health and working environment are important to the company's stakeholders and are an important part of sustainable business development.

### Objectives/Goals

The Company implements safety, occupational health and work environment to avoid fatal accidents from work and accidents up to work stoppage or zero incident rate. This includes ensuring that the working environment meets the criteria prescribed by law.

### Operations

1. Implementation of the safety roadmap
2. Managing unsafe Act
  - Creating safe work standards (the Safety Standard Operation Process) to reduce unsafe acts during work.
3. Managing Unsafe Conditions
  - Safety inspection of the workplace, both at the inspection level by the Safety Committee and the area owner, to detect unsafe conditions and take corrective action to bring them into a safe condition.

- Safety training such as fire drills and fire evacuation

#### 4. Implementation of the Occupational Health Plan

- Training on occupational health knowledge to enhance skills cognition and protecting oneself from occupational diseases.



- Annual employee health check-up to monitor the health of all employees, including specialized examinations for risk factors from work.



#### 5. Implementation of the Work Environment Roadmap

- The company has been certified for environmental quality system. ISO 14001 : 2015 to achieve environmental stewardship and a systematic work environment.

#### Performance

In 2023, according to the fiscal calendar year (April 2023 to March 2024)

- There was a lost time injury frequency rate (LTIFR) of 0.49 per 409,664 working hours, which did not meet the company's target. As a result of encountering the abrasive problem of the workpiece and taking corrective action without stopping the machine first, it resulted in injury. After the accident, the company investigated the cause and notified preventive measures to other agencies to learn from mistakes and increase vigilance.
- The results of the 2023 employee health examination did not find any employees with abnormal health examination results due to risk factors at the employee's work.
- Work environment examination results The company has fully implemented the rules and procedures of the hearing conservation project of the Department of Labour Protection Welfare. To reduce the potential impact on employees. In terms of work environment test results. In other areas, it meets the criteria prescribed by law.

### 3.3 Sustainability Management in Environmental Dimension

#### Environmental Policy and Guidelines

Lohakit Metal Public Company Limited recognizes and places importance on conducting business that is environmentally friendly, and focus on managing the efficient use of natural resources, and are committed to improving the company's work methods and activities that may have an impact on the environment and finding ways to prevent pollution in every way possible. The company has received ISO 14001 environmental management system certification, showing that the company has had a good environmental management system since the business opened. The company and its subsidiaries do not have any disputes regarding the environment, and never received a warning or fine from a government agency. The operations are as follows:

- Strictly comply with laws, regulations, and agreements, including customer requirements regarding the environment.
- Set objectives and environmental goals. In order to make efficient use of resources and achieve maximum benefit, including continuous review.
- Prepare procedures as a document to implement and maintain, provide training, transfer, and advise employees to have knowledge, understanding, and awareness of the environment.
- Committed to continuous improvement and pollution prevention.
- Promote activities to reduce resource use and activities to reuse resources.
- Committed and aware of the prevention of hazardous substances, contaminants in products, and contamination in the production process -.

**(1) Energy management**

The company realizes and strives to control the use of fuel and electric energy for maximum efficiency in order to use natural resources efficiently and reduce the impact on the environment as much as possible, which can also reduce the company's energy costs. as follows

**1.1) Fuel Energy Management**

- The company encourages employees to switch to the transportation system provided by the company to facilitate and enable them to save on travel costs, as well as to protect the environment and reduce air pollution.
- Managing freight routes to reduce transportation trips or the number of vehicles that need to deliver goods by arranging routes so that one vehicle can deliver goods to more than one customer to reduce Fuel consumption.

**Performance**

According to the implementation of fuel energy management, In 2023, the company will have operating results. as follows

Fuel consumption	Unit	Base Year 2019 (1 Apr 19 - 31 Mar 20)	2564 (1 Apr 21 - 31 Mar 22)	2565 (1 Apr 22 - 31 Mar 23)	2566 (1 Apr 23 - 31 Mar 24)
Diesel	litre	166,472.80	134,186.13	125,002.87	120,324.57
Benzyl	litre	32,406.65	16,453.04	18,227.53	19,531.45
Total Fuel consumption	litre	198,879.45	150,639.17	143,230.40	139,856.01

**1.2) Electric Power Management**

- Campaign to switch off power and computer screens. During the lunch break from 12.00 to 13.00 hrs., employees can practice energy conservation and implement it in their daily lives. Including propagating energy-saving methods within their own community.
- Installation of a roof-mounted solar cell electricity generation system to save energy and use renewable energy to reduce environmental impacts. This project has also received investment promotion (BOI) regarding investment promotion measures to improve production efficiency. The company has proposed an investment plan for saving energy by using renewable energy in the business and reducing the impact on the environment. The rights and benefits received from the project are as follows:
  1. Exemption from import duties on machinery.

2. Receive an exemption from corporate income tax for a period of 3 years in the proportion of 50 percent of the investment, excluding the cost of land and working capital for improvements. In this regard, receive an exemption from corporate income tax from the income of the existing business.
3. The corporate income tax exemption period is counted from the date income is earned after receiving the promotion certificate.

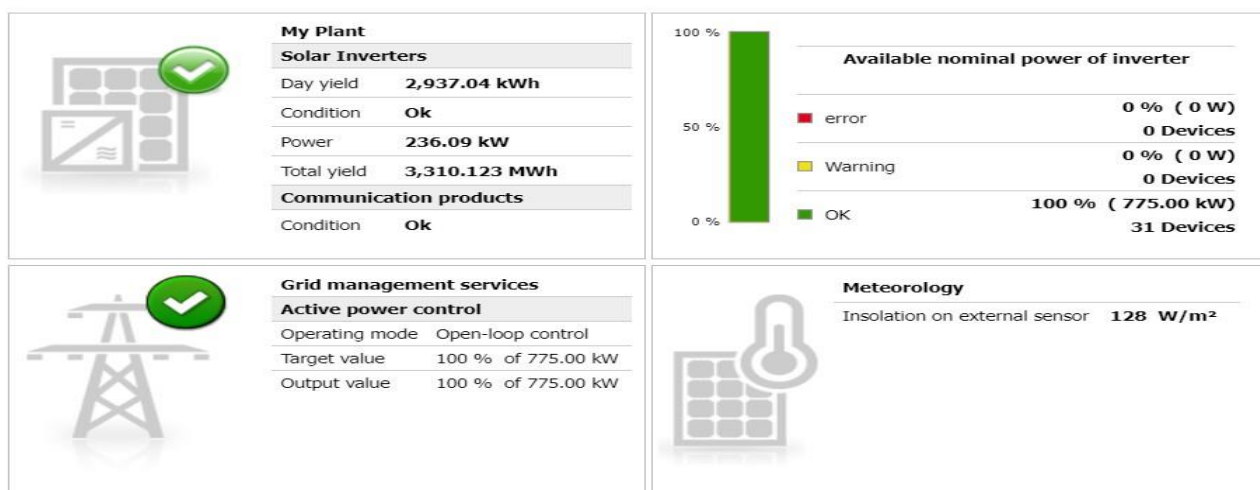
The company has submitted an investment promotion application and received an investment promotion certificate for this project on April 17, 2018, ready to begin taking steps to install a roof-mounted solar cell power generation system.

The company has received a license from the government agency ERC and the Provincial Electricity Authority to parallelize the generator with the electricity system and currently the company has completed the production of electricity for business use in 2019.



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From the installation of solar cells to date, it has been able to produce more than 3,310.123 MWh of electricity, which is clean energy that reduces the impact on the environment and reduces greenhouse gas emissions as well.

Changing electrical equipment to save more electricity, starting with a project to change electric bulbs from fluorescent bulbs and mercury vapor bulbs to LED bulbs to reduce electrical energy use.

#### Performance

According to systematic electric power management. In 2023, the Company has set a target that the proportion of Energy consumption per production unit (energy intensity) will decrease by more than 10% compared to the base year data (2019).

Power Management	unit	2562 (1 Apr 19 - 31 Mar 20)	2564 (1 Apr 21 - 31 Mar 22)	2565 (1 Apr 22 - 31 Mar 23)	2566 (1 Apr 23 - 31 Mar 24)
<b>Fuel consumption</b>					
Diesel	Kwh	1,684,149.83	1,317,255.83	1,252,470.27	1,222,963.12
Benzyl	Kwh	1,455,712.15	1,173,383.16	1,093,080.61	1,052,171.48
<b>Total fuel consumption</b>	<b>Kwh</b>	<b>3,139,861.98</b>	<b>2,490,638.99</b>	<b>2,345,550.88</b>	<b>2,275,134.60</b>
<b>Electric power consumption</b>					
Electric Power Consumption (PEA)	Kwh	1,321,834.17	922,551.67	723,430.75	757,052.67
Renewable energy usage	Kwh	313,985.00	677,372.63	626,731.03	634,895.40
<b>Total electrical energy consumption</b>	<b>Kwh</b>	<b>1,635,819.17</b>	<b>1,599,924.30</b>	<b>1,350,161.78</b>	<b>1,391,948.06</b>
% Renewable energy usage	%	19.19%	42.34%	46.42%	45.61%
<b>Total amount of energy (fuel + electricity)</b>	<b>Kwh</b>	<b>4,775,681.14</b>	<b>4,090,563.29</b>	<b>3,695,712.66</b>	<b>3,667,082.66</b>
production unit	ton	24,522.01	22,904.79	20,279.03	21,152.83
Energy consumption per production unit (energy intensity)	Kwh/ton	194.75	178.59	182.24	173.36
<b>% Change</b>	<b>%</b>		<b>a decrease of 8.30%</b>	<b>a decrease of 6.42%</b>	<b>a decrease of 10.98%</b>

The company's total energy consumption in 2023 was 3,667,082.66 Kwh, derived from 37.96% electricity consumption and 62.04% fuel consumption, which decreased from 1,108,598.48 Kwh in 2019. and the amount of energy consumed per ton of production. 173.36 kWh/ton, a decrease of 21.39 kWh/ton or 10.98% from 2019, which is in line with the set target.

**(2) Water Management**

The company has systematically managed its water supply with an emphasis on efficient management and has campaigned to raise awareness among employees about the use of water for the best value and benefit. The target for 2023 is that the proportion of water consumption per person (water intensity) will decrease by more than 40% compared to the base-year data (2019).

**Performance**

the Company's Water Supply Consumption (Unit: Cubic meter)

	unit	2019 (1 Apr 19 - 31 Mar 20)	2021 (1 Apr 21 - 31 Mar 22)	2022 (1 Apr 22 - 31 Mar 23)	2023 (1 Apr 23 - 31 Mar 24)
Water consumption	Cubic meter	6,213	3,293	3,379	3,249
Number of employees*	person	179	158	151	173
Water intensity per person	Cubic meter/ person	34.71	20.84	22.38	18.78
% Change		-	decrease 39.95%	decrease 35.53%	decrease 45.89%
% wastewater treated before disposal		100%	100%	100%	100%

**Remark :** Based on the number of employees in the workplace. Employees who are at the sales office are not included as it is a shared bathroom.

The Company's water consumption in 2023 was 3,249 cubic meters, a decrease from 2,964 cubic meters in 2019, and water consumption per person of 18.78 cubic meters/person, a decrease from 15.93 cubic meters/person or 45.89% in 2019, which is in line with the set target

### (3) Waste Management

To dispose of sewage, such as abrasive powder. Stainless steel scrap, cassia, and contaminated waste The company and its subsidiaries have hired companies with specialized expertise in the disposal and destruction of this wastewater. In addition, monthly analysis of noise volume and light intensity is arranged, and regular water quality checks are conducted by specialists. In order to meet the required standards. Pollutants from factories and offices are treated properly according to the requirements and inspected by relevant government agencies such as the Department of Factories, the Ministry of Industry, the Pollution Control Department, the Ministry of Science and Environment, etc.

#### Waste Plant Management Chart



#### 3.1) Waste Management

The company has been certified for ISO 14001 environmental management standards, which require systematic waste management within the factory. Recyclable waste facilitates proper handling, disposal, and separation of waste for reuse or recycling. There are also measures to reduce the use of supplies used for production and reduce the amount of hazardous waste that occurs as a result. The target for 2023 is to have a ratio of 1 ton of hazardous waste per 1 ton of production not exceeding 0.20 tons.

#### Performance

##### Waste Management Performance

	unit	2021 (1 Apr 21 - 31 Mar 22)	2022 (1 Apr 22 - 31 Mar 23)	2023 (1 Apr 23 - 31 Mar 24)
Non-hazardous waste (recyclables)	kilogram	110,825.00	187,500.00	332,117
Hazardous waste	kilogram	47,595.00	54,920.00	40,964
<b>Total amount of garbage</b>	kilogram	<b>158,420.00</b>	<b>242,420.00</b>	<b>373,081</b>
Production unit	ton	22,904.79	20,279.03	21,152.83
<b>Proportion of hazardous waste per production unit</b>	tons/tons	<b>0.21</b>	<b>0.27</b>	<b>0.19</b>
Recyclable waste	kilogram	110,825.00	187,500.00	332,117
The proportion of recyclable waste to the total amount of waste.	%	69.96%	77.35%	89.02%

**Note:** This is not included with general waste that is forwarded for disposal by the municipality.



In 2023, the Company recorded 373,081 kilograms of waste, of which 332,117 kilograms are non-hazardous waste and 100% recyclable, and 40,964 kilograms of hazardous waste to be disposed of, accounting for 10.98% of the total waste. The ratio of hazardous waste is 0.19 tons per 1 ton of production, with the proportion not exceeding 0.20 tons, which is in line with the set target. By reducing the use of gloves and rags and increasing the efficiency of using sand wheels and jute wheels to reduce the amount of stainless steel abrasive powder.

### 3.2) Wastewater Management

The Company is aware of the impact of effluent discharge caused by various processes and activities. Before discharging effluent into public canals. The water must be treated to a effluent value that meets the standards required by law. In addition, there are certified external agencies to inspect the quality of wastewater at the last pond every 3 months, which is an environmental responsibility that the Company has continuously implemented. There must be no complaints about the discharge of effluent from the surrounding communities.

**Assessment of Effluent Wastewater Quality in 2023**

	Details	Unit	Results	Legal Standard	
1	pH	-	7.0	5.5 – 9.0	pass
2	Color at original pH	ADMI	12	≤300	pass
3	Color at pH 7.0	ADMI	11	≤300	pass
4	Biochemical Oxygen Demand (BOD)	Mg/l	<2	≤20	pass
5	Chemical Oxygen Demand (COD)	Mg/l	<40(22)	≤120	pass
6	Total Suspended Solids (TSS)	Mg/l	N.D (1.7)	≤50	pass
7	Total Dissolved Solids (TDS)	Mg/l	188	≤3,000	pass
8	Oil & Grease	Mg/l	3.0	≤5	pass

#### (4) Air Pollution Management

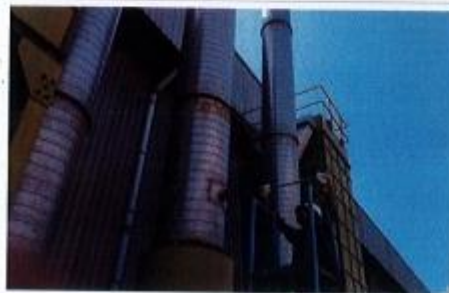
The Company places importance on air quality management from production processes that may cause air pollutants that may affect employees and surrounding communities. By developing a management plan to control air quality to be within the standard criteria. There must be no complaints about air pollution emissions from surrounding communities. The air quality is regularly measured and monitored twice a year. This ensures that the air quality meets the legal requirements.



เครื่อง HL-3



Blower เครื่องรีดท่อ 1



Blower เครื่องรีดท่อ 2



Blower เครื่องรีดท่อ 3



เครื่องรีดท่อ

Performance

## Particulate matter measurement (TSP)

unit mg/m3

Station	2021		2022		2023	
	1 <sup>st</sup> time	2 <sup>nd</sup> time	1 <sup>st</sup> time	2 <sup>nd</sup> time	1 <sup>st</sup> time	2 <sup>nd</sup> time
HL-3 Machine	8.8	7.1	2.8	4.1	6.5	13.4
Pipe rolling machine 1	7.3	7.5	6.9	18.4	7.4	12.6
Pipe rolling machine 2	8.1	7.7	6.2	8.9	7.7	13.7
Pipe rolling machine 3	1	6.9	5.8	16.6	17.4	14.3
Pipe scrubber machine	6.6	7.3	6.1	16.4	6.6	10.8
average	6.36	7.3	5.56	12.88	9.12	12.96
	6.83		9.22		11.04	

### 3.4 Sustainability Management in Social Dimension

#### (1) Human rights

##### Social and Human Rights Policy and Guidelines

The Company has a policy to comply with laws and regulations relating to employees and principles on fundamental human rights in accordance with international criteria without discrimination of origin, race, gender, age, color, religion, disability, status, ethnicity, educational institution or any other status that is not directly related to the performance of work, as well as respect for individuality and human dignity, as well as human rights risk assessment. In addition, the Company encourages employees to be aware of the importance and understand human rights and comply with human rights principles correctly. In 2023, there were no complaints of human rights violations.

##### Scope of Human Rights Risk Assessment

employee	Community & Environment	Partners and contractors	customer
<ul style="list-style-type: none"> <li>● Discrimination against employees</li> <li>● Employee health and safety</li> <li>● Privacy of employee data</li> <li>● Working conditions</li> <li>● Freedom of association and bargaining</li> <li>● Illegal hiring of workers</li> </ul>	<ul style="list-style-type: none"> <li>● Community Health and Safety</li> <li>● Community Living Standards</li> <li>● Community Environment</li> </ul>	<ul style="list-style-type: none"> <li>● Discrimination against partners</li> <li>● Partner Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>● Discrimination against customers</li> <li>● Customer Service</li> <li>● Privacy of customer data</li> </ul>

**(2) Treatment of employees and workers**

The Company recognizes the importance of its employees and is considered a valuable resource to drive the Company's business by recruiting employees. In addition, the Company also places importance on developing employees to be competent to support business operations and be able to develop new business operations in the long term in order to make the Company an efficient organization with sustainable growth.

**Employment** The Company has established clear guidelines as standards. It is based on the principle of non-discrimination and in accordance with relevant laws by giving everyone equal opportunities in terms of gender, race, religion, domicile, age, disability. In 2023, there are no labor disputes or complaints about unfair treatment of workers.

**Total number of employees**

male 122 persons female 65 persons

**Employees by nationality**

Thai 185 persons Japanese 2 persons

**Employees by region**

Central	106 ( 56.68%)
Northern	9 ( 4.81%)
Western Region	2 ( 1.07%)
Southern	3 ( 1.60%)
Eastern	7 ( 3.74%)
Northeast	60 (32.09%)

**Remark** : This information is as of March 31 , 2024.

**Employees are classified by level, gender.**

	2021 (1 Apr 21 - 31 Mar 22)	2022 (1 Apr 22 - 31 Mar 23)	2023 (1 Apr 23 - 31 Mar 24)
Total number of male employees in operational level	122	112	112
Total number of male employees in management level	11	11	6
Total number of male employees in executive level	3	4	4

	2021 (1 Apr 21 - 31 Mar 22)	2022 (1 Apr 22 - 31 Mar 23)	2023 (1 Apr 23 - 31 Mar 24)
Total number of female employees in operational level	48	45	60
Total number of female employees in management level	4	5	5
Total number of female employees in executive level	0	0	0

**Ratio of female employees to total employees**

Operational level	32.08%
Management level	2.67%
Executive level	0.00%

**Employees by age**

Male Employees by Age group	2021 (1 Apr 21 - 31 Mar 22)	2022 (1 Apr 22 - 31 Mar 23)	2023 (1 Apr 23 - 31 Mar 24)
Total number of male employees under 30 years old	21	19	25
Total number of male employees 30-50 years old	103	96	90
Total number of male employees over 50 years old	12	12	7

Female Employees by Age group	2021 (1 Apr 21 - 31 Mar 22)	2022 (1 Apr 22 - 31 Mar 23)	2023 (1 Apr 23 - 31 Mar 24)
Total number of female employees under 30 years old	4	5	15
Total number of female employees 30-50 years old	43	40	43
Total number of female employees over 50 years old	5	5	7

**Number of disabled employees** 2 persons

The Company received an outstanding award. "Thai Capital Market Sustainability Model Organization for Disability Support" 2022 by the Securities and Exchange Commission (SEC) In cooperation with the Ministry of Labour Department of Skill Development Department of Employment Department of Promotion and Development of Persons with Disabilities, Thai Listed Companies Association and All Persons with Disabilities Council of Thailand The Company aims to help develop careers and create opportunities for people with disabilities to participate and reduce inequalities equally and sustainably.



**Payroll Management** The Company manages by taking into account the principle of motivating employees to perform their duties to the fullest capacity, with fairness, compliance with legal requirements, and having a uniform standard of practice system. Evaluate and analyze work values to be up to date. It is appropriate to the level of duties and responsibilities in accordance with the business operation and is at a competitive level or equivalent to the remuneration rate of other companies in the same business.

**Employee Remuneration**

Remunerations to non-executive personnel

Remunerations	2022 (1 Apr 22 – 31 Mar 23)	2023 (1 Apr 23 – 31 Mar 24)
Salary/wages	56,503,022	55,597,758
Bonus	5,217,243	5,087,354
Other benefits	7,707,543	8,505,455
<b>Total</b>	<b>69,427,808</b>	<b>69,190,567</b>

**Other Cash Remuneration**

The Company and its employees jointly established a provident fund. The Company contributes 5 % of its employee salary and no other remuneration to its directors.

**Employee Provident Fund**

	2021 (1 Jan 21 - 31 Dec 21)	2022 (1 Jan 22 - 31 Dec 22)	2023 (1 Jan 23 - 31 Dec 23)
Total number of employees joining employee provident fund (Persons)	150	119	125
Percentage of total number of employees joining employee provident fund to total number of employees (%)	79.79	67.23	66.84
Total amount of provident fund contributed by the Company (Baht)	1,968,181.19	2,105,367.40	2,277,597.06

**Discrepancies in remuneration between genders**

The Company attaches importance to hiring with fair, equitable, and appropriate criteria based on the principle of respect for human rights and sets standards for employment and remuneration which will be divided equally according to experience, line of work, regardless of gender or nationality without discrimination, which provides opportunities to cover women, people with disabilities or other disadvantaged groups, and opposes the illegal use of child labor or migrant workers to serve as a guideline for workers. All employees will receive benefits and welfare according to the Thai labor law.

**Employee Development****Plans or activities related to development**

The Company supports and develops the potential of its employees as they are the driving force of the Company's business. Therefore, a program has been established to develop the potential of employees to expand their own capabilities and co-create.

**Objectives of employee development**

1. To want employees in the organization to develop skills, work skills, as well as have better knowledge so that they can be used to work more efficiently.
2. This reduces defects that cause malfunctions as well as corrects defects for better and more efficient operation.
3. To be part of the tools used to measure employees, evaluate performance, and predict the potential of the organization.
4. It can be used to plan work, plan business, as well as lay out the direction of the organization in the future.
5. To keep employees loyal to the organization and to retain employees who want to work with the organization for the long term.



The Company has an employee development plan to focus on employee performance divided into 2 topics: Internal and external training, which is training by trainers from inside and outside the organization, who see that employees are important in working in the company that must go along with the company's business operations to progress together. Therefore, the company has arranged knowledgeable and competent speakers to provide knowledge. Build ideas, enhance conversational skills Communication and contact both inside and outside the company for employees. as follows:

- **In-house training**

Various departments in the organization provide training on topics that are important to the performance of tasks related to employees, or OJT (on-the-job training). The trainers are specialists who have both supervisory and expert levels. or experts from external institutions to give lectures in the company.

- **Outsourcing training**

The company has provided employees with the opportunity with the opportunity to attend training with external institutions to increase knowledge development and make work more efficient.



In 2023, the Company has trained employees from external and internal agencies as follows:

Department	<u>In-house training</u> total/hours	<u>External Training</u> total/hours
Purchase	2 / 4	-
Finance	-	1 / 14
Sales & Marketing	5 / 12	2 / 8
Human resource	8 / 12	41 / 48
Quality assurance	28 / 34	-
Inventory / Logistics	86 / 35	-
Planning/Production/Maintenance	155 / 42	1 / 96
<b>TOTAL</b>	<b>284 / 139</b>	<b>45 / 166</b>

**Employee Training Hours**

	2021 (1 Jan 21 - 31 Dec 21)	2022 (1 Jan 22 - 31 Dec 22)	2023 (1 Jan 23 - 31 Dec 23)
Percentage of personnel trained in proportion to the legal limit	16	43	64
Percentage proportion required by law to consider the Skill Development Promotion Act	20	30	50

In 2023, the company has provided skill training to employees in proportion to the legal limit, which is calculated to be 116 employees (50% equals 116 employees)

**Employee training hours (unit: hours/person/year)**

	2021	2022	2023
Total training hours (hours)	360	427	493
Average number of training hours for employees	1.89	2.41	2.64

In 2023, the company has provided knowledge training for employees, which is calculated to be 2.64 hours/person/year (187 employees)

**Employee Training and Development Expenses (Unit : Baht)**

The Company has expenses used to develop skills and knowledge for the management team and employees in the organization in the amount as follows:

	2021 (1 Apr 21 - 31 Mar 22)	2022 (1 Apr 22 - 31 Mar 23)	2023 (1 Apr 23 - 31 Mar 24)
The cost of training and developing employees.	0.00	121,650.00	45,120

**An employee development plan is part of an employee's annual performance evaluation.**

The company measures the performance of employees to develop their individual abilities. With the goal of improving employees' skills, the company has set a goal to evaluate the performance of individual employees, and the company will use the results of the employee performance evaluation. It is processed to analyze the development plan into an annual employee training plan so that employees can continuously improve and develop.

## Fostering relationships and employee engagement

### Internal Relationships

company Lohakit Metal Public Company Limited has always organized various activities to strengthen good relationships within the organization between executives and employees. We believe that good relationships between teams will lead to effective results and build employee engagement. Satisfaction and quality of well-being of employees To maintain employees who are considered valuable resources to stay with the organization. as follows

### Employee relationship building activities (Team Building)



### Sports Day Games 2023





### Company Outing Trip



### Thailand 5S Award from Thai-Japan Technology Promotion Association



The company arranged lunch for employees in the Safety Win activity



Buddha water abluion and watering activities for the executive team on the occasion of Songkran Festival

The event consisted of activities to abluion and water the head of the management team for the prosperity and continuation of good traditions in Thailand on the occasion of the Songkran festival and for employees to participate in activities together. Before returning to your hometown on Songkran Day, have fun and be friendly.



E

**employee Relation and Engagement**

	2021 (1 Apr 21 - 31 Mar 22)	2022 (1 Apr 22 - 31 Mar 23)	2023 (1 Apr 23 - 31 Mar 24)
Total number of employee turnover leaving the Company voluntarily	39	30	23
Total number of male employee turnover leaving the Company voluntarily	30	22	18
Total number of female employee turnover leaving the Company voluntarily	9	9	5
Total number of employees	188	177	187
Employee Turnover Rate (%)	20.7%	16.9%	12.2%
Number of significant labor disputes (cases)	0	0	0

**The evaluation results of employee engagement with the organization**

Lohakit Metal Public Company Limited has conducted an employee engagement survey to assess employee satisfaction and commitment to the organization. The survey takes into account aspects such as job satisfaction. Working environment, various activities organized by the company Taking into account satisfaction, stability, and work objectives for each activity or project in order to use information from survey results to develop work.

**A gathering of employees to negotiate with the company regarding employee benefits and welfare.**

Lohakit Metal Public Company Limited recognizes the importance of every personnel. As the most valuable resource that will jointly drive towards success and sustainability, in addition, a welfare committee has been established in the workplace, or CSO, in line with labor protection laws in accordance with Thai labor standards (MRT. 8001-2010) and human rights principles according to international standards. In the CSO, there are 5 members representing all employees who have the authority to negotiate welfare matters with the company.



**(3) Community/Social Responsibility**

The company also pays attention and supports hygiene, safety, security, and environment of local communities are ready to support basic human rights by emphasizing participation and creating value for stakeholders. In 2023, there were no disputes related to community rights violations and no complaints from communities on social or environmental issues. In addition, the company contributes to improving the quality of life and promoting community engagement, as follows:

Framework	Impact
education	The company recognizes that education plays a significant role in the nation's development. As a result, the company has started a number of initiatives, such as scholarship funding, that support and encourage thoroughly the development of education.
The preservation of traditions and culture	The company supports religious activities annually to contribute to the preservation of Buddhism, as well as organizing activities such as the Rod Nam Dum Hua ritual during the Songkran Festival in order to preserve culture and tradition and build good relations with the community.
Quality of Community Development	The company also pays attention and supports hygiene and safety. It supports basic human rights by conducting community development activities such as local employment and job support for people in the community.
Environmental protection and conservation	The Company realizes and places importance on environmentally friendly business operations and focuses on efficient management of natural resources and minimizing environmental impacts as much as possible.

### Community and social engagement activities

#### Blood donation to the Thai Red Cross Society

It is one of the activities to improve the quality of life that the Company in collaboration with the National Blood Center, Thai Red Cross Society organized the activity with the objective to be a part of supporting the Thai Red Cross Society in promoting and procuring donated blood to provide assistance to patients who need blood for medical treatment.



#### Giving alms to monks on the occasion of New Year's Day

LHK employees gathered to make merit by donating rice and dry food to 9 monks in exchange for good fortune in life on New Year's Day 2024.





Collect used calendars for “the “Desk Calendar for the Blind” campaign organized by the Foundation for the Blind in Thailand under the Royal Patronage the Queen

The calendar was donated by the company's employees to produce Braille books as teaching materials for the visually impaired to create learning opportunities and be a part of environmental protection by reusing materials in accordance with circular economy guidelines and reduce waste generation.



### 3.5 Sustainability Management in Economics and Corporate Governance Dimension

#### (1) Sustainable Supply Chain Management

##### Sustainable Supply Chain Management Policies and Guidelines

The company has established a sustainable supply chain management policy in line with its corporate social responsibility policy. Prepare and strictly comply with the Code of Business Conduct for Business Partners and Competitors. To encourage business partners to conduct business sustainably and in line with the company's business practices and prevent trade monopolies. Unfair competition, prevention of corruption, and development of new vendors can be achieved by establishing corporate working practices and selecting business partners with social responsibility, such as no child labor. Forced or slave labor Non-violation of human rights Fair employment and environmental stewardship, as well as promoting knowledge and understanding for suppliers to be socially responsible. Suppliers are assessed for social aspects, including labor and human rights. Environment, community, and society as a whole

##### Sustainable Supply Chain Management Plan

The company has a sustainable supply chain management plan. By recruiting and selecting new vendors. By communicating with suppliers about the company's policies and expectations, as well as establishing criteria for evaluating the potential and qualifications for selecting new suppliers. It covers important social and environmental issues. as follows

##### Criteria for evaluating and selecting new suppliers

Product quality	Reasonable cost
Delivery & Service	Sustainable Operations (ESG)

Suppliers who pass all assessments with an assessment score of 60% or more are required to sign the "Code of Conduct for Business Partners as a guideline for conducting business in accordance with the company's Supplier Code of Conduct. There will be a summary of the percentage of new partners signing each year.

The Company has prepared a supplier quality audit plan with other departments such as the Quality Assurance Department according to the annual vendor development plan and has an audit at least once a year. ESG in 2024 (from 1 April 2024 onwards)

## (2) Organizational innovation

### Organizational innovation Policy and Guidelines

Lohakit Metal Public Company Limited places importance on developing and promoting innovations that help add value to products and services in order to deliver the best value to customers and all groups of stakeholders and create business competitiveness by promoting and supporting the development of innovations in various fields in every work process to increase operational efficiency in time for upcoming changes.

### Strategies/Operational Plans

- Study and understand customer needs.
- Use technology as a tool to increase efficiency in improving and developing work processes.
- Promote a work culture that encourages continuous learning and development.

### Objectives/Goals

- Raw material efficiency  $\geq 98.70\%$
- Reduce waste in the production process  $\leq 1.00\%$

### Operations



#### 1. The use of technology increases efficiency in process development.

The company places importance on bringing innovation to improve the quality of products and services. Create value in both production and management to best meet the needs of customers. Create opportunities and increase business competitiveness. Kaizen activities and other activities are used to promote a work culture that supports continuous improvement and development and allows employees to express new ideas so that they can develop ideas until they become innovative. There are innovation-related projects that occurred in 2021–2023, as follows:

##### 1. Improved dedusting process

Because of the production department There were 7 claims from customers who coated the film from January to September, accounting for the total value of damages. 165.5 KG., totaling 19,285 baht (January–September). These problems are caused by dust under PE, so the production department came up with the idea to improve the dust removal process by installing dust curtains to prevent dust problems under PE caused by the production process with an investment budget of 176,818 baht by installing dust curtains to prevent dust from the outside and reduce defects caused by dust.

