

S.Kijchai Enterprise

FORM 56-1 ONE REPORT / ANNUAL REPORT OF YEAR 2023



Contents

Report of the Board of Directors	1
Message from the Managing Director	2
Part 1 Business Operations and Performance	
1. Structure and Operations of the Company	3
2. Risk Management	25
3. Driving Business for Sustainability	30
4. Management Discussion and Analysis: MD&A	43
5. Corporation information of Company	57
Part 2 The Principles of Corporate Governance	
6. The Principles of Corporate Governance	59
7. Corporate Governance Structure and Information of the Board of Directors, Sub-Committees, Executive, Employees and Others	70
8. Corporate Governance Report	84
9. Internal control and Connected transactions	99
Part 3 Financial Statements	111
Part 4 Data Authentication	160
Attachment	
Attachment 1 Information of the Board of Directors, Executives, Controlling Persons and Company Secretary	161
Attachment 2 Detail of the Directors of Subsidiaries	178
Attachment 3 Information of Head of Internal Audit and Head of Compliance	179
Attachment 4 Assets Used in Business Operations and Details about Property Appraisal Items	180
Attachment 5 Policy on Corporate Governance and Code of Ethics	181
Attachment 6 Report of the Audit Committee and Report of the Nomination and Compensation Committee	182

Report of the Board of Directors

In 2023, there were instances of political tension between countries, that continues to occur. In addition, the economic situation has factors of concern regarding the global economic situation. As a result, the market for MDF boards tends to slow down during certain periods of the year. All of these were challenges for the company's operation in terms of managing fluctuating costs, assessing and controlling potential risks, and adjusting strategies to be accordance with the current situation. In this regard, it is considered that the company can manage various crises and generate sustained profitability

However, the company remains committed to operating its business in line with its overarching goals, encompassing the economic, environmental, social, and governance aspects that are fundamental to achieving sustainable growth and generating returns for all stakeholders. The company places great emphasis on studying and refining its production processes, quality control measures, and product performance through collaboration with its subsidiaries to explore new products. Additionally, the company is dedicated to supporting personnel development and maintaining consistent environmental management standards. As a result, the company has consistently earned recognition and approval from both domestic and foreign partners. Furthermore, the company would like to assure that the company is ready to deal with various situations that will occur in the future with a management plan that has been adjusted to be able to overcome various crises. Including, focusing on creating business opportunities to raise the level of competitiveness and grow sustainability.

Finally, as a representative of the Board of Directors, I would like to express my appreciation for all these support and motivation to the company. These have driven us to search for a good quality product and keep improve our service continually, which help us grow repeatedly with confidence. I would like to express my gratitude to all interested person, shareholder, partner, executive officer, employee, and including financial institutions that always trusted and supported us. And please rest assured that we will always committing to operate this company with integrity and ethic, under the concept of good governance for the most benefit for all parties. And we hope that the company will receive a great support from everyone forever and ever.

-Suvit thaniyavarn-

Dr.Suvit thaniyavarn

Chairman of the Board of Directors

Message from the Managing Director

As for the past year 2023, there were instances of political tension between countries that continues to occur, which affects fluctuations in raw materials prices, energy price, and transportation costs. All of these are important factors in the company's operations. In addition, there were concerns regarding the global economic situation. As a result, the demand for MDF boards tends to slow down during certain periods of the year.

From the situation in the past year, the company has focused and placed great importance on studying and developing the production processes, products, and cost management to minimize any potential impacts on the company and all stakeholders. The company has committed to maintain financial stability and consistent performance. Throughout the year, the company has assessed and closely monitored the situation of political tension between countries and international conflicts that occur, ready to adjust our strategies and plans for various areas, including management, production, sales, and marketing, in response to the rapidly changing situation. Moreover, the company places great importance on developing their knowledge, abilities, and skills in various fields and communicating the anti-corruption policy and guidelines to the personnel to acknowledge the importance of strict compliance. In addition, the company operates by adhering to the principles of good governance, responsible management and participating in promoting the conservation of culture and the environment for a sustainable society, community, and environment. Consequently, that overall performance for 2023 will continue to generate profits.

In 2023, the company has sales revenue of 3,268.65 million Baht, decrease from the year 2022 equal to 906.30 million Baht or 21.71%. The cost of sales for the year 2023 is 2,236.15 million Baht, decrease of 259.26 million Baht or 68.41% of sales revenue and the net profit is 424.75 million Baht, decrease from the year 2022 equal to 257.64 million Baht or 37.76%.

Moreover, the company subsidiary, S.Kleber Chemical Co., Ltd., contributes to business by supplying cost-effective glue raw materials and is a valuable source for research and development to improve product properties. Additionally, the company other subsidiary, SKN Kraft and Paper Co., Ltd., is involved in selling and distributing pulp from recycled paper, which will increase the variety of products in the future. These projects mark important steps for the company to increase competitiveness and drive us towards achieving the company's vision.

Lastly, I would like to express my gratitude to the Board of Directors, Executives, customers, shareholders, and partners who confide in our company operations, including our employees who perform duties and assignments with their responsibility. We are committed to utilizing our experiences and proficiency in working in the wood industry for over 30 years and adhering to transparency and good governance, including the Principles of Corporate Governance to drive the Company to grow steadily and sustainable together with the nature, community, and environment.

- Vichai Sangwongkit -

Mr. Vichai Sangwongkit

Managing Director

Part 1

Business Operations and Performance

1. Structure and Operations of the Company

1.1 Policy and business Operation overview

S.Kijchai Enterprise Public Company Limited was originally founded in 2010 under name as S.Kijchai MDF Company Limited. The company's main business activities are to manufacture and distribute MDF boards. In 2016, the company transformed into the public limited company. In 2017, the company has registered itself in the Stock Exchange of Thailand with paid-up capital of 800 million baht. The company operates under policy that focuses on creating quality products with international standards and managing in accordance with the good corporate governance as well as having responsibility to all stakeholders.

1.1.1 Vision, Mission, Goals, and Business operational strategies

Vision

The organization is determined to be one of leaders in manufacturer of wood-based panel in Southeast Asia. The company aimed to create the highest value to customer and related parties under good governance management principle. Additionally, the aim is for to obtain production standard that is high in quality for the sustainability of nature, environment, and society.

Mission

To achieve vision of the organization, the company have mission as follow:

- 1) Manufacture quality products under based on International for standardization
- 2) Aim to develop products focusing on added-value to natural substitution materials
- 3) Respond to the highest customer satisfaction in all aspects
- 4) Promote good management and business operation, develop employee to obtain moral and ethical principle as well as responsibility to society and environment as well as all related parties

Goals and Business operational strategies

With over 30 years of experiences and expertise in wood processed industry, the organization possesses an in-depth understanding of wood processed product. The business begins to expand by using wood resource and added-value from wood bits to wood-based panel. The company use new machine with advance technology for the manufacture process and imported directly from Germany. There is a strict manufacture quality control in every process. The company operates under policy that focuses in creating quality products from international standards. The company also determine to develop manufacture process to be shorter and control the amount used of raw materials to be utmost efficient. This is aim to achieve high quality MDF board that responds to needs of domestic and international

clients. Moreover, the company also promote the development of employees to obtain knowledge, moral and ethical principles as well as responsibility toward society and environment.