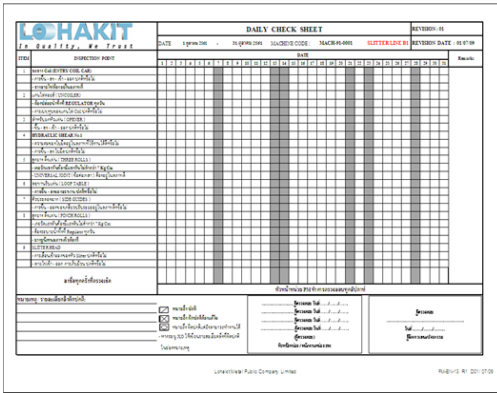
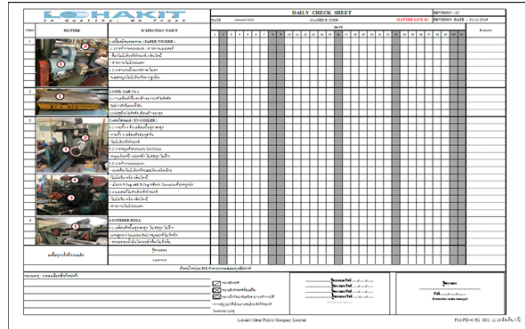
The benefit of this concept is to reduce the problem of claims caused by dust under PE. From the data collected from January to September, out of the 7 problems encountered, it turned out that there were no claim problems from customers. The result is 100%.

Before	After
 <p><b>Detail</b> Waste in the production process, especially Claim 7 film coating Total damage 165.5 KG.</p> <p>Total amount 19,285 Baht (JAN.-SEP.)</p>	<p>Concept [ Idea ] : Install a dust curtain</p> <p>Estimated investment 176,818 baht</p>  <p><b>Detail</b> Install a dust curtain to prevent dust from outside to reduce defects caused by dust.</p> <p><b>Results</b> Reduce the problem of claim work caused by dust.</p>

## 2. Reduce the time to find an inspection area according to the machine inspection document

Because of the production department It took longer than the required time to inspect the machinery, according to the documents. Upon inquiry, it was found that it was difficult to find inspection points according to the documents because there were no pictures to see, so the production department came up with the idea to reduce the time to find inspection areas according to the machine inspection documents by making illustrations to be able to find inspection points more quickly. This does not require a budget to invest.

The benefit of this idea is that it reduces the time it takes to find a machine inspection point. From about 5 minutes to 3 minutes, the time reduced by 2 minutes is 40%.



Before	After
 <p><b>Detail</b> Employees take longer to check the machines according to the documents than expected. Upon inquiry, it was found that it was difficult to find a documented checkpoint because there was no picture.</p>	<p>Idea [ Idea ]: Reduce time to find checkpoints</p> <p>Estimated investment 0 baht</p>  <p><b>Detail</b> Update the machine inspection document to illustrate it to provide clarity in the inspection and reduce the time it takes to locate the area to be inspected according to the document.</p> <p><b>Results</b> Reduce losses from finding checkpoints based on documents</p>

### 3. Improve the process, move the paper core away from the machine

Because the production department encountered a problem. Employees must move paper rolls to the storage area over a distance of approximately 5–6 meters. The weight of paper per roll is approximately 50–90 kilograms, causing employee fatigue. and cause employees to have back pain. Therefore, the production department has an idea to improve the process. Move the paper core away from the machine. By using a power-saving machine Instead of using a lifter, this idea uses an investment budget of 25,000 baht.

The benefit of this idea is that it reduces the time it takes to move the rolls to the storage area by using a powerful machine. From about 15 minutes to 5 minutes, the time that can be reduced by 10 minutes is 66.67% from the use of a machine instead of a person to lift and move.



Before	After
 <p><b>พื้นที่วางกระดาษ</b></p> <p><b>Paper winder</b></p> <p><b>Detail</b> Employees have to move the rolls to the storage area at a distance of about 5-6 meters, which is about 50-90 kilograms per roll, causing fatigue and affecting employees' back pain.</p>	<p>Concept [ Idea ] : Use a buoy machine instead of a lifter Estimated investment of 25,000 baht</p>  <p><b>ตัวอย่างชุดรอกรางเลื่อน</b></p> <p><b>Detail</b> Set up a rail hoist between the point where the paper roll is rolled and the paper core area instead of being lifted and moved by the staff.</p>

## 2. The cost of research and innovation development

The company has allocated a budget to support the development of work processes and innovations continuously, with expenses for the past 3 years as follows:

Business Innovation Development Expenditure Year 2021 - 2023

Innovation Development	2021 (1 Apr 21 - 31 Mar 22)	2022 (1 Apr 22 - 31 Mar 23)	2023 (1 Apr 23 - 31 Mar 24)
1. Improve the dust removal process	176,818		
2. Reduce time to find machine inspection points		Free of charge	
3. Use a buoy machine instead of a lifter.			25,000

Such costs are designed and developed to increase convenience, speed, and accuracy of work, and to build machinery to increase efficiency and safety in the production process.

### Performance

- Efficiency in using raw materials: target  $\geq 98.70\%$ ; achievable 99.01% can be achieved according to the set target.
- Reduce waste rate in the production process: target  $\leq 1.00\%$ ; achievable 0.12% can be achieved according to the set target

### (3) Cybersecurity and Personal Information Protection

#### Cybersecurity and Personal Information Protection Policies and Guidelines

The company has established a cyber and information security management policy and encouraged employees and related parties to comply with it to prevent information law violations. and also prepares contingency plans to respond to cyber threats.

In addition, the collection of personal data requires the consent of the Personal Data Protection Act (PDPA) and other relevant laws to avoid human rights violations. Therefore, the company has established a personal data protection policy to cover and protect all groups of stakeholders.

#### Measures and guidelines regarding the use of personal information

The Company will establish measures and guidelines in accordance with the law, regulations, Criteria and personal data protection policy for employees of the Company and other related persons.

The Company will support and encourage employees to have knowledge and awareness of their responsibilities in collecting, collecting, using, and disclosing personal data of data subjects and be ready to protect the personal data of those involved. Employees must comply with the Personal Data Protection Policy and Guidelines set forth by the Company.

Details of "Personal Data Protection Policy" are published on the website <https://www.lohakit.co.th> [Investor Relations/Personal Data Protection Policy].

#### Performance

In 2023, there were no incidents of cyber-attacks such as Computer viruses or malware installations, and there were no cases of personal data breaches.

#### (4) Customer Responsibility and Product Recall Plan

##### The Protection of Personal Data of Customers Policy and Guidelines

The company has established a Code of Ethics or Statement, which stipulates the confidentiality of customer information and guidelines for the use of information received from customers. Customer's personal information, such as an ID card, phone number, address, or complaint in the event that the company receives suggestions or complaints from customers, the recipient will make inquiries to request permission to disclose the customer's personal information to relevant agencies. It will conceal customers' personal information. In 2023, the company has had no incidents that violate the customer's privacy or result in the loss of customer information.

##### Customer complaint channels

The company has developed a marketing plan to maintain relationships with existing customers and create new customer bases to build trust and meet customer satisfaction. Receiving feedback and complaints from customers through the system in various channels, such as sales representative staff, the Lohakit Company's website, telephone, and email, as well as annual customer satisfaction surveys. The Quality Management System standard (ISO 9001) is used to determine the procedure for receiving complaints and resolving them. In 2023, the proportion of assessment results after resolving complaints was 91.66%.

##### Customer Satisfaction Development Plan

- Conduct data analysis through market and customer product and service needs, including customer satisfaction survey data, to be used to improve, develop, and formulate customer satisfaction improvement plans.
- Formulate strategic plans, marketing plans, and customer relationship management to maintain existing customer relationships, build a new customer base, and build a brand. Let customers trust in quality and good service.
- Promote customer engagement by organizing relationship-building activities to listen to needs and exchange product information, as well as establishing channels to receive feedback and complaints from customers in order to continuously improve operational efficiency.

##### Customer satisfaction improvement goals

Customer Satisfaction Score more than 90%

##### Customer satisfaction assessment results

The company places importance on customer service and conducts customer satisfaction surveys annually. To use the results of the assessment to improve and develop work to be more



efficient. The assessment is divided into three topics: 1. Service of sales staff or staff 2. Quality of products and after-sales service 3. Shipping Services

	2021 (1 Jan 21 - 31 Dec 21)	2022 (1 Jan 22 - 31 Dec 22)	2023 (1 Jan 23 - 31 Dec 23)
Customer satisfaction	93.41%	94.54%	94.58%

#### 4. Management Discussion and Analysis

##### (A) Operating Performance

The Company and its subsidiaries are engaged in the main business of fully integrated stainless steel coil processing. Business operations of the Company and its subsidiaries consist of procurement, processing and distribution of cold-rolled stainless steel in coils and sheets. Production and distribution of stainless steel pipes, processing and distribution of galvanized steel and galvanized steel in coils and sheets and provides services in cutting, drilling, polishing, stainless steel and steel according to customer requirements. Stainless steel is a durable metal. Corrosion resistance and easy to clean the products of the Company and its subsidiaries are used in various industries such as the home appliance industry, Construction industries, automotive industries, computer industries and food industries, etc. The company was established and operated its business in 1989. Later, 3 subsidiaries and 1 associated company were established, consisting of

- (1) On October 14, 2004, the Company established a subsidiary, Auto Metal Company Limited (the company holds 99.99 percent stake) to operate the business of manufacturing and distributing stainless steel pipes for the automotive industry, namely: car exhaust motorcycle exhaust. A subsidiary had commercial performance in fiscal year 2007. Subsequently, on October 1, 2010, the parent company sold 40.00 percent of the subsidiary's investment to a Japanese business partner Mory Industrial Inc. from Japan, resulting in The company's shareholding ratio has decreased to 59.99 percent.

In 2018, the Company purchased some plots of land with factory buildings on the land in Amata Nakorn Industrial Estate, the area close to the original factory, in order to transfer some of the production process and use it as a storage area to reduce the density of the original factory The aforementioned land is 5 rai 3 ngan with factory buildings and started to take advantage of the new factory in May 2019.

- (2) On June 2, 2005, the company established a subsidiary, D-Stainless Co., Ltd. (the company holds 99.93 percent stake), registered capital of 1 million baht, later changed its name to the company. Alternative Stainless Co., Ltd. to engage in the business of manufacturing and distributing stainless steel products of specific grades. The said subsidiary had commercial results in fiscal year 2006, and on January 4, 2016, the company registered its name change to Alternative Enmat Company Limited and increased its registered capital to 10 million baht. Paid up 5.5 million baht and the shareholding is reduced to 74.99 percent and a

businessman from Singapore holds 25.00 percent stake. The capital increase aims to expand the business into aluminum products in a new market.

On November 7, 2017, the Board of Directors' meeting resolved to approve the Company buy the company's ordinary shares

Alternative Enmat Co., Ltd. (subsidiary) from non-controlling stakeholders of Subsidiaries of 25,000 shares with a par value of 100 baht per share (2 fully paid-up shares and 50 percent paid-up 24,998 shares) in the amount of 1.25 million baht, increased to 100 percent of the registered capital of the said subsidiary Due to a businessman from Singapore requesting to withdraw the investment by selling back all shares to the company due to the inability to fully support the subsidiary's business due to the burden of personal business. As a result, the company becomes the total shareholder of this subsidiary. At present, the company has stopped its business in distributing aluminum products and is considering to continue doing other business.

- (3) Mory Lohakit (Thailand) Co., Ltd., a company jointly incorporated as a limited company on April 1, 2009, with Lohakit Metal Public Company Limited holding 49.0 percent stake and Mory Industries, Inc. holding Shares in the proportion of 49.0 percent as well are common shareholders. The Company's main business is brokerage business. Sales and marketing both domestically and internationally for major shareholder companies and companies in the group
- (4) On January 31, 2013, the Company purchased ordinary shares of Ngk Seng Chiang Metal Company Limited (as of April 1, 2014 changed its name to NSC Metal Company Limited) in the proportion of 100.00 each, which is a distributor of copper, aluminum and stainless steel

### Operating Performance

For the year ended 31st March 2024 the Company and its subsidiaries had net profit of Baht 79.01 million or decreased by 27.51 million or 25.8 percent from previous year while total sales decreased and net profit decreased when compared to the operating results of the same previous year with the net profit of Baht 106.52 million. It comes from the direction that the market price has continuously decreased and begun to stabilize. Resulting in the average cost of raw materials being reduced to a reasonable level. As a result, the profit rate has increased in the past 6 months, along with the economic conditions abroad starting to recover and the policy interest rate has risen to its highest point. This has caused export sales in the electrical appliances and tourism sectors to improve. However, this is due to the high level of household debt in the country, Affects commercial vehicle loan approval. Therefore, the production and sales of this group of cars have decreased significantly. Meanwhile, many government construction projects continue to be halted from the delayed budget.

The profit before interest and tax decreased by Baht 43.17 million whereas corporate tax decreased by 7.63 million. This was due to the company and a subsidiary's operating profit decreased. The financial cost decreased by 1.28 million baht, while the net profit of the subsidiary's minority shareholders decreased by 6.57 million baht in the current year.

For the year ended 31<sup>st</sup> March 2023 the Company and its subsidiaries had net profit of Baht 106.52 million or decreased by 105.16 million or 49.7 percent from previous year while sale slightly increased, compared with the net profit of Baht 211.68 million in previous year. It is still affected by the market price tends to decline, according to the economic conditions around the world that began to slow down. Due to central banks using monetary policy measure in many countries curb inflation. This caused the purchasing power to decrease in both the domestic and export markets. This is an industry with a relatively high profit margin. Thus affecting the production capacity in the short term supply contraction as a result, the profit margin has decreased in second-half year. While the shortage situation of chips or semiconductor in the automotive industry is getting better, causing the expansion of demand from both domestic market and exports compared to the same quarter of the previous year. The decreased net profit for period year, it was the main impact in the third quarter and Fourth quarter of the year due to the economic slowdown in the country. The purchasing power of foreign countries is shrinking.

The profit before interest and tax decreased by Baht 123.86 million whereas corporate tax decreased by 26.21 million. This was due to the company and a subsidiary's operating profit decreased. The financial cost increased by 2.50 million baht, while the net profit of the subsidiary's minority shareholders increased by 5.46 million baht in the current year.

For the year ended 31<sup>st</sup> March 2022 the Company and its subsidiaries had net profit of Baht 211.68 million or increased by 110.32 million or 108.8 percent from previous year while sale increased, compared with the net profit of Baht 101.36 million in previous year. The increasing come from the economy began to recover. due to the widespread distribution of vaccines government economic stimulus measures and better export numbers Compared to the same period last year who have been heavily affected by the COVID-19 outbreak Including stainless steel and other metals, world market prices have risen sharply in the past nine months due to the more accommodative global trade situation. As a result, the company's various metal and non-metal products that are sold to customers in various channels benefit in terms of sales and gross profit as well. Including the manufacturer of automobile exhaust pipes. Its sale has returned to high volumes in sales and also having high production to support sales and to compensate the lower inventories in the earlier quarters. The automobile industry has recovered significantly in the latest quarter. Higher sales from auto exhaust products were with good gross margin, along with the electrical appliances

industry began to have a recovery better trend and demand for products in global market continually higher.

The profit before interest and tax increased by Baht 158.54 million whereas corporate tax increased by 37.79 million. This was due to the company and a subsidiary's received income tax exemption from the Board of Investment in the Solar Roof Project in the previous year. The financial cost increased slightly by 0.47 million baht, while the net profit of the subsidiary's minority shareholders increased by 10.45 million baht in the current year.

### **Revenue**

For the year ended 31st March 2024, the Company and its subsidiaries had revenue from sales and service of Baht 2,631.62 million compared with Baht 2,790.79 million in the same period of the previous year, which decreased by 5.7 percent. This was affected by decline sales weight following lower production activities than the previous year in most industries. As a result, the products of stainless steel, copper, aluminum by coil and sheet, which there are the main product group.

The majority sales of Company comprised of metal like stainless steel and non-ferrous metal like copper and aluminum whereas sales of a new subsidiary company mostly came from Stainless Copper and Aluminum as the main product groups among various industries, mainly in particular for automotive, electrical appliance and construction.

For the year ended 31<sup>st</sup> March 2023, the Company and its subsidiaries had revenue from sales and service of Baht 2,790.79 million compared with Baht 2,761.24 million in the same period of the previous year, which slightly increased by 1.1 percent. This was affected by decline sales weight following lower production activities than the previous year in most industries. As a result, the products of stainless steel, copper, aluminum by coil and sheet, which are the main product groups.

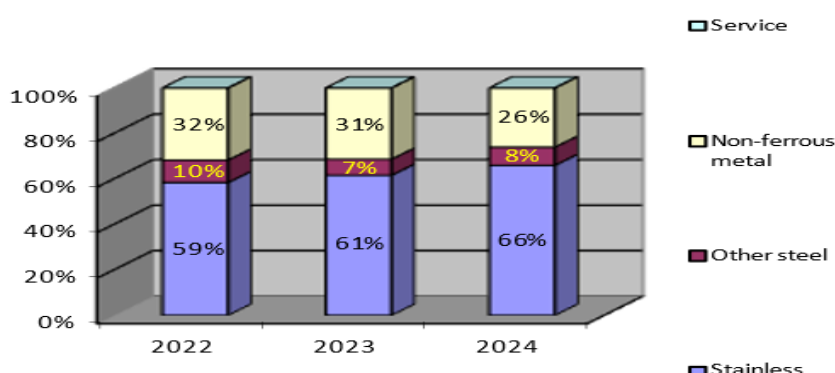
The majority sales of Company comprised of metal like stainless steel and non-ferrous metal like copper and aluminum whereas sales of a new subsidiary company mostly came from Stainless Copper and Aluminum as the main product groups among various industries, mainly in particular for automotive, electrical appliance and construction.

For the year ended 31<sup>st</sup> March 2022, the Company and its subsidiaries had revenue from sales and service of Baht 2,761.24 million compared with Baht 2,226.16 million in the same period of the previous year, which increased by 24.0 percent. This is due to the upper sales weight following lower production activities than the previous year in most industries but world market price rising.

As a result, the products of stainless steel, copper, aluminum by coil and sheet, which are the main product groups.

The majority sales of Company comprised of metal like stainless steel and non-ferrous metal like copper and aluminum whereas sales of a new subsidiary company mostly came from Stainless Copper and Aluminum as the main product groups among various industries, mainly in particular for automotive, electrical appliance and construction.

**Sales & Service by Product Segments**



In addition, the Company and its subsidiaries have income from service and other income as follows:

- (1) Service revenues include cutting, drilling, polishing, round stamping, forming, stainless steel products for fiscal year 2022, 2023 and 2024 amounting to 6.40 million baht, 7.28 million baht, and 8.18 million baht, respectively.
- (2) Other income is income from interest income. Revenue from scrap sales For fiscal year 2022, 2023 and 2024, amount 29.44 million baht, 26.12 million baht and 25.65 million baht, respectively, details are as follows:

(Unit : Million Baht)

Other Income	2022	2023	2024
Interest income	0.15	0.17	0.44
Dividend income	0.17	0.19	0.19
Income from scrap sales	26.13	24.53	23.18
Gain from asset sales	2.85	0.85	1.57
Other income	0.14	0.38	0.27
<b>Total Other income</b>	<b>29.44</b>	<b>26.12</b>	<b>25.65</b>

It can be seen that the other important income is income from the sale of stainless steel scraps.

Which comes from the company and its subsidiaries bring raw materials such as cold-rolled

stainless steel sheets, coils, sheets and strips through various processing processes according to customer orders, such as cutting according to the width, length as specified by the customer, and there are leftovers from such processing. The Company and its subsidiaries dispose of the aforementioned leftovers, and record the account as other income.

Total revenue of the company for fiscal year 2022, 2023 and 2024 in amounted to 2,790.68 million baht, amounted to 2,816.91 million baht and 2,657.27 million baht respectively.

#### Cost of goods sold & service

Majority of cost of goods sold are cost of raw material are cold rolled stainless steel sheet, coil and pipes which the Company and its subsidiaries process. For fiscal 2022, 2023 and 2024 the company and its subsidiaries had cost of goods sold of Baht 2,306.56 million, amounted to 2,452.20 million baht and 2,341.31 million baht respectively or accounting for 82.65 percent, for 87.05 percent and for 88.11 percent of total revenue respectively.

In the fiscal year 2024, the Company and its subsidiaries had cost of sales decreased by 4.5 percent whereas sales & service decreased by 5.7 percent.

In the fiscal year 2023, the Company and its subsidiaries had cost of sales increased by 6.3 percent, increasing at a smaller rate, while sales revenue increased by 1.1 percent compared to the previous year.

In the fiscal year 2022, the Company and its subsidiaries had an increase in cost of goods sold by 20.1 percent, increasing at a lower rate while sales revenue increased by 24.0 percent compared to the previous year.

Cost of sales and services consisted of (1) raw material costs, or accounting for 91.19 - 92.69 percent of total cost of sales and services; (2) Direct labor costs, approximately 3.24 - 3.44 percent of total cost of sales and services; (3) depreciation, or accounting for 1.66 – 1.60 percent of total cost of sales and services and (4) other overhead cost, or accounting for 2.91 -2.27 percent of total cost of sales and services. Details are as follows.

(Percentage ratio)

Description	2022	2023	2024
Raw material	92.19	92.92	92.69
Direct labor costs	3.24	3.08	3.44
Depreciation	1.66	1.58	1.60
Other overhead costs	2.91	2.42	2.27
Total cost of good sold	100.00	100.00	100.00

**Selling & distribution expenses**

Selling & distribution expenses mostly consist of sale staff expenses, transportation expenses and promotional expenses. For the year ended 31st March 2024, the Company and its subsidiaries had selling expenses of Baht 52.59 million, compared with selling expenses of Baht 60.30 million in the same period the previous year, which decreased by 7.71 percent. Most of these expenses are staff expenses and delivery costs.

For the period of year ended 31st March 2024, the selling & distribution expenses were 2.00 percent, increased when comparing to 2.16 percent of revenue from sales and service in the same period of previous year.

Selling & distribution expenses mostly consist of sale staff expenses, transportation expenses and promotional expenses. For the year ended 31<sup>st</sup> March 2023, the Company and its subsidiaries had selling expenses of Baht 60.30 million, compared with selling expenses of Baht 53.97 million in the same period of the previous year which increased by 11.7 percent. Most of these expenses are staff expenses and delivery costs.

For the period of year ended 31<sup>st</sup> March 2023, the selling & distribution expenses were 2.16 percent, increased when comparing to 1.95 percent of revenue from sales and service in the same period of previous year.

Selling & distribution expenses mostly consist of sale staff expenses, transportation expenses and promotional expenses. For the year ended 31<sup>st</sup> March 2022, the Company and its subsidiaries had selling expenses of Baht 53.97 million, compared with selling expenses of Baht 52.88 million in the same period of the previous year which increased by 2.1 percent. Most of these expenses are staff expenses and delivery costs.



For the period of year ended 31<sup>st</sup> March 2022, the selling & distribution expenses were 1.95 percent, decreased when comparing to 2.38 percent of revenue from sales and service in the same period of previous year.

**Administrative expenses**

Administrative expenses consist of executive expenses and staff expenses other than sale department, office rental expenses and other management and administrative expenses. For the year ended 31st March 2024, the Company and its subsidiaries had administrative expenses of Baht 111.09 million, compared with administrative expenses of Baht 108.96 million in the previous year which increased by 2.17 percent. The major expenses are mainly in area of personnel costs and other administrative expenses.

For the year ended 31st March 2024, the administrative expenses was 4.18 percent of total revenue, decreased in compared with administrative expenses of 3.87 percent of total revenue in the same period of the previous year.

Administrative expenses consist of executive expenses and staff expenses other than sale department, office rental expenses and other management and administrative expenses. For the year ended 31<sup>st</sup> March 2023, the Company and its subsidiaries had administrative expenses of Baht 108.96 million, compared with administrative expenses of Baht 110.83 million in the previous year which decreased by 1.7 percent. The major expenses are mainly in area of personnel costs and other administrative expenses due to the retirement of one executive in the previous year.

For the year ended 31<sup>st</sup> March 2023, the administrative expenses was 3.87 percent of total revenue, decreased in compared with administrative expenses of 3.97 percent of total revenue in the same period of the previous year.

Administrative expenses consist of executive expenses and staff expenses other than sale department, office rental expenses and other management and administrative expenses. For the year ended 31<sup>st</sup> March 2022, the Company and its subsidiaries had administrative expenses of Baht 110.83 million, compared with administrative expenses of Baht 113.50 million in the previous year which decreased by 2.4 percent. The major expenses are mainly in area of personnel costs due to salary normally decreased year by year and other administrative expenses due to the retirement of one executive in the current year.

For the year ended 31<sup>st</sup> March 2022, the administrative expenses was 3.97 percent of total revenue, decreased in compared with administrative expenses of 5.05 percent of total revenue in the same period of the previous year.

**Earning (loss) before interest and tax and Net Profit (loss)**

For the year ended 31st March 2024, the Company and its subsidiaries had profit before interest and tax of Baht 152.28 million. After deducting the finance cost of Baht 3.56 million, income tax of Baht 31.03 million, net profit sharing to minority shareholders of subsidiary of Baht 41.14 million and adding the profit sharing from investment in related of Baht 2.46 million, the net profit of the Company and its subsidiaries stood at Baht 79.01 million, the net profit of Baht 120.15 million. When comparing to the profit before interest and tax and the net profit of the same period of the previous year which stood at Baht 195.45 million and Baht 106.52 million respectively, the net profit of the present year decreased by 22.1 percent.

For the year ended 31<sup>st</sup> March 2023, the Company and its subsidiaries had profit before interest and tax of Baht 195.45 million. After deducting the finance cost of Baht 4.84 million, income tax of Baht 38.66 million, net profit sharing to minority shareholders of subsidiary of Baht 47.71 million and adding the profit sharing from investment in related of Baht 2.28 million, the net profit of the Company and its subsidiaries stood at Baht 106.52 million, the net profit of Baht 154.23 million. When comparing to the profit before interest and tax and the net profit of the same period of the previous year which stood at Baht 319.31 million and Baht 253.93 million respectively, the net profit of the present year decreased by 39.3 percent.

For the year ended 31<sup>st</sup> March 2022, the Company and its subsidiaries had profit before interest and tax of Baht 319.31 million. After deducting the finance cost of Baht 2.34 million, income tax of Baht 64.87 million, net profit sharing to minority shareholders of subsidiary of Baht 42.25 million and adding the profit sharing from investment in related of Baht 1.83 million, the net profit of the Company and its subsidiaries stood at Baht 211.68 million, the net profit of Baht 253.93 million. When comparing to the profit before interest and tax and the net profit of the same period of the previous year which stood at Baht 160.77 million and Baht 133.16 million respectively, the net profit of the present year increased by 90.7 percent.

**Profitability**

From the operating results, when considering the profitability ratio of the Company and its subsidiaries for the fiscal year 2022, 2023 and 2024, the Company and subsidiaries had gross profit margin of 16.47 percent, 12.13 percent and 11.03 percent respectively.

Operating profit margin for fiscal year 2022, 2023 and 2024, the Company and its subsidiaries have operating profit margin of 10.50 percent, 6.07 percent and 4.81 percent respectively.

Net profit margin for fiscal year 2022, 2023 and 2024, the Company and its subsidiaries have net profit margin of 7.59 percent, 3.78 percent and 2.97 percent respectively.

**Return on Equity**

When considering the return on equity for fiscal year 2022, 2023 and 2024, the return on equity equal 19.22 percent, 7.43 percent and 5.81 percent respectively.

**Dividend payment**

On 30 May 2024, the meeting of the Company's Board of Directors passed a resolution to propose an approval by the Annual General Meeting of its shareholders, of the dividend payment to the Company's shareholders of Baht 0.25 per share, or totalling Baht 95.75 million from its net operating profit for the year ended 31 March 2024. However, by the resolution of the meeting of the Company's Board of Directors held on 13 November 2023, the Company paid out the interim dividend of Baht 0.14 per share, for 383 million ordinary shares, to the Company's shareholders totalling Baht 53.62 million on 7 December 2023. The remaining dividend is Baht 0.11 per share, or totalling Baht 42.13 million

On 29 May 2022, the meeting of the Company's Board of Directors passed a resolution to propose an approval by the Annual General Meeting of its shareholders, of the dividend payment to the Company's shareholders of Baht 0.28 per share, or totalling Baht 107.24 million from its net operating profit for the year ended 31 March 2023. However, by the resolution of the meeting of the Company's Board of Directors held on 11 November 2022, the Company paid out the interim dividend of Baht 0.19 per share, for 383 million ordinary shares, to the Company's shareholders totalling Baht 72.77 million on 8 December 2022. The remaining dividend is Baht 0.09 per share, or totalling Baht 34.47 million

On 25 May 2022, the meeting of the Company's Board of Directors passed a resolution to propose an approval by the Annual General Meeting of its shareholders, of the dividend payment to the Company's shareholders of Baht 0.65 per share, or totalling Baht 248.95 million from its net operating profit for the year ended 31 March 2022. However, by the resolution of the meeting of the Company's Board of Directors held on 11 November 2021, the Company paid out the interim dividend of Baht 0.20 per share, for 383 million ordinary shares, to the Company's shareholders totalling Baht 76.6 million on 9 December 2021. The remaining dividend is Baht 0.45 per share, or totalling Baht 172.35 million

**(B) Financial Status****Asset**

For the fiscal year 2022, 2023 and 2024, the Company and its subsidiaries had total assets of Baht 2,319.00 million, of Baht 2,066.45 million and Baht 1,996.03 million respectively. The Company and its subsidiaries operated integrated stainless center which provided many kinds of services such as

procurement, transformation, manufacture and stainless products wholesale and a subsidiary who is the finish goods trader of metal and non-ferrous metal. Therefore, the Company and its subsidiaries' major assets are inventories, account receivables, land, plant and equipment as details below:

- (1) Inventories as at 31<sup>st</sup> March 2024, 2023 and 2022 the Company and its subsidiaries had net inventories of Baht 518.52 million (or 25.98 percent of total assets), Baht 632.73 million (or 30.62 percent of total assets) and Baht 745.56 million (or 32.15 percent of total assets) respectively. The decrease in inventories were mainly following the lower sales in during year due to the unrecovered demand for both domestic and export consumption. The company and its subsidiaries have a policy to reserve inventory according to customer orders only
- (2) Trade account receivables – other parties: As at and 31<sup>st</sup> March 2024, 2023 and 2022, the Company and its subsidiaries had Trade account receivables, net - other parties of Baht 503.18 million (or 25.21 percent of total assets) Baht 606.36 million (or 29.34 percent of total assets) and Baht 661.51 million (or 28.53 percent of total assets) respectively.
- (3) Financial Assets as at 31<sup>st</sup> March 2024, 2023 and 2022 the Company and its subsidiaries had short term investment of Baht 14.64 million (or 0.73 percent of total assets), Baht 2.56 million (or 0.12 percent of total assets) and Baht 8.35 million (or 0.36 percent of total assets) respectively. The higher investment value came from the investment in unit value of mutual fund due to the excessive cash balance of a subsidiary company
- (4) Land, plant and equipments - Land and improvements, building, machinery, office equipments, vehicles and work on progress of construction : As at 31<sup>st</sup> March 2024, 2023 and 2022, the Company and its subsidiaries had Land, plant and equipments – net of Baht 459.67 million (or 23.03 percent of total assets), Baht 494.81 million (or 23.94 percent of total assets) and Baht 522.49 million (or 22.53 percent of total assets) respectively.
- (5) Restricted bank deposit : As at 31<sup>st</sup> March 2024, 2023 and 2022, the Company and its subsidiaries had net value of Baht 46.18 million, Baht 46.18 million and Baht 46.18 million (or 2.31 percent of total assets, 2.23 percent and 1.99 of total assets) respectively. The restricted fix deposit by a subsidiary was used as guarantee for loans from financial institution.
- (6) Deferred tax assets: As at 31<sup>st</sup> March 2024, 2023 and 2022, the Company and its subsidiaries had net value of Baht 12.94 million, Baht 13.14 million and Baht 12.63 million (or 0.65 percent, 0.64 percent and 0.54 percent of total assets respectively). The Company and its subsidiaries still adhere to financial reporting standards. Deferred income tax on temporary differences between the carrying amounts of assets and liabilities at the end of the reporting period and the tax base of those assets and liabilities involved, using the tax rates in effect at the end of the reporting period.

- (7) Current assets : As of 31<sup>st</sup> March 2024, 2023 and 2022, the Company and its subsidiaries have current assets of Baht 1,456.10 million (or 72.95 percent of total assets), Baht 1,486.29 million (or 71.92 percent of total assets) and Baht 1,713.59 million (or 73.89 percent of total assets), respectively. The proportion in 2023 compared to 2022 mainly decreased from trade accounts receivable and inventories. While deposits at financial institutions and other current financial assets decreased in the proportion of total assets.

#### Asset Managements

The Company and its subsidiaries have trade and other receivables as at 31<sup>st</sup> March 2022, 2023 and 2024, with the balance of such trade and other receivables. Divided by age of outstanding debts from the due date as follows:

(Unit: Thousand Baht)

Trade Receivables – unrelated parties	2022	2023	2024
Not yet due	532,137	496,263	376,434
Past due			
Not over 3 months	130,163	110,521	127,387
Over 3 months to 6 months	37	-	-
Over 6 months to 6 months	300	457	-
Over 12 months	5,722	5,952	2,967
Total	668,359	613,193	506,788
<u>Less</u> Allowance for expected credit losses	(7,119)	(7,068)	(3,731)
Total trade recivables – unrelated parties-net	661,240	606,125	503,057
<u>Other receivables</u>			
Other receivables	265	206	72
Interest receivables	7	27	56
Total other receivables	272	233	128
Total trade and other receivables - net	661,512	606,358	503,185

As at 31<sup>st</sup> March 2022, 2023 and 2024, the Company and its subsidiaries have no net trade accounts receivable - related companies outstanding.

The Company and its subsidiaries will give credit to trade accounts receivable approximately 30 - 90 days for fiscal year 2022, 2023 and 2024. The Company and subsidiaries have average collection periods of 60 days, 83 days and 77 days, respectively has a policy to collect debts for a specified period of time.

The Company and its subsidiaries have a policy to set an allowance for doubtful accounts that may arise from inability to collect receivables, which is generally considered based on collection experience and analysis of receivable aging. As at 31<sup>st</sup> March 2022, 2023 and 2024, the Company and its subsidiaries set up an allowance for doubtful accounts for trade accounts receivable - other companies in the amount of Baht 7.12 million, Baht 7.07 million and Baht 3.73 million respectively. The allowance for doubtful accounts has been set aside for trade accounts receivable as follows:

- (1) Trade accounts receivable overdue more than 3 months to 6 months, set up an allowance for doubtful accounts in the proportion of 20 percent.
- (2) For debtors overdue more than 6 months to 12 months, set up an allowance for doubtful accounts in the proportion of 50 percent.
- (3) Trade accounts receivable more than 12 months past due, set up an allowance for doubtful accounts in the proportion of 100 percent.

The Group uses a simplified method for calculating the expected credit losses for trade accounts receivable. Therefore, the Group does not monitor changes in credit risk. Instead, an allowance for loss on expected credit losses is recognized over the life of the trade account receivable. Based on historical credit loss data and adjusted with forward-looking information about the debtor and the economic environment. It has set up an allowance for expected credit losses based on possible defaults in the next 12 months for trade accounts receivable as follows:

Customer group	Expected credit losses (period of time) Percentage		
	1 - 6 Months	7 - 9 Months	10 - 12 Months
<b>End-Users</b>	0.0	2.5	5.0
<b>Stockists</b>	1.0	45.0	90.0

The Company and its subsidiaries have inventories - net as of 31<sup>st</sup> March 2022, 2023 and 2024, amounting to Baht 745.56 million, Baht 632.73 million and Baht 518.52 million respectively, with details as follows:

(Unit: Thousand Baht)

Inventories	2022	2023	2024
Raw Materials	336,630	193,854	95,554
Finished goods	379,603	440,742	401,948
Goods in transit	31,136	7,226	27,683
Supplies	22,684	24,614	22,405
Total	770,053	666,436	547,590
<u>Less</u> Allowance for defective products	(24,490)	(33,703)	(29,067)
Inventories – net	745,563	632,733	518,523

For fiscal year 2022, 2023 and 2024, the Company and its subsidiaries have average sales periods of 43 days, 65 days and 60 days, respectively. As a result, it is possible to plan the purchase of raw materials at the desired time and turnover products quickly to prevent the impact of raw material price risks and to maintain an appropriate level of inventories sufficient to deliver to customers on time. The Company and its subsidiaries have a policy to set an allowance for defective inventories by considering damaged inventories, long storage, obsolescence, and reduced inventories.

#### Land Building and Equipment

The company and its subsidiaries have a fix asset - net book value as at 31<sup>st</sup> March 2022, 2023 and 2024, detail as follow.

(Unit : Thousand Baht)

Description	2022	2023	2024
Land and land improvement	194,022	194,022	194,022
Buildings and Building improvement fixture	209,557	193,600	177,108
Right of use asset -Building**	1,346	7,774	5,852
Machinery and Equipment	97,909	86,078	73,922
Furniture and office Equipment	2,793	2,480	1,893
Motor Vehicles	14,229	9,695	5,712
Asset under installation and under construction	2,636	1,158	1,158
Total	522,492	494,807	459,667

As at March 31, 2024, the Group has certain machineries and equipment items have been fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation of those asset amounted to approximately Baht 942 million, 2023 Baht 964 million and 2022 Baht 940 million.

### Investment

On December 24, 2015, the Extraordinary General Meeting of Shareholders of the Company Alternative Enmat Co., Ltd. has a resolution to increase its registered capital from 1 million baht (10,000 common shares with a par value of 100 baht) to 10 million baht (100,000 common shares with a par value of 100 baht). 100 baht per share) by issuing 90,000 new ordinary shares with a par value of 100 baht per share and 50 baht per share paid-up. The subsidiary registered the capital increase with the Ministry of Commerce on January 4, 2016. However, the Company has increased investment in the subsidiary for 65,002 shares with a par value of 100 baht per share and paid-up of 50 baht per share, amounting to 3.25 million baht, resulting in a change in the Company's shareholding proportion from the original shareholding ratio. 100%, remaining 75% stake

On November 7, 2017, a meeting of the Board of Directors of the Company passed a resolution approving the Company to purchase the Company's ordinary shares. Alternative Enmat Co., Ltd. (subsidiary) from non-controlling interests of the subsidiary, amounting to 25,000 shares with a par value of 100 baht per share (fully paid for 2 shares, and 50 percent paid-up amount 24,998 shares) in the amount of 1.25 million baht, which will increase the proportion of investment in the Company to 100 percent of the registered capital of the subsidiary.

On January 31, 2013, the Company purchased all the Company's ordinary shares. Ngeck Seng Chiang Metal Co., Ltd. ("NSCM") amounting to 2.3 million shares at a price of 107.37 baht per share, totaling 246.96 million baht, resulting in the company holding 100.00 percent of the shares in NSCM. 320 million baht (320 million ordinary shares with a par value of 1 baht) in the amount of 383 million baht (383 million ordinary shares with a par value of 1 baht) by issuing 63 million ordinary shares at a par value 1 baht to the private placement by allocating the said 63 million newly issued ordinary shares to the existing shareholders of NSCM to pay for the purchase of investment in NSCM's ordinary shares. The Company and NSCM have already done so, and the Company registered the change in paid-up capital on February 1, 2013.

On April 1, 2014, Neng Seng Chiang Metal Company Limited registered the name and registered address of the Company to be NSC Metal Company Limited.



Liquidity

(Unit : Thousand Baht)

Description	2022	2023	2024
Net cash flows from operation activities	136,927	235,307	352,095
Net cash flows from Investing activities	50,542	(3,365)	(11,684)
Net cash flows used in financing activities	(216,964)	(280,719)	(163,925)
Decrease ( increase) in translation adjustments	90	(35)	162
Net increase ( decrease) in cash and cash equivalents	(29,405)	(48,812)	176,648

For the year ended 2024 and 2023, the Company and its subsidiaries generated net increase in cash from operating activities of Baht 352.10 million, consisting of baht 156.48 million positively from operating performance and net positive in working capital of Baht 195.61 million. The net positive cash flow in working capital came from lower trade account receivables, trade account payable and inventories that can be quickly managed in the short term to be sufficient to support customer orders.

Net cash flow from investing activities was amount to -11.68 million baht. Most of which are net investments current of Baht -12.00 million and payment of equipment and software computer of Baht -13.37 million off-set by Dividend received of Baht 11.52 million from Investment in associate, including Other-Income received of Baht 2.17 million.

The financing part was net Baht -163.93 million with some settled of short term loan Baht -24.59 million and payment of dividend by Baht -135.61 million, lease right payment of Baht -3.73 Million.

In total, net cash for the period was increased by Baht 176.65 million.

For the year ended 2023 and 2022, the Company and its subsidiaries generated net increase in cash from operating activities of Baht 235.31 million, consisting of baht 192.71 million positively from operating performance and net positive in working capital of Baht 42.60 million. The net positive cash flow in working capital came from lower trade account receivables, trade account payable and inventories.

Net cash flow from investing activities was amount to -3.36 million baht. Most of which are net investments current of Baht 5.83 million and payment of machine and equipment of Baht -10.39 million.

The financing part was net Baht -280.72 million with some received of short term loan Baht 12.40 million and payment of dividend by Baht -289.76 million, lease right payment of Baht -3.36 Million.

In total, net cash for the period was decreased by Baht 48.81 million.

For the year ended 2022 and 2021, the Company and its subsidiaries generated net increase in cash from operating activities of Baht 136.93 million, consisting of baht 313.22 million positively from operating performance and net negative in working capital of Baht -176.21 million. The net positive cash flow in working capital came from upper trade account receivables, trade account payable and inventories.

Net cash flow from investing activities was amount to 50.54 million baht. Most of which are net investments of 65.65 million baht and payment of equipment of -21.78 million baht.

The financing part was net Baht -216.96 million with some received of short term loan Baht 14.50 million and payment of dividend by Baht -228.10 million.

In total, net cash for the period was decreased by Baht 29.40 million.

#### Liquidity ratio

Liquidity ratio for fiscal year 2022, 2023 and 2024 were 2.75 times, 2.93 times and 3.21 times, respectively. The liquidity ratio increased from net profits which consisted of current assets with a value greater than current liabilities by about 31.14 percent. The company's key assets are cash and deposits at financial institutions. Temporary investment Long-term investments, accounts receivable and inventories. While the Company's major current liabilities include short-term loans from banks and trade accounts payable.

Quick liquidity ratios for fiscal year 2022, fiscal year 2023 and fiscal year 2024 are 1.53 times, 1.67 times, and 2.03 times, respectively.

Fiscal Year 2022, 2023 and 2024, Average collection periods are 60 days, 83 days and 77 days, with average sales periods of 43 days, 60 days and 65 days, and average repayment periods of 57 days, 77 days and 69 days. As a result, Cash Cycle tends to increase. Fiscal Year 2022 is 46 days, Fiscal Year 2023 is 66 days and Fiscal Year 2024 is 73 days, respectively. This is because the Company and its subsidiaries have adopted the Supply Chain Management system, which results in planning for the purchase of raw materials at the desired time and management of rapid product turnover in order to maintain an appropriate level of inventories sufficient to deliver to customers on time. Slightly faster average repayment period consequently, the Company and its subsidiaries have adjusted the conditions for credit sales to be reduced or sell cash from the current year. The economic situation is still progressing gradually while the government is still the leader. However, the company has planned to purchase raw materials in advance by applying the supply chain management system to make estimates. Ordering of key raw materials efficiently in advance and from past operations of the company and the repayment period to the seller has been reduced

slightly. To be in line with the economic downturn following the global market and to control the cost of goods to be cheaper resulting in increased cash cycle due to faster raw material turnover from purchasing in more domestics.

#### Source of capital

##### Debt

The total liabilities of the Company and its subsidiaries as of 31 March 2022, 2023 and 2024 amounting to Baht 622.47 million, Baht 507.27 million and Baht 453.43 million, respectively. The major liabilities were bank overdrafts and short-term loans from financial institutions, Accounts Payable and Trust Receipt Payable.

On 31<sup>st</sup> March 2022, 2023 and 2024, the Company and its subsidiaries had overdrafts, Trust receipts and short-term loans from financial institutions amounting to Baht 57.01 million, Baht 69.42 million and Baht 44.83 million, respectively.

#### Short-term loans from banks as at 31 March 2022, 2023, 2024

<u>Type of dept</u>	<u>Interest rate (percent per annum)</u>			<u>Consolidated financial statements</u>		
	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Bank Overdrafts	-	1.45 – 1.60	1.95 – 2.75	-	13,179	-
Trust receipts	2.80 – 3.15	2.80 – 3.15	4.70 – 4.75	57,014	56,240	44,833
Total				57,014	69,419	44,833

Bank overdrafts, short-term loans and trust receipts facilities are secured by the Group's land with structures thereon, unit of condominium, machinery and fixed deposit accounts and guarantees provided by the Company.

#### Shareholders' equity

As of 31<sup>st</sup> March 2022, 2023 and 2024, shareholders' equity from the consolidated financial statements amounted to Baht 1,661.11 million, Baht 1,525.34 million and Baht 1,508.29 million, respectively.

As at and 31st March 2024 and 2023, shareholders' equity was Baht 1,508.29 million and Baht 1,525.34 million or decrease by Baht 17.05 million. The major changes were the net profit amounting to Baht 118.55 million and dividend payment of Baht 135.61 million. Therefore, existing portions of company shareholding interest and non-controlling interest of subsidiary stood at Baht 1,353.95 million and Baht 154.34 million respectively.

Debt to Equity ratio as at and 31st March 2024 and 2023 were 0.32 and 0.35 times respectively. The slightly decrease D/E ratio was due to lower current liabilities as a result of common size of business transactions in the latest quarter.

As at and 31st March 2023 and 2022, shareholders' equity was Baht 1,525.34 million and Baht 1,661.11 million or decrease by Baht 135.77 million. The major changes were the net profit amounting to Baht 153.99 million and dividend payment of Baht 289.76 million. Therefore, existing portions of company shareholding interest and non-controlling interest of subsidiary stood at Baht 1,364.32 million and Baht 161.03 million respectively.

Debt to Equity ratio as at and 31st March 2023 and 2022 were 0.35 and 0.40 times respectively. The slightly decrease D/E ratio was due to lower current liabilities as a result of common size of business transactions in the latest quarter.

As at and 31<sup>st</sup> March 2022 and 2021, shareholders' equity was Baht 1,661.11 million and Baht 1,632.09 million or increase by Baht 29.02 million. The major changes were the net profit amounting to Baht 257.13 million and dividend payment of Baht 228.10 million. Therefore, existing portions of company shareholding interest and non-controlling interest of subsidiary stood at Baht 1,503.22 million and Baht 157.89 million respectively.

Debt to Equity ratio as at and 31<sup>st</sup> March 2022 and 2021 were 0.40 and 0.28 times respectively. The upper D/E ratio was due to large current liabilities as a result of big size of business transactions in the latest quarter.

#### Suitability of the capital structure

Debt to equity ratio at the end of fiscal year 2022, 2023 and 2024 are equal 0.40 times, 0.35 times, and 0.32 times, respectively.

The Company and its subsidiaries operate a comprehensive stainless steel coil processing business. This includes the procurement, processing, production and distribution of stainless steel products, Metals and non-metals of the new subsidiary. Most of the important assets are in the form of inventories, Trade accounts receivable and property, plant and equipment, with the proportion of current assets and non-current assets to total assets as follows:

Description	2022		2023		2024	
	Million Baht	Percentage to total assets	Million Baht	Percentage to total assets	Million Baht	Percentage to total assets
Current Assets	1,713.58	73.89	1,486.29	71.92	1,456.10	72.95
Non-Current Assets	605.42	26.11	580.16	28.08	539.93	27.05
Total Assets	2,319.00	100.00	2,066.45	100.00	1,996.03	100.00

The Company and its subsidiaries provide funding sources in accordance with the asset structure. Most of the funding sources are in the form of current liabilities, Equity and non-current liabilities. Details are as follows.

Description	2022		2023		2024	
	Million Baht	Percentage to total assets	Million Baht	Percentage to total assets	Million Baht	Percentage to total assets
Current Liabilities	622.47	26.84	507.27	24.55	453.43	22.73
Non-Current Liabilities	35.41	1.53	33.83	1.64	34.31	1.71
Total Liabilities	657.88	28.37	541.11	26.19	487.47	24.44
Paid-up Capital	383.00	16.52	383.00	18.53	383.00	19.19
Total Shareholders' Equity	1,661.12	71.63	1,525.35	73.81	1,508.29	75.56

#### Commitments and contingent liabilities

As at 31 March 2024, the Group has capital commitments of approximately Baht 2.5 million (2023: Nil), relating to the implementation of computer software.

As at 31 March 2024, a subsidiary has commitments of approximately Baht 4 million relating to a technical assistance service agreement and other agreements (2023: Baht 4 million).

As at 31 March 2024, the Company has outstanding commitments of Baht 4.5 million (2023: Baht 4.5 million) in respect of uncalled portion of investment in a subsidiary.

#### Events after the date of the financial statements 2024

On 28 May 2024, a meeting of the Board of Directors of Auto Metal Company Limited (a subsidiary) passed a resolution to propose for approval by the Annual General Meeting of the subsidiary's shareholders, for the dividend payment from operating results for the year ended 31 March 2024 to the subsidiary's shareholders of Baht 42.00 per share, or totaling Baht 100.80 million. However, by the resolution of the meeting of the subsidiary's Board of Directors held on 10 November 2023, the subsidiary had paid out the interim dividend of Baht 21.50 per share, or totaling Baht 51.60 million. The subsidiary already paid interim dividend on 7 December 2023. The remaining dividend is Baht 20.50 per share, or totaling Baht 49.20 million.

On 29 May 2024, a meeting of the Board of Directors of NSC Metal Company Limited (a subsidiary) passed a resolution to propose for approval by the Annual General Meeting of the subsidiary's shareholders, for the dividend payment to the subsidiary's shareholders of Baht 4.30 per share, or totaling Baht 9.89 million, from operating results for the year ended 31 March 2024. However, by the

resolution of the meeting of the subsidiary's Board of Directors held on 6 November 2023, the subsidiary had paid out the interim dividend of Baht 1.00 per share, or totaling Baht 2.30 million. The subsidiary already paid interim dividend on 6 December 2023. The remaining dividend is Baht 3.30 per share, or totaling Baht 7.59 million.

On 30 May 2024, a meeting of the Company's Board of Directors passed a resolution to propose for approval by the Annual General Meeting of the shareholders, for the dividend payment to the Company's shareholders of Baht 0.25 per share, or totaling Baht 95.75 million, from operating results for the year ended 31 March 2024. However, by the resolution of the meeting of the Company's Board of Directors held on 13 November 2023, the Company had paid out the interim dividend of Baht 0.14 per share, or totaling Baht 53.62 million. The Company already paid interim dividend on 7 December 2023. The remaining dividend is Baht 0.11 per share, or totaling Baht 42.13 million.

## Management Analysis and Explanation

### 1. Performance

Lohakit Metal Plc. (the "Company") would like to notify the financial status and operating performance for the year ended 31<sup>st</sup> March 2024 of the Company and its subsidiaries as details below:

(Unit: Baht millions)

Consolidated financial statement	For the year ended 31 <sup>st</sup> March			
	Apr 2023 - Mar 2024	Apr 2022 - Mar 2023	Change	% Change
Revenue from sales & service	2,631.62	2,790.79	-159.17	-5.7%
Other income	25.65	26.12	-0.47	-1.8%
<b>Total revenue</b>	<b>2,657.27</b>	<b>2,816.91</b>	<b>-159.64</b>	<b>-5.7%</b>
Cost of goods sold & service	2,341.31	2,452.20	-110.89	-4.5%
Selling & distribution expenses	52.59	60.30	-7.71	-12.8%
Administrative expenses	111.09	108.96	2.13	2.0%
<b>Total expenses</b>	<b>2,504.99</b>	<b>2,621.46</b>	<b>-116.47</b>	<b>-4.4%</b>
<b>Earning before interest and tax</b>	<b>152.28</b>	<b>195.45</b>	<b>-43.17</b>	<b>-22.11%</b>
Finance cost	-3.56	-4.84	1.28	-26.4%
Share of profit from investment in associate	2.46	2.28	0.18	7.9%
Income tax expenses	-31.03	-38.66	7.63	-19.7%
<b>Net profit</b>	<b>120.15</b>	<b>154.23</b>	<b>-34.08</b>	<b>-22.1%</b>
Minority interest in subsidiary	-41.14	-47.71	6.57	-13.8%
<b>Net profit of the Company</b>	<b>79.01</b>	<b>106.52</b>	<b>-27.51</b>	<b>-25.8%</b>

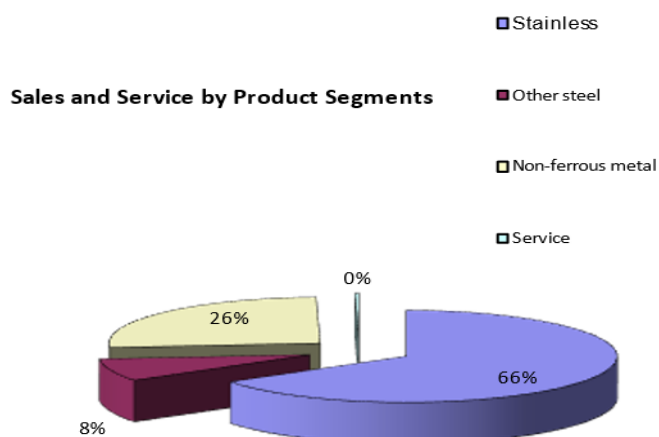
For the year ended 31st March 2024 the Company and its subsidiaries had net profit of Baht 79.01 million or decreased by 27.51 million or 25.8 percent from previous year while total sales decreased and net profit decreased when compared to the operating results of the same previous year with the net profit of Baht 106.52 million. It comes from the direction that the market price has continuously decreased and begun to stabilize. Resulting in the average cost of raw materials being reduced to a reasonable level. As a result, the profit rate has increased in the past 6 months, along with the economic conditions abroad starting to recover and the policy interest rate has risen to its highest point. This has caused export sales in the electrical appliances and tourism sectors to improve. However, this is due to the high level of household debt in the country, Affects commercial vehicle loan approval. Therefore, the production and sales of this group of cars have decreased significantly. Meanwhile, many government construction projects continue to be halted from the delayed budget.

The profit before interest and tax decreased by Baht 43.17 million whereas corporate tax decreased by 7.63 million. This was due to the company and a subsidiary's operating profit decreased. The financial cost decreased by 1.28 million baht, while the net profit of the subsidiary's minority shareholders decreased by 6.57 million baht in the current year.

#### 1.1 Revenue

For the year ended 31st March 2024, the Company and its subsidiaries had revenue from sales and service of Baht 2,631.62 million compared with Baht 2,790.79 million in the same period of the previous year, which decreased by 5.7 percent. This was affected by decline sales weight following lower production activities than the previous year in most industries. As a result, the products of stainless steel, copper, aluminum by coil and sheet, which there are the main product group.

The majority sales of Company comprised of metal like stainless steel and non-ferrous metal like copper and aluminum whereas sales of a new subsidiary company mostly came from Stainless Copper and Aluminum as the main product groups among various industries, mainly in particular for automotive, electrical appliance and construction.



## 1.2 Other income

Other income consists of interest income, gain from asset sales and revenue from scrap sales. For the year ended 31st March 2024, the Company and its subsidiaries had other income of Baht 25.65 million or decreased by 0.47 percent.

The significant other income is income from scrap sales which are the results from the processing of cold rolled stainless steel sheet and coil such cut to length as per customers' requirements. The Company and its subsidiaries therefore sold scrap and disposal of unused machines and equipment to record as the other income.

## 1.3 Cost of goods sold & service

Majority of cost of goods sold are cost of raw material are cold rolled stainless steel sheet, coil and pipes which the Company and its subsidiaries process. For the year ended 31st March 2024, the Company and its subsidiaries had cost of goods sold of Baht 2,341.31 million, or accounting for 88.11 percent of the total revenue in comparing with Baht 2,452.20 million, or accounting for 87.05 percent of total revenue of previous year. Cost of goods sold decreased by 4.5 percent whereas sales & service decreased by 5.7 percent.

## 1.4 Selling & distribution expenses

Selling & distribution expenses mostly consist of sale staff expenses, transportation expenses and promotional expenses. For the year ended 31st March 2024, the Company and its subsidiaries had selling expenses of Baht 52.59 million, compared with selling expenses of Baht 60.30 million in the same period the previous year, which decreased by 7.71 percent. Most of these expenses are staff expenses and delivery costs.



For the period of year ended 31st March 2024, the selling & distribution expenses were 2.00 percent, increased when comparing to 2.16 percent of revenue from sales and service in the same period of previous year.

#### 1.5 Administrative expenses

Administrative expenses consist of executive expenses and staff expenses other than sale department, office rental expenses and other management and administrative expenses. For the year ended 31st March 2024, the Company and its subsidiaries had administrative expenses of Baht 111.09 million, compared with administrative expenses of Baht 108.96 million in the previous year which increased by 2.17 percent. The major expenses are mainly in area of personnel costs and other administrative expenses.

For the year ended 31st March 2024, the administrative expenses was 4.18 percent of total revenue, decreased in compared with administrative expenses of 3.87 percent of total revenue in the same period of the previous year.

#### 1.6 Earning (loss) before interest and tax and Net Profit (loss)

For the year ended 31st March 2024, the Company and its subsidiaries had profit before interest and tax of Baht 152.28 million. After deducting the finance cost of Baht 3.56 million, income tax of Baht 31.03 million, net profit sharing to minority shareholders of subsidiary of Baht 41.14 million and adding the profit sharing from investment in related of Baht 2.46 million, the net profit of the Company and its subsidiaries stood at Baht 79.01 million, the net profit of Baht 120.15 million. When comparing to the profit before interest and tax and the net profit of the same period of the previous year which stood at Baht 195.45 million and Baht 106.52 million respectively, the net profit of the present year decreased by 22.1 percent.

#### 1.7 Share of income from investment in associate

In April 2009, the Company invested in the ordinary shares of Mory Lohakit (Thailand) Co., Ltd. by holding 49 percent of total shares. As for the accounting year ended 31st March 2024 and 2023, the company and its subsidiary recognized share of profit by equity method of Baht 2.46 million and Baht 2.28 million respectively.

#### 1.8 Income tax expense

For the year ended 31st March 2024, the Company and its subsidiaries had corporate tax of Baht 31.03 million or decrease by 19.7 percent. This was due to the company and a subsidiary's had net profit decreased.

### 1.9 Profit sharing to minority shareholders of subsidiary company

On Oct 1 2010, the company sold partial investment in a subsidiary company to Japanese alliance, Mory Industrial Inc., As of 31st March 2024, the Company and its subsidiaries recognized profit sharing to minority shareholders according to the percentage of its shareholding in full year which was amount of Baht 41.14 million, decreased from amount by Baht 47.71 million of previous year by 13.8 percent. The lower profit share was due to an decrease net profit of the subsidiary, a manufacturer of exhaust pipe in the automotive industry.

### 1.10 Profitability

For the year ended 31st March 2024, the Company and its subsidiaries had lower gross profit margin of 11.03 percent compared with gross profit margin of 12.13 percent in the same period the previous year. The main reason is that sales of the company and a subsidiary have low gross profit margin of stainless steel, copper and aluminum, while an automobile exhaust pipes with decreased gross profit accounted compare in total sales decrease.

For the year ended 31st March 2024, the Company and its subsidiaries had net profit margin of 2.97 percent decreased in compared with net profit of 3.78 percent in the same period of the previous year.

(Unit: Baht million)

Consolidated balance sheets	As at 31st Mar 2024		As at 31st Mar 2023	
	Amount	%	Amount	%
<b><u>Assets</u></b>				
<b><u>Current Assets</u></b>				
Cash and cash equivalents	416.26	20.85%	239.61	11.60%
Financial Assets (Short-term investment)	14.64	0.73%	2.56	0.12%
Account receivable, trade and others	503.18	25.21%	606.36	29.34%
Inventories	518.52	25.98%	632.73	30.62%
Other current assets	3.50	0.18%	5.03	0.24%
<b>Total current assets</b>	<b>1,456.10</b>	<b>72.95%</b>	<b>1,486.29</b>	<b>71.92%</b>
<b><u>Non-current assets</u></b>				
Restricted bank deposits	46.18	2.31%	46.18	2.23%
Investment in associate	8.02	0.40%	17.08	0.83%
Non-Current Financial Assets (Long-term investment)	2.59	0.13%	2.89	0.14%
Property, plant and equipment	459.67	23.03%	494.81	23.95%
Intangible assets	7.01	0.35%	2.73	0.13%
Deferred tax assets	12.94	0.65%	13.14	0.64%
Other non-current assets	3.52	0.18%	3.33	0.16%
<b>Total non-current assets</b>	<b>539.93</b>	<b>27.05%</b>	<b>580.16</b>	<b>28.08%</b>

<b>TOTAL ASSETS</b>	<b>1,996.03</b>	<b>100.00%</b>	<b>2,066.45</b>	<b>100.00%</b>
<b><u>LIABILITIES</u></b>				
<b><u>Current liabilities</u></b>				
Short term loans from banks	44.83	2.25%	69.42	3.36%
Account payables, trade and others	382.75	19.18%	409.77	19.83%
Lease payable due within one year	3.63	0.18%	3.13	0.15%
Income tax payable	14.10	0.71%	15.72	0.76%
Other current liabilities	8.12	0.41%	9.23	0.45%
<b>Total current liabilities</b>	<b>453.43</b>	<b>22.73%</b>	<b>507.27</b>	<b>24.55%</b>
<b><u>Non-current liabilities</u></b>				
Lease Payable	2.47	0.12%	4.77	0.23%
Provision for long-term employee benefits	31.82	1.59%	29.05	1.41%
Other non-current liabilities	0.02	-	0.02	-
<b>Total non-current liabilities</b>	<b>34.31</b>	<b>1.71%</b>	<b>33.84</b>	<b>1.64%</b>
<b>TOTAL LIABILITIES</b>	<b>487.47</b>	<b>24.44%</b>	<b>541.11</b>	<b>26.19%</b>
<b><u>SHAREHOLDERS' EQUITY</u></b>				
Shareholder equity				
Registered capital	383.00		383.00	
Issued and Paid up capital	383.00	19.19%	383.00	18.53%
Premium on stock	519.67	26.03%	519.67	25.15%
Retained earnings				
Legal reserve	38.30	1.92%	38.30	1.85%
Un-appropriated	412.98	20.69%	423.34	20.49%
Non-controlling interest of the subsidiary	154.34	7.73%	161.03	7.79%
<b>Total shareholders' equity</b>	<b>1,508.29</b>	<b>75.56%</b>	<b>1,525.34</b>	<b>73.81%</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>1,996.03</b>	<b>100.00%</b>	<b>2,066.45</b>	<b>100.00%</b>

## 2. Financial Status

### 2.1 Assets

As for the assets value as at and 31st March 2024 and 2023, the Company and its subsidiaries had total assets of Baht 1,996.03 million and Baht 2,066.45 million respectively. The Company and its subsidiaries operated integrated stainless center which provided many kinds of services such as procurement, transformation, manufacture and stainless products wholesale and a subsidiary who is the finish goods trader of metal and non-ferrous metal. Therefore, the Company and its subsidiaries' major assets are inventories, account receivables, land, plant and equipment as details below:

2.1.1 Inventories: As at and 31st March 2024 and 2023 the Company and its subsidiaries had net inventories of Baht 518.52 million (or 25.98 percent of total assets) and Baht 632.73 million (or 30.62 percent of total assets) respectively. The decrease in inventories was mainly following the lower sales in during year due to

the unrecovered demand for both domestic and export consumption. The company and its subsidiaries have a policy to reserve inventory according to customer orders only.

2.1.2 Trade account receivables – other parties: As at and 31st March 2024 and 2023, the Company and its subsidiaries had Trade account receivables, net – other parties of Baht 503.18 million (or 25.21 percent of total assets) and Baht 606.36 million (or 29.34 percent of total assets) respectively.

2.1.3 Financial Assets: As at and 31st March 2024 and 2023 the Company and its subsidiaries had short term investment of Baht 14.64 million (or 0.73 percent of total assets) and Baht 2.56 million (or 0.12 percent of total assets) respectively. The small investment value came from the investment in unit value of mutual fund due to the excessive cash balance of a subsidiary company.