1.1.2 Significant changes and development

Significant developments of the Company regarding business operation from the date of incorporation are as follow:

- 2010 : The company registered with registered capital of 600.00 million baht to operate in business to manufacture and distribute MDF board. The company began its operation in construction of factory and machine installment to manufacture MDF board at Klaeng District, Rayong province.
- 2011 : Received investment promotion certificate from the Board of Investment (BOI) and receive tax rights and other rights in related business to MDF manufacture business as stated in Investment Promotion Certificate.
- 2012 : Completed the process of machine installment and begins the test run.
- 2013 : Completed test run as the company began to operate commercially in manufacture and distribution of MDF board, the company starts to distribute to customer domestically and began to export to other countries.
 - : Certified with MDF board manufacturing standard and Thin MDF also received MUTU Certification International that is based on California Code of Regulation 93120.
- 2014 : Extraordinary session of shareholders 12/2014, the company has reached resolution to grant registered capital from 600.00 million baht to 720.00 million baht. The company agreed to release additional 1.20 million common shares with the nominal amount of 100.00 baht to propose to shareholders based on shares holdings.
 - : Received International Standardization ISO 9001:2008 which is the Quality Management System standards.
- 2015 : At the extraordinary session 4/2015, the company reached resolution to reduce paid-in capital from 720.00 million baht to 600.00 million baht.
- 2016 : Received International Standardization ISO 14001:2004 which is the Environmental Management System standards.
 - : At the extraordinary session 1/2016, the company reached resolution to incorporate the company as a public limited company and change the name to S.Kijchai Enterprise Public Company Limited. It is also registered from company limited to public company limited on 14 September, 2016.
 - : In addition, during the same extraordinary session, shareholders also reach resolution to increase registered capital from 600.00 million baht to 800.00 million baht. It also changes the nominal amount of shares from 100.00 baht to 1.00 baht. The release of 200.00 million more common shares with the nominal amount of 1.00 baht to propose to the common public for the first time and obtain common share of the company to registered in Stock Exchange of Thailand.

- 2017 : Received investment promotion certificate from the Board of Investment (BOI) for the second product line and receive tax rights and other rights in related business to MDF manufacture business as stated in Investment Promotion Certificate.
- : The company registered and began trade in Stock Exchange of Thailand for real estate and construction group in construction materials section to expand its production operation. It is also to pay a long-term loan and to use as working capital in business operations.
 - : Received International Standardization ISO 9001:2015 which is the Quality Management System standards.
- 2018 : Received International Standardization of United States Environmental Protection Agency: US EPA which is the reduce Formaldehyde Emission from Composite Wood Product from MUTU Certification International.
- : Registered subsidiary company “S.Kleber Chemical Company Limited” with registered capital of 100.00 million baht to manufacture and distribute glue and chemical. The Common shares worth 10.00 baht per share with 100.00 million baht paid in capital. SKN is 100.00 percent shareholder.
 - : Received International Standardization ISO 14001:2015 which is the Environmental Management System standards.
 - : Completed installation and began the test run for second production line.
 - : Started commercial production and distribution of MDF board from second production line
- 2019 : The Company has signed Solar Roof Investment Project Agreement to generate electricity for use within the factory on 27 July 2019.
- : Received Green Industry Level 3 (Green System) standards. which is Systematic environmental management standards including monitoring, assessment, and review for continuous improvement.
 - : Received FSC™-COC (Chain of Custody) standards. Which is the Company's Product are manufactured from wood of the responsible forest management.
- 2020 : The solar roof project completed installation of solar rooftop panels, started its operation and generate electricity to the system.
- 2021 : S.Kleber Chemical Company Limited (subsidiary) started commercial production of glue and chemicals.
- : Establishment of SKN Kraft and Paper Company Limited (subsidiary) to operate the business of recycle waste paper by separating the plastic and metal out, refining and drying to make recycled pulp and paper with the registered capital of 500 million baht, divided into 50,000,000 ordinary shares, at the par value of 10 Baht per share. SKN is 100 percent shareholder.
- 2022 : Received the SET Awards 2022 in the group of Business Excellence Awards, Best Company Performance Awards of company listed on the Stock Exchange of Thailand (SET) with a market capitalization of over 3,000 million baht but no more than 10,000 million baht and nominated outstanding CEO Awards of CEO of company listed on the Stock Exchange of Thailand (SET).
- 2023 : The Company has signed Solar Floating Investment Project Agreement to generate electricity for use within the factory on 30 January 2023.

1.1.3 Whether the usage of fund received from the offering is in compliance with the purposes specified in the filing / the offer for sale of equity or debt instruments

The Company used the money in accordance with the notified purposes. The Company has not conducted fund raising or offered any other securities or instruments after the initial public offering.

1.1.4 Pledge of Securities in the Registration Statement Form and/or Approval Criteria (if any) and/or Criteria to list securities of SET

- None -

1.1.5 Information of Company

S.Kijchai Enterprise Public Company Limited

Headquarter office 99/9 M.7 Huay Yang Sub-district, Klaeng District, Rayong Province 21110

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Fax +66 (0) 3892 8189

Email skn@kijchai.co.th

Type of business Manufacture and distribution of MDF board

Company registration 0107559000435

Types and quantity of shares Ordinary shares of 800,000,000 shares

Website www.skn.co.th



1.2.1 Revenue structures

S.Kijchai Enterprise Public Company Limited previously name as S.Kijchai MDF Company Limited registered as a company on 28 September 2010 by S.Kijchai group and Sahakij group and has registered as a public company on 14 September 2016. In 2017, the company has registered itself in the Stock Exchange of Thailand on 31 December 2018 with paid-in capital of 800 million baht. The main product of the company is Medium Density Fiber Board of MDF board.

1.2.1 Revenue structures

Main revenue of the Company is from proceeds of sales which is equivalent to 99 percent of the overall earnings. Approximately 93-97 percent of the proceeds of sales are export earnings. However, domestic earning is only 3-7 percent of the Company. The revenue structures for 2021 - 2023 are display in the table below.

Total revenue for 2021 – 2023

List of Items	For the fiscal year ended December 31					
	2023		2022		2021	
	Million baht	Percentage	Million baht	Percentage	Million baht	Percentage
Revenue from sales	3,268.65	99.47	4,174.95	99.69	4,180.40	99.71
- Export	3,081.33	93.77	4,017.88	95.94	4,037.46	96.30
- Domestic	187.32	5.70	157.07	3.75	142.95	3.41
Other revenues	17.26	0.53	13.02	0.31	12.04	0.29
Total revenue	3,285.91	100.00	4,187.97	100.00	4,192.44	100.00

1.2.2 Product Information

1. Types of products and services

The Company manufactures and distributes Medium Density Fiber Board or MDF Board which is a Wood-based Panel in the type of Fiber Board. It is produced from using rubber wood fiber combining with binder substance which is Urea Formaldehyde Resin Chemical glue and compound into one board.

Wood-based Panel is a product that has been apply from knowledge and technology in making wood by enables the use of different parts of wood that cannot be use and press into a wooden board. This is to substitute for the use of natural wood which is difficult to find and high price in the present day. Types of popular Wood-based panel in the furniture industry can be divided into 3 main types 1) Plywood 2) Particle Board and 3) Fiber Board. MDF which is the main product of the company is considering a Fiber Board.

Fiber Board is made by using branches or tips of tree with high floss and grind into fiber and use the fiber to press into board with high heat. Chemical glue will help to bind wood into a board. Fiber Board can be divided into 2 types based on the density which are 1) Medium Density Fiber Board or MDF and 2) High Density Fiber Board). Both types of Fiber Board have different density so the strength in term of flexibility in angles may differ. Nevertheless, these two types of fiber board use the same production process. Thus, the machine of the Company will be able to adjust accordingly to manufacture both types of wood.

Medium Density Fiber Board or MDF is a Wood-based Panel with the quality close to the nature and can be applied in different purposes. This is especially with the manufacture of furniture such as cupboard, bed or office equipment. It can also be used in construction works, decoration works and kitchen utensils such as window frame, door frame, or wall.

High Density Fiber Board or HDF is a Wood-based Panel as well as MDF board, it has a dense texture and high strength, suitable for applications that require strong or impact resistant. It can also be used in construction, decoration, and kitchen utensils such as floor, partition wall, door, window, etc.

Thus, the characteristic of MDF and HDF as manufactured by the Company are as follows.

- Size of product : The size of product that can be manufactured by the Company is 8 feet width and 24 feet height and can be cut into smaller pieces based on customer purchasing orders.
- Product : The Company can adjust the thickness level of product from 1.0 millimeters to 30.0 millimeters. The groups of thickness are as follow.
- **Super thin board** has thickness from 1.0 millimeters to 2.4 millimeters
 - **Thin board** has thickness from 2.5 millimeters to 4.0 millimeters
 - **Medium board** has thickness from 4.1 millimeters to 9.0 millimeters
 - **Thick board** has thickness from 9.1 millimeters to 25.0 millimeters
 - **Super thick board** has thickness from 25.1 millimeters to 30.0 millimeters
- Special properties of the product : The Company manufactures and distributes the special properties of the product as follows.
- High Moisture Resistant MDF/HDF Board
 - FSCTM MDF/HDF Board
 - Fire Retardant MDF/HDF Board (FR)
- Product safety standards : The Company uses Urea Formaldehyde Resin chemical glue which is a binder substance to compound fiber of the wood. The types of Urea Formaldehyde Resin that the Company use for its manufacture is categorize based on the standard in quantity measurement and the evaporation of Formaldehyde in the product based on environment standard for furniture products. There are 3 types of substance that cover the market almost around the globe as follow.
- European standards
 - E1 : Formaldehyde \leq 8 milligrams per 100 grams of board
 - E2 : Formaldehyde $>$ 8 milligrams but $<$ 30 milligrams per 100 grams of board
 - USA standards
 - CARB P2 : thickness \leq 8 millimetres, Formaldehyde \leq 0.13 ppm
 - CARB P2 : thickness $>$ 8 millimetres, Formaldehyde $<$ 0.11 ppm

Standards/certification and interests of the Company

The Company operates according to the policy that aim to create quality in products and sustainable working standards as well as development in international standard process as certified by several institutes to respond to the needs of domestic and international customers as follows.

Standards/Certifications

MUTU Certification International First certified on April 2013	Received production standards for Medium Density Fiber Board based on California Code of Regulation 93120 standards
MUTU Certification International First certified on April 2013	Received production standards for Thin Medium Density Fiber Board based on California Code of Regulation 93120 standards
ISO 9001:2015 First certified on December 2017	Received Quality Management System standards
MUTU Certification International First certified on March 2018	Received International Standardization of United States Environmental Protection Agency: US EPA from MUTU Certification International.
ISO 14001:2015 First certified on July 2018	Received Environmental Management System standards
Green Industry First certified on March 2019	Received Green Industry Level 3 (Green System) standards.
Bureau Veritas Certification First certified on August 2019	Received FSC™-COC (Chain of Custody) standards.

Investment Promotion Certificate from the Board of Investment (BOI)

Investment Promotion Certificate from the Board of Investment for the second production line.	<p>The Company received Investment Promotion since 4 July 2017 and has received tax rights which consist of exemption of import duty for machine and juristic person income tax exemption with the total value of no more than 1,928,000,000 baht for 3 years from the start of the revenue from business and The Company also has been allowed to not acquire dividend from the business received from the Investment Promotion Certificate to calculate and pay for income tax for the whole period of the certificate juristic person income tax exemption. Thus, the Company received extension of tax rights for the second production line for additional 5 years after the first session of tax right has expired. Which received the right for 8 years since the start of revenue from business.</p> <p>The Company has earned income from business operations that received investment promotion as above on 1 October 2018 and will be expired on 30 September 2026.</p>
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Innovation Development

The company places great importance on product quality and creating value for all stakeholders, conducts studies and develops our production processes for maximum efficiency to ensure that our acquired resources are used effectively. The company is continuously developing products to meet the needs and applications of customers. We also collaborate with government agencies and private sectors in research and development of by-products from our production process for the benefit of the community. Furthermore, the company conduct joint research and development of glue with the company's subsidiary to increase the efficiency of our production.

(Unit : Million baht)	2023	2022
Research and Development Costs (R&D)	35.63	35.63

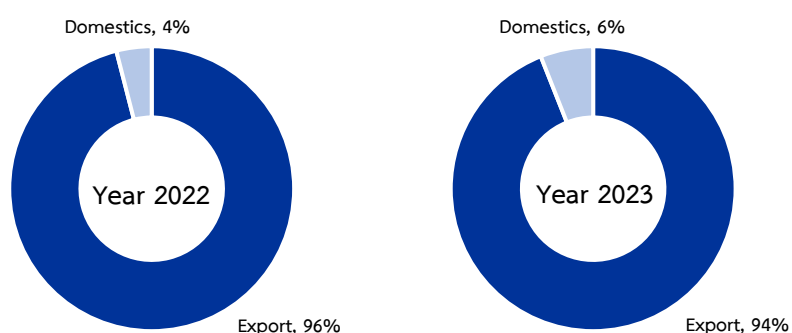
2. Market and competition

In 2023, the Company's marketing activities aim to operate in accordance with the vision and mission by focusing on sell products with special thickness or properties, increase the sale ratio of customer in new regions and the ratio of direct sales channels. Additionally, the Company also keeps monitoring the changing situation, or any situations that may affect sales and marketing both directly and indirectly. Including keep contact with customers through various channels according to the situation for a timely response.

Types of customer and target customers

The Company is determined to expand its customer base to cover all regions in the global stage by focusing on creating the highest value to customers in all aspects with good service and quality products from international standards. Most of the products of the Company are a Custom Made Order with small number of products that is manufacture for Made to Stock. The ratio of the import earning is equivalent to 94-96 of total earnings of the Company.

The ratio of the revenue from overseas sales and domestics sales for 2021 – 2023



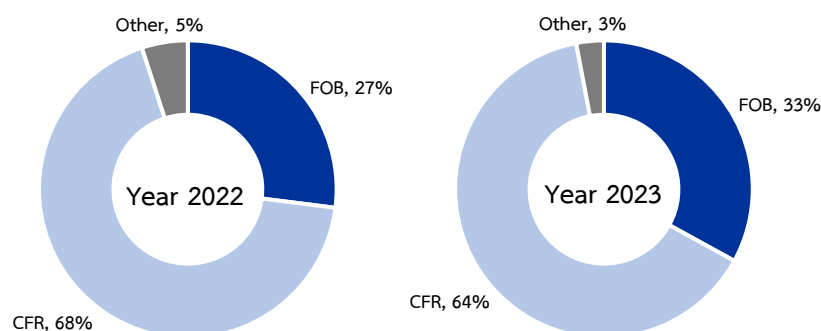
The target group of the Company domestically and internationally can be divided into 3 main groups as follows.

1. **Wholesalers / Distributors** This group of customers will have their own customer base which could be large scale wholesalers who will work as an agent in importing and export MDF board and other construction materials to their own customer base. This group of customers usually purchase high volume and purchase consistently.
2. **Furniture manufacturers and construction companies** will purchase MDF board as a raw material to produce products or use as materials for manufacture of furniture, interior decoration or as part of Built-in furniture.
3. **Wood laminate factory** will purchase MDF board to operate in additional production process by adding to wood surface with Veneers wood or Melamine board before distribute to furniture factory, construction companies, or other distributors.

Main group of the Company's customers are international clients especially in Asia Pacific region including Southeast Asia and the Middle East. Thus, for general international customers, the Company will set prices in 2 types which are. This is according to the needs of the customers.