2.1.4 Land, plant and equipments - Land and improvements, building, machinery, office equipments, vehicles and work on progress of construction: As at and 31st March 2024 and 2023, the Company and its subsidiaries had Land, plant and equipments – net of Baht 459.67 million (or 23.03 percent of total assets) and Baht 494.81 million (or 23.95 percent of total assets) respectively.

2.1.5 Restricted bank deposit: As at and 31st March 2024 and 2023, the Company and its subsidiaries had net value of Baht 46.18 million (or 2.31 percent of total assets and 2.23 percent of total assets) respectively. The restricted fix deposit by a subsidiary was used as guarantee for loans from financial institution.

2.1.6 Deferred tax assets: As at and 31st March 2024 and 2023, the Company and its subsidiaries had net value of Baht 12.94 million and Baht 13.14 million respectively (0.65 percent and 0.64 percent of total assets respectively).

### **Liabilities**

The total liabilities of the Company and its subsidiaries as at and 31st March 2024 and 2023 stood at Baht 453.43 million and Baht 507.27 million respectively. The current liabilities decreased following the low of accrued income tax, lower volume of raw material purchases and settled of short term loan.

### **Shareholders' equity**

As at and 31st March 2024 and 2023, shareholders' equity was Baht 1,508.29 million and Baht 1,525.34 million or decrease by Baht 17.05 million. The major changes were the net profit amounting to Baht 118.55 million and dividend payment of Baht 135.61 million. Therefore, existing portions of company shareholding interest and non-controlling interest of subsidiary stood at Baht 1,353.95 million and Baht 154.34 million respectively.

Debt to Equity ratio as at and 31st March 2024 and 2023 were 0.32 and 0.35 times respectively. The slightly decrease D/E ratio was due to lower current liabilities as a result of common size of business transactions in the latest quarter.

(Unit: Baht million)

Consolidated cash flows statement	As at 31 <sup>st</sup> Mar 2024	As at 31 <sup>st</sup> Mar 2023
Net cash from (used in) operating activities	352.10	235.31
Net cash used in investing activities	-11.68	-3.36
Net cash from (used in) financing activities	-163.93	-280.72
Effect of exchange rate to cash and cash equivalent	0.16	-0.04
Net increase (decrease) in cash	176.65	-48.81

### 3. Cash flows

For the year ended 2024 and 2023, the Company and its subsidiaries generated net increase in cash from operating activities of Baht 352.10 million, consisting of baht 156.48 million positively from operating performance and net positive in working capital of Baht 195.61 million. The net positive cash flow in working capital came from lower trade account receivables, trade account payable and inventories that can be quickly managed in the short term to be sufficient to support customer orders.

Net cash flow from investing activities was amount to -11.68 million baht. Most of which are net investments current of Baht -12.00 million and payment of equipment and software computer of Baht -13.37 million offset by Dividend received of Baht 11.52 million from Investment in associate, including Other-Income received of Baht 2.17 million.

The financing part was net Baht -163.93 million with some settled of short term loan Baht -24.59 million and payment of dividend by Baht -135.61 million, lease right payment of Baht -3.73 Million.

In total, net cash for the period was increased by Baht 176.65 million.

## 5. General Information and Other Information

Lohakit Metal Public Company Limited (the Company) and the subsidiaries including Auto Metal Company Limited and Alternative EnMat Company Limited (formerly known as "Stainless alternative Ltd." changed its name on January 4, 2016) and NSC Metal Co., Ltd. (formerly Ngeck Seng Chiang Metal Company Limited, On April 1, 2014, the company has changed the registered name) and Mory Lohakit (Thailand) Co., Ltd. (related company) engage in procuring stainless steel coil products where the Supply Chain Management has been adopted to manage the raw material, the procurement, the distribution and the services provided to the customers.

Head office	66/1 Moo 6 Soi Suksawad 76, Suksawad Rd., Bangjak, Prapradang, Samutprakarn 10130, Telephone 0-2463-0158 Fax. 0-2463-7299 Homepage: <a href="http://www.lohakit.co.th">www.lohakit.co.th</a> , The registration number 0107548000315
The Company branch	43 Thai CC Tower, room no 167-169, 16th floor, South Sathorn Road, Yannawa, Sathorn, Bangkok 10120, Telephone 0-2673-9559 Fax. 0-2673-9579
Auto Metal Company Limited (the subsidiary)	Head Office 700/650 Moo 1, Panthong subdistrict, Panthong district, Chonburi, 20160 Telephone 0-3821-0270-77 Fax. 0-3821-0268-9  Branch 700/608 Moo7, Donhualo subdistrict, Chonburi district, Chonburi, 20000
Alternative EnMat Company Limited (the subsidiary) (formerly known as "Stainless alternative Ltd." changed the registered name on January 4, 2016)	66/1 Moo 6, Soi Suksawas 76, Suksawas Road, Bangjak, Prapradang, Samutprakarn 10130, Telephone 0-2463-0158 Facsimile 0-2463-7299

Mory Lohakit (Thailand) Co.,Ltd.  
(related company)

43 Thai CC Tower, room no 167-169,  
16th floor, South Sathorn Road, Yannawa,  
Sathorn, Bangkok 10120,  
Telephone 0-2673-9559 Fax. 0-2673-9579

NSC Metal Co., Ltd.  
(the subsidiary)  
(Formerly Ngeck Seng Chiang Metal  
Company Limited, On 1 April 2014,  
The company has changed the  
registered name)

108/8 Yotha Road, Talan Noi, Samphanthawong,  
Bangkok Thailand 10100  
Telephone 0-2693-4151 Fax. 0-2693-4159

Registrar:

Thailand Securities Depository Company Limited  
The Stock Exchange of Thailand building,  
93 Ratchadapisek Road, Dindaeng,  
Dindaeng, Bangkok 10400,  
Telephone 0-2009-9000, Fax. 0-2009-9991

Accounting Auditor:

EY Office Limited  
33th floor, Lake Ratchada building,  
193/136-137, Ratchadapisek Road,  
Klongtoey, Bangkok 10110,  
Telephone 0-2264-0777, Fax. 0-2264-0789-90

Legal Advisor:

Seri, Manop and Doyle Company Limited  
21 Suthisarn-Ratchadapisek Road,  
Samsennok, Huaykwang, Bangkok 10320,  
Telephone 0-2693-2036, Fax. 0-2693-4189

Company secretary

43 Thai CC Tower, room no 167-169,  
16th floor, South Sathorn Road, Yannawa,  
Sathorn, Bangkok 10120,  
Telephone 0-2673-9559  
Fax. 0-2673-9579  
E-mail : vittawat@lohakit.co.th

Investor Relation officer

43 Thai CC Tower, room no 167-169,  
16th floor, South Sathorn Road, Yannawa,  
Sathorn, Bangkok 10120,  
Telephone 0-2673-9559 Ext. 207  
Fax. 0-2673-9579  
E-mail : ird@lohakit.co.th



## Part 2

### Corporate Governance

## 6. Good Corporate Governance

The Company has realized the importance of the operation under the good corporate governance where the board of directors is determined to comply with the code of good corporate governance specified by the Stock Exchange of Thailand under the Code of Best Practice for Directors of Listed Companies.

Moreover, the Company is complied with the 5 Principle of Good Corporate Governance set by the Stock Exchange of Thailand for the benefit of the Company's business operation and for the transparency and efficiency enhancement. This should build up the creditability of the Company for the shareholder, the investors and other relevant parties. The details of the Company's good corporate governance practice are as follows:

### (1) Shareholder's Rights

The Company has realized the importance of the equitable treatment to the shareholders where at each shareholder's meeting, the invitation letter and the relevant information shall be sent to the shareholders for not less than 21 days in advance. Moreover, the Company shall equitably encourage the shareholders to review the performance and to express their opinions and/or recommendations. Furthermore, the Company has an effective shareholder's meeting minutes filing system which is easy to refer and check.

For the shareholders who cannot be present at the shareholder's meeting, they can delegate their power of attorney to the independent director and the audit committee to vote for them.

During the shareholder's meeting, the chairman shall equitably encourage all shareholders to raise questions and to express their opinions and other recommendations.

- **Prior to the shareholders' general meeting**

1.1 The Company has upheld the principle to supervise rights of shareholders. It aims to protect and promote the rights of shareholders as follows.

- Shareholders have the right to ownership and controls through the committee to act on their behalf.
- Shareholders have the right to make decisions about significant changes in the Company.
- Shareholders should have the opportunity to propose the agenda and entitle to appoint a proxy to attend the meeting on his behalf.
- Shareholders should have the opportunity to ask questions to directors at the meeting but submit questions in advance.
- Shareholders should receive documents and details or information sufficient to determine the agenda prior to the meeting at the appropriate time.

- Shareholders should aware of the rules and know how to join the meeting at reasonable time.
- Companies should promote the rights of shareholders and does not violate or infringe the rights of shareholders.

1.2 A part from the basic rights or legal rights of the shareholders, the company was also considering the rights and equitable treatment of all shareholders. The actions to promote the rights of shareholders are as follows.

- So that all shareholders receive the necessary information and enough about the meeting date and an agenda in advance, the company has communicated the documents and information relating to the AGM via the company's website ( [www.lohakit.co.th](http://www.lohakit.co.th) / Investor Relations / Shareholder Information) Date: June 23, 2023 onwards, a period of 30 days before the AGM (Shareholders' Meeting on July 26, 2023) by the same set of data as documents that the Company has submitted with the notice of meeting to shareholders by mail prior to the meeting.
- In the invitation that contain information about the agenda, reasons and the opinion of the Committee on the proposed agenda, date, time and place of the meeting, guidelines procedures and documentation to register to attend the meeting.
- For the benefit of the shareholders, the company also provides an opportunity for shareholders to submit questions or the proposal to be included on the agenda and the names of persons to be considered for appointment as directors in advance at website ( [www.lohakit.co.th](http://www.lohakit.co.th) / Investor Relations / Shareholder Information). The criteria and define clear procedures to inform its shareholders through SET system and posting them on the Company's website during April 4, 2023 until May 5, 2023
- **On the day of the shareholders' general meeting**  
At the shareholders meeting for the year 2023, the meeting was conducted by order of the agenda set out in the notice of meeting to inform shareholders in advance. No matters have been added to the agenda or critical data changes without notice to shareholders in advance and to allow shareholders to express opinions and ask questions on various matters. The Directors and senior management participated in meeting to answer the questions of the shareholders at the meeting, which details have been recorded in the minutes of the shareholders.



1.3 Before meeting begun, chairman of the meeting has authorized investor relations officer clearly explained to shareholders of how to vote, the audit of the vote count and the rights of shareholders

- One share represents one vote. For agenda items resolutions shall be passed by a majority votes, acknowledgement matters for shareholders have no votes. Agenda for the capital reduction, capital increased, amendment of company memorandum of association and regulation shall be passed by votes of not less than three in four of the votes of the shareholders present at the meeting and have voting rights. The agenda of the Remuneration of the directors shall be passed by votes of not less than two third of the total votes of the shareholders present at the meeting.
- The vote on the election of directors, each shareholder is entitled to vote are all as discussed above, selecting one person or several persons as directors but can't divide their votes among the candidates.
- The shareholders who give proxies with indicating their votes. Staff will collect votes on their computer. For proxies to attend the meeting without indicating their votes, The Company assigned legal counsel which is an independent agency to act as a counter and check the votes in the AGM so as to be transparent, legalization and regulation.
- The voting ballots with the following characteristics are considered the invalid voting.
  1. The ballots were voted incorrectly to its agenda.
  2. There are no marks in the voting box.
  3. Any ballots marked in more than one ballot box except in the case of a proxy, a custodian who can divide the votes in each agenda item, agree, disagree or abstain.
  4. The damage ballots and it can not be determined what voters wish to vote.

For shareholders who attended the meeting, the officers have prepared a ballot to use in the case of disagree or abstain. And to consider the rights and equitable treatment of all shareholders, the Company provided shareholders in attendance even after the conference has already started with the right to vote on agenda items under the consideration and has not voted yet.

- **Subsequent to the shareholders' general meeting**

The company has submitted its report to the Stock Exchange of Thailand within 14 days of the meeting and the minutes are simultaneously published to the shareholders via the company's website in order for shareholders to comment and review with no need to wait until the next meeting. Including disclosing the vote counting inspectors in the shareholders' meeting in the minutes of the meeting.

Shareholders have the right to review the remuneration of directors. The company offers attendance fee and bonus for shareholders approve every year. This year, the company paid to its directors the attendance fee only and no other benefit paid to directors. "Executive Remuneration" section, other benefits are not paid to the directors.

**(2) The Equitable Treatment to Shareholders**

The Company treats the shareholders equitably in allowing them to check and express their opinions toward the Company's operation. The Company has a policy to comply with the article of association where the shareholders who cannot be present at the shareholder's meeting can delegate their power of attorney to the independent director and the audit committee to vote for them.

At a meeting of shareholders, the company has taken advance notice of the meeting of shareholders into the website at least 30 days before the AGM date and the Company has taken a minority shareholders have the right to propose agenda into AGM in advance and nominate qualified person to be elected as Directors. According to the company scheduled during the April 4, 2023 until May 5, 2023 and informed the shareholders through the Stock Exchange of Thailand and posting them on the Company's website ([www.lohakit.co.th](http://www.lohakit.co.th) / Investor Relations / Shareholder Information) with specifying the clear and transparent procedures and methods. And on the Company's website, predefined form for proposing the agenda and nominating candidates for election as directors can be downloaded as well. During the AGM in 2023, no shareholders propose agenda and nominate candidates for director in.

**(3) Roles of Stakeholders****The Company has taken into account the rights of all stakeholders as follows:**

- (a) Employees: The Company always recognizes that all employees are the key resources of the company. It is the success factor of the company's achievement. The Company provides care and fairness in terms of opportunities, returns, appointments, relocation as well as staff development. The Company has adhered to the following principles.
- Treat employees with respect, honor and privacy.
  - Maintaining a safe working environment for the lives and assets of employees
  - Appointment and relocation Including rewards and punishment for employees, act in good faith and based on the knowledge and ability of each employee
  - Pay attention to the development of staff knowledge. The development of employees in various forms such as seminars, training, etc
  - Determination of employees' compensation policy and welfare are fair. This is consistent with the company's performance both in the short term, such as market conditions, business competition, nature of work, performance and profitability each year, etc. and in the long term such as performance evaluation, Balance Scorecard etc.
  - Listen to comments and suggestions based on professional knowledge.
  - To educate and train staff on environmental issues both in the workplace and outside the organization, this is in order to be aware of the importance of natural resources.
- (b) Suppliers and Creditors: The Company treats all suppliers and creditors equitably and fairly under mutual terms and/or contracts to create the valuable relationship which shall benefit all parties.
- (c) Customers: The Company takes good care and responsibility of the customers by sourcing, fabricating, manufacturing and distributing quality products as well as by taking into consideration the customer's recommendations and opinions.
- (d) Competitors: The Company complies with the framework of fair competition and avoids the use of dishonest means to destroy the competitors's reputations.
- (e) Shareholders: The Company focuses on the sustainable growth in terms of revenue and profit. As a result, the shareholders will receive the appropriate returns according to the business condition.
- (f) Community and Society: The Company takes the responsibility towards environment of the community and society by taking part in the social activities.
- (g) Government agencies The Company has established guidelines for transacting with the government in its Code of Business Conduct and Anti-Corruption Policy. They must strictly comply with relevant laws and regulations, including cooperating with government agencies.

- (h) Financial institutions: The Company complies with the terms of the loan agreement and other specific conditions and strictly complies with the rules and regulations of public sector financial institutions.
- (i) Mass media: The Company places great importance on the speedy disclosure of information to the media. Accurate and transparent so that the media can communicate to the public accurately and in a timely manner.

#### (4) Information Disclosure and Transparency

The Company has issued the Code of Ethics for the directors, management and all employees to comply with honest and integrity. The Company shall govern and ensure that such Code of Ethics is strictly complied. The Code of Ethics and the penalty are approved by the board of directors No. 4/2007 on August 15, 2007.

Company committed to social and environmental responsibility, The integrated data management framework, framework for management and organization management. Social responsibility reports are included in the section. "Sustainable Development Page 65."

The company has been giving the important on operation with responsibility to social and environment. By that, company in cooperation with stock exchange of Thailand has set up the activities for social.

The Company has enhanced the efficient internal control and audit systems for both the management and operational levels by issuing the statement of duties and authorities of the management and the employees. The duties of execution, control and evaluate are segregated for the check and balance of power purpose. Moreover, the Company has undertaken the internal control over the financial system with the financial report system for the responsible management. The Company has the internal control system audited and appointed A.M.T. Services Office Limited as the Company's internal auditor for year 2023 (April 1, 2023 – March 31, 2024). The auditing shall emphasize on the internal control system and the analysis of the system risks. The summary of the auditing is as follow:

1. To evaluate the sufficiency of the internal control system.
2. To review the procedure of each working system.
3. To review the accounting transactions with the related parties.
4. To review the obligations.
5. To review the contingent liabilities.
6. To report the sufficient of internal controls during the year.

The internal auditor shall report the result of the auditing to the audit committee on a quarterly basis. In addition, the internal auditor shall review the significant related transactions as per the request of the

audit committee. The secretary of the audit committee shall coordinate between the internal auditor and the audit committee.

Risk Management, the Board of director has been focusing on risk management very seriously. In the meeting of the Board of Directors no. 2/2016 had appointed the Risk Management Committee to define and assess of the business risks, to protect and manage risk. These include risks affecting the Company's operations, as defined in "The Risk Factors".

Board of Lohakit Metal Public Co., Ltd. (the Company) has scheduled its business practices with principles of good governance, adhering to the responsibility of all aspects of the business and to focus on the fight against corruption. On April 3, 2015 the company attended the announcement of the intention of a unified practice (Collective Action Coalition) Thailand's private sector in the fight against corruption.

The Company has been approved as a member of the coalition against corruption in the private sector in Thailand on April 22, 2016 to the guidelines of the Committee, all employees. The company has made "policy against corruption" in writing to provide a clear guideline in the sector which is divided into three main policies

On February 9, 2022, the company approved the use of the 1<sup>st</sup> revised Anti-Corruption Policy as a guideline for directors. All employees are divided into 3 main policies as follows:

#### Definition

Corruption refers to bribery in all its forms by offer or promise to provide the money, property or other benefits incorrect and inappropriate to authorities, government agencies or private individuals to do duty, omission to do duty, to obtain or retain any improper business benefits. Unless, they are comply by the law, regulatorion, customs or local tradition.

#### 1. Anti-Corruption Policy

Directors, executives and employees of company are prohibited to action or to accept corruption in any form, either directly or indirectly. It covers businesses in all countries and all agencies involved. The review of the implementation of the policy against corruption is required to review regularly, including also review practices and the requirement to take steps to comply with changes in business regulations and legal requirements.

#### 2. Policy to protect complainants, witnesses, information user or clue about illegal and unethical (Whistle Blower Policy).

##### Complaint subject or provide information

Corruption, illegal, regulations or ethics that impact on reputation, image, norm, financial position or conflict with the policy of the business and involved with high position management.



**Channels of complaints or information, access to information and advice**

## 1. Verbal or written to

Company Secretary

or E-Mail: whistleblower@lohakit.co.th

## 2. E-mail via the company's website: www.lohakit.co.th

## 3. Mail sent to

Company Secretary

Lohakit Metal Public Company Limited

No. 43, Thai CC Tower, 16th Floor, Room 167-169

Sathorn Road, Yannawa, Sathorn, Bangkok 10120.

**The protection for complainant or information provider**

1. Protection occurs immediately right after complainant inform and give clues.
2. The relevant information is considered confidential and will be disclosed in consideration of damage and safety of complaints.
3. Where the complaint said, it may not be safe or damage occurred. The complainant may request the Company to determine the appropriate protective measures or the company may impose protective measures for the complainant even with no request if that is likely to be suffered and unsafe.
4. If the investigation does not find any wrongdoing as reported a complaint, the Company will not punish the whistleblower with good faith and person who affected will be compensated as appropriate and fair.
5. The company will not demote, penalize, or give negative consequences to employees who make complaints, employees who cooperate in the investigation or employees who reject corruption. Even if it will be caused the company to lose business opportunities.
6. In case there is clear and sufficient evidence that the whistleblowing, complaints or providing such information is done with dishonest intent which affect the complainant or the company. The company will investigate and punish according to disciplinary measures and/or take legal action against whistleblowers. If whistleblowers are outsiders, the Company will consider legal proceedings.

**3. Policies and procedures to support the political/ charitable donations/ grants. (Sponsorships)/ paying bills/ gift and hospitality expenses.**

The Board of Directors has established business practices with the good governance that recognizes its responsibility for the impact of all aspects of doing business and declared policy against corruption (Anti-Corruption Policy) to guide practice strictly for directors, management and all the staff there. The Company has established policies and measures related to anti-corruption functions in the practice of contributing to political / charitable donations / grants. (Sponsorships) / paying bills / gift and hospitality expenses as following

1. Policies and practices involved in this matter in accordance with the policy set out in the Anti-Corruption policy and the ethical conduct of managers and employees

2. If it is not listed, shall comply with the policies and guidelines that have been identified. Details of the 1<sup>st</sup> revised Anti-Corruption Policy can be found in [www.lohakit.co.th](http://www.lohakit.co.th) topics Investor Relations : Anti-Corruption Policy and Whistle blower Policy

#### **Conflict of Interest**

1. Directors, Executives and employees avoid taking any action that may cause conflicts of interest with the Company and does not act in any manner which is contrary to the interests of the company or is seeking personal gain and/or related persons.
2. Do not use or allow others to use their position directly or indirectly to seek benefits from the company.
3. Do not bring secrets or company information for personal benefits and/or those involved.
4. In the event that directors, executives and employees or related persons to participate or be shareholders in any business which may have benefits or cause conflicts of interest with the Company have to inform the Chief Executive Officer in writing.

In order to avoid the conflict of interests, the delegation of the board of directors specifies that the delegated person must not approve any transactions that may lead to the conflict of interests. In addition, the Company and the subsidiaries shall comply with the regulations of the Stock Exchange of Thailand with regard to the connected transaction and the acquisition and disposition of assets of listed companies as the case may be.

#### **The Company has set the procedure to undertake the related transaction as follows:**

- (a) In case of the normal business transactions or the transactions to support the normal business with general terms and conditions and compensations that can be calculated from assets or reference prices, the procedure to undertake those transactions shall be in accordance with the regulations of the SEC office and the Stock Exchange of Thailand with regard to the connected transaction. The undertaken transactions shall be reported to the audit committee on a quarterly basis.
- (b) In case of other related transactions apart from those described in (a), the audit committee shall provide their opinions with regard to the necessity of the transaction and the reasonableness of the transaction's price by considering the normal business practice of the industry and comparing the undertaken price with the price of others or the market price. In case that the audit committee has no expertise on any transaction, the Company would hire an independent specialist or an auditor to provide their opinion on such transaction for the consideration of the audit committee, the board of directors or the shareholders as the case may be. The directors who may have any conflict of interests of the transaction will not be able to vote on such transaction.

**The Control of the use of internal information**

The Company has set the strict procedure to control the use of internal information especially the financial information which has to be audited by the certified auditor and approved by the audit committee before being proposed to the board of directors and disclosed to the Stock Exchange of Thailand and to public.

The Company's policy to control the use of internal information is as follows:

- (1) The directors, management and their spouses or minor child are prohibited to use the internal information to trade or transfer the Company's securities before the public disclosure of such information especially 30 days before the disclosure of the Company's financial statement. In addition, after the disclosure of any information, those specified persons are also prohibited to trade the Company's securities until the public has sufficient period of time to analyst such information (within 7 days after the disclosure).
- (2) The directors and management who are responsible to report the shareholding of them together with their spouses and minor child are educated with the shareholding report procedure in case that any of the directors, management, their spouses or their minor child have purchased, sold, transferred or received the Company's securities as per the regulation of the SEC office, Sor. Jor. 14/2540, Re, The preparation and disclosure of securities holding report and the penalty as per the Securities and Exchange Act B.E. 1992.

In case of violation, the appropriate penalties shall be enforced such as written warning, salary reduction, suspension or employment termination.

The Control of the use of internal information for the benefit of the management, the Company has a procedure to control the use of the undisclosed information for the benefit of the management or their related parties as follows:

- (a) The Company has prevented the use of internal information by specifying that the departments which are accessible to such information must keep the information confidential to other irrelevant departments or parties.
- (b) The management who has accessed the Company's financial information must not use such information for their own benefits before the disclosure of such information to public. The management is prohibited to trade the Company's securities within one month before the public disclosure of the Company's financial statements.
- (c) The Company shall guide the management to report the change of their shareholdings to the SEC office as per clause 59 of the Securities and Exchange Act B.E. 2535. In addition, the management and employees who have accessed to the internal information are prohibited to share such information to others or irrelevant parties. They are also prohibited to trade the Company's securities within 30 days before the public disclosure of the financial statements.

**Privacy policy**

The Company recognizes the importance of personal data and other information about individuals (collectively referred to as the "Data") and is committed to securing Data as well as privacy of Data, so that the data subject can be confident that the Company will collect, compile, use, disclose or transfer Data of the data subject transparently and responsibly pursuant to the Personal Data Protection Act, B.E. 2562 (2019) and other relevant laws. Therefore, in order to comply with the applicable law, the Company has prepared a Personal Data Protection Notice to clarify to the data subject on details about collection, compilation, use, and disclosure of Data of the data subject as per details in the Personal Data Protection Policy publicized on the Company's website

**(5) Director's Responsibility**

The Company's board of directors participates in setting vision, mission, strategy, business goal, business plan and budget. The Company and also participation in reviewing and approving vision, goals, strategies and directions for each year. The Company also monitors the implementation of the Company's strategy. The board also governs the management to run the business according to the goal, plan and budget efficiently and effectively to increase the economic value of the Company and the stability of the shareholders.

**Vision, Mission, and Business Goal****VISION**

Provide Quality Services to Improve and Increase Stakeholders' Competitiveness and Value

**MISSION**

Better customers' benefits through Quality Services

**GOAL**

To be among Top Three in Performance, Market Shares, Quality Assurance, and Market Services within targeted industries

**The balance of power of non-executive directors**

The Company's board of directors consists of 7 members including

- 3 Executive Directors
- 4 Independent Directors and Non-Executive Directors

The Chairman of the Board of Directors is an independent director

Therefore, the Company has 4 independent directors, accounting for 57.14% of the total number of directors.

The Company has an Audit Committee with expertise and expertise in accounting. (See data from "Director and Executive Profiles: Mr. Wanchai Umpueg-art and Mr. Teera Na Wangkanai) There are

roles in nomination and dismissal of external auditors. (See data from "Title, Scope of Duties, and Responsibilities of the Audit Committee Article 4"

As for the segregation and aggregation of positions, the chairman position is segregated from the Managing Director position to separate the duties of policy governance and day-to-day operation.

**Policies and Procedures for Other Company Directorships of Directors and Chief Executive Officer.**



The Board emphasizes the efficiency of the directors' performance. The directors can devote their time to supervise the company. The policy is to limit the number of listed companies for which no more than 5 directors are present. There are currently no board members who hold the position of listed company directors in excess of the specified criteria.

In addition, the Board of Directors has set the policy for directorships of other companies for directors and Chief Executive Officer as follows: Director and Chief Executive Officer must not conduct business with the same conditions and compete with the business of the company or a partnership in a partnership or a partnership in limited partnership or a director of a private company or other companies operating the same business. It is a competition for the company's business, whether for its own benefit or for the benefit of others except for the notice to the shareholders meeting prior to the appointment.

At present, the directors and the Chief Executive Officer does not hold the position of director of another company that conducts business with the same conditions and is in competition with the Company. In addition, the directors and the Chief Executive Officer do not participate in the partnership or a partnership in limited partnership or a director of a private company or other companies that conduct the same business and compete with the Company.

## 6.2 Significant Change and Development of Corporate Governance in the Previous Year

The Board of Directors requires that the policies be reviewed at least once a year to ensure that the guidelines are effective and in line with the principles of good corporate governance

In 2023, the Company received the Corporate Governance Report of Thai Listed Companies (CGR) project assessment from the Thai Institute of Directors Association at "Very Good"  level and received a score of 100  on the quality assessment of the shareholders' meeting. From the Thai Investors Association

For 2023, the untreated part The Company will use it as a guideline for further appropriate adaptation, including:

### 1. Determination of Cumulative Voting Method for Directors

Article 20 of the Company's Articles of Association stipulates that the shareholders' meeting shall elect the Company's directors. Clause 20(1) requires one shareholder to have a vote of 1 share per 1 vote. However, the Company has established and has a way to take care of the rights of minority shareholders. Thanks. Rights of shareholders to propose agenda for the shareholders' meeting and nominate candidates to be elected as directors, etc

### 2. The Board of Directors has set a restrictive policy

The number of years in office of an independent director shall not exceed 9 years.

The Board of Directors has not established a policy to limit the number of years of office of independent directors because the Company's independent directors continue to perform their duties as directors with independence, have no personal interests that may conflict with the interests of the Company, and make decisions taking into account the best interests of the Company, as well as having independence from the management and major shareholders of the Company

### 3. Non-executive accounts for less than 66 percent.

Since the Company's business requires executives with knowledge, ability, specialized experience, and expertise in stainless steel business, an additional director has been added to assist in sales and marketing. As a result, the proportion of non-administrative directors is less than 66%, but the Company has established authority and guidelines for the balance of power. It does not affect the rights of stakeholders. Under the principles of good corporate governance

### 4. The Board of Directors has established a Good Governance Committee.

The Board of Directors has assigned the Executive Committee to assist the Board of Directors in screening monitor compliance with various policies, especially corporate governance policies, sustainable development and social responsibility, which has been appropriate until the present

5. **The Board of Directors should hold more than 6 Board meetings per year.**

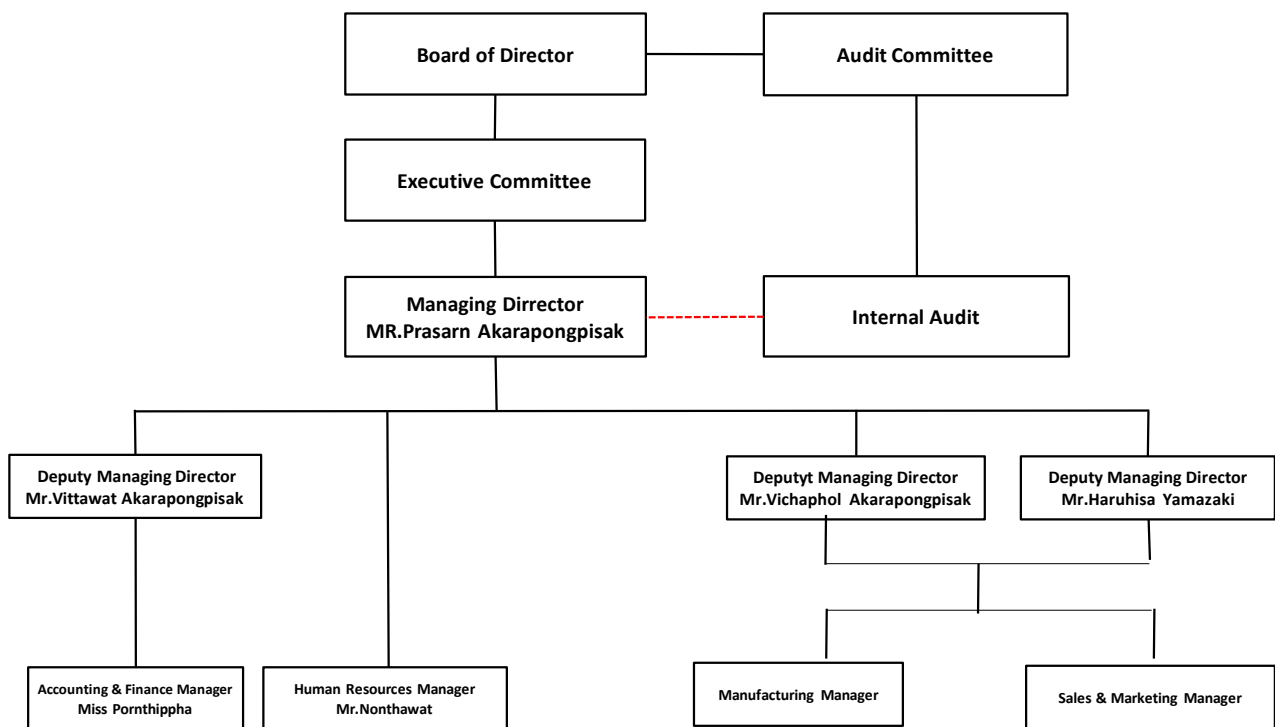
The Board of Directors will consider adjusting the number of Board of Directors' meetings more than 6 times per year to be more in line with the CGR (Corporate Governance Report) criteria and CG Code

The Board of Directors There is a review of the matter that the company still unable to comply with the principles of corporate governance annually

## 7. Corporate Governance Structure and Information of Board of Directors, Sub-committee, Management, Employees and Others

### 7.1 Management Structure

## LOHAKIT METAL PUBLIC COMPANY LIMITED Organization Chart



\* Internal Auditor is A.M.T. Service Office Limited

The company has various committees, including the Board of Directors, Executive Committee, Audit Committee, The Nomination and Compensation Committee and Risk Management Committee as details are as follows:

- (a) The board of directors consists of 7 members including
1. Mr. Wanchai Umpungart  
Chairman of the board, Independent Director, Chairman of the audit committee and Member of The Nomination and Compensation Committee
  2. Mr. Prasarn Akarapongpisakdi  
Director, Chief Executive Officer, and Chairman of the Risk Management Committee
  3. Mr. Teera Na Wangkanai  
Director, Independent director, member of the audit committee,



		Chairman of The Nomination and Compensation Committee
4.	Mr. Lert Nittheranont	Director, Independent director, member of the audit committee, Member of The Nomination and Compensation Committee
5.	Mr. Anurut Vongvanij	Director and Independent director
6.	Mr.Vittawat Akarapongpisak	Director, Executive Director, Deputy Managing Director, Member of the Risk Management Committee
7.	Mr.Vichaphol Akarapongpisakdi	Director, Executive Director, Deputy Managing Director, Member of the Risk Management Committee

Where Mr.Vittawat Akarapongpisak served as the Company's secretary.