- 1) **Free on Board Loading Port (FOB)** price which is price of products in the case that the Company will be responsible for shipping expenses until the freight.
- 2) **Cost and Freight (CFR)** price which is price of products that including freightage.
- 3) **Other selling price** include Ex Works (EXW) and Free Alongside Ship (FAS)

The ratio of revenue from sale divided by incoterm for ปี 2022 - 2023



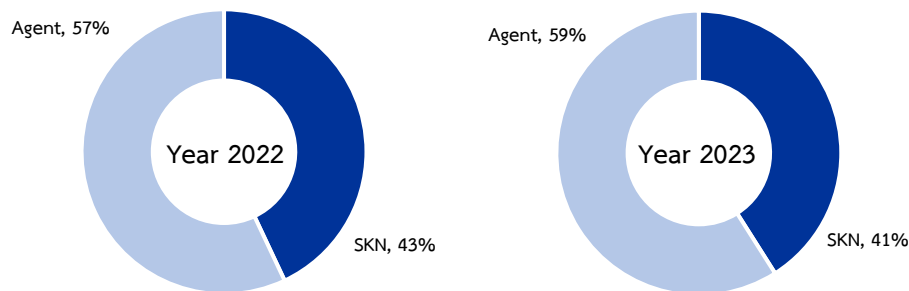
Distribution channels

Distribution channels of the Company can be divided into 2 main channels which are through agents or direct sales to the customers. The ratio of distribution channel through agents and direct sales to customers is equivalent to 59 percent and 41 percent from overall earnings, respectively.

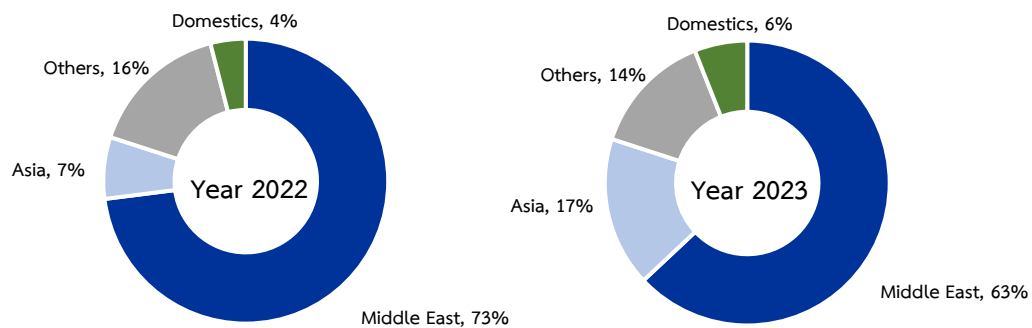
Thus, the Company has a strategic plan for sales and marketing activities by focusing on direct sales to both existing customers and new market through different distribution channels. The Company also continually studies and develop products to respond the various needs of customers. Including study new market in other countries or regions to seek for growing potential market of the MDF board product. As a result, in 2023 the sales in new regions have increased accordingly to the plan.

However, in 2021- 2023, the Company did not sales through any agents more than 30 percent of the overall sales.

The ratio of revenue from sale divided by Sale channel for 2022 – 2023



The ratio of revenue from sale divided by Country Distribution for 2022 - 2023



Competition strategy

With experiences and high expertise in wood-panel industry for more than 30 years, the Company has an in-depth understanding with wood-based panel manufacture. The Company uses new imported machine from Germany whom are leader in wood-based panel technology with advance and modern machine, strictly control in all productions process as well as determine to develop production process to be short and precise. The Company also controls the use of raw materials to be utmost effective and product development to increase competitiveness resulting in the Company ability to manufacture quality MDF board, delivers to the customers on time, and there're products to responds the various needs of customers, continues to maintain trading relations.

Industry conditions

Wood-based panel industry

Wood-based panel is a raw material that can be used in different industries. The main industries are furniture industry and construction materials industry. For the construction materials, it will be used as floor, pillar structures, doorframe, and window frame. In general, wood-based panel is divided into 2 types based on the types of products which are Sawn timber and wood-based panel.

- 1) **Sawn Timber** is using large trunk to cut into an appropriate size and quality and press as well as coated with chemical solutions to maintain the quality before distribution. Sawn Timber produced from several types of perennial plants which is a hardwood; teak, Burma Padauk, rosewood, and Siamese Rosewood. The example of soft wood is rubber wood.
- 2) **Wood-based Panel** is a product that applied from knowledge and technology by using different minor parts of tree from the wood-based process such as wood bits and pieces that are too small to use as sawn timber including branches and tips to adjust into wood-based panel. This will be a substitute product as large piece of trunk is rare and has high price in the present day.

MDF industry

MDF board raises its popularity to manufacture furniture and decorations as it has closest quality to the natural wood with lower price when comparing to others natural wood. In 2023, the economic situation has factors of concern regarding the global economic situation. In addition, there is a situation of international political tension that continues to occur. As a result, the market for MDF boards tends to slow down during certain periods of the year.

Competitive situations

The competition in MDF board industry is mainly a competition in the international market. This is because important markets of the Company as well as other manufacturers in Thailand are international customers. Thailand is also one of the key manufacturers and distributors of MDF in the global stages for several years.

MDF manufacturers in Thailand

Thailand is considered one of the leading countries for MDF board manufacturer to distribute in Southeast Asia and in the global stage. The main export markets for major manufacturers in Thailand are countries in the Middle East, Vietnam, Taiwan and United States of America.

According to the statistic collected and disclosed in website, it showed the amount of MDF board manufacture in Thailand that has continuously grow. As main factories of MDF manufacturers in the country usually will locate in the South or Eastern part of Thailand. This is because it is located near important rubber plantation. In 2023, the production capacity of 9 major distributors is equivalent to 1.59 million cubic meters per year. If taking into consideration of the highest production capacity of the Company that is equivalent to 500,000 cubic meters per year, it will be equivalent to 9.64 percent of the country's production capacity. Thus, the Company is a medium scale manufacturer in the industry. However, although the Company's production capacity is not high when compared to the major manufacturers of the country, but the company keeps developing competitiveness in order to produce quality products to responds the utmost needs of customers.

The production capacity of major MDF board manufacturers in Thailand

Company	Location	Highest manufacture volume in MDF production (cubic meter per year)
Vanachai Public Company Limited	Chonburi Saraburi Suratthani	1,380,000
Metro M.D.F Company Limited	Nonthaburi Kanchanaburi	1,200,000
Panel Plus Company Limited	Songkhla	670,000
Siam Fiber Board Company Limited	Songkhla	570,000
S.Kijchai Enterprise Public Company Limited (“the Company”)	Rayong	500,000
Seangsiri Parawood Company Limited	Surat Thani	270,000
Rayong MDF Company Limited	Rayong	256,700
Wise wood Company Limited	Phetchaburi	240,000
Agro Fiber Company Limited	Prachinburi	100,000
Total		5,186,700

Source: Information from companies and list of annual company information (form 56-1) /annual report and each company websites

3. Products and services acquisition

Production base and production capacity

At present, the Company has one MDF board factory which is located at Klaeng district, Rayong province with the total area of 236-1-51 rai. The factory production operation on a daily basis for 24 hours which consist of two production line.

1st Production line The highest capacity of first production line is approximately 20,000 cubic meters per month.

2nd Production line The highest production capacity is approximately 21,600 cubic meters per month.

In 2023, both of production lines used approximately over 90 percent of highest production capacity.

The main machine of the Company is import from Germany who is the leader in machine manufacturer of different types of Wood-based panel that is widely accepted globally. The machine of the Company is an automatic continuous process that uses advanced technology in production and control all command with computers. In addition, the machine manufacturer also has assistance team that supports for any issues or errors of the machine through 24 hours online system.

Previously, the Company prioritizes the quality and efficiency of the production process. There is also an improvement of machine and factory efficiency. It focuses on maintenance of the machine, security system and preventive maintenance. Additionally, the Company also continuously improve the production process by obtain production data in the past to analyze and improve production formula. This is so it will be suitable for the machine and products in each work and plan production by specify types of machine and types of raw material to create consistency to prevent the loss during production process and shorten the time of production process.

Production processes

The first step in the fiber board production process starts from preparing the raw material by bringing wood raw material in to Debarker machine to be left only the trunk. The trunk will be cut into chips and will be deliver to the steamed process to soften the wood and grind it to fiber. Urea Formaldehyde will be injected to bind wood fiber together as it will enter the process of Dryer as well as contaminant segregation process. This will reduce other contaminants to dry the wood fiber and reduce contaminant. Next step is to put into wood forming machine and to the process of pressing the wood with high pressure and heat. This will transform the wood fiber into a hard board (Master Board), then waiting for the board to cool down and harden. The next process will be sanding and cutting the board. There will be a quality control for the entire production process. The product that has passed quality control will be packed and store in a warehouse for further shipment.

Raw materials acquisition for production

The main raw materials that use to manufacturer MDF board are divided into 3 main types which are 1) rubber wood materials 2) chemical glue in the form of Urea Formaldehyde Resin and 3) other chemical substances such as Ammonium Chloride (adhesives agent), Urea substance and wax. The main materials of the Company such as raw materials, rubber wood, chemical glue and other substances can be found from resources in the country. The acquisitions for each type of raw materials are as follow.

1. Rubber wood materials

At present, almost every wood material of the Company for the manufacture of MDF board comes from branches and tips of rubber wood as well as other parts of rubber wood with the diameters between 2-6 inches. Additionally, beside rubber wood, other wood with high fiber including eucalyptus is also use to manufacture MDF board. Since rubber wood is an economic plant with high volume of planting in the country as well as in the Eastern region of the country, where the factory of the Company is located, the Company decided to use rubber wood as the main material in production.

The main source of rubber wood materials of the Company came from the rubber plantation in the Eastern part of the country. The area will cover from Rayong, Chantaburi, Trat, Prachinburi, Chachoengsao, and Sra Kaeo. In addition, the Company also purchase rubber wood materials from other regions of Thailand to diversify the Company's raw material sources. At present, the Company is also open for purchase of wood branches and rubber wood tips from minor wholesalers, wood agents or sawmills. These groups will mainly take rubber plantation in each area and distribute to the Company. The process of purchase will be based on the policy in wood materials purchase which will take into consideration from the market price in the purchase of wood and the amount of production needs in each period.

2. Chemical glue materials

Urea Formaldehyde Resin is an important raw material for the production process of the Company. It is use as a fiber binder substance to press into a board. At present, there are several types of Urea Formaldehyde that the Company purchased for its production process. Each type will differ in term of Formaldehyde substance and other ratio of chemical solutions mix in the chemical glue. Glue is an important raw material and the quality of the chemical glue will affect directly to the efficiency and quality of the product. The present, the Company purchases Urea Formaldehyde Resin from S.Kleber Chemical Company Limited, the subsidiary. This is regarded as the Company's major supplier of

chemical glue that can ensure the quality of chemical glue materials used in its production. In addition, the Company continues to purchase chemical glue materials from other major domestic manufacturers that have their own factories and has passed the quality control test. However, the factors that the Company uses to select the distributors will depend on the type of chemical glue that the Company need to purchase and the proposed price in each time. Each types of chemical glue is different and the purchase from different distributors will be store in a different places to prevent the chemical to be confound which may result in the quality of the glue and products.

3. Other chemical materials

There is a small ratio in production process for other chemical substances when comparing to wood raw material and chemical glue materials. The main materials are Urea and wax. Other materials that the Company uses can also be resource within the country. Nevertheless, the Company will have contact lists for each of distributors for each types of chemical substance. The Company will consistently compare the price and quality before making a purchase. Most chemical substances can be purchase from distributors in the country. Only some types of substance will need to be purchase from abroad which will also depends on the proposed price in comparison.

In 2023, the Company purchased chemical glue material from small group of large-scale manufacture. There was a purchase of more than 30 percent from the overall purchases to some of the distributor. The Company may encounter the risk of distributor dependency for chemical glue. This can be shown in the details in topic 2 “Risk Management”, sub-topic 2.2.2 “Risk result from the deterioration of chemical glue materials and risk from the dependency on small groups of chemical glue distributors”. Beside glue material, the Company also depends on any supplier for wood materials equivalent to more than 30 percent of the overall purchases. This could result in the Company to encounter risk in dependency on small number of wood distributors. Additionally, the Company will also encounter other risks related to wood materials such as sufficiency of wood materials, price fluctuation, and product deterioration as shown in topic 2 “Risk Management”, sub-topic 2.2.1 “Risk factors related to wood materials.”

4. Assets Used in Business Operations

Main Fixed Assets and intangible assets in Business Operations of the Company and the subsidiaries

S.Kijchai Enterprise Public Company Limited

As of 31 December 2023, the Company has total the main fixed assets and intangible assets in the Company's operation shown as follows:

Item	Characteristics of Ownership	Net value (Million Bath)	Obligations
Main fixed assets			
Land and Structures	The Company is owner	596.51	-
Machine and Equipment	The Company is owner	1,556.81	-
Total main fixed assets		2,153.32	
Intangible assets		12.64	

S.Kleber Chemical Company Limited

As of 31 December 2023, S.Kleber Chemical Company Limited has total the main fixed assets and intangible assets in the company's operation shown as follows:

Item	Characteristics of Ownership	Net value (Million Bath)	Obligations
Main fixed assets			
Land and Structures	The subsidiary is owner	127.51	Collateral for loans from financial institutions
Machine and Equipment	The subsidiary is owner	157.25	Collateral for loans from financial institutions
Total main fixed assets		284.76	
Intangible assets		14.57	

SKN Kraft and Paper Company Limited

As of 31 December 2023, SKN Kraft and Paper Company Limited has total the main fixed assets and intangible assets in the company's operation shown as follows:

Item	Characteristics of Ownership	Net value (Million Bath)	Obligations
Main fixed assets			
Land	The subsidiary is owner	144.51	-
Total main fixed assets		144.51	
Intangible assets		-	

Investment in subsidiaries and joint venture company Policy

The Company has the policy to invest in any subsidiaries and associates having relevant objectives of business operations or any entities supporting the Company's short- and long-term business operations and focuses on investment in any entities having growth potential and generating satisfying investment returns. For any investment in subsidiaries or associates, the Company has to take into account the necessity, suitability and benefit of the Company and its shareholders.