#### The Authorized Director

The Company's authorized directors include "Mr. Prasarn Akarapongpisakdi and Mr. Vittawat Akarapongpisak and Mr.Vichaphol Akarapongpisakdi are jointly signs with affix the Company's seal."

#### Scope of authorities, duties and responsibilities of the board of directors

The board of directors has the authorities, duties and responsibilities to manage the Company to be in compliance with laws, the Company's objectives, the articles of association and the legitimate shareholder's resolutions with honest and care for the benefits of the Company. The major duties and responsibilities can be summarized as follows:

- (1) To convene the annual ordinary general shareholder meeting within 4 months after the end of the accounting period.
- (2) To convene the board of director's meeting at least every 3 month.
- (3) To prepare a balance sheet and a profit and loss statement of the Company as of the end of the accounting period and to propose such reports which are audited by the external auditor to the shareholder's meeting for their consideration and approval.
- (4) The board of directors shall authorize one or many of director(s) or any other person to perform the duties on behalf of the board of directors under the board of directors's supervision or delegate such persons to have authorities and over the period the board of directors deems appropriate where the board of directors can revoke or alter such delegation of authorities as they deem appropriate.

However, the board of directors may delegate their authorities to the management to perform the duties as per the scope of the duties of the management where such delegation must not incur the authorities

for the management to consider and approve the transactions that might lead to any conflicts of interest between the management or their related persons and the Company and its subsidiaries except for the transactions that are complied with the policies or procedures considered and approved by the board of directors.

- (5) To set goals, procedures, policies, plans and budgets of the Company, to govern the administration of the management to be in compliance with the specified policies except for the transactions which the board of directors must have the approval from the shareholder's meeting including the transactions required by laws to have the shareholder's approval such as the capital increase, the capital decrease, the issuance of debentures, the disposition or transfer of the part or the whole of the Company to others, the acquisition of the part or the whole of others, the revision of the memorandum of association, etc.

In addition, the board of directors shall have the duty and responsibility to govern the Company to comply with the laws related to the securities and the stock exchange including the undertaking of the connected transaction and the acquisition and disposition of major assets as per the rules and regulations of the stock exchange of Thailand and other relevant laws.

- (6) To consider the organization structure, to nominate the management and other committee as appropriate.
- (7) To evaluate the operation and ensure that the plan and budget are followed.
- (8) The directors must not operate or compete in the same business as the Company, or be a partner in an ordinary partnership, or be a unlimited partner in a partnership limited, or be a director of a private company and other companies that engage in the same business as and compete with the Company unless the directors have disclosed such facts to the shareholder's meeting before the nomination.
- (9) The directors must report to the Company promptly in case that they have any direct or indirect conflict of interest with any of the Company's contracts or in case of the changes in their shareholding/debenture holding in the Company or its affiliates.

#### **Scope of authorities, duties and responsibilities of the Chairman of the Board**

- (1) To be responsible as the leader of the Board of Directors to oversee, monitor and supervise the operations of the Executive Board and other Committees to make them achieve the objectives pursuant to the specified plan.
- (2) To act as the Chairman of the Board of Directors' meeting and the Shareholders' meeting.
- (3) To have a casting vote in case the Board of Directors' meeting has a tie vote.

**(b) The Executive Committee consist 3 members including:**

- |    |                                |                    |
|----|--------------------------------|--------------------|
| 1. | Mr. Prasarn Akarapongpisakdi   | Executive Chairman |
| 2. | Mr. Vittawat Akarapongpisak    | Executive Director |
| 3. | Mr. Vichaphol Akarapongpisakdi | Executive Director |

**(c) The delegation of authorities from the board of directors**

The board of directors's meeting No. 1/2007 dated February 21, 2007 which the independent directors and the audit committee were present had considered and approved the scope of authorities, duties and responsibilities of the Executive Committee as follows:

**Scope of Authorities, duties and responsibilities of the Executive Committee**

The Executive Committee have the authorities, duties and responsibilities to manage the normal business operation and administration of the Company, to set policies, business plan, budget, organization structure and administrative authorities of the Company in accordance with the economic condition to propose for the consideration and approval of the board of directors and to review and evaluate the Company's operation to follow the business plan. The authorities, duties and responsibilities of the Executive Committee are as follows:

- (1) To consider and allocate the annual budget as proposed by the management before proposing for consideration and approval of the board of directors as well as to consider and approve the alteration and increase of the annual budget during the period where no urgent board of director's meeting is convened and to report such matter to the next board of director's meeting.
- (2) To approve the normal business transaction of not exceeding Baht 200 million per transaction and not exceeding Baht 600 million per month.
- (3) To approve the investment expenditure (including the maintenance of machine and equipment) that is not included in the annual budget in the amount not exceeding Baht 10 million.
- (4) To approve the major capital expenditure that is included in the annual budget approved by the board of directors or the one which its concept is approved by the board of directors.
- (5) To be the advisor of the management with regard to the policies in finance, marketing, human resource and other operations.
- (6) To allocate the bonus approved by the board of directors to the employees of the Company.
- (7) To operate the Company's businesses.

After the Executive Committee has approved any of the above transactions, such transactions shall be report to the board of directors's meeting.

However, the authorities of the Executive Committee shall not include the approval of any transaction that may lead to a conflict of interest between the Executive Committee or their related parties and the Company or the subsidiaries as per the rules and regulations of the Stock Exchange of Thailand. Such connected transactions shall be proposed to the board of director's meeting and/or the shareholder's meeting for their consideration and

approval in accordance to the article of association or the relevant laws except the approval of the normal business transactions as per the procedure clearly set by the board of directors.

The Board of Directors Meeting No. 3/2019, held on August 14, 2019 with independent directors and the audit committee attended the meeting to consider the scope of duties and responsibilities of the Chief Executive Officer and the managing director. The said authorization can be summarized as follows:

**Scope of duties and responsibilities of the Chief Executive Officer**

- (1) The administration of company, Including the supervision and control of operations or operations in accordance with the objectives, regulations, policies, work plans and budgets as approved by the Board of Directors and / or the Executive Committee of the Company and / or other sub-committees.
- (2) Approve the capital investments (Including repairs of machinery and equipment) other than those specified in the annual budget in an amount not exceeding 5 million baht per transaction
- (3) Define the organizational structure, administration method, recruitment, training, employment and the determination of salary rates, compensation, bonuses and various benefits including the termination of staff
- (4) Be a leader and act as a role model in accordance with the ethics and business ethics of the company. This also includes promoting, supervising, sustainability principles, social responsibility and act in accordance with anti-corruption measures and practices.
- (5) Being the company's attorney in managing the business of the company to be in accordance with the objectives, regulations, policies, rules, regulations, orders, resolutions of the shareholders' meeting and / or resolutions of the board of directors and the executive committee of the company in all respects.

However, the authority of the Chief Executive Officer does not include approving any transactions that may cause conflicts with any items that the Chief Executive Officer and connected person with the Chief Executive Officer have an interest or any other benefits which conflict with the company or subsidiary In accordance with the regulations of the Stock Exchange of Thailand. Such transaction approval must be proposed to the Board of Directors meeting and / or the shareholders' meeting for consideration and approval as specified by the company's regulations or relevant laws, except for the approval of transactions that are a normal business transaction nature of the company that the Board has clearly defined the consideration framework.

**Scope of duties and responsibilities of the managing director**

- (1) Supervise the business operations and / or manage daily operations of the company
- (2) Approve the purchase and sale which are in the normal course of business in an amount not exceeding 100 million baht per transaction and not exceeding 250 million baht per month

- (3) Perform or operate in accordance with policies, plans and budgets approved by the Board of Directors and / or the Executive Committee of the Company and / or the Chief Executive Officer and / or other sub-committees.
- (4) Monitor and evaluate regularly the company's operations to prevent risks from various factors, whether internal or external
- (5) Having the power to carry out any transaction and present himself as a representative of the company to a third party in a business related to and beneficial to the company.
- (6) Having the power to issue orders, regulations, announcements, memorandums for the operations to be in accordance with the policy to protect the interests of the company and work discipline
- (7) Approve the appointment of various consultants necessary for the company's operations
- (8) Be a leader and act as a role model in accordance with the ethics and business ethics of the company. This also includes promoting, supervising, sustainability principles, social responsibility and act in accordance with anti-corruption measures and practices
- (9) Being the company's attorney in managing the business of the company to be in accordance with the objectives, regulations, policies, rules, regulations, orders, resolutions of the shareholders' meeting and / or the resolutions of the board of directors and the executive committee and the orders of the chief executive officer.

However, the power of the managing director does not include approving any transactions that may cause conflicts with any items that the managing director or the connected persons with the managing director having an interest or any other benefits which conflict with the company or subsidiary In accordance with the regulations of the Stock Exchange of Thailand. Such transaction approval must be proposed to the Board of Directors 'meeting and / or the shareholders' meeting for consideration and approval as specified by the company's regulations or relevant laws, except for the approval of transactions that are a normal business transaction nature of the company that the Board has clearly defined the consideration framework.

**(d) The audit committee consists of 3 members including:**

- |                           |                                 |
|---------------------------|---------------------------------|
| 1. Mr. Wanchai Umpungart  | Chairman of the audit committee |
| 2. Mr. Teera Na Wangkanai | Member of the audit committee   |
| 3. Mr. Lert Nitheranont   | Member of the audit committee   |

Where Ms. Methaporn Sriphraram serves as the secretary of the audit committee.

**The office period of the audit committee**

Chairman of the audit committee	3 Years
Member of the audit committee	3 Years

After the end of the office period, chairman and member(s) of the audit committee can be re-elected to serve the positions.

The Board of Directors Meeting No. 2/2009 held on May 29' 2009 with having the independent directors and audit committee in the meeting considered the scope of authority and the responsibilities of the audit committee. The delegation details were concluded as follows.

**Scope of Authorities, Duties and Responsibilities of the audit committee**

- (1) To review and ensure that the Company's financial reports are accurate and sufficiently disclosed where the audit committee shall cooperate with the external auditor and the management who is responsible for the preparation of the quarter and annual financial reports. The audit committee may request the external auditor to review or audit any transactions as appropriate and necessary.
- (2) To review and ensure that the Company's internal control system and internal audit system are appropriate and efficient, independent in auditing. To give the resolution in selecting, rotating and dismissing the internal audit chief or the audit organization that responsible for internal audit.
- (3) To review and ensure that the Company's operation is complied with the Securities and Stock Exchange laws, the rules and regulations of the Stock Exchange and other relevant laws.
- (4) Selection and nomination, reselection and dismiss the auditor of the company and to consider the remuneration of such auditor by taking into consideration their reputation, capability and workload of such office, the experiences of the auditor who is responsible for the Company's accounting audit as well as join the meeting with external auditor at least once a year.
- (5) To consider the disclosure of the Company with regard to the connected transactions or any transactions that may lead to the conflict of interest and to ensure that such disclosure is sufficient and complete.
- (6) To perform any other duties delegated by the board of directors and agreed to do so by the audit committee such as to review the financial and risk management policies, to review the management compliance to the business ethics and to review the major reports required to be disclosed to public i.e. the management discussion and analysis.
- (7) To prepare the report with regard to the activities of the audit committee and disclose such report which is signed by chairman of the audit committee in the Company's annual report. The report must retain at least the following information.
  - (a) The opinion in regarding to the correctness, completeness and reasonably reliable of the financial statements of the Company.
  - (b) The opinions in regarding to the sufficient internal control in placed
  - (c) The opinions in regarding to the company's compliance to the Securities and Stock Exchange laws or the rules and regulations from stock exchange of Thailand and other relevant laws.
  - (d) The opinions for the appropriateness of external audito
  - (e) The opinions for the connected transactions that may have the conflict of interest.

- (f) The numbers of audit committee meeting and the attendance of individual audit committee director during the year.
  - (g) The general opinions or notices that audit committee obtain during the audit performing according to the charter.
  - (h) Disclosure under the assignment from board of director of any information deemed necessary to be known by shareholders or investors.
- (8) To report the audit committee's activities and results to the board of directors at least once every quarter.
- (9) To report to the board of director of the finding or suspect of any transactions that may have the significant impacts to the financial status and operating performance of the Company such as conflict of interest, fraud or dishonest practices, unusual or weakness in internal controls, breach against Securities and Stock Exchange laws or the rules and regulations from stock exchange of Thailand and other relevant laws to the normal business of the Company.

#### **Audit Fees for External and Internal Auditor**

For the year ended 31<sup>st</sup> March 2023, the Company and its subsidiaries had the audit fees for independence auditor, which was EY office Limited by Baht 3,055,000 as the audit fee for the company Baht 1,200,000 by the group Baht 1,855,000 and from the above mention, The Company and its subsidiaries do not have any other fees payable to the auditor, audit firm and the related parties to the auditor or audit firm.

For the year ended 31<sup>st</sup> March 2023, The Company also had an internal audit fee, which was A.M.T Office Services Limited by Baht 496,000 for the year.

**(e) The 4 independent directors include.**

- |    |                        |                      |
|----|------------------------|----------------------|
| 1. | Mr. Wanchai Umpungart  | Independent director |
| 2. | Mr. Teera Na Wangkanai | Independent director |
| 3. | Mr. Lert Nitheranont   | Independent director |
| 4. | Mr. Anurut Vongvanij   | Independent director |

**(f) The Nomination and Compensation Committee consists of members.**

- |    |                        |   |
|----|------------------------|---|
| 1. | Mr. Teera Na Wangkanai | Chairman of The Nomination and Compensation Committee |
| 2. | Mr. Wanchai Umpungart  | Member of The Nomination and Compensation Committee   |
| 3. | Mr. Lert Nitheranont   | Member of The Nomination and Compensation Committee   |

Mr.Vittawat Akarapongpisak is the secretary of the Nomination Committee and Remuneration Committee.

The Board of Directors Meeting No. 2/2016 held on May 26, 2016 with the independent directors and Audit Committee attending the meeting have considered the scope of duties and responsibilities of the Nominating Committee and the Compensation Committee. The delegation concluded such key details as follows

The Nomination and Compensation Committee of the Company is consisting of three independent directors and each meeting must be attended by not less than one-half of the total members in order to qualify as a quorum

The Nomination and Compensation Committee has the term for three years but the term of each director shall hold only for the remaining term of the incumbent directors. It must be selected and appointed by the Board of Directors. Directors who retire by rotation may be appointed again.

The Nomination and Remuneration Committee shall set up meeting according to the necessary and appropriate to the duties and responsibilities in accordance with the Nomination Committee and Remuneration Committee regulation but at least one year a time. The Chairman of the Nomination and Remuneration Committee shall be notified in advance to schedule a meeting, including deliver agendas and supporting documents prior to the meeting in a reasonable time. The Directors have considered the documents before the meeting and to propose to committee. Committee will report its activities to the Board of Directors to note after a meeting of the Nomination Committee and the Remuneration Committee each time.

**Duties and responsibilities of the Nominating Committee and the Compensation Committee as follows:**

- (1) Propose policies to nomination committee, there must be a procedure, clear rules, fair and reasonable in order to be presented to the Board of Directors or the shareholders' meeting for approval, as appropriate
- (2) Propose selection and recruitment policy accordingly, there must be clear guidelines, fair and reasonable in order to be presented to the Board of director for consideration
- (3) Review and approval of the Board of Directors on matters of policy and strategy, human resources, which should be in line with the strategy of the business
- (4) Recruitment, selection and nomination of qualified ethical and qualified candidates deserved appointment as Director or Managing Director, as appropriate
- (5) Review experience and stature of directors, including a recommendation for the nomination of directors to replace the vacant position
- (6) Ensuring there are plans to replace the specific location of Directors and Managing Director
- (7) Define terms in the contract for employing managing director, including evaluation and recommendation qualified candidates to replace the position
- (8) Define policies and forms of remuneration committee and managing director in accordance with the strategy of the business. There must have clear procedures and criteria, fair and reasonable in order to be presented to the Board of Directors or the shareholders for consideration



- (9) Propose guidance on how to pay either in cash or other forms of remuneration to the Board of Directors, other committees appointed by the Board of Directors and managing director of the company.
- (10) Consider and review the structures and systems of remuneration and remuneration in line with the current market conditions and fit for duty, responsibility and results of operations of the Company and the performance of the directors and managing director
- (11) Remuneration to the Directors for propose to the Annual General Meeting of Shareholders of the Company for approval
- (12) The Nomination and Remuneration Committees appointed by the Board of Directors in order to study and review, committee have duty to report to the Board of Directors at all times after the meeting of the Nomination Committee and Remuneration Committee and report the results of operations in recent years to the shareholders in the annual report of the company
- (13) Perform other tasks assigned by the board of director in relating to the nomination and remuneration

**(g) The Risk Management Committee consists of 3 members.**

- |    |               |                |  |
|----|---------------|----------------|--|
| 1. | Mr. Haruhisa  | Yamazaki       | Chairman of the Risk Management Committee                |
| 2. | Mr. Vittawat  | Akarapongpisak | Member of the Risk Management Committee<br>and Secretary |
| 3. | Mr. Vichaphol | Akarapongpisak | Member of the Risk Management Committee                  |

The Board of Directors Meeting No. 2/2016 held on May 26, 2016 with the independent directors and Audit Committee attending the meeting has considered the scope of duties and responsibilities of The Risk Management Committee. The delegation concluded such key details as follows

Risk Management Committee of Lohakit Metal Public Company Limited comprised of individuals executive directors of the company and qualified individuals totaling 3 persons. The Board of Directors will appoint one member of the Risk Management Committee as its chairman

Risk Management Committee retired upon death, resignation from the Company, the Board of Directors has resolved to issue to resign and resignation from the member of committee which will take effect when filing the resignation to the Chairman of the Board of Director

**Duties and responsibilities of the risk management committee**

- (1) The review and assessment of the risks that may occur, the likely impacts it may have on the organization, including the risk of internal and external to the Company
- (2) Propose risk management policies and the risk management direction of the Company to the Board of directors which covers risks affecting the operation of various types of risks, such as commodity prices, risks from market, exchange rate risk, liquidity risk and operational risk

- (3) Define risk management strategies to comply risk management policies and business direction of the Company
- (4) Review, monitoring and evaluation of risk management result according to risk management policies defined
- (5) Other issues assigned by the Board of Directors
- (6) The Committee must provide meeting at least twice times per year or as circumstances and needs
  - (a) At a meeting of the Board Risk Management Committee, there will be attending at least half of the total members in order to be a quorum
  - (b) Resolution of the Board Risk Management Committee is considered by the majority of the directors present at the meeting
  - (c) If the Chairman of the committee is not present at the meeting or is unable to perform his duties, the members present shall elect one to chaired the meeting
  - (d) Secretary of Risk Management Committee are responsible for preparing for meetings by appointment, preparing documents for the meeting, preparation of reports and other duties as assigned by the Risk Management Committee
- (7) The Risk Management Committee is responsible for reporting duty to the Board of director after the meeting and to prepare a report of doing duties in the past year to shareholders in the annual report. The details are as follows:
  - (a) Number of Meetings
  - (b) Number of attending the meeting by individual member
  - (c) The duties prescribed by the Charter
  - (d) **Management**  
The Company's management includes
 

1. Mr. Prasarn	Akarapongpisakdi	Chief Executive Officer
2. Mr. Vittawat	Akarapongpisak	Deputy Managing Director
3. Mr. Vichaphol	Akarapongpisak	Deputy Managing Director
4. Mr. Haruhisa	Yamazaki	Deputy Managing Director
5. Mr. Nonthawat	Khruarattanapaiboon	Human Resource Manager
6. Ms. Pornthippa	Wongphunga	Accounting and Finance Manager
  - (e) **Corporate Secretary**  
As of November 11, 2019: Mr.Vittawat Akarapongpisak Position Corporate Secretary  
Scope, Duties, and Responsibilities of the Corporate Secretary  
Responsible for organizing the meetings of the Board of directors, committees and shareholders, and preparing the minutes of the Board's meeting, the minutes of other Committees' meeting, the minutes of Shareholders' meeting and annual report as well as filing documents as specified by laws. Support and supervise the Company to perform in compliance with the laws and regulation of the Stock Exchange of Thailand.

**The Nomination of directors and management****(a) The nomination of directors**

Board of Directors Assign the Nomination and Remuneration Committee to nominate suitable persons to serve as directors by considering factors such as knowledge, skills and experience relevant to the business or it can be beneficial to the company's future, and to present to the Board of director and further to the annual general meeting. The Company has set the criteria for the appointment of directors as follow:

- (1) The board of directors shall consist of at least 5 directors where not less than half of the directors must be the residents of the Country and must hold the qualifications as specified by law.
- (2) The shareholder's meeting shall elect the directors as per the following procedure:
  - (2.1) Each shareholder shall have the number of votes equal to the number of shares held.
  - (2.2) The shareholder shall be able to exercise the entire votes as described in 2.1 for one person or a group of persons as director or directors but shall not allot his/her votes to any person in any number.
  - (2.3) The voting results of each candidate shall be ranked in order from the highest number of votes received to the lowest, and those candidates shall be appointed as directors in that order until all of the director positions are filled. In case of a tied vote, the chairman of the shareholder's meeting shall vote.
- (3) 1/3rd of the directors shall resign on the annual general shareholder's meeting, however, in case that the number of directors is not dividable by 3, the number of directors closest to 1/3rd shall resign.

The directors resigning in the first and second years after the registration of the Company shall be selected by drawing. In subsequent years, the director who has been in the post longest shall resign. A director who resigns under this procedure may be re-elected.

**Nomination and Appointment of Executives**

Human Resource department will recruit and select qualified individuals with knowledge, experience, skill and understanding of business and propose to authorized persons for consideration.

**Executives shall be nominated and appointed in line with the Corporate Authorization Index as follows:**

1. The appointment of Group Chief Executive Officer and/or Chief Executive Office must be proposed to the Board of Directors for approval.
2. The appointment of executives (C-Level); Chief Finance Officer, Chief Investment Officer, Chief Administrative Officer, Shall be approved by Group Executive Committee.

3. Appointment of executives below the level specified in 2, shall be approved by Group Chief Executive Officer and below level-executives (depending on the case).

**(b) The nomination of independent directors and audit committee**

The independent directors and the audit committee consist of 4 directors who shall be elected by the board of directors's meeting and/or the shareholder's meeting. The term of the independent directors and the audit committee shall be 3 years. The Company has a policy to elect the appropriate person(s) by considering their independence, the capability to represent the minor shareholders, knowledge and relevant experience. The nomination criteria are as follows:

- (1) Holding not more than 5 percent of the paid up shares of the Company, sister companies, affiliates and other related parties where the shareholding of the related parties shall be included
- (2) Neither be a managerial director of the Company, parent company, sister companies, affiliates and other related parties nor be an employee or advisor who receives normal salary from the Company, parent company, sister companies, affiliates, other related parties and major shareholder of the Company.
- (3) Not having any conflict of interests directly or indirectly with regard to the financial and operation affairs of the Company, parent company, sister companies, affiliates, and major shareholder within 1 year before the nomination except for the case that the board of directors have determined that such interests shall not intervene the independence of the audit committee.
- (4) Not being related to the management and the major shareholders.
- (5) Not being a representative of the directors, the major shareholders, or any other shareholders related to the major shareholders.
- (6) Being able to perform duties, provide opinion on and report results of the assignments delegated by the board of directors independently. Not being under the control of management, major shareholder and their related parties.

**(c) The numbers of director representing the major shareholder.**

There are 3 directors who represent the Akrapongpisak family including Mr. Prasarn Akrapongpisakdi and Mr. Vittawat Akrapongpisak and Mr. Vichaphol Akrapongpisakdi

**Remuneration Policy**

**Remuneration for Directors and Executives.**

The Board of Directors set the annual performance for the Chief Executive Officer by using the goals and criteria for the assessment that linked to the Key Performance Indicators (KPIs) and the proper incentive.

The remuneration policy of the Chief Executive Officer, It depends on the performance evaluation (KPI) as mentioned above. Also set in accordance with the capabilities, status including industry compensation. The remuneration has both short-term and long-term compensation such as bonnets and salary etc.

#### Remuneration for Directors and Executives.

The Company provides the Nomination and Remuneration Committee has performed duties within the scope of authority and responsibility of “the Nomination and Remuneration Committee” as assigned by the Board of Directors. The remuneration policy is clearly and transparently set at the same level as the industry include the experience, obligations, scope of roles and responsibilities in order to maintain qualified directors.

#### Management's Remuneration

##### (a) Cash Remuneration

##### - Director's Remuneration

Directors	2022		2023	
	(01/04/22 – 31/03/23)		(01/04/23 – 31/03/24)	
	Meeting Allowance	Bonus	Meeting Allowance	Bonus
	(Baht)	(Baht)	(Baht)	(Baht)
1. Mr. Wanchai Umpungart	280,000	-	280,000	-
2. Mr. Prasam Akarapongpisakdi	-	-	-	-
3. Mr. Vittawat Akarapongpisak	-	-	-	-
4. Mr. Anurut Vongvanij	60,000	-	60,000	-
5. Mr. Teera Na Wangkanai	220,000	-	180,000	-
6. Mr. Lert Nitheranont	200,000	-	180,000	-
7. Mr. Vichaphol Akarapongpisakdi	-	-	-	-
Total	760,000	-	700,000	-

##### - Management's Remuneration (Management whose names is in management list)

Remuneration	2022		2023	
	(01/04/22 – 31/03/23)		(01/04/23 – 31/03/24)	
	Number of Person	Amount (Baht)	Number of Person	Amount (Baht)
Salary	5	18,435,839	6	20,928,245
Bonus	5	1,974,400	6	2,496,640
Other Remuneration	1	12,000	1	12,000

(Communication expenses)				
<b>Total</b>	5	20,422,239	6	23,436,885

- (b) **Other Cash Remuneration**  
No other remuneration to its directors.

## 8. Corporate Governance Report

### 8.1 The information disclosure and the transparency

The Corporate Governance Policy: the board of directors has specified the corporate governance policy as they deemed that such policy is necessary for the sustainable growth of business. The board of directors is determined and intended to comply with such code of conducts where the business policies and directions have emphasized the importance of the internal control system and internal audit to govern the management to efficiently operate for the long-term benefit of the shareholders under the scope of laws and business ethics. The board of directors is also determined to emphasize the appropriate transparency of business operation, the information disclosure and the risk management. In 2023, the Company achieved significant performance in corporate governance. as follows

#### Nomination, development and evaluation of the performance of the Board of Directors.

- **Nomination of Directors**

In 2023, the company has given shareholders the opportunity to nominate qualified persons to be directors from April 4, 2023, to May 5, 2023, to propose to the 2023 Annual General Meeting of Shareholders. No shareholder nominates any person to be a director. The 2023 Annual General Meeting of Shareholders resolved to re-elect the retiring directors to serve as directors for another term, as follows:

Name	Position
(1) Mr. Wanchai Umpungart	Chairman of the Board, Independent Director, Chairman of the Audit Committee and Member of The Nomination and Remuneration Committee
(2) Mr. Anurut Vongvanij	Director and Independent director
(3) Mr. Lert Nitheranont	Director, Independent director, Member of the audit committee, Member of The Nomination and Remuneration Committee

- **Succession plan**

The Board of Directors has developed a succession plan for management and other key positions based on each individual's performance, potential, and readiness. The company prepares successors by developing the knowledge, abilities, and skills required for their job positions in order to succeed in the event that executives in key positions are unable to perform their duties.

Executives are indicated as persons who will inherit the role. In addition to having the necessary qualifications and experience working in the field, the candidate must be able to transfer knowledge and experience by rotating through other related agencies and undergoing training in accordance with the

necessary training courses to prepare for future performance in the position and to ensure that work is delivered smoothly and continuously managed.

- **Development of knowledge and training of Directors and Executives**

The Board of Directors places importance on developing the knowledge and abilities of directors that will help them perform their duties more efficiently. The company promotes and supports the directors to receive training both internally and externally. As for organizing internal training, the training will be provided by the company's trainers. and/or external speakers. In terms of organizing external training, positions and responsibilities will be considered in determining the curriculum and content of the training. as well as selecting appropriate institutions for training. In 2023, The directors receive training as follows:

Directors Name	Institutions / Associations	Training course	Year
Mr. Vittawat Akarapongpisak	Thai Listed Companies Association (TLCA)	MD&A Best Practice – Learn from the Pros	2023
	Thai Listed Companies Association (TLCA)	IR Sharing No. 2/2023 'Simplifying the IR message'	2023
	Thai Listed Companies Association (TLCA)	Risk Management for CFOs No. 2/2566	2023
	Thai Listed Companies Association (TLCA)	Fintech No. 3/2566	2023
	Thai Listed Companies Association (TLCA)	TLCA CFO CPD No. 4/2023	2023
	Thai Listed Companies Association (TLCA)	"Green Assets: Opportunities for Sustainable Development"	2023
	Thai Listed Companies Association (TLCA)	TLCA CFO CPD No. 5/2023	2023
	Thai Listed Companies Association (TLCA)	"RPA (Robotic Process Automation) in finance and Accounting"	

- **Board of Directors' Meeting** Board of Directors meetings are scheduled in advance every year. Each meeting has a clear agenda for the meeting and the agenda for consideration. There is sufficient documentation for the meeting. The meeting agenda must be submitted to the Board of Directors at least 7 days in advance so that the Board has sufficient time to study the information before attending the meeting. At the meeting, chairman had allocated sufficient time to allow all directors to discuss and express their views in an open manner. Opinions and conclusions reached by the meeting are recorded in writing by the Secretary of the Board of Directors and after being certified by the meeting. They will be stored at the company storage room. The office is located on the 16<sup>th</sup> Floor, Thai CC Tower, to be inspected by directors and related persons.



The company has set a policy on minimum quorum at the Board of Directors' meeting, whereby the Board of Directors is required to have at least two-thirds of the total number of directors.

#### Annual meeting schedule of the Board of Directors for the year 2024

Q1	Q2	Q3	Q4
August 14, 2024	November 11, 2024	February 10, 2025	May 29, 2025

Note: Accounting period start April 2024 to March 2025

#### ● Meeting Attendance of The Board of Directors

The board of directors's meeting: The board of directors's meetings shall normally be convened once every quarter where the additional board of directors's meetings can be convened as necessary. The Company's secretary shall submit the invitation letter and the meeting agendas to the directors 7 days in advance thus the directors shall have sufficient time to study the information before the meeting. The minutes of the meetings are recorded in writing where the past minutes which have been approved by the board of directors are filed for the reference of the directors or other relevant parties.