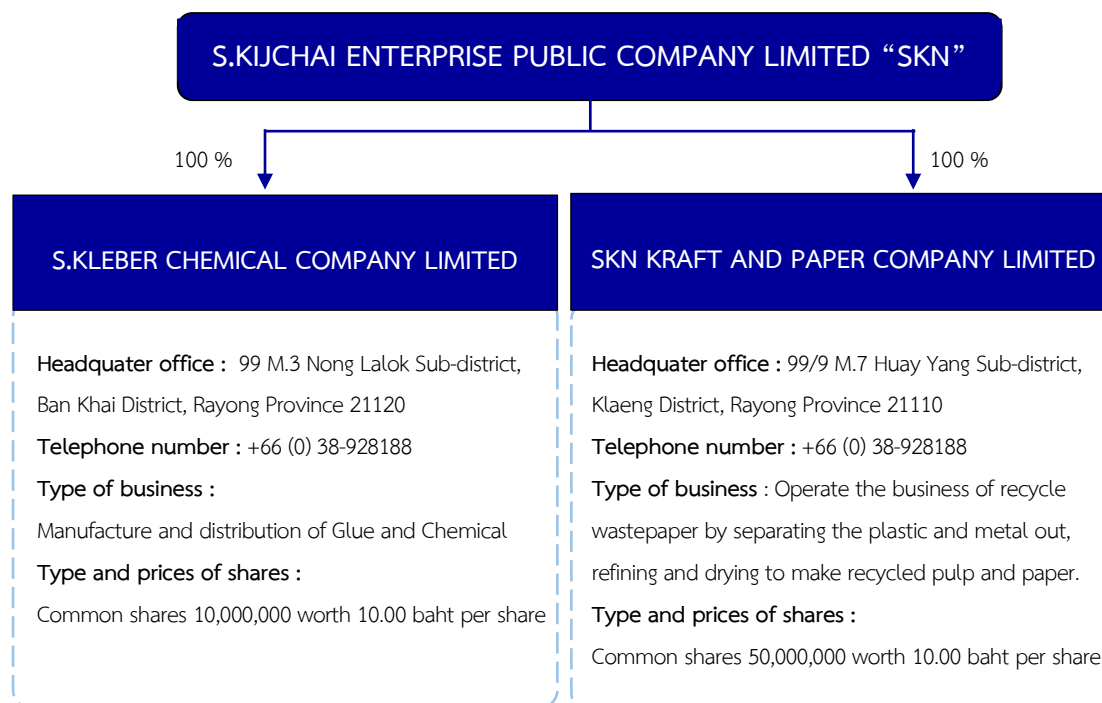
5. Incomplete Delivery

- None -

1.3 Shareholder Structure of the Group

1.3.1 Shareholder Structure of the Group

On 31 December 2023, the group company has the shareholder structure is as follow:



1.3.2 Person with potential conflicts who holds more than 10% of the shares are entitled to vote in subsidiary companies.

- None -

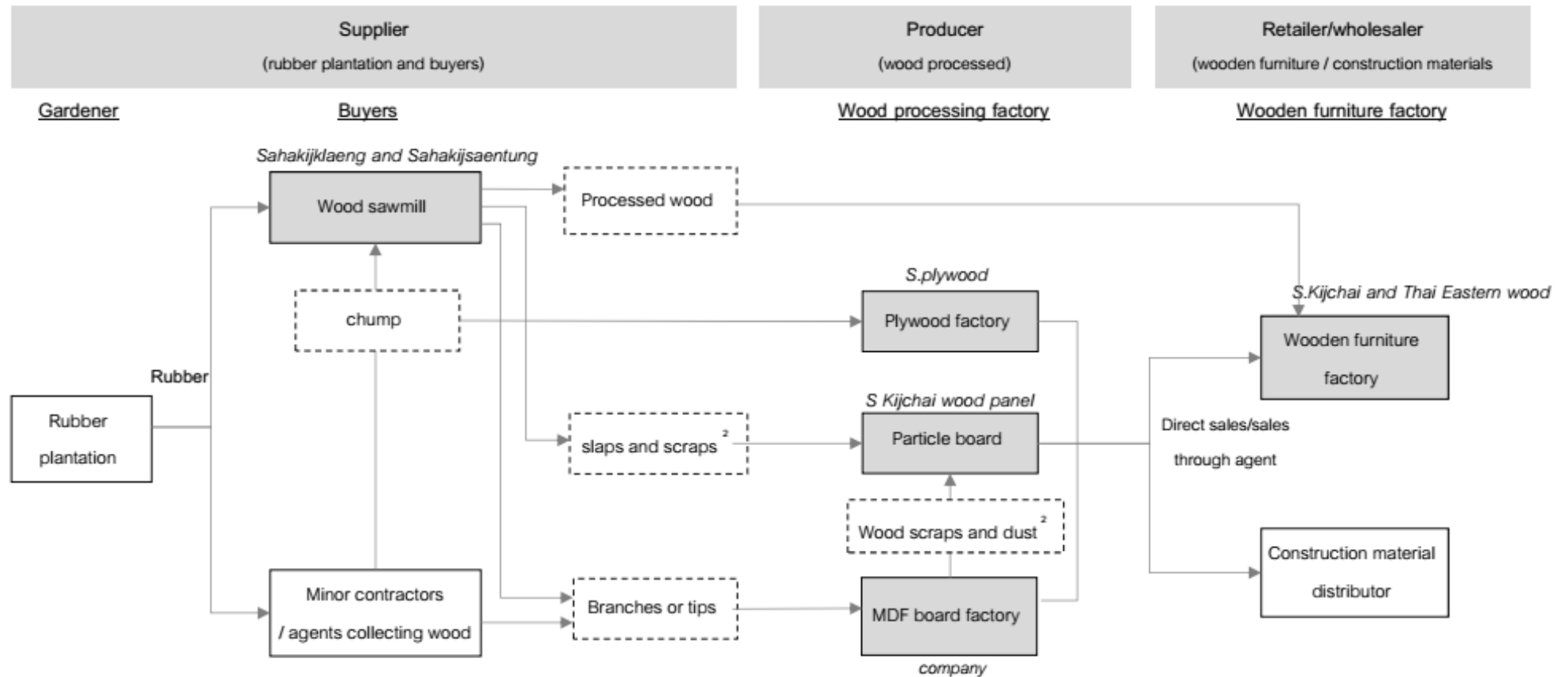
1.3.3 Major shareholder relations

Two main shareholder groups are S.Kijchai Group and Sahakij group. Thus, the details of each company that possess shares by S.Kijchai and Sahakij as well as rubber wood business operations in industry can be conclude as follow.

Company name	Year of establish	Type of business	Provinces	Shareholders (%)		
				S.Kijchai Group	Sahakij Group	Others
S.Kijchai Co., Ltd.	1981	Furniture manufacture and distribution	Rayong	100.00	-	-
Sahakijklaeng Co., Ltd.	1992	Rubber wood sawmill	Rayong	-	100.00	-
Thai Eastern Wood (1987) Co., Ltd.	1994	Furniture manufacture and distribution	Rayong	84.22	15.78	-
S.Kijchai Wood Panel Co., Ltd.	1997	Manufacture and distribution of Particle board and fuel briquettes	Rayong	100.00	-	-
S.E.P Worldwide Co., Ltd.	2002	Rubber wood sawmill	Phang Nga	33.33	-	66.67
Sahakij Saentung Co., Ltd.	2003	Rubber wood sawmill	Trat	-	100.00	-
S.Plywood Co., Ltd.	2004	Manufacture and distribution of plywood	Rayong	50.00	50.00	-
Klaeng Packing Wood Co., Ltd.	2004	Manufacture and distribution of pallet wood	Rayong	-	40.00	60.00
S.Kijchai Enterprise PCL. “the Company” ^{1/}	2010	Manufacture and distribution of MDF board	Rayong	53.18	23.15	23.67
S.Kijchai Bueng Kan Co., Ltd.	2015	Rubber wood sawmill	Bueng Kan	100.00	-	-
Sahakij Trat Co., Ltd	2016	Rubber wood sawmill	Trat	-	100.00	-

^{1/} Information of shareholding proportion as at 2 January 2024

Supply Chain diagram for rubber wood processing industry and S.Kijchai group and Sahakij group within the chain



Remark:

¹ Sawmills that contract directly from rubber plantation owner mainly will be a large scale sawmills. However, a smaller scale sawmills will mainly use the method of purchasing chump from minor contractors or agents.

² Wood scraps and bits are by-product of wood processed from sawmills and wood bits and dust is by-product of MDF board manufacture process.

This means current operated business that consists of company that obtain shares by S.Kijchai Group and/or Sahakij Group.

1. Relations between company and shareholders group with related business operations

Two shareholders groups are S.Kijchai group and Sahakij group, both possess high experiences and expertise in different business related to rubber wood industry for over 30 years. Both groups operated wood sawmill business, which consist of, procure rubber plantation to eliminate rubber plant and segregate each part of rubber wood. The next process is to deliver raw materials to wood panel factory under the operation of company's shareholders that operate business in manufacture and distribution of plywood board, particleboard, and MDF board. The product received from wood panel factory will be further use as materials for furniture manufacture factory.