In 2022 and 2023, the details of the board of director's meeting are as follows:

Directors	2022 (01/04/22–31/03/23)	%	2023 (01/04/23–31/03/24)	%
	Number of meetings convened / Number of meetings attended		Number of meetings convened / Number of meetings attended	
1. Mr. Wanchai Umpungart	4/4	100%	4/4	100%
2. Mr. Prasarn Akarapongpisakdi	4/4	100%	4/4	100%
3. Mr. Vittawat Akarapongpisak	4/4	100%	4/4	100%
4. Mr. Anurut Vongvanij	4/4	100%	3/4	75%
5. Mr. Teera Na Wangkanai	4/4	100%	3/4	75%
6. Mr. Lert Nitheranont	4/4	100%	3/4	75%
7. Mr. Vichaphol Akarapongpisakdi	4/4	100%	4/4	100%

In 2022 and 2023, the details of the audit committee meeting are as follows:

Directors	2022 (01/04/22–31/03/23)		2023 (01/04/23–31/03/24)	
	Number of meetings convened / Number of meetings attended	%	Number of meetings convened / Number of meetings attended	%
1. Mr. Wanchai Umpungart	4/4	100%	4/4	100%
2. Mr. Teera Na Wangkanai	4/4	100%	3/4	75%
3. Mr. Lert Nitheranont	4/4	100%	4/4	100%

In 2022 and 2023, the details of The Nomination and Compensation Committee meeting are as follows:

Directors	2022 (01/04/22–31/03/23)		2023 (01/04/23–31/03/24)	
	Number of meetings convened / Number of meetings attended	%	Number of meetings convened / Number of meetings attended	%
1. Mr. Teera Na Wangkanai	2/2	100%	2/2	100%
2. Mr. Wanchai Umpungart	2/2	100%	2/2	100%
3. Mr. Lert Nitheranont	2/2	100%	2/2	100%

In 2022 and 2023, the details of The Risk Management Committee meeting are as follows:

Directors	2022 (01/04/22–31/03/23)		2023 (01/04/23–31/03/24)	
	Number of meetings convened / Number of meetings attended	%	Number of meetings convened / Number of meetings attended	%
1. Mr. Haruhisa Yamazaki	2/2	100%	2/2	100%
2. Mr. Vittawat Akarapongpisak	2/2	100%	2/2	100%
3. Mr. Vichaphol Akarapongpisakdi	2/2	100%	2/2	100%

- **Director's report**

The board of directors is responsible for the Company's financial statements and financial information disclosed in the annual report. The Company's financial statements are prepared in accordance with the general accepted accounting principles where the appropriate accounting policies are adopted and regularly complied with care and the best financial forecasts are prepared. The significant information is sufficiently disclosed in the notes to the financial statements.

In addition, the audit committee is responsible to consider the information and the disclosure of the financial statements.

**Investor's Relation:** The board of directors shall assign a person to be responsible for the information disclosure of the Company that is accurate, timely and transparently. In the near future, the board of directors shall consider to set up the Investor Relation department to be responsible to communicate with the institutional investors, shareholders and securities analysts.

The committee also gives important on disclosing the complete information with covering both general and financial information. There are press conferences to reporter and 3<sup>rd</sup> parties through the event of SET Opportunity Day every quarter. The company has also assigned investor relation staff to responsible for disclosure the important information and acting for company to relate the communication with institution investor, shareholders and general analysts. All general investors are welcome to contact for company information by phone at 0-2673-9559 ext 210 or by email at [ird@lohakit.co.th](mailto:ird@lohakit.co.th).

- **Prevention of Misuse of Insider Information**

The company has set guidelines to prevent the misuse of inside information in its Code of Conduct. Details have been disclosed on the company's website. Topic: Investor Relations

In 2023, there was no trading of securities by directors or executives during the blackout period

- **Anti-Corruption**

The Company communicates and disseminates the Anti-Corruption Policy and guidelines for whistleblowing or complaints to the directors, executives and employees in the company and its subsidiaries are informed through various channels, such as director orientation and new employee orientation. Post to the PR Board, New Year's Eve No Gift Policy, Email, Company Website, etc.



- **Whistleblowing**

The Company has the channel to report the offenders about illegal and ethics (Whistle Blower Policy) on the Company's website and channels as defined in the policy covered the complainant or witnesses to report information about illegal and unethical (Whistle Blower Policy)

In 2023, the company did not receive any complaints through its whistleblowing channel

- **Measures to prevent violations of the Code of Business Conduct**

The Company provides a process to help promote and support the organization's culture that gives employees a common practice and a sense of purpose with the organization to create sustainable values for the organization as follows:

- 1) Require the directors, executives, and employees to strictly follow each group's code of conduct, including monitoring of operations.
- 2) Organize training on code of business conduct and code of conduct for employees by integrating the training content into new employees' training course. It ensures that employees at all levels are aware, understand, and can apply them following the principles of good governance, code of business conduct, and work practices.

In 2023, Employees complete an annual review of the understanding of Business Ethics and the Employee Code of Conduct and sign a 100% acknowledgment of compliance.

- **Orientation for new directors**

The Company's policy is to conduct an orientation for all new directors, to build knowledge and understanding of the business and implementation of various aspects of the company to prepare to perform the duties of a director by presentation of the business characters and policies, an overview of business operations and operating results so that the new director has a clear picture.

**Information essential to the duties of directors in the introduction of new directors.**

1. The company must comply with the law such as trading company shares and reporting possible conflict of interest of them, their spouses, close relatives who are the major shareholders, executive director in any businesses relating to the company, etc.
2. Memorandum and Articles of Association
3. The duties and responsibilities of the Board of Directors and Board Committees
4. Board of Directors and meeting schedule
5. Policy on Corporate Governance
6. Maintenance of internal information.
7. Risk Policy
8. Internal Control

9. Relating Transactions (Conflict of Interest).
10. Business Conduct and practices in work (Code of Conduct).
11. Policy against corruption and violations (Whistle Blowing)
12. Legal disputes (if any)
13. Report of organization that supervise the company

The company secretary to prepare the relevant documents.

- **The Board of Directors' Self-assessment**

**Evaluation of Chief Executive Officer and Remuneration Policy.**

The Board of Directors conducts Board Self-Assessment on an annual basis to serve as a framework for examining the performance of the Board of Directors' duties, as well as reviewing comments on various issues related to the Company's operations and the performance of the Board of Directors' duties during the past year. To be able to fix and increase work efficiency.

The Company Secretary shall deliver the performance assessment form to all directors. The Company also collects and reports the assessment results to the Board of Directors for acknowledgement and improvement of operations to be more efficient.

- More than 95% = Excellent
- 90% - 95% = Very Good
- 80% - 89% = Good
- 70% - 79% = Fair
- Below 70% = Need Improvement

**Performance Evaluation of The Board of Directors**

The Board of Directors carried out the board's performance evaluation, which divided in to 6 aspects as follows:

1. Structure and qualifications of the Board of Directors
2. Roles and responsibilities of the Board of Directors
3. Board of Directors' meetings
4. Performance as a director
5. Relationship with the management team
6. Director's personal development and development of the management

In 2023, the evaluation result of The Board of Directors and the individual director were in "Excellent" criteria with the score of 95.45% equally

Performance Evaluation of Individual Director

The Board of Directors carried out the individuals' performance evaluation, which divided in to 3 aspects as follows:

1. Structure and qualifications of the Board of Directors
2. Board of Directors' meetings
3. Roles and responsibilities of the Board of Directors

In 2023, the evaluation result of The Board of Directors and the individual director were in "Very Good" criteria with the score of 90.16% equally

Performance Evaluation of The Sub-Committees

The Board of Directors arranges for performance evaluation of all sub-committees. Each sub-committee member shall evaluate the performance of the sub-committees in which he or she holds positions, and the results of the assessment for the year 2023 are summarized as follows:

The Sub-Committees	Evaluation Result
The Audit Committee	100.00%
the Nominating Committee and the Compensation Committee	98.33%
The Risk Management Committee	86.67%

Performance Evaluation of Chief Executive Officer Criteria

Board of Directors set the annual performance for the Chief Executive Officer by using the goals and criteria for the assessment that linked to the Key Performance Indicators (KPIs) and the proper incentive.

In 2023, the evaluation result of The Board of Directors and the individual director were in "Very Good" criteria with the score of 94.67% equally

## 9. Internal Audit and Connected Transaction

### 9.1 The Internal Control System

#### Summary of the board of directors's opinion on the sufficiency and appropriateness of the Company's internal control system

The Board of Directors No. 2/2023 dated May 29, 2023 which 3 independent directors and the audit committee were present. has assessed 5 aspects of the company's internal control 5 aspects which are Control Organization, Risk Assessment, Control Activities, Information and communications and monitoring activities by assessing the adequacy of the internal control system that has been prepared based on the concept of the COSO (The Committee of Sponsoring Organization of the Treadway Commission), which was optimized for the listed companies in Thailand.

The Board was of the opinion that. Internal control systems of the company are suitable to operate in accordance with the objectives, legal requirements associated with efficiency and sufficient to prevent risks or damage that may occur to the company and stakeholders (For details on the authentication of data in internal control questionnaire of the company).

#### 1. The Control Organization

The company has a corporate structure, Segregation of duties and the clear scope and authorities of the management and staff and having a series of meetings to target to the common goal. The Company specifies the business goals annually where the actual performance is taken into consideration and reviewed with the business goals in board of director every quarter. In addition, the Company has issued the clear organization chart, the line of command, job description in order smooth the management according to its line of command. It also has a policy to sell and to treat customers honestly and fairly. The company also has a written policy on ethics (Code of Conduct) for management and employees, and policies against corruption and bribery. The right practices and penalties if they are violated are stated clearly. All employees have to sign to acknowledge the terms and penalties.

#### 2. The Risk Assessment

Management regularly assesses the situation of the economy and the country's overall to analyze the all relevant risks that may occur in organizations both internal and external factors. This includes risk strategy, operations, reporting, compliance criteria and Information Technology. The company monitors the implementation of operational management on a monthly basis. Meetings are held regularly and continuously to analyze the results and situations, including the risk and the measures to reduce the risks incurred. The Company's risk assessment found no significant impact that may impact on the internal controls and the accuracy of financial statements in conformity with generally accepted accounting principles appropriate to the company.

**3. The Control Activities**

The company has policies, scope of duties, processes and procedures, approval authority, segregation of duties and responsibilities and clear controls in all levels and departments. They are reviewed the appropriateness every year. In addition, the internal auditor has conducted an audit of transactions throughout the year. The company also has adequate and concise measures for transactions with major shareholders, directors and persons connected with them. The audit committee will also consider the transactions on a quarterly basis and assigned internal auditors to audit the transactions and to report directly to the Audit Committee. Moreover, the company disclosed the details and conditions of such transactions in the notes to the financial statements which was audited or reviewed by the auditors of the Company.

**4. The information and communication**

The Company set up Board of Directors meeting at least once every quarter by sending a notice of meeting and meeting documents not less than seven days before meeting. As for storing and maintaining accounting records, the company gave attention on the collection and accounting of the data. The company is using EY office limited as auditors. The company also ensures that the company's accounting policies are complies with generally accepted accounting principles. This is in order to report to management and the board and can be used for the right decisions especially the accounting and financial information.

In addition, as for anti-corruption policy, the company has also opens to receive information from both inside and outside to the secretary of the Board by telephone or email or the Website.

**5. The monitoring activities**

The Audit Committee has assigned the internal auditors to investigate the various types of transactions on a quarterly basis to assess internal controls and report directly to the Audit Committee. Any issues raised from the audits, audit committee will inform the Board of Directors and management in order to take corrective action and will be checked later that issues has been fixed.

In addition, the company set target of the business and compare actual performance against targets set. Difference must be explained why they occurred, including analysis of the cause of the difference in order to find measures to take corrective action in a timely manner.



The opinions of the external auditor, the internal auditor and the audit committee over the Company's internal control system

(a) The opinion of the external auditor over the internal control system

After auditing the Company's financial statements for the period ended on March 31, 2023, the external auditor studied and evaluated the efficiency of the internal control system of the Company's accounting system and found that the internal control system of the Company's accounting system is sufficient in good level.

(b) The opinion of the internal auditor over the internal control system

A.M.T Services Office Limited has been appointed as the Company's internal auditor where the results of the internal control assessment in corporate level were presented to the audit committee's meeting No. 2/2023 dated May 29, 2023. The evaluation of the internal control systems of Control Organization, Risk Assessment, Control Activities, Information and communications and Monitoring Activities that the Company's system is in the good level.

In addition, internal auditor had audits over company internal controls over the activities and presented the internal audit report to the audit committee every quarter according to quarterly internal audit plans for the year 2023 (April 1, 2023 – March 31, 2024) and found that the audit result according to the audit plans showed the proper and sufficient internal controls.

(c) The opinion of the audit committee over the internal control system

The audit committee's meeting No. 2/2023 dated May 29, 2023 considered and acknowledged the reports of the internal auditor and the results of the internal auditing as per the 2023 plan (April 1, 2023 – March 31, 2024) of the major activities which found that the Company has sufficient and appropriate internal control systems of such activities. The audit committee deemed that the Company has sufficient internal control systems.

## 9.2 Related Transactions

1. Summary of related transactions of the Company, the subsidiary, related companies and other parties who may have conflicts of interest with the Company for the accounting period ended on March 31, 2023.

1.1 Normal business transactions, normal business support transactions, Sales and Service and other services.

Type of Transaction / Connected companies	Total Direct Holding (%)	Amount			Pricing Policy
		2021	2022	2023	
<b>Sales and Services to the Group</b>		26.88	41.87	28.69	
Auto Metal Co.,Ltd.	60	9.23	23.73	13.42	Sale of goods : Market price and cost plus a margin at rate of 5%
NSC Metal Co.,Ltd.	100	17.65	18.14	15.27	Service income : Close to the market price
<b>Purchase and Service from the Group</b>		-	42.44	0.30	
Auto Metal Co.,Ltd.	60	-	-	0.22	Purchase of good : Market price and cost plus a margin at rate of 5%
NSC Metal Co.,Ltd.	100	-	42.44	0.08	Service charge : Cost plus a margin close to market price
<b>Other Service Income to the Group</b>		13.02	12.54	12.36	
Auto Metal Co.,Ltd.	60	5.22	4.62	4.80	Accordance with the negotiation price
NSC Metal Co.,Ltd.	100	7.80	7.92	7.56	Accordance with the negotiation price
<b>Sales of Fix assets</b>	60	-	-	0.32	Accordance with the negotiation price
<b>Rental income from the Group</b>	100	2.40	2.04	2.04	Contract price that close to the market price

- 1.2 Transaction in providing or receiving financial assistance Loan Providing The company and the subsidiaries had not provided additional loan to related parties during year, 2023.

## 2. The necessity and reasonableness of the transactions

The audit committee deemed that those related transactions are necessary and reasonable as the undertaken prices were in accordance with the normal business practice where those prices were close to the prices offered to the major customers of the Company.

## 3. Procedure to undertake the related transactions

The related transactions must be considered by the board of directors or the shareholders as the case may be. The board of directors or the person(s) delegated by the board of directors must not approve any transactions that may lead to the conflict of interests between them, their related parties and the Company or its subsidiaries.

The procedure to undertake the related transactions between the Company, the subsidiaries (if any or the affiliates (if any) and the related parties are as follow:

- (1) In case of the normal business transactions or the transactions to support the normal business with general terms and conditions and compensations that can be calculated from assets or reference prices, the procedure to undertake those transactions shall be in accordance with the regulations of the SEC office and the Stock Exchange of Thailand with regard to the connected transaction. The undertaken transactions shall be reported to the audit committee on a quarterly basis.
- (2) In case of other related transactions apart from those described in (1), the audit committee shall provide their opinions with regard to the necessity of the transaction and the reasonableness of the transaction's price by considering the normal business practice of the industry and comparing the undertaken price with the price of others or the market price. In case that the audit committee has no expertise on any transaction, the Company would hire an independent specialist or an auditor to provide their opinion on such transaction for the consideration of the audit committee, the board of directors or the shareholders as the case may be. The directors who may have any conflict of interests of the transaction will not be able to vote on such transaction.
- (3) The Company shall disclose the related transaction in the notes to the audited financial statements, Form 56-1 One Report 2023
- (4) The Company shall comply with the securities and exchange laws and in case that the Company has its securities listed on the Stock Exchange of Thailand, the Company shall comply with rules, announcements, order and regulations of the Stock Exchange of Thailand

as well as the regulation with regard to the disclosure of the connected transaction and the acquisition and disposition of assets.

**4. The policy to undertake the future related transactions**

The policy to undertake the future related transaction, the board of directors shall consider the necessity and reasonableness of the transaction as well as the maximum benefit of the Company. The transaction price and terms shall be in accordance with normal business practice which must be comparable to the price offered to the outsiders. The Company shall direct the audit committee, the accounting auditor or the independent specialist to consider, review and provide their opinions on the appropriateness of the price and the reasonableness of the transactions. Also, the Company shall comply with the regulations with regard to the connected transaction of relevant authorities such as the SEC office and the Stock Exchange of Thailand.

## Part 3

### Financial Report

Lohakit Metal Public Company Limited  
and its subsidiaries  
Report and consolidated financial statements  
31 March 2024

## **Independent Auditor's Report**

To the Shareholders of Lohakit Metal Public Company Limited

### **Opinion**

I have audited the accompanying consolidated financial statements of Lohakit Metal Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 March 2024, 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 Lohakit Metal 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 Lohakit Metal Public Company Limited and its subsidiaries and of Lohakit Metal Public Company Limited as at 31 March 2024, 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 Company 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 performed in response to each matter are described below.

### **Revenue recognition**

Revenue from sales of the Group are significant amount and the Group sell their goods to a large number of customers under different commercial terms. I therefore determined revenue recognition as a key audit matter and focused on the occurrence of revenue recognition.

I performed audit procedures on the recognition of revenue from sales of the Group including:

- Assessed and tested 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 controls.
- Applied 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, examined supporting documents for sales transactions occurring during the year and near the end of the accounting period.
- Reviewed credit notes that the Group issued after the end of accounting period.
- Performed analytical procedures on disaggregated data of sales transactions throughout the period.



### **Allowance for diminution in value of inventories**

As at 31 March 2024, the Group had outstanding inventories of Baht 519 million and inventories are valued at the lower of cost and net realisable value. Estimating the net realisable value of inventories, as disclosed in Note 9 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.

I assessed the determination of the allowance for diminution in the value of inventories. The procedures that I performed included:

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

### **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 audit's report.

Orawan Techawatanasirikul  
Certified Public Accountant (Thailand) No. 4807

EY Office Limited  
Bangkok: 30 May 2024

**Lohakit Metal Public Company Limited and its subsidiaries**

**Statement of financial position**

**As at 31 March 2024**

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2024	2023	2024	2023
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	7	416,255,155	239,607,398	310,461,768	128,869,189
Trade and other receivables	6, 8	503,184,801	606,357,624	195,324,263	219,934,408
Inventories	9	518,522,855	632,733,257	207,503,033	319,635,045
Other current financial assets	10	14,636,312	2,558,929	-	-
Other current assets		3,502,922	5,033,466	2,241,153	3,622,844
<b>Total current assets</b>		<b>1,456,102,045</b>	<b>1,486,290,674</b>	<b>715,530,217</b>	<b>672,061,486</b>
<b>Non-current assets</b>					
Restricted bank deposits	11	46,180,000	46,180,000	6,080,000	6,080,000
Other non-current financial assets	12	2,586,145	2,893,410	-	-
Investment in associate	13	8,022,750	17,077,355	4,900,000	4,900,000
Investments in subsidiaries	14	-	-	405,103,289	405,334,097
Property, plant and equipment	15	459,666,978	494,806,673	242,235,572	262,197,941
Intangible assets	16	7,014,324	2,735,373	3,314,772	1,552,827
Deferred tax assets	23	12,934,670	13,142,166	7,887,998	8,680,696
Other non-current assets		3,523,769	3,328,569	2,567,590	2,557,590
<b>Total non-current assets</b>		<b>539,928,636</b>	<b>580,163,546</b>	<b>672,089,221</b>	<b>691,303,151</b>
<b>Total assets</b>		<b>1,996,030,681</b>	<b>2,066,454,220</b>	<b>1,387,619,438</b>	<b>1,363,364,637</b>

The accompanying notes are an integral part of the financial statements.

**Lohakit Metal Public Company Limited and its subsidiaries**

**Statement of financial position (continued)**

**As at 31 March 2024**

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2024	2023	2024	2023
Liabilities and shareholders' equity					
Current liabilities					
Bank overdrafts and short-term loans from banks	17	44,833,252	69,418,846	2,503,064	4,177,145
Trade and other payables	6, 18	382,744,494	409,766,938	170,882,505	152,065,282
Current portion of lease liabilities	19	3,630,796	3,128,268	3,328,100	3,128,268
Income tax payable		14,103,778	15,723,084	-	-
Other current liabilities		8,121,273	9,235,021	3,067,641	3,253,212
Total current liabilities		453,433,593	507,272,157	179,781,310	162,623,907
Non-current liabilities					
Lease liabilities, net of current portion	19	2,465,931	4,768,034	1,439,934	4,768,034
Provision for long-term employee benefits	20	31,819,684	29,051,623	16,807,597	15,731,169
Deferred tax liabilities	23	19,697	12,842	-	-
Other non-current liabilities		1,200	1,200	-	-
Total non-current liabilities		34,306,512	33,833,699	18,247,531	20,499,203
Total liabilities		487,740,105	541,105,856	198,028,841	183,123,110

The accompanying notes are an integral part of the financial statements.

**Lohakit Metal Public Company Limited and its subsidiaries**

**Statement of financial position (continued)**

**As at 31 March 2024**

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2024	2023	2024	2023
Shareholders' equity					
Share capital					
Registered					
383,000,000 ordinary shares of Baht 1 each		383,000,000	383,000,000	383,000,000	383,000,000
Issued and fully paid-up					
383,000,000 ordinary shares of Baht 1 each		383,000,000	383,000,000	383,000,000	383,000,000
Share premium		519,672,600	519,672,600	519,672,600	519,672,600
Retained earnings					
Appropriated - statutory reserve	21	38,300,000	38,300,000	38,300,000	38,300,000
Unappropriated		412,974,531	423,342,504	248,617,997	239,268,927
Equity attributable to owners of the Company		1,353,947,131	1,364,315,104	1,189,590,597	1,180,241,527
Non-controlling interests of the subsidiary		154,343,445	161,033,260	-	-
Total shareholders' equity		1,508,290,576	1,525,348,364	1,189,590,597	1,180,241,527
Total liabilities and shareholders' equity		1,996,030,681	2,066,454,220	1,387,619,438	1,363,364,637

The accompanying notes are an integral part of the financial statements.

Directors

**Lohakit Metal Public Company Limited and its subsidiaries**
**Statement of income**
**For the year ended 31 March 2024**

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2024	2023	2024	2023
<b>Revenues</b>					
Sales and service income		2,631,621,096	2,790,790,686	947,626,763	994,779,434
Dividend income	13.2, 14.2	191,528	185,383	93,604,644	97,319,648
Other income		25,456,038	25,938,213	27,138,569	27,311,897
<b>Total revenues</b>		<b>2,657,268,662</b>	<b>2,816,914,282</b>	<b>1,068,369,976</b>	<b>1,119,410,979</b>
<b>Expenses</b>					
Cost of sales and service		2,341,306,813	2,452,201,599	884,845,088	915,167,394
Selling and distribution expenses		52,589,377	60,294,934	29,723,380	33,346,157
Administrative expenses		111,095,685	108,963,851	52,870,182	51,908,258
<b>Total expenses</b>		<b>2,504,991,875</b>	<b>2,621,460,384</b>	<b>967,438,650</b>	<b>1,000,421,809</b>
<b>Operating profit</b>		<b>152,276,787</b>	<b>195,453,898</b>	<b>100,931,326</b>	<b>118,989,170</b>
Share of profit from investment in associate	13.2	2,460,395	2,278,607	-	-
Finance cost		(3,557,258)	(4,842,581)	(736,722)	(1,214,231)
<b>Profit before income tax expenses</b>		<b>151,179,924</b>	<b>192,889,924</b>	<b>100,194,604</b>	<b>117,774,939</b>
Income tax expenses	23	(31,031,904)	(38,657,424)	(2,215,716)	(4,235,499)
<b>Profit for the year</b>		<b>120,148,020</b>	<b>154,232,500</b>	<b>97,978,888</b>	<b>113,539,440</b>
<b>Profit attributable to:</b>					
Equity holders of the Company		79,006,572	106,516,382	97,978,888	113,539,440
Non-controlling interests of the subsidiary		41,141,448	47,716,118		
		120,148,020	154,232,500		
<b>Earnings per share</b>					
24					
Basic earnings per share					
Profit attributable to equity holders of the Company (Baht)		0.21	0.28	0.26	0.30
Weighted average number of ordinary shares (shares)		383,000,000	383,000,000	383,000,000	383,000,000

The accompanying notes are an integral part of the financial statements.



**Lohakit Metal Public Company Limited and its subsidiaries**

**Statement of comprehensive income**

**For the year ended 31 March 2024**

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
<b>Profit for the year</b>		120,148,020	154,232,500	97,978,888	113,539,440
<b>Other comprehensive income:</b>					
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods</i>					
Actuarial loss - net of income tax	20, 23	(1,595,448)	(242,621)	(539,818)	(681,501)
<b>Other comprehensive income for the year</b>		(1,595,448)	(242,621)	(539,818)	(681,501)
<b>Total comprehensive income for the year</b>		<u>118,552,572</u>	<u>153,989,879</u>	<u>97,439,070</u>	<u>112,857,939</u>
<b>Total comprehensive income attributable to</b>					
Equity holders of the Company		77,722,387	106,211,461	<u>97,439,070</u>	<u>112,857,939</u>
Non-controlling interests of the subsidiary		<u>40,830,185</u>	<u>47,778,418</u>		
<b>Total comprehensive income for the year</b>		<u>118,552,572</u>	<u>153,989,879</u>		

The accompanying notes are an integral part of the financial statements.

**Lohakit Metal Public Company Limited and its subsidiaries**

**Statement of changes in shareholders' equity**

**For the year ended 31 March 2024**

(Unit: Baht)

Consolidated financial statements							
Equity attributable to owners of the Company							
Note	Issued and paid-up share capital	Share premium	Retained earnings		Total equity attributable to owners of the Company	Equity attributable to non-controlling interests of the subsidiary	Total shareholders' equity
			Appropriated - statutory reserve	Unappropriated			
<b>Balance as at 1 April 2022</b>	383,000,000	519,672,600	38,300,000	562,251,394	1,503,223,994	157,894,842	1,661,118,836
Profit for the year	-	-	-	106,516,382	106,516,382	47,716,118	154,232,500
Other comprehensive income for the year	-	-	-	(304,921)	(304,921)	62,300	(242,621)
Total comprehensive income for the year	-	-	-	106,211,461	106,211,461	47,778,418	153,989,879
Dividend paid	27	-	-	(245,120,351)	(245,120,351)	-	(245,120,351)
Dividend paid for subsidiary	-	-	-	-	-	(44,640,000)	(44,640,000)
<b>Balance as at 31 March 2023</b>	<u>383,000,000</u>	<u>519,672,600</u>	<u>38,300,000</u>	<u>423,342,504</u>	<u>1,364,315,104</u>	<u>161,033,260</u>	<u>1,525,348,364</u>
<b>Balance as at 1 April 2023</b>	383,000,000	519,672,600	38,300,000	423,342,504	1,364,315,104	161,033,260	1,525,348,364
Profit for the year	-	-	-	79,006,572	79,006,572	41,141,448	120,148,020
Other comprehensive income for the year	-	-	-	(1,284,185)	(1,284,185)	(311,263)	(1,595,448)
Total comprehensive income for the year	-	-	-	77,722,387	77,722,387	40,830,185	118,552,572
Dividend paid	27	-	-	(88,090,360)	(88,090,360)	-	(88,090,360)
Dividend paid for subsidiary	-	-	-	-	-	(47,520,000)	(47,520,000)
<b>Balance as at 31 March 2024</b>	<u>383,000,000</u>	<u>519,672,600</u>	<u>38,300,000</u>	<u>412,974,531</u>	<u>1,353,947,131</u>	<u>154,343,445</u>	<u>1,508,290,576</u>
	-	-	-	-	-	-	-

The accompanying notes are an integral part of the financial statements.

**Lohakit Metal Public Company Limited and its subsidiaries**

**Statement of changes in shareholders' equity (continued)**

**For the year ended 31 March 2024**

(Unit: Baht)

		Separate financial statements			
	Note	Issued and fully	Retained earnings		Total
		paid-up	Appropriated -	Unappropriated	shareholders'
		share capital	statutory reserve		equity
<b>Balance as at 1 April 2022</b>		383,000,000	38,300,000	371,530,988	1,312,503,588
Profit for the year		-	-	113,539,440	113,539,440
Other comprehensive income for the year		-	-	(681,501)	(681,501)
Total comprehensive income for the year		-	-	112,857,939	112,857,939
Dividend paid	27	-	-	(245,120,000)	(245,120,000)
<b>Balance as at 31 March 2023</b>		<u>383,000,000</u>	<u>38,300,000</u>	<u>239,268,927</u>	<u>1,180,241,527</u>
<b>Balance as at 1 April 2023</b>		383,000,000	38,300,000	239,268,927	1,180,241,527
Profit for the year		-	-	97,978,888	97,978,888
Other comprehensive income for the year		-	-	(539,818)	(539,818)
Total comprehensive income for the year		-	-	97,439,070	97,439,070
Dividend paid	27	-	-	(88,090,000)	(88,090,000)
<b>Balance as at 31 March 2024</b>		<u>383,000,000</u>	<u>38,300,000</u>	<u>248,617,997</u>	<u>1,189,590,597</u>
		-	-	-	-

The accompanying notes are an integral part of the financial statements.

**Lohakit Metal Public Company Limited and its subsidiaries**
**Cash flows statement**
**For the year ended 31 March 2024**

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
<b>Cash flows from operating activities</b>				
Profit before tax	151,179,924	192,889,924	100,194,604	117,774,939
Adjustments to reconcile profit before tax to net cash provided by (used in) operating activities:				
Depreciation	45,466,465	47,525,602	26,255,880	27,625,169
Amortisation	345,049	337,109	155,100	154,677
Bad debt	(3,412,345)	-	(3,412,345)	-
Allowance for expected credit loss (reversal)	75,759	(50,930)	(9,504)	(84,940)
Reduction of inventories to net realisable value (reversal)	(4,635,896)	9,212,858	(5,723,814)	8,065,651
Allowance for impairment of investment in subsidiary	-	-	230,808	319,315
Gain on sale of investments	-	(50,246)	-	-
Unrealised loss (gain) from fair value measurement of the other current financial assets	(36,061)	7,884	-	-
Unrealised loss from fair value measurement of the other non-current financial assets	307,265	128,027	-	-
Unrealised loss on change in fair value in forward contracts	5,238	50,237	46,559	49,015
Gain on sales of assets	(1,554,605)	(848,054)	(1,432,624)	(595,538)
Provision for long-term employee benefits	3,047,364	3,589,762	1,708,335	1,769,547
Unrealised gain on foreign exchange	(145,155)	(75,984)	(147,109)	(75,984)
Share of profit from investment in associate	(2,460,395)	(2,278,607)	-	-
Dividend income	(191,528)	(185,383)	(93,604,644)	(97,319,648)
Interest income	(441,039)	(174,452)	(73,069)	(34,513)
Interest expenses	2,700,628	3,905,385	293,574	753,024
Profit from operating activities before changes in operating assets and liabilities	190,250,668	253,983,132	24,481,751	58,400,714
Operating assets (increase) decrease				
Trade and other receivables	106,538,622	55,224,796	28,031,994	35,113,537
Inventories	118,846,298	103,616,843	117,855,826	150,171,744
Other current assets	885,918	5,636,168	763,538	5,846,506
Other non-current assets	(195,200)	78,660	(10,000)	(32,040)
Operating liabilities increase (decrease)				
Trade and other payables	(27,028,276)	(113,987,262)	18,807,735	(153,109,399)
Other current liabilities	(1,160,308)	2,270,280	(232,130)	1,046,469
Cash paid for long-term employee benefits	(2,273,613)	(10,241,376)	(1,306,680)	(1,194,408)
Cash flows from operating activities	385,864,109	296,581,241	188,392,034	96,243,123
Interest paid	(2,375,618)	(3,663,582)	(25,255)	(519,919)
Corporate income tax paid	(31,393,371)	(57,610,962)	(669,910)	(20,018,026)
<b>Net cash flows from operating activities</b>	<b>352,095,120</b>	<b>235,306,697</b>	<b>187,696,869</b>	<b>75,705,178</b>

The accompanying notes are an integral part of the financial statements.

**Lohakit Metal Public Company Limited and its subsidiaries**

**Cash flows statement (continued)**

**For the year ended 31 March 2024**

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
<b>Cash flows from investing activities</b>				
Cash paid for acquisitions of assets	(8,748,704)	(10,202,400)	(6,309,561)	(6,630,848)
Cash paid for acquisitions of intangible assets	(4,624,000)	(184,900)	(1,917,045)	(155,400)
Cash paid for acquisition of investment in open-end fund	(12,000,000)	(20,000,000)	-	-
Cash received from sales of investment in open-end fund	-	25,832,563	-	-
Dividend received	11,706,528	185,383	93,604,644	97,319,648
Proceeds from sales of assets	1,570,731	850,116	1,448,674	595,551
Interest received	411,826	154,820	73,069	34,513
<b>Net cash flows from (used in) investing activities</b>	<b>(11,683,619)</b>	<b>(3,364,418)</b>	<b>86,899,781</b>	<b>91,163,464</b>
<b>Cash flows from financing activities</b>				
Increase (decrease) in bank overdrafts and short-term loans from banks	(24,585,594)	12,405,269	(1,674,081)	(2,676,424)
Payment of principal portion of lease liabilities	(3,729,380)	(3,364,199)	(3,401,580)	(3,364,199)
Dividend paid	(135,610,360)	(289,760,351)	(88,090,000)	(245,120,000)
<b>Net cash flows used in financing activities</b>	<b>(163,925,334)</b>	<b>(280,719,281)</b>	<b>(93,165,661)</b>	<b>(251,160,623)</b>
Increase (decrease) in effect of changes in exchange rate				
on cash and cash equivalents	161,590	(35,057)	161,590	(35,057)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>176,647,757</b>	<b>(48,812,059)</b>	<b>181,592,579</b>	<b>(84,327,038)</b>
Cash and cash equivalents at beginning of year	239,607,398	288,419,457	128,869,189	213,196,227
<b>Cash and cash equivalents at end of year (Note 7)</b>	<b>416,255,155</b>	<b>239,607,398</b>	<b>310,461,768</b>	<b>128,869,189</b>
	-	-	-	-
<b>Supplemental cash flows information</b>				
Non-cash items:				
Actuarial loss for long-term employee benefits	(1,994,310)	(303,288)	(674,773)	(851,876)
Increase in right-of-use assets from lease liabilities	1,594,192	9,639,914	-	9,639,914

The accompanying notes are an integral part of the financial statements.

# **Lohakit Metal Public Company Limited and its subsidiaries**

## **Notes to consolidated financial statements**

**For the year ended 31 March 2024**

### **1. General information**

Lohakit Metal Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engages in the processing, distribution and shearing of stainless steel, steel and metal products. The registered office of the Company is at 66/1 Moo 6 Suksawad Road, Bangjak, Prapradaeng, Samutprakarn.

### **2. Basis of preparation**

2.1 The financial statements have been prepared in accordance Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547. The presentation of the financial statements 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 Lohakit Metal 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	
			2024 (Percent)	2023 (Percent)
Auto Metal Company Limited	Production and distributing stainless steel pipe for automotive industry	Thailand	60	60
Alternative EnMat Company Limited	Distribution of metal and non-ferrous metal products	Thailand	100	100
NSC Metal Company Limited	Distribution of stainless steel, aluminum, brass, copper, zinc and galvanized steel products	Thailand	100	100

- 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) Material balances and transactions between the Group have been eliminated from the consolidated financial statements
  - f) 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 and associates 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, for some standards, providing temporary reliefs or temporary exemptions for users.

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 discounts.

#### *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 includes all production costs and attributable factory overheads.

Raw materials and supplies are valued at the lower of average cost and net realisable value and are charged to production costs whenever consumed.

Allowance for stock obsolescence is made for damaged, slow-moving and obsolete stock.



#### **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 and associate are accounted for in the separate financial statements using the cost method net of allowance for impairment loss (if any).

#### **4.5 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 buildings and equipment are calculated by reference to their costs on a straight-line basis over the following estimated useful lives.

Buildings, fixture and building improvement	-	20 and 5 years
Machinery and equipment	-	5, 10 and 20 years
Furniture and office equipment	-	5 years
Motor vehicles	-	5 years

Depreciation is included in determining income.

No depreciation is provided on land, land improvement and assets under installation and under construction.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefit 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.

#### **4.6 Borrowing costs**

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

#### **4.7 Intangible assets**

Following the initial recognition, the intangible assets are recognised at cost less any accumulated amortisation and 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.

The intangible asset with finite useful lives is computer software which has useful lives of 5 years.

#### **4.8 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, any accumulated impairment losses, 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 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.

Building	3 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.

Right-of-use assets are presented as part of property, plant and equipment in the statement of financial position.

### ***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, variable lease payments that depend on an index or a rate, 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. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

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 and leases of low-value assets***

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

## **4.9 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, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

## **4.10 Foreign currencies**

The consolidated and separate financial statements are presented in Baht, which is also the Group's functional currency.

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.

#### **4.11 Impairment of non-financial assets**

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use assets or intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. 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.

An impairment loss is recognised in profit or loss.

#### **4.12 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***

###### *Defined contribution plans*

The Group and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

###### *Defined benefit plans*

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined 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.

Past service cost 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.

#### **4.13 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.

#### **4.14 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.

#### **4.15 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, 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 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 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 Group 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 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.

### **4.16 Derivatives**

The Group uses derivatives is forward currency contracts to hedge its foreign currency risks.

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 are recognised in profit or loss. 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.

#### **4.17 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 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 judgements and estimates**

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures and actual results could differ from these estimates. Significant judgements and estimates are as follows:

#### **Allowance for expected credit losses of trade receivables**

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.



**Allowance for diminution in value of inventories**

In determining an allowance for diminution in value of inventories, the management needs to make judgment in estimating the loss that will be incurred on the sale of the inventories, taking into account net realisable value, aging profile of outstanding inventories and the stock conditions, among other factors.

**Property, plant and equipment and depreciation**

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the Group's plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses in the period when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

**Deferred tax assets**

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

**Post-employment benefits under defined benefit plans**

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

**6. Related party transactions**

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

(Unit: Thousand Baht)					
	Consolidated		Separate		Transfer Pricing Policy
	financial statements		financial statements		
	2024	2023	2024	2023	
<u>Transactions with subsidiary companies</u>					
(Eliminated from the consolidated financial statements)					
Sales of goods and service income	-	-	28,686	41,869	Sale of goods: Market price and cost plus a margin at rate of 5% Service income: Close to the market price
Purchases of goods	-	-	293	42,437	Market price and cost plus margin at a rate of 5%
Rental income	-	-	2,040	2,040	Contract price that close to the market price
Other service income	-	-	12,360	12,540	Accordance with the negotiation price
Dividend income	-	-	82,090	97,320	As approved by the shareholders' Meeting and Board of Directors' Meeting
Sales of fixed assets	-	-	320	-	Accordance with the negotiation price
<u>Transactions with associate</u>					
Dividend income	-	-	11,515	-	As approved by the shareholders' Meeting and Board of Directors' Meeting
<u>Transactions with related companies</u>					
Commission fee	7,763	7,235	-	-	Not over 2% of sales

As at 31 March 2024 and 2023, the balances of the accounts between the Group and those related companies are as follows:

(Unit: Thousand Baht)				
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b><u>Trade receivables - related parties (Note 8)</u></b>				
Subsidiaries	-	-	8,497	9,482
<b><u>Trade payables - related parties (Note 18)</u></b>				
Subsidiaries	-	-	32	7
<b><u>Other payables - related party (Note 18)</u></b>				
Associated company	1,808	2,096	-	-

### Directors and management's benefits

During the years ended 31 March 2024 and 2023, the Group had employee benefit expenses payable to their directors and management as below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Short-term employee benefits	51,069	51,654	24,137	21,182
Post-employment benefits	608	773	187	174
Total	<u>51,677</u>	<u>52,427</u>	<u>24,324</u>	<u>21,356</u>

### 7. Cash and cash equivalents

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Cash	140	140	70	70
Bank deposits	<u>416,115</u>	<u>239,467</u>	<u>310,392</u>	<u>128,799</u>
Total	<u>416,255</u>	<u>239,607</u>	<u>310,462</u>	<u>128,869</u>

As at 31 March 2024, bank deposits in saving accounts and fixed deposits carried interests between 0.50 and 1.15 percent per annum (2023: 0.20 to 0.55 percent per annum).

### 8. Trade and other receivables

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<u>Trade receivables - related parties</u> (Note 6)				
Aged on the basis of due dates				
Not yet due	-	-	8,497	9,482
Total trade receivables - related parties	<u>-</u>	<u>-</u>	<u>8,497</u>	<u>9,482</u>

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
<u>Trade receivables - unrelated parties</u>				
Aged on the basis of due dates				
Not yet due	376,434	496,263	139,434	173,124
Past due				
Up to 3 months	127,387	110,521	47,467	37,341
3 - 12 months	-	457	-	-
Over 12 months	2,967	5,952	200	3,642
Total	506,788	613,193	187,101	214,107
Less: Allowance for expected credit losses	(3,731)	(7,068)	(346)	(3,768)
Total trade receivables - unrelated parties, net	503,057	606,125	186,755	210,339
Total trade receivables, net	503,057	606,125	195,252	219,821
<u>Other receivables</u>				
Other receivables	72	206	72	113
Interest receivables	56	27	-	-
Total other receivables	128	233	72	113
Total trade and other receivables - net	503,185	606,358	195,324	219,934

The normal credit term is 30 days to 120 days.

During the current year, certain trade receivable, amounting to approximately Baht 3.4 million, were written-off bad debt (2023: Nil).

## 9. Inventories

(Unit: Thousand Baht)

	Consolidated financial statements					
	Cost		Reduce cost to net realisable value		Inventories - net	
	2024	2023	2024	2023	2024	2023
Finished goods	401,948	440,742	(28,395)	(32,078)	373,553	408,664
Raw materials	95,554	193,854	(672)	(1,625)	94,882	192,229
Supplies	22,405	24,614	-	-	22,405	24,614
Goods in transit	27,683	7,226	-	-	27,683	7,226
Total	547,590	666,436	(29,067)	(33,703)	518,523	632,733

(Unit: Thousand Baht)

Separate financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	2024	2023	2024	2023	2024	2023
Finished goods	121,420	156,742	(18,766)	(23,537)	102,654	133,205
Raw materials	84,969	171,921	(672)	(1,625)	84,297	170,296
Supplies	13,002	15,146	-	-	13,002	15,146
Goods in transit	7,550	988	-	-	7,550	988
Total	<u>226,941</u>	<u>344,797</u>	<u>(19,438)</u>	<u>(25,162)</u>	<u>207,503</u>	<u>319,635</u>

During the current year, the Group reversed the reduction of cost of inventories by Baht 5 million (2023: record the reduction of Baht 9 million) (the Company only: reversed the reduction of Baht 6 million (2023: record the reduction of Baht 8 million)), and reduced the amount of finished goods recognised as cost of sales during the year.

#### 10. Other current financial assets

(Unit: Thousand Baht)

	Consolidated financial statements	
	2024	2023
<b><u>Investment in debt instruments designated at fair value through profit or loss</u></b>		
Investment units in open-end fund	14,595	2,559
<b><u>Derivative</u></b>		
Forward contracts	41	-
Total other current financial assets	<u>14,636</u>	<u>2,559</u>

As at 31 March 2024 and 2023, its subsidiaries have investments in open-end fund. The funds focuses on investing in bonds issued by the government or corporate, money market instrument and deposit.

#### 11. Restricted bank deposits

As at 31 March 2024, the Group has fixed deposits with banks of Baht 46 million (2023: Baht 46 million) (the Company only: Baht 6.1 million, 2023: Baht 6.1 million) which are pledged with the banks to secure credit facilities as described in Note 28.5 to the consolidated financial statements.

## 12. Other non-current financial assets

		(Unit: Thousand Baht)	
		Consolidated financial statements	
		2024	2023
<b><u>Other non-current financial assets designated at fair value through profit or loss</u></b>			
Industrial freehold and leasehold real estate investment trust			
		2,586	2,893

## 13. Investment in associated company

### 13.1 Details of associate

							(Unit: Thousand Baht)	
Company's name	Nature of business	Country of incorporation	Shareholding		Separate financial statements		Consolidated financial statements	
			percentage		Cost method		Carrying amount	
							based on equity method	
			2024	2023	2024	2023	2024	2023
			(%)	(%)				
Mory Lohakit								
(Thailand) Co., Ltd.	Agent	Thailand	49	49	4,900	4,900	8,023	17,078

### 13.2 Share of profit and dividend received

					(Unit: Thousand Baht)	
Company's name	Consolidated financial statements		Separate financial statements			
	Share of profit from investment in associate		Dividend received			
	2024	2023	2024	2023		
Mory Lohakit (Thailand) Co., Ltd.	2,460	2,279	11,515	-		

### **Mory Lohakit (Thailand) Company Limited**

On 19 June 2023, the Annual General Meeting of the shareholders of Mory Lohakit (Thailand) Company Limited (an associate) passed a resolution to approve the payment of a dividend of Baht 235 per share from the operating results for the year ended 31 March 2023 and the retained earnings as at 31 March 2022. An associate already paid such dividend by Baht 23.50 million on 29 June 2023.

### 13.3 Summarised financial information about material associate

Summarised information about financial position

		(Unit: Million Baht)	
		2024	2023
Current assets		17.2	35.7
Current liabilities		(0.6)	(0.6)
Non-current liabilities		(0.2)	(0.2)
<b>Net assets</b>		<b>16.4</b>	<b>34.9</b>
Shareholding percentage (%)		49.0	49.0
<b>Share of net assets</b>		<b>8.0</b>	<b>17.1</b>
<b>Carrying amounts of associate based on equity method</b>		<b>8.0</b>	<b>17.1</b>

Summarised information of comprehensive income.

		(Unit: Million Baht)	
		For the years ended	
		31 March	
		2024	2023
Revenue		7.8	7.0
Profit		5.0	4.7
Other comprehensive income		-	-
Total comprehensive income		5.0	4.7

## 14. Investments in subsidiaries

### 14.1 Details of subsidiaries

Details of investments in subsidiaries as presented in separate financial statements are as follows:

(Unit: Thousand Baht)										
Company's name	Paid-up capital		Shareholding		Cost method		Allowance for		Carrying amount	
			percentage				impairment		based on	
					of investment		cost method			
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
	(Million Baht)	(Million Baht)	(%)	(%)						
Auto Metal Company Limited	240	240	60	60	144,000	144,000	-	-	144,000	144,000
Alternative EnMat										
Company Limited	6	6	100	100	5,499	5,499	(2,634)	(2,403)	2,865	3,096
NSC Metal Company Limited	230	230	100	100	258,238	258,238	-	-	258,238	258,238
Total					407,737	407,737	(2,634)	(2,403)	405,103	405,334

## 14.2 Dividend income

(Unit: Thousand Baht)		
Company's name	2024	2023
Auto Metal Company Limited	71,280	66,960
NSC Metal Company Limited	10,810	30,360
Total	82,090	97,320

### NSC Metal Company Limited

On 16 June 2023, the Annual General Meeting of the shareholders of NSC Metal Company Limited (a subsidiary) approved the payment of a dividend of Baht 6.90 per share from the operating results for the year ended 31 March 2023. The subsidiary had paid out the interim dividend at Baht 3.20 per share. The remaining dividend was Baht 3.70 per share, or totaling Baht 8.51 million, which already paid on 29 June 2023.

On 6 November 2023, a meeting of the Board of Directors of NSC Metal Company Limited (a subsidiary) approved the payment of the interim dividend at Baht 1.00 per share to the subsidiary's ordinary shareholders for the subsidiary's operations from 1 April 2023 to 30 September 2023. The subsidiary already paid such dividends by Baht 2.30 million on 6 December 2023.

### Auto Metal Company Limited

On 19 June 2023, the Annual General Meeting of the shareholders of Auto Metal Company Limited (a subsidiary) approved the payment of a dividend of Baht 48.50 per share from the operating results for the year ended 31 March 2023. The subsidiary had paid out the interim dividend at Baht 20.50 per share. The remaining dividend was Baht 28.00 per share, or totaling Baht 67.20 million, which already paid on 29 June 2023.

On 10 November 2023, a meeting of the Board of Directors of Auto Metal Company Limited (a subsidiary) approved the payment of the interim dividend at Baht 21.50 per share to the subsidiary's shareholders for the operations from 1 April 2023 to 30 September 2023. The subsidiary already paid such dividends by Baht 51.60 million on 7 December 2023.



## 15. Property, plant and equipment

(Unit: Thousand Baht)

Consolidated financial statements								
	Land and land improvement	Buildings, fixtures and Buildings improvement	Right of use assets	Machinery and equipment	Furniture and office equipment	Motor vehicles	Assets under installation and under construction	Total
<b>Cost</b>								
1 April 2022	194,022	447,821	7,810	926,906	20,354	67,223	2,636	1,666,772
Acquisitions	-	-	9,640	5,915	738	1,010	2,540	19,843
Disposals / write-off	-	-	(7,810)	(23,345)	(1,270)	(2,567)	-	(34,992)
Transfer in (out)	-	648	-	3,330	40	-	(4,018)	-
31 March 2023	194,022	448,469	9,640	912,806	19,862	65,666	1,158	1,651,623
Acquisitions	-	125	1,594	7,937	501	-	506	10,663
Disposals / write-off	-	(61)	-	(6,996)	(2,430)	(6,311)	-	(15,798)
Transfer in (out)	-	44	-	462	-	-	(506)	-
31 March 2024	194,022	448,577	11,234	914,209	17,933	59,355	1,158	1,646,488
<b>Accumulated depreciation</b>								
1 April 2022	-	238,264	6,464	828,997	17,561	52,994	-	1,144,280
Depreciation for the year	-	16,605	3,212	21,074	1,090	5,545	-	47,526
Depreciation for disposals / write-off	-	-	(7,810)	(23,343)	(1,269)	(2,568)	-	(34,990)
31 March 2023	-	254,869	1,866	826,728	17,382	55,971	-	1,156,816
Depreciation for the year	-	16,661	3,516	20,235	1,082	3,973	-	45,467
Depreciation for disposals / write-off	-	(61)	-	(6,676)	(2,424)	(6,301)	-	(15,462)
31 March 2024	-	271,469	5,382	840,287	16,040	53,643	-	1,186,821
<b>Net book value</b>								
31 March 2023	194,022	193,600	7,774	86,078	2,480	9,695	1,158	494,807
31 March 2024	194,022	177,108	5,852	73,922	1,893	5,712	1,158	459,667
<b>Depreciation for the year</b>								
2023 (Baht 39 million included in manufacturing cost, and the balance in selling and administrative expenses)								47,526
2024 (Baht 38 million included in manufacturing cost, and the balance in selling and administrative expenses)								45,467

(Unit: Thousand Baht)

Separate financial statements								
	Land and land improvement	Buildings, fixtures and Buildings improvement	Right of use assets - Building	Machinery and equipment	Furniture and office equipment	Motor vehicles	Assets under installation and under construction	Total
<b>Cost</b>								
1 April 2022	94,745	220,071	7,810	530,748	10,143	40,113	2,636	906,266
Acquisitions	-	-	9,640	3,729	362	-	2,540	16,271
Disposals / write-off	-	-	(7,810)	(296)	-	(1,845)	-	(9,951)
Transfer in (out)	-	648	-	3,330	40	-	(4,018)	-
31 March 2023	94,745	220,719	9,640	537,511	10,545	38,268	1,158	912,586
Acquisitions	-	125	-	5,627	52	-	506	6,310
Disposals / write-off	-	(61)	-	(6,651)	(1,500)	(5,132)	-	(13,344)
Transfer in (out)	-	44	-	462	-	-	(506)	-
31 March 2024	94,745	220,827	9,640	536,949	9,097	33,136	1,158	905,552
<b>Accumulated depreciation</b>								
1 April 2022	-	134,864	6,464	448,318	8,768	34,300	-	632,714
Depreciation for the year	-	6,047	3,212	15,704	495	2,167	-	27,625
Depreciation for disposals / write-off	-	-	(7,810)	(296)	-	(1,845)	-	(9,951)
31 March 2023	-	140,911	1,866	463,726	9,263	34,622	-	650,388
Depreciation for the year	-	6,073	3,222	14,848	464	1,649	-	26,256
Depreciation for disposals / write-off	-	(61)	-	(6,651)	(1,494)	(5,122)	-	(13,328)
31 March 2024	-	146,923	5,088	471,923	8,233	31,149	-	663,316
<b>Net book value</b>								
31 March 2023	94,745	79,808	7,774	73,785	1,282	3,646	1,158	262,198
31 March 2024	94,745	73,904	4,552	65,026	864	1,987	1,158	242,236
<b>Depreciation for the year</b>								
2023 (Baht 23 million included in manufacturing cost, and the balance in selling and administrative expenses)								27,625
2024 (Baht 22 million included in manufacturing cost, and the balance in selling and administrative expenses)								26,256

As at 31 March 2024, the Group has certain equipment items which have been fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation) of those assets amounted to approximately Baht 942 million (2023: Baht 964 million) (the Company only: Baht 553 million, 2023: Baht 557 million).

The Company and a subsidiary have mortgaged a part of their land with structures thereon and pledged a part of machinery with banks, and another subsidiary has mortgaged unit of condominium with bank to secure loans and other credit facilities granted to the Company and its subsidiaries by the banks as described in Note 28.5 to the consolidated financial statements.

The book value of machinery of the Company and a subsidiary pledged with banks are summarised below:

(Unit: Million Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Cost	253	253	153	153
Net book value	-	-	-	-

## 16. Intangible assets

The net book value of intangible assets which are computer software as at 31 March 2024 and 2023 are presented below.

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Cost	22,321	17,697	15,023	13,106
Less: Accumulated amortisation	(15,307)	(14,962)	(11,708)	(11,553)
Net book value	7,014	2,735	3,315	1,553

A reconciliations of the net book value of intangible assets for the years 2024 and 2023 are presented below.

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Net book value at beginning of year	2,735	2,887	1,553	1,552
Acquisitions during the year - at cost	4,624	185	1,917	156
Amortisation	(345)	(337)	(155)	(155)
Net book value at end of year	7,014	2,735	3,315	1,553

## 17. Bank overdrafts and short-term loans from banks

	Interest rate		Consolidated		(Unit: Thousand Baht)	
	(percent per annum)		financial statements		Separate	
	2024	2023	2024	2023	2024	2023
Bank overdrafts	1.95 - 2.75	1.45 - 1.60	-	13,179	-	-
Trust receipts	4.70 - 4.75	3.35 - 4.02	44,833	56,240	2,503	4,177
Total			44,833	69,419	2,503	4,177

Bank overdrafts, short-term loans from banks and trust receipts facilities are secured by the Group's land with structures thereon, unit of condominium, machinery and fixed deposit accounts and guarantees provided by the Company as described in Note 28.5 to the consolidated financial statements.

## 18. Trade and other payables

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	2024	2023	2024	2023
Trade payable - unrelated parties	363,118	388,320	163,276	144,086
Trade payables - related party (Note 6)	-	-	32	7
Other payables - unrelated parties	16,401	17,283	6,821	6,897
Other payables - related party (Note 6)	1,808	2,096	-	-
Accrued expenses	1,417	2,068	754	1,075
Total	382,744	409,767	170,883	152,065

## 19. Leases

The Group has entered into a lease agreement in respect of the office building space and motor vehicle. The term of the agreement are 3 years and 5 years, respectively.

## Lease liabilities

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Lease payments	6,381	8,322	4,921	8,322
Less: Deferred interest expenses	(284)	(426)	(153)	(426)
Total	6,097	7,896	4,768	7,896
Less: Current portion of lease liabilities	(3,631)	(3,128)	(3,328)	(3,128)
Lease liabilities - net of current portion	2,466	4,768	1,440	4,768

Movements of the lease liability account during the years ended 31 March 2024 and 2023 are summarised below:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Balance at beginning of year	7,896	1,390	7,896	1,390
Additions	1,594	9,640	-	9,640
Accretion of interest	336	230	273	230
Repayments	(3,729)	(3,364)	(3,401)	(3,364)
Balance at end of year	6,097	7,896	4,768	7,896

An analysis of the maturity of the lease payments as of 31 March 2024 and 2023 is presented as follows:

	(Unit: Thousand Baht)							
	Consolidated financial statements				Separate financial statements			
	2024				2024			
	Less than 1 year	1 to 3 years	Over 3 years	Total	Less than 1 year	1 to 3 years	Over 3 years	Total
Lease liabilities	3,631	2,436	30	6,097	3,328	1,440	-	4,768

	(Unit: Thousand Baht)							
	Consolidated financial statements				Separate financial statements			
	2023				2023			
	Less than 1 year	1 to 3 years	Over 3 years	Total	Less than 1 year	1 to 3 years	Over 3 years	Total
Lease liabilities	3,128	4,768	-	7,896	3,128	4,768	-	7,896

**Expenses relating to leases that are recognised in profit or loss**

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Depreciation expense of right-of-use assets	3,516	3,212	3,222	3,212
Interest expense on lease liabilities	336	230	273	230

**20. 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		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b>Provision for long-term employee benefits at beginning of year</b>	29,051	35,400	15,731	14,304
Included in profit or loss:				
Current service cost	2,172	2,802	1,228	1,373
Interest cost	877	788	480	397
Reversal of provision for long-term employee benefits	(1)	-	-	-
Included in other comprehensive income:				
Loss on basis of estimates actuarial assumptions				
Demographic assumptions changes	102	50	49	2
Financial assumptions changes	346	(1,013)	190	(411)
Experience adjustments	1,547	1,265	436	1,260
Total	1,995	302	675	851
Benefits paid during the year	(2,274)	(10,241)	(1,306)	(1,194)
<b>Provision for long-term employee benefits at end of year</b>	<u>31,820</u>	<u>29,051</u>	<u>16,808</u>	<u>15,731</u>

The Group expects to pay Baht 1 million of long-term employee benefits during the next year (2023: Baht 2 million) (the Company only: Baht 1 million, 2023: Baht 1 million).

As at 31 March 2024, the weighted average duration of the liabilities for long-term employee benefits of monthly and daily employee are 7 - 14 years and 4 - 15 years (2023: 7 - 28 years and 4 - 19 years (the Company only: 12 years and 15 years, 2023: 12 years and 19 years).

Significant actuarial assumptions are summarised below:

	(Unit: Percent per annum)			
	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Discount rate	2.23 - 2.92	2.10 - 3.46	2.70 - 2.92	2.83 - 3.16
Salary increase rate	4.00 - 5.00	4.00 - 5.00	4.00 - 5.00	4.00 - 5.00
Turnover rate	0 - 46	0 - 48	0 - 46	0 - 48

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 March 2024 are summarised below:

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	Increase 0.5%	Decrease 0.5%	Increase 0.5%	Decrease 0.5%
Discount rate	(1.3)	1.4	(0.7)	0.8
Salary increase rate	1.4	(1.3)	0.7	(0.7)
Turnover rate	(1.4)	1.5	(0.8)	0.8

## 21. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies 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 the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve of the Company has fully been set aside.

## 22. Expenses by nature

Significant expenses classified by nature are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Salary and wages and other employee benefits	187,869	187,319	90,839	90,425
Depreciation	45,467	47,526	26,256	27,625
Amortisation	345	337	155	155
Raw materials used	1,521,048	1,503,460	772,874	828,188
Consumables used	24,905	25,112	18,282	18,592
Purchase of finished goods	626,510	877,542	-	-
Changes in inventories of finished goods	38,794	(61,139)	35,322	(5,530)
Reduce cost of inventories to net realisable value (reversal)	(4,636)	9,213	(5,724)	8,066

## 23. Income tax

Income tax expenses for the years ended 31 March 2024 and 2023 are made up as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b>Current income tax:</b>				
Current income tax charge	30,419	39,108	1,288	5,929
<b>Deferred tax:</b>				
Relating to origination and reversal of temporary differences	613	(451)	928	(1,694)
<b>Income tax expenses reported in profit or loss</b>	<b>31,032</b>	<b>38,657</b>	<b>2,216</b>	<b>4,235</b>



The amounts of income tax relating to each component of other comprehensive income for the years ended 31 March 2024 and 2023 are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Deferred tax on actuarial loss	(399)	(59)	(135)	(170)

The reconciliation between accounting profit and income tax expense is shown below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Accounting profit before tax	151,180	192,890	100,195	117,775
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by applicable tax rate	30,236	38,578	20,039	23,555
Effects of:				
Dividend income from subsidiaries and associate	-	-	(18,721)	(19,464)
Non-deductible expenses	1,237	538	961	202
Additional deductions expense allowed	(65)	(66)	(63)	(58)
Unused tax loss	52	62	-	-
Others	(428)	(455)	-	-
Total	796	79	(17,823)	(19,320)
Income tax expenses reported in profit or loss	31,032	38,657	2,216	4,235

The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Thousand Baht)

	Statements of financial position			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b>Deferred tax assets</b>				
Allowance for impairment of investment in subsidiary	-	-	527	481
Allowance for expected credit losses	746	731	69	71
Allowance for diminution in value of inventories	5,814	6,741	3,888	5,033
Provision for long-term employee benefits	6,364	5,810	3,362	3,146
Lease liabilities	49	-	43	-
Total	12,973	13,282	7,889	8,731
<b>Deferred tax liabilities</b>				
Lease liabilities	-	(37)	-	(37)
Unrealised gain from fair value measurement of other current financial assets	(20)	(13)	-	-
Unrealised gain from fair value measurement of other non-current financial assets	(29)	(90)	-	-
Unrealised gain from fair value measurement of forward contract	(9)	(13)	(1)	(13)
Total	(58)	(153)	(1)	(50)
<b>Deferred tax assets - net</b>	12,935	13,142	7,888	8,681
<b>Deferred tax liabilities</b>	20	13	-	-

As at 31 March 2024, a subsidiary has deductible temporary differences and unused tax losses totaling Baht 1.6 million (2023: Baht 1.8 million), on which deferred tax assets have not been recognised as the subsidiary believes future taxable profits may not be sufficient to allow utilisation of the temporary differences and unused tax losses. The unused tax losses will expire within 2029 (2023: Expire within 2028).

## 24. 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 following table sets forth the computation of basic earnings per share:

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Profit attributable to equity holders of the Company (Thousand Baht)	79,007	106,516	97,979	113,539
Weighted average number of ordinary shares (Thousand Shares)	383,000	383,000	383,000	383,000
Earnings per share (Baht/share)	0.21	0.28	0.26	0.30

## 25. 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 Managing Director.

For management purposes, the Group is organised into business units based on its products and services and have two reportable segments as follows:

- Production and distribution
- Procurement and distribution

No operating segments have been aggregated to form the above reportable operating.

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 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 following tables present total revenues, which recognised at a point in time for timing of revenue recognition, profit and total assets information regarding the Group's operating segments for the years ended 31 March 2024 and 2023.

(Unit: Million Baht)

	For the year ended 31 March 2024				
	Production and distribution	Procurement and distribution	Total reportable segments	Eliminations	Consolidated
<b>Revenues</b>					
Revenue from external customers	1,954	678	2,632	-	2,632
Inter-segment revenue	29	-	29	(29)	-
<b>Total revenues</b>	<b>1,983</b>	<b>678</b>	<b>2,661</b>	<b>(29)</b>	<b>2,632</b>
<b>Operating result</b>					
<b>Segment profit</b>	241	49	290	-	290
Other income					26
Selling and distribution expenses					(52)
Administrative expenses					(111)
Share of profit from investment in associate					2
Finance cost					(4)
Income tax expenses					(31)
<b>Profit for the year</b>					<b>120</b>
<b>Segment total assets</b>	1,592	407	1,999	(3)	<b>1,996</b>
Investment in associate accounted for the equity method	8	-	8	-	<b>8</b>
Reduction to non-current assets other than financial instruments and deferred tax assets	(31)	-	(31)	-	<b>(31)</b>

(Unit: Million Baht)

	For the year ended 31 March 2023				
	Production and distribution	Procurement and distribution	Total reportable segments	Eliminations	Consolidated
<b>Revenues</b>					
Revenue from external customers	1,918	873	2,791	-	2,791
Inter-segment revenue	42	42	84	(84)	-
<b>Total revenues</b>	<b>1,960</b>	<b>915</b>	<b>2,875</b>	<b>(84)</b>	<b>2,791</b>
<b>Operating result</b>					
<b>Segment profit</b>	278	61	339	-	339
Other income					26
Selling and distribution expenses					(60)
Administrative expenses					(109)
Share of profit from investment in associate					2
Finance cost					(5)
Income tax expenses					(39)
<b>Profit for the year</b>					<b>154</b>
<b>Segment total assets</b>	1,633	436	2,069	(3)	<b>2,066</b>
Investment in associate accounted for the equity method	17	-	17	-	<b>17</b>
Reduction to non-current assets other than financial instruments and deferred tax assets	(27)	(1)	(28)	-	<b>(28)</b>

The Group carries on operations in the main geographic area in Thailand with gained revenue from domestic sales and export sales and services. As a result, all of revenues and assets as reflected in these financial statements pertain exclusively to this geographical reportable segment.