Business operations of Sahakij Klaeng and Sahakij Saentung consist of related business transactions

These two companies operated in business that interrelated by purchasing wood raw materials from Sahakij Klaeng and Sahakij Saentung. All two companies operated wood sawmill business by purchasing rubber plantation. They will use large trunks to use as raw materials for sawmill and use the other remnants such as branches and tips to distribute to the company. This is to prevent the conflict of interest between business transactions to other shareholder companies. S.Kijchai group and Sahakij group compile interrelate policy to use as a practical approach as well as processes to maintain and operate to ensure the confident that the business relations of companies under both groups will be transparent with clarity.

The company also compile policy regarding the purchase of wood raw materials to specify standardized method. This is to set standard price to every sellers without taking into consideration whether the seller is third party or company under the operation of third party or related companies. However, it is aim to consider the adequacy of raw materials and most importantly, benefits to the company.

Business operations and product line of S.Kijchai Wood Panel and S.Plywood possess some similarities

S.Kijchai Wood Panel and S.Plywood operate business that is similar to those of the company. Each company manufacture and distribute Wood-based panel in different types. The products of S.Kijchai Wood panel, S.Plywood and the company are particleboard, plywood board, and MDF board, respectively. Each product is often use in decoration and construction industry as well as furniture manufacture industry.

Nevertheless, if evaluate from the basis of business operations from both companies, it can be seen that in the future they might build business in manufacture and distribute MDF board to compete with the company. However, this has lower possibility that it could lead in the conflict of interest because each type of machine and type of board process differs. Thus, if S.Kijchai Wood Panel and S. Plywood begins operate MDF board business, they will need to install new machine, which will use high cost of investment. Moreover, S.Kijchai Wood Panel have cease production of particleboard since February 2016 and still do not have plan to re-manufacture particleboard. Additionally, S.Kijchai Group and Sahakij have policy to expand business and distribute fiber board through the company investment.

The company has created policy on Non-Competition Agreement with shareholders and board of every S.Plywood and S.Kijchai Wood Panel as well as parties in Sahakij Group whom are not part of shareholders as well as board members of S.Plywood and S.Kijchai Wood Panel. This is to show the intention in not operate or create business transaction in the future that will be compete against the company. The types of business are MDF board business, fiberboard business, and particleboard business. This is to prevent business competition, which could arise in the future.

2. Relations between the company and its related parties toward other companies that also obtain the name of ‘S.Kijchai’ similar to the name of the company.

The major shareholders of the company operate different types of business related to rubber wood panel for a long period. The company was established to operate on related business in several companies. Companies that S.Kijchai took parts in and became the major shareholder will consist of “S.Kijchai” after the name of the shareholder. Thus, the related companies will consist of “S.Kijchai” similar to the company that operate in the business regarding rubber wood panel industry: 1) S.Kijchai Co., Ltd. 2) S.Kijchai Wood Panel Co., Ltd. and 3) S.Kijchai Bueng Kan Co., Ltd.

However, although the name of three companies consist of “S.Kijchai” similar to the company but the relation of the stated company will be through the major shareholder and joint board members as well as interrelate business only. This is the regular business transaction of the company and it does not have further relation as a subsidiary or joint venture of the company.

Thus in 2023, the transactions achieved by the company toward related parties have rationale and necessity for specific transactions. The details are shown in topic 9 “Internal Control and Connected Transactions”, sub-topic 9.2.1 “Connected transactions between companies/related parties”.

1.3.4 Shareholders

1. Shareholder Structure

As of 31 December 2023, the company’s share distribution is as show in the following table.

Shareholders	Number of shares	% shares
Paid-up registered capital	800,000,000	100.00
Thai shareholders	798,566,800	99.82
- Juristic persons	409,623,061	51.20
- Natural persons	388,943,739	48.62
Non-Thai shareholders	1,433,200	0.18
- Juristic persons	1,423,100	0.18
- Natural persons	10,100	0.00

2. Name lists of the major shareholders

1. Name lists and acquired shares of the top 10 highest shareholders on Record Date on 2 January 2024

No.	Shareholders	Acquired shares	%
1	S.Kijchai Capital Co.,Ltd	400,800,000	50.100
2	Mr. Sanguan Saengwongkij	54,600,000	6.825
3	Mr. Somnuk Sangwongkij	52,700,000	6.588
4	Mrs. Malai Tangsupa-anan	16,552,000	2.069
5	Mr. Somwang Thorananoppakao	16,102,800	2.013
6	Mr. Surasuk Saengwongkij	16,060,000	2.008
7	Ms. Saengchandar Saengwongkij	15,597,100	1.950
8	Ms. Suchitra Saengwongkij	15,000,000	1.875

No.	Shareholders	Acquired shares	%
9	Mrs. Supacha Charoensemsakul	14,708,100	1.839
10	Mr. Surasit Saengwongkij	14,350,000	1.794
11	Minor shareholders	183,530,000	22.941
Total		800,000,000	100.000

2. Details of shareholders of S.Kijchai Capital.Co.,Ltd. (which is a Holding Company) updated on 31 December 2023

No.	Shareholders	Acquired shares	Percentage of total shares (%)
1	Mrs.Natthaporn Arayaprakarn	100,000	10.00
2	Miss Natnaree Arayaprakarn	50,000	5.00
3	Miss Kanokporn Arayaprakarn	50,000	5.00
4	Mrs. Kitiya Niebler	50,000	5.00
5	Miss Ratikom Sangvongkit	50,000	5.00
6	Mr. Chalinwath Saengwongkij	50,000	5.00
7	Miss Vichuta Saengwongkij	50,000	5.00
8	Miss Thanyathon Saengwongkij	50,000	5.00
9	Miss Sunisa Sangwongkij	50,000	5.00
10	Mr. Chaiwat Taweepiriya	50,000	5.00
11	Mr. Kunanon Taweepiriya	50,000	5.00
12	Miss Varisara Taweepiriya	50,000	5.00
13	Miss Variya Taweepiriya	50,000	5.00
14	Mr. Vichai Sangwongkit	50,000	5.00
15	Mrs. Aimorn Sangwongkit	50,000	5.00
16	Miss Orawan Sangwongkit	50,000	5.00
17	Mr. Harnsiri Sangwongkit	50,000	5.00
18	Mr. Harnkij Sangwongkit	50,000	5.00
19	Mrs. Supa Saengwongkij	30,000	3.00
20	Mr. Vichien Saengwongkij	20,000	2.00
Total		1,000,000	100.00

3. The Shareholding agreement

The Shareholding agreement between major shareholders and the Company will affect the Offerings or the management of the Company. The agreement consists of the cosigner companies.

- Name of contract : - Agreement on First Right of Refusal dated on 20 October 2016
- The agreement for First Right of Refusal will end on 18 November 2016
- The revision of agreement on First Right of Refusal on 18 November 2016
- Types of contract : Agreement on First Right of Refusal regarding the purchase of rubber wood

Partners of contract : - S.Kijchai Enterprise PCL. (“the Company”)

- Sahakijklaeng Co., Ltd
- Sahakij Saentung Co., Ltd
- SahakijTrad Co., Ltd *

(*The related cosigner agreed to have SahakijTrad Co., Ltd to end its role as a cosigner in the First Right of Refusal agreement. It is considered void and ineffective as a cosigner to SahakijTrad Co., Ltd, according to the end of cosigner agreement of First Right of Refusal agreement, dated 18 November 2016)

Types of relation : (1) Some of major shareholders within the Company is also a shareholder and/or board member of Sahakijklaeng Co., Ltd

(2) Some of major shareholders within the Company is also a shareholder and/or board member of Sahakij Saentung Co., Ltd

1.4 Registered Capital and Paid-up capital

As of 31 December 2023, the Company has a registered capital of 800,000,000 baht and a paid-up capital of 800,000,000 baht, divided into ordinary shares 800,000,000 shares at the par value of 1 Baht per share, listed on the Stock Exchange of Thailand.