#### Major customers

For the year 2024, the Group has revenue from one major customer amounting to Baht 311 million (2023: the Group has revenue from one major customer amounting to Baht 279 million).

## 26. Provident fund

The Company, its subsidiaries and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Employees, the Company and its subsidiaries contributed to the fund monthly at the rate of 5 percent of basic salary. The fund, which is managed by SCB Asset Management Co., Ltd. will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2024 amounting to approximately Baht 4 million (2023: Baht 4 million) (the Company only: Baht 2 million, 2023: Baht 2 million) were recognised as expenses.

## 27. Dividends

Dividends	Approved by	Total dividends (Million Baht)	Dividend per share (Baht)
Dividends for the year ended 31 March 2023 (net of interim dividend payment)	Annual General Meeting of the shareholders on 26 July 2023	34.47	0.09
Interim dividends for the year ended 31 March 2024	The Board of Directors Meeting on 13 November 2023	53.62	0.14
Total dividends paid during the year ended 31 March 2024		88.09	0.23
Dividends for the year ended 31 March 2022 (net of interim dividend payment)	Annual General Meeting of the shareholders on 21 July 2022	172.35	0.45
Interim dividends for the year ended 31 March 2023	The Board of Directors Meeting on 11 November 2022	72.77	0.19
Total dividends paid during the year ended 31 March 2023		245.12	0.64

## 28. Commitments and contingent liabilities

### 28.1 Capital commitments

As at 31 March 2024, the Group has capital commitments of approximately Baht 2.5 million (2023: Nil), relating to the implementation of computer software.

## **28.2 Other service commitment**

As at 31 March 2024, a subsidiary has commitments of approximately Baht 4 million relating to a technical assistance service agreement and other agreements (2023: Baht 4 million).

## **28.3 Other commitments**

As at 31 March 2024, the Company has outstanding commitments of Baht 4.5 million (2023: Baht 4.5 million) in respect of uncalled portion of investment in a subsidiary.

## **28.4 Guarantees**

As at 31 March 2024, the Company has guaranteed bank credit facilities for a subsidiary amounting to Baht 350 million (2023: Baht 350 million).

## **28.5 Credit facilities**

As at 31 March 2024, the Group has been granted credit facilities by various banks for which they have placed collaterals, as follows:-

### **The Company**

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 1,462 million, of which totaling Baht 14 million (2023: Baht 10 million) of the utilised amount. These credit facilities are secured by the mortgage of the Company's land with structures thereon and a partial of machinery.
- Overdraft facilities of Baht 30 million, have not yet been utilised (2023: have not yet been utilised). These credit facilities are secured by the mortgage of the Company's land with structures thereon, machinery and the fixed deposits account.
- Forward foreign exchange contract facilities of Baht 1,000 million, of which totaling Baht 6 million (2023: Baht 3 million) of the utilised amount. These credit facilities are secured by the mortgage of the Company's land with structures thereon and a partial of machinery.

### **A subsidiary**

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 300 million, of which totaling Baht 3 million (2023: Baht 5 million) of the utilised amount. These credit facilities are secured by the mortgage of the subsidiary's land with structures thereon and a partial of machinery.
- Overdraft facilities of Baht 10 million, have not yet been utilised (2023: have not yet been utilised). These credit facilities are secured by the mortgage of the subsidiary's land with structures thereon.

- Forward foreign exchange contract facilities of Baht 200 million, have not yet been utilised (2023: have not yet been utilised). These credit facilities are secured by the mortgage of the subsidiary's land with structures thereon and a partial of machinery.

#### **A subsidiary**

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 506 million, of which totaling Baht 72 million (2023: Baht 62 million) of the utilised amount. These credit facilities are secured by the mortgage of the subsidiary's unit of condominium which is the subsidiary's office, the subsidiary's fixed deposit accounts and a guarantee provided by the Company.
- Overdraft facilities of Baht 60 million, have not yet been utilised (2023: have been utilised by Baht 13 million). These credit facilities are secured by the subsidiary's fixed deposit accounts and guaranteed by the Company.
- Forward foreign exchange contract facilities, comprising USD 11.7 million (equivalent to Baht 427 million) and Baht 115 million, or a total Baht 542 million, of which USD 0.10 million of the utilised amount (equivalent to Baht 4 million) (2023: of which USD 0.12 million of the utilised amount (equivalent to Baht 4 million)).

#### **A subsidiary**

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 22 million, have not yet been utilised (2023: have not yet been utilised).
- Overdraft facilities of Baht 5 million, have not yet been utilised (2023: have not yet been utilised).
- Forward foreign exchange contract facilities of Baht 30 million, have not yet been utilised (2023: have not yet been utilised).

Such credit facilities above totaling Baht 57 million, guaranteed by the Company of Baht 30 million.



## 29. Fair value hierarchy

As at 31 March 2024 and 2023, 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				
As at 31 March 2024				
	Level 1	Level 2	Level 3	Total
<b>Assets measured at fair value</b>				
Other current financial assets				
Investment units in open-end fund	-	15	-	15
Other non-current financial assets				
Investments in marketable units	3	-	-	3
<b>Liabilities measured at fair value</b>				
Other current liabilities				
Forward contracts	-	0.01	-	0.01

(Unit: Million Baht)

Consolidated financial statements				
As at 31 March 2023				
	Level 1	Level 2	Level 3	Total
<b>Assets measured at fair value</b>				
Other current financial assets				
Investment units in open-end fund	-	3	-	3
Other non-current financial assets				
Investments in marketable units	3	-	-	3
<b>Liabilities measured at fair value</b>				
Other current liabilities				
Forward contracts	-	0.1	-	0.1

(Unit: Million Baht)

Separate financial statements				
As at 31 March 2024				
	Level 1	Level 2	Level 3	Total
<b>Liabilities measured at fair value</b>				
Other current liabilities				
Forward contracts	-	0.1	-	0.1

(Unit: Million Baht)

	Separate financial statements			
	As at 31 March 2023			
	Level 1	Level 2	Level 3	Total
<b>Liabilities measured at fair value</b>				
Other current liabilities				
Forward contracts	-	0.1	-	0.1

### 30. Financial instruments

#### 30.1 Derivatives not designated as hedging instruments

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b>Derivative liabilities</b>				
Foreign exchange forward contracts	5	50	47	49

The Group uses foreign exchange forward contracts to manage some of its transaction exposures. The contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally from 1 month to 3 months.

The Group has outstanding balance of forward foreign exchange contracts which reduce the exchange rate risk arising from their financial liabilities dominated in foreign currency with the mature within one year. The details are summarised below.

Foreign currency	Bought amount	Sold amount	Contractual exchange rate	
			Bought	Sold
	(Million)	(Million)	(Baht per 1 foreign currency unit)	
<b><u>As at 31 March 2024</u></b>				
US Dollar	0.26	-	35.80 - 36.58	-
<b><u>As at 31 March 2023</u></b>				
US Dollar	0.20	-	34.15 - 34.20	-

## **30.2 Financial risk management objectives and policies**

The Group's financial instruments principally comprise cash and cash equivalents, trade and other accounts receivable, investments, restricted bank deposits, bank overdrafts and short-term loans from banks, and trade and other accounts payable. 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 accounts receivable, deposits with banks, 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 management manages to maintain this risk at low level by adopting appropriate credit control policies and procedures and credit term is short-term. Therefore does not expect to incur material financial losses. In addition, the Group does not have high concentrations of credit risk since it has a large customer base. However, the maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

### ***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. In addition, 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 sale of goods for groupings of various customer segments with similar credit risks. The Group classifies customer segments by customer type and rating, past experience, and future forecast of economic which may impact. 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 when the Company has taken final result of legal action against trade receivable.

### ***Financial instruments and cash deposits***

The Group manages the credit risk from balances with banks by making investments only with approved counterparties and within credit limits assigned to each counterparty.

The credit risk on debt instruments and derivatives is low because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

### **Market risk**

There are three types of market risk comprising foreign currency risk, interest rate risk, and commodity price risk.

#### **Foreign currency risk**

The Group's exposure to the foreign currency risk relates primarily to its purchases and receive services or sales transactions 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.

The balances of financial assets and liabilities denominated in foreign currencies are summarised below.

Foreign currency	Financial assets		Financial liabilities		Average exchange rate	
	as at 31 March		as at 31 March		as at 31 March	
	2024	2023	2024	2023	2024	2023
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
US Dollar	0.06	0.07	0.41	-	36.42	34.05
Japanese Yen	0.50	0.50	0.73	-	0.2405	0.2559
SG Dollar	-	-	0.06	-	27.31	-

#### **Interest rate risk**

The Group's exposure to interest rate risk relates primarily to its cash at banks, bank overdrafts and short-term loans. Most of the Group's financial assets and liabilities are short-term, with floating interest rates or fixed interest rates which are close to the market rate.

As at 31 March 2024 and 2023, 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 March 2024

	Fixed interest rate		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1 - 5 years				
<b>Financial assets</b>						
Cash and cash equivalents	2	-	16	398	416	Note 7
Trade and other receivables	-	-	-	503	503	-
Other current financial assets	-	-	-	15	15	-
Restricted bank deposits	46	-	-	-	46	0.95 - 1.15
Other non - current financial assets	-	-	-	3	3	-
	<u>48</u>	<u>-</u>	<u>16</u>	<u>919</u>	<u>983</u>	
<b>Financial liabilities</b>						
Bank overdrafts and short-term loans						
from banks	45	-	-	-	45	Note 17
Trade and other payables	-	-	-	383	383	-
Lease liabilities	4	2	-	-	6	4.22 - 4.61
	<u>49</u>	<u>2</u>	<u>-</u>	<u>383</u>	<u>434</u>	

(Unit: Million Baht)

## Consolidated financial statements

As at 31 March 2023

	Fixed interest rate		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1 - 5 years				
<b>Financial assets</b>						
Cash and cash equivalents	3	-	15	222	240	Note 7
Trade and other receivables	-	-	-	606	606	-
Other current financial assets	-	-	-	3	3	-
Restricted bank deposits	46	-	-	-	46	0.20 - 0.60
Other non - current financial assets	-	-	-	3	3	-
	<u>49</u>	<u>-</u>	<u>15</u>	<u>834</u>	<u>898</u>	
<b>Financial liabilities</b>						
Bank overdrafts and short-term loans						
from banks	69	-	-	-	69	Note 17
Trade and other payables	-	-	-	410	410	-
Lease liabilities	3	5	-	-	8	4.22
	<u>72</u>	<u>5</u>	<u>-</u>	<u>410</u>	<u>487</u>	

(Unit: Million Baht)

## Separate financial statements

As at 31 March 2024

	Fixed interest rate		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1 - 5 years				
<b>Financial assets</b>						
Cash and cash equivalents	2	-	4	304	310	Note 7
Trade and other receivables	-	-	-	195	195	-
Restricted bank deposits	6	-	-	-	6	0.95 - 1.15
	8	-	4	499	511	
<b>Financial liabilities</b>						
Bank overdrafts and short-term loans						
from banks	3	-	-	-	3	Note 17
Trade and other payables	-	-	-	171	171	-
Lease liabilities	4	1	-	-	5	4.22
	7	1	-	171	179	

(Unit: Million Baht)

## Separate financial statements

As at 31 March 2023

	Fixed interest rate		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1 - 5 years				
<b>Financial assets</b>						
Cash and cash equivalents	2	-	4	123	129	Note 7
Trade and other receivables	-	-	-	220	220	-
Restricted bank deposits	6	-	-	-	6	0.20 - 0.55
	8	-	4	343	355	
<b>Financial liabilities</b>						
Bank overdrafts and short-term loans						
from banks	4	-	-	-	4	Note 17
Trade and other payables	-	-	-	152	152	-
Lease liabilities	3	5	-	-	8	4.22
	7	5	-	152	164	

### ***Commodity price risk***

The Group is affected by the price volatility of certain commodities at low level. Its operating activities require the ongoing purchase of raw materials to be converted and distributed as metal and non-metal products on demand of the Group's customers, and therefore continuous supply of the raw materials is required. However, the Group has established a risk management strategy for commodity price risk and its mitigation by adjusting the selling price to reflect costs of raw materials, and therefore is able to manage the commodity risk to be low.

### ***Liquidity risk***

The Group's risk of a shortage of liquidity is low because its current assets exceed total liabilities and the Group access to a sufficient variety of sources of funding.

The Group's financial liabilities as at 31 March 2024 and 2023 are all due within 1 year.

## **30.3 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.

## **31. Capital management**

The primary objective of the Group capital management is to ensure that they have appropriate capital structure in order to support their business and maximise shareholders value. As at 31 March 2024, the Group's total debt-to-equity ratio was 0.32:1 (2023: 0.35:1) and the Company's total debt-to-equity ratio was 0.17:1 (2023: 0.16:1).

## **32. Events after the reporting period**

- 32.1 On 28 May 2024, a meeting of the Board of Directors of Auto Metal Company Limited (a subsidiary) passed a resolution to propose for approval by the Annual General Meeting of the subsidiary's shareholders, for the dividend payment from operating results for the year ended 31 March 2024 to the subsidiary's shareholders of Baht 42.00 per share, or totaling Baht 100.80 million. However, by the resolution of the meeting of the subsidiary's Board of Directors held on 10 November 2023, the subsidiary had paid out the interim dividend of Baht 21.50 per share, or totaling Baht 51.60 million. The subsidiary already paid interim dividend on 7 December 2023. The remaining dividend is Baht 20.50 per share, or totaling Baht 49.20 million.

- 32.2 On 29 May 2024, a meeting of the Board of Directors of NSC Metal Company Limited (a subsidiary) passed a resolution to propose for approval by the Annual General Meeting of the subsidiary's shareholders, for the dividend payment to the subsidiary's shareholders of Baht 4.30 per share, or totaling Baht 9.89 million, from operating results for the year ended 31 March 2024. However, by the resolution of the meeting of the subsidiary's Board of Directors held on 6 November 2023, the subsidiary had paid out the interim dividend of Baht 1.00 per share, or totaling Baht 2.30 million. The subsidiary already paid interim dividend on 6 December 2023. The remaining dividend is Baht 3.30 per share, or totaling Baht 7.59 million.
- 33.3 On 30 May 2024, a meeting of the Company's Board of Directors passed a resolution to propose for approval by the Annual General Meeting of the shareholders, for the dividend payment to the Company's shareholders of Baht 0.25 per share, or totaling Baht 95.75 million, from operating results for the year ended 31 March 2024. However, by the resolution of the meeting of the Company's Board of Directors held on 13 November 2023, the Company had paid out the interim dividend of Baht 0.14 per share, or totaling Baht 53.62 million. The Company already paid interim dividend on 7 December 2023. The remaining dividend is Baht 0.11 per share, or totaling Baht 42.13 million.

### **33. Approval of consolidated financial statements**

These consolidated financial statements were authorised for issue by the Company's Board of Directors on 30 May 2024.



**Attachment**

**Attachment 1 : Information of Directors, Management,  
Controlling Person, Chief Financial Officer,  
Accounting Controller, Company Secretary**

**Mr. Wanchai Umpungart**

76 years

**Position/ Date of being appointed**

Chairman of the Board of Directors, Independent Director, Chairman of the Audit Committee and Member of The Nomination and Compensation Committee. **(March 31, 2005)**

**Educational Background**

- MBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- BA Accounting, Chulalongkorn University

**Director training Program (IOD)**

- Directors Accreditation Program (DAP) 35/2005
- Directors Certification Program (DCP) 102/2008

**Work Experience for the last 5 years**

2005 – Present	Director, Chairman of Executive Committee, Chairman of the Risk Management Committee and Managing Director/ Lohakit Metal Public Company Limited
2002 – Present	Independent Director and Audit Committee/ Muramoto Electron (Thailand) Plc.
2013 – Present	Independent Director and Audit Committee/ OCC Public Company Limited

**Shareholding in Company (As of March 31, 2024)**

- None -

**Relation between the Director Member**

- None -

Holding any position in venture or organization that are non-listed companies as per core working experience for 0 places

Holding any position in the past year in another venture or organization had significant impact with time devoted on the Company - **None** -

**Mr. Prasarn Akarapongpisakdi**

66 Years

**Position/ Date of being appointed**

Director, Chairman of Executive Committee, and Chief Executive Officer (April 12, 1989)

**Educational Background**

- MBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Bachelor of Technology and Industrial Management King Mongkut's University of Technology North Bangkok

**Director training Program (IOD)**

- Directors Accreditation Program (DAP) 37/2005
- Directors Certification Program (DCP) 60/2005

**Work Experience for the last 5 years**

- |                |   |
|----------------|---|
| 1989 – Present | Director, Chairman of Executive Committee, and Chief Executive Officer/<br>Lohakit Metal Public Company Limited |
| 2004 – Present | Director/ Auto Metal Co., Ltd.  |
| 2004 – Present | Director/ Mory Lohakit (Thailand) Co., Ltd.   |

**Shareholding in Company (As of March 31, 2024)**

- 4.13% (15,801,086 Shares)

**Relation between the Director Member**

- Father of Mr.Vittawat Akarapongpisak and Mr. Vichaphol Akarapongpisakdi

Holding any position in venture or organization that are non-listed companies as per core working experience for 2 places

Holding any position in the past year in another venture or organization had significant impact with time devoted on the Company - **None** -

**Mr. Anurut Vongvanij**

62 Years

**Position/ Date of being appointed**

Director and Independent Director (March 18, 2005)

**Educational Background**

- MBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- BA. In Economics and Political Science, Hawaii University, Hawaii, U.S.A.

**Director training Program (IOD)**

- Directors Certification Program (DCP) 41/2004

**Work Experience for the last 5 years**

2005 – Present	Director, Independent Director/ Lohakit Metal Public Company Limited
1996 – Present	President/ The British Dispensary (L.P.) Co., Ltd.
1996 – Present	President/ The British Dispensary Co., Ltd.
2004 – Present	President/ Vongvanij Holding Co., Ltd.
2008 – Present	President/ The British Dispensary Pharmacomet Public Company Limited
2016 – Present	Vice President/ Thai Red Cross Organ Donation Centre
2017 – 2020	Director The Thai Chamber of Commerce
1990 – 2012	President/ Young Buddhists Association of Thailand under Royal Patronage (Y.B.A.T.)
1998 – 2000	Chapter Chairman/ Young President Organization (Y.P.O.) – Thailand Chapter
2000 – 2012	Association President/The world Fellowship of Buddhist Youth (W.F.B.Y.)

**Shareholding in Company (As of March 31, 2024)**

- None -

**Relation between the Director Member**

- None -

Holding any position in venture or organization that are non-listed companies as per core working experience for 5 places

Holding any position in the past year in another venture or organization had significant impact with time devoted on the Company - **None** -

**Mr. Teera Na Wangkanai**

66 Years

**Position/ Date of being appointed**

Director, Independent Director, Member of Audit Committee and Chairman of The Nomination and Compensation Committee **(March 31, 2005)**

**Educational Background**

- Senior Executive Program Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Sugar Technology College, Queensland, Australia
- Western Australian Institute of Technology, Australia

**Director training Program (IOD)**

- Directors Certification Program (DCP) 54/2005
- Audit Committee Program 6/2005
- Financial Statements for Directors (FSD) 20/2013
- Monitoring the System of Internal Control and Risk Management (MIR) 15/2013
- Monitoring of the Internal Audit Function (MIA) 5/2013
- Monitoring the Quality of Financial Reporting (MFR) 18/2013
- Role of Nomination and Governance Committee (RNG) 5/2013
- How to Measure the Success of corporate Strategy (HMS) 3/2013
- Anti Corruption The Practical Guide (ACPG) 8/2014
- Director Certification Program Update (DCPU) 2/2014
- Ethical Leadership Program (ELP) 3/2016
- Corporate Governance for Executive (CGE) 6/2016
- Board Thai Make a Difference (BMD) 2/2016
- Tax Management Strategies/ 36
- Director Leadership Certification Program 2022

**Work Experience for the last 5 years**

2005 – Present	Director, Independent Director, Member of Audit Committee and Chairman Of The Nomination and Compensation Committee/Lohakit Metal Public Company Limited
1986 – Present	Director/ Chaochom Warehouse Co., Ltd.,
1987 – Present	Director/ Sugar Industry Trading Co., Ltd.
1987 – Present	Director/ Wangkanai Sugar Co., Ltd.
1987 – Present	Director/ T.N. Sugar Industry Co., Ltd.

1988 – Present	Director/ Wang Sugar Holding Co., Ltd.
1988 – Present	Director/ Wangkanai Terminal Co., Ltd.
1991 – Present	Director/ Wang Business Co., Ltd.
1992 – Present	Director/ Mahawang Sugar Co., Ltd.
1992 – Present	Director/ Ratchasima Sugar Co., Ltd.
1992 – Present	Director/ Chaimongkol Refined Sugar Co., Ltd.
1992 – Present	Director/ Ang Thong Warehouse Co., Ltd.
1992 – Present	Director/ Aow Thai Warehouse Co., Ltd.
1994 – Present	Director/ Credence Co., Ltd.
2012 – Present	Director/ Angvian Industry Co., Ltd.
2012 – Present	Director/ Wang Sugar Holding Co., Ltd
2012 – Present	Director/ Wang Chainart Co., Ltd.

#### Shareholding in Company (As of March 31, 2024)

- None -

#### Relation between the Director Member

- None -

Holding any position in venture or organization that are non-listed companies as per core working experience for **16** places

Holding any position in the past year in another venture or organization had significant impact with time devoted on the Company - **None** -

Mr. Lert Nitheranont

62 Years

**Position/ Date of being appointed**

Director, Independent Director, Member of Audit Committee and Member of The Nomination and Compensation Committee (March 31, 2005)

**Educational Background**

- Master of Business Administration (International Business) University of Southern California U.S.A.
- Bachelor of Science Mechanical Engineering and Applied Mechanics University of Pennsylvania U.S.A.

**Director training Program (IOD)**

- Directors Accreditation Program (DAP) 35/2005

**Work Experience for the last 5 years**

2005 – Present	Director, Independent Director, Member of Audit Committee and Member of The Nomination and Compensation Committee/ Lohakit Metal Public Company Limited
1984 – Present	Director/ Royal Concord Interrade Co., Ltd.

**Shareholding in Company (As of March 31, 2024)**

- None -

**Relation between the Director Member**

- None -

Holding any position in venture or organization that are non-listed companies as per core working experience for 1 places

Holding any position in the past year in another venture or organization had significant impact with time devoted on the Company - **None** -

**Mr. Vittawat Akarapongpisak**

43 Years

**Position/ Date of being appointed**

Director, Member of Executive Committee, Member of the Risk Management Committee,  
Deputy Managing Director, Chief Financial Officer, and Company Secretary (July 26, 2018)

**Educational Background**

- MBA, Finance University of San Francisco
- Bachelor of Engineering, Chulalongkorn University

**Director training Program (IOD)**

- Directors Certification Program (DCP) 231/2016
- How to Develop a Risk Management Plan (HRP) 10/2016
- Family Business Governance (FBG) 11/2018
- Boardroom Success through Financing & Investment (BFI) 4/2018
- Director Refreshment Program (Lesson Learnt from Financial Cases: How Board Should React) (RFP) 7/2022

**Director training Program (SET)**

- Strategic CFO in Capital Markets Program 3/2016

**Training Program in Accounting Training Course 2022**

- TLCA CFO CPD No. 6/2022 on "The Role of the CFO in Corporate Sustainability" /  
Thai Listed Companies Association / 2 hrs.
- TLCA CFO CPD No. 7/2022 on "Introduction to Sustainable Finance" /  
Thai Listed Companies Association / 2 hrs.
- TLCA CFO CPD No. 8/2022 on "ESG Bonds in Corporate Financing" /  
Thai Listed Companies Association / 2 hrs.
- Summaries of revised IFRS Standards and effective 2023 /  
Stock Exchange of Thailand / 3 hrs

**Work Experience for the last 5 years**

2013 – Present	Director, Member of Executive Committee, Deputy Managing Director and Member of the Risk Management Committee/ Lohakit Metal Public Company Limited
2013 – Present	Director/Auto Metal Co., Ltd.
2013 – Present	Director/NSC Metal Co., Ltd.



2013 – Present            Director and Managing Director/Alternative EnMat Co., Ltd.  
2016 – Present            Director/Mory Lohakit (Thailand) Co., Ltd.

**Shareholding in Company (As of March 31, 2024)**

-    4.19%   (16,050,760 Shares)

**Relation between the Director Member**

-    Child of Mr.Prasarn Akarapongpisakdi

Holding any position in venture or organization that are non-listed companies as per core working experience for 4 places

Holding any position in the past year in another venture or organization had significant impact with time devoted on the Company - **None** -

**Mr. Vichaphol Akarapongpisakdi**

31 Years

**Position/ Date of being appointed**

Director, Executive Director, Deputy Managing Director, Member of the Risk Management Committee  
(July 21, 2022)

**Educational Background**

- Bachelor of Arts, Mahidol University

**Director training Program (IOD)**

- Directors Certification Program No. 323/2022
- Financial Statements for Directors (FSD) No. 48/2023

**Work Experience for the last 5 years**

2019 - Present	Member of the Risk Management Committee , Sales & Marketing Manager / Lohakit Metal Public Company Limited
2016 - 2017	Customer services Manager / Palm Cuisine Co., Ltd.
2016	Game Planner / Magic Box Asia Co., Ltd.
2014	Production Assistant / The 6th Element Co., Ltd.

**Shareholding in Company (As of March 31, 2024)**

- 5.29% (20,275,760 Shares)

**Relation between the Director Member**

- Child of Mr.Prasarn Akarapongpisakdi

Holding any position in venture or organization that are non-listed companies as per core working experience  
for 0 places

Holding any position in the past year in another venture or organization had significant impact with time  
devoted on the Company - **None** –

Mr. Haruhisa Yamazaki

58 Years

**Position/ Date of being appointed**

Deputy Managing Director and Chairman of the Risk Management Committee (September 16, 2020)

**Educational Background**

- Bachelor of Law (Political Studies), Gakushuin University, Japan

**Work Experience for the last 5 years**

2020 – Present	Deputy Managing Director and Chairman of the Risk Management Committee / Lohakit Metal Public Company Limited
2019 – 2020	Project General Manager /Toyota Tsusho Corporation

**Shareholding in Company (As of March 31, 2024)**

- None -

**Relation between the Director Member**

- None -

Holding any position in venture or organization that are non-listed companies as per core working experience for 0 places

Holding any position in the past year in another venture or organization had significant impact with time devoted on the Company - **None** –

Mr. Nonthawat Khruarattanapaiboon

47 Years

**Position**

Human Resource Manager

**Educational Background**

Bachelor of Art Ramkhamheang University

**Work Experience for the last 5 years**

2018 – Present                      Human Resource Manager/Lohakit Metal PLC.

2017 - 2018                        Human Resource Manager/Aerofluid Co.,Ltd.

2015 – 2017                        Human Resource Manager/C A S Holding Group Co.,Ltd

**Shareholding in Company (As of March 31, 2024)**

-              None              -

**Relation between the Director Member**

-              None              -

Holding any position in venture or organization that are non-listed companies as per core working experience

– **None** -

Holding any position in the past year in another venture or organization had significant impact with time devoted on the Company - **None** -

Ms. Pornthippa Wongphunga

51 Years

**Position**

Accounting and Finance Manager

**Educational background**

Bachelor of Business Administration (Accounting) Ramkhamhaeng University

**Work Experience for the Last 5 Years**

2022 - Present                      Accounting and Finance Manager / Lohakit Metal public Company Limited  
2010 - 2021                      Accounting and Finance Manager /Auto Metal Co., Ltd.

**Training Program in Accounting Training Course 2023**

- CFO 2024 : TAX / 8.5 hrs.
- CFO 2024 : Accounting / 8.5 hrs.

**Shareholding in Company (As of March 31, 2024)**

- None -

**Relation between the Director Member**

- None -

Holding any position in venture or organization that are non-listed companies as per core working experience

- None -

Holding any position in the past year in another venture or organization had significant impact with time devoted on the Company - **None** -

## Attachment 2 : Directors in Subsidiaries Companies

Subsidiaries Companies Directors	Auto Metal Company Limited	Alternative EnMat Company Limited (Formerly known as : Alternative Stainless Company Limited)	Mory Lohakit Company Limited	NSC Metal Company Limited (Formerly known as : Ngeck Seng Chiang Metal Company Limited)
Mr.Prasarn Akarapongpisakdi	/, //	-	/, //	-
Mr.Prasert Akarapongpisakdi	-	-	-	/, //
Mr.Vittawat Akarapongpisak	/, //	/, //	/, //	/, //

Remark : / = Director

// = Authorized Director

**Attachment 3 : Details about the Company's Internal Audit Supervisor and Supervisor of the operation****Internal Audit Supervisor**

The Audit Committee has approved the appointment of the A.M.T. Service Office to plan and conduct audits or review of internal control systems in accordance with the plans approved by the Audit Committee. The main responsible person for performing the duties of the Company's internal auditors is:

**Mr. Chaiyuth Angsuwithaya**

**Education**

- M.P.A. – HR, National Institute of Development Administration (NIDA), 1993
- LL.B. – Law, Thammasat University, 1979
- B.B.A. – Accounting, Thammasat University, 1975
- Certified Auditor, 1981
- Certificate of Higher Administration Program – Class # 2 (NMU) Thammasat University
- Certificate of Chief Financial Officer Certification Program (CFO) Class 5, Federation of Accounting Professions
- Certificate of Higher Manager Training Program, Eastern and China Free Trade Area (CAFTA) Class 1 Beijing Economics Administration University
- Certificate of Technology Use for Business Advantage, Chulalongkorn University, 1997
- ISO 9000 Auditor Training Program Certificate - Moody International, 2000
- Forensic Accounting Certificate: FAC Class 1/2020

**Work History****Present**

- Audit Office Partner, A. M.T. Associates Office
- Member of the Audit Committee, Compensation Fund, Social Security Office
- Ad hoc committee to review the drafting of parcel regulations Accounting & Finance Royal College of Chulabhorn

**Former**

- Member of the Professional Development Committee, The Federation of Accounting Professions under the Royal Patronage
- Assistant Secretary-General of the Federation of Accounting Professions under royal patronage
- Referee On the Audit Standards Committee, the Federation of Accounting Professions under the Royal Patronage
- Subcommittee on The Coordination of Branch Management, The Federation of Accounting Professions under the Royal Patronage
- Subcommittee The subcommittee establishes standards or measures regarding national audit.
- Subcommittee on Strategic Management Development, PTTEP Office

- Advisor to the Internal Control and Risk Management System Thailand Post Co., Ltd.
- Director and Executive Vice President, Asoke Motor Group Co., Ltd.
- Preparatory Working Group on WTO Dispute Resolution Process
- Working group to determine the facts presented by Advanced Info Service Plc. to review the NEB announcement. Re: Rules and Procedures for Preparing Ledger Reports in Telecommunications Neb.
- AMT representatives at the Russell Bedford regional meeting in Hoi An, Vietnam.
- Representative of the Federation of Accounting Professions At the 93rd Asian Federation of Accounting Meeting in Danang, Vietnam.
- Representative of the Federation of Accounting Professions At the 94th Asian Federation of Accounting Meeting in Laos
- Representative of the Federation of Accounting Professions At the 95th Asian Federation of Accounting Meeting in Kuala Lumpur, Malaysia.
- Representative of the Federation of Accounting Professions At the IASB's Meet The Expert 2010 conference in the UK
- Assistant Chief Accountant, Chavalit Hotel
- Assistant Auditor, SGV Na Thalang Office

#### **Supervisor of the Company's Operations**

Company Secretary Perform duties as supervisor of operations.

Duty and responsibility scope of Head of Compliance are as follows :

1. Support the policies and objectives of the company to ensure that there are proper governance practices.
2. Supervise operations and legal work in accordance with the company's policy, and control the process of such operations in an efficient and effective manner, as well as improve the system in accordance with the changing business environment.
3. Communicate and publicize to directors, executives and employees to understand and follow the relevant laws and regulations.



#### Attachment 4 : Information of Asset Appraisal

- None -