1.5 Issuance of other securities

The Company did not Issuance of other securities

1.6 Dividend payment policy

The dividend payment policy of the Company and subsidiaries

The Company and subsidiary company have a policy to pay dividend in the rate that is not less than 40 percent of net profit from specific business financial budget. This is after the tax deduction from juristic person and any substitution deduction based on the law. It is also base on the regulation of the company. Nevertheless, the rate in paying dividend from the policy can be change accordingly basing on business turnover, investment plan, future business expansion, market condition, suitability, and other factors related to business transaction as see fit by the board members. This will be under the condition that company will possess adequate amount of capital for business operation. In addition, that the operation will be utmost beneficial to the shareholders as see fit by company board members and/or company shareholders. In 2021 – 2023, the Company has the details of dividend payment as follows.

List of items	Year 2023	Year 2022	Year 2021
Earning per share	0.52	0.90	0.97
Dividend (Baht/share)	0.21	0.36	0.28
- Interim Dividend Payment (Baht/share)	-	-	-
- Annual Dividend Payment (Baht/share)	0.21	0.36	0.28
Dividend payout ratio (%)	40.20	40.10	30.00

2. Risk Management

2.1 Risk Management Policy and Plans

Realize the importance of the corporate governance code to drive the organization for stability and sustainable growth. Therefore, the Company deems reasonable to implement the risk management system in accordance with the operational scope and risk management procedures conforming with the criteria of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which is an international standard, so that related parties will have more understanding in the principles of risk management and properly apply them. The Risk Management Policy is determined as follows:

1. Determine risk management as the responsibility of employees at all levels who have to realize possible operational risks in both their own department and overall organization and also the importance of risk management to an adequate and proper level
2. Require all departments to have the duty of risk assessment, determination of risk indicators, risk prevention and mitigation or possible loss, regular monitoring and evaluation of risk management results and preparation of reports concerning risks according to the operational scope and risk management procedures
3. Determine risk management process as a part of decision-making and planning of strategies, plans and operations of the Company
4. When any employee found or knew about any risk possibly affecting the Company, he/she shall immediately report such risk to related parties in order to deal with it
5. Determined to continually support and promote knowledge and understanding in risk management process and approaches among executives and employees in order to encourage personal at all levels to realize the importance and participation in the organization's risk management

The Company is committed to preventing and reducing risks that may occur for the time being as well as in the future. The Company has analyzed, evaluated, prioritized, and reviewing risk factors that may affect Company's business operations in all aspects including setting up guidelines and monitoring risk management. In order to ensure that risk management is appropriate and adequate, the Company has hired an internal auditor to follow up and monitor the results.

2.2 Risk factor in business operations

2.2.1 Risk related to wood materials

Rubber wood is the main material of the company. It is agricultural products that use time to plant as well as log process. The collection of large number of wood to use as a raw material of the Company will need to use agent to collect wood. It will also need to use sawmill to seek and collect wood materials. The price of the wood materials may fluctuate depend on different factors from each period. Thus, the company will have risks related to wood material as follow

1) The sufficiency of wood materials

From the research, it is found that in the present day, the quantity of rubber wood material and the amount of log in an average per year in Eastern part of Thailand is sufficient. It will respond to an increasing demand of production. Additionally, in the neighboring region also grows rubber wood plantation that is high in volume and can be a secondary resource of raw materials in the future.

2) The dependency of small number of major wood materials supplier

In 2023, there is over 30 percent of wood materials purchase from any supplier combined from the overall purchase orders. The purchase is considered as a dependency on small number of major suppliers that could affect business turnover significantly. Nevertheless, the Company has contact additional large scale wood material supplier consistently. There is also a distinct regulation in the operation of purchase of wood materials as well as a memorandum on 'Right of First Refusal' to both suppliers. This is a measurement that will offer right to the Company to purchase wood materials from both suppliers first. This is to ensure that the Company will be able to continuously seek wood raw materials.

3) Related party wood supplier could result in disorder 'Arm's Length basis' if company have inefficient internal control

Nevertheless, the purchase of woods from all distributors will based on regulations for wood materials purchase to be fair and appropriate. There is also an appointed of wood purchase committee to investigate the process of wood materials purchase and report to board members in every quarter.

4) The fluctuation of wood materials price

The Company always following up with the situation regarding wood material price and the Company will set the price to purchase wood based on the information from wood materials market survey. The Company will also take into consideration the amount of wood that the Company need so the Company will be able to control the material cost to be appropriate and based on the market conditions. The Company will also adjust sales strategic to correspond to the fluctuation of conditions in material cost.

5) The deterioration of wood materials if kept for long period of time

Wood material is a type of material that circulate all the time as the Company also uses and manage in the 'First in First Out' method. Additionally, the Company also plans in advance; this is so the Company will acknowledge the amount of needed wood material to efficiently engage in Company's wood purchase plan.

2.2.2 Risk result from the deterioration of chemical glue materials and risk from the dependency on small groups of chemical glue distributors

The Company uses Urea-formaldehyde chemical glue as one of the main raw material to produce MDF board. The chemical glue has high risk to deteriorate if kept for long period of time. The Company also tends to purchase chemical glue from small groups of large manufacturers. This is due to the fact that the manufacturers occupy their own chemical glue factories so they will be able to distribute chemical glue certainly and in a short period. They also have an effective production plan result in the fact that the Company will be able to plan the purchase to correspond to the usage without storing high volume of chemical glue. However, S.Kleber Chemical Company Limited (subsidiary) is one of the chemical glue manufacturers capable of providing services glue raw materials according to the company's requirements. This ensure

that the Company will receive quality chemical glue and help to reduce the risk from few amount of chemical glue distributors dependency.

2.2.3 Risk results on dependency of export market that may concentrated only in some region

Main revenue of the Company derived from exporting product to abroad. The main export market of the Company is the Middle East. Thus, the Company will encounter risk if there is any incident that could affect the regional market to cancel or reduce the quantity of purchase orders from the Company or occurs the situation that unable to export products to those countries. Nevertheless, the Company has a market strategic plan to focuses on expand the sales to other countries and aimed to expand market in new countries to reduce the risk of dependency on export to certain countries.

2.2.4 Risk related to currencies exchange

Main revenue of the Company is from the export which will use US dollars as a main payment currency for the product. The capital cost and main expenses of the Company is in Thai baht. The Company will encounter risk from currency mismatch between revenue, capital, and expenses. Nevertheless, the Company uses several financial tools to manage the risk. The Company will also encounter risk if the currency exchange of the competitor countries of US dollars depreciates when comparing to Thai baht to US dollars. This will result in the exporter of certain country to have advantage from setting price based on the depreciation of the currency. This will affect the business operation of the company. Nevertheless, the Company also consistently following up with the currency exchange fluctuation, this will enables the Company to adjust to sales plan accordingly.

2.2.5 Risk from fires

One of the main material for production of the Company are wood and chemical glue as well as the product of the company is MDF board. This is a combustible material. Thus, the Company will encounter a risk of fire. Nevertheless, the Company has control measures for hot work and installed fire prevention system within its production line as well as install fire extinguishers in each area of the factory. There are also basic fire fighting training and consistent fire safety training. The Company also acquires a property damage insurance.

2.2.6 Risk from consumers use other wood substitution product

MDF board is part of Wood-based Panel which has a quality similar to sawn timber but in a lower price when in comparison. In the future, if there is a development in production technology that can produce product with similar quality as to MDF board in a price and capital cost that is lower. The Company could encounter risk from consumers to use other wood-based panel substitution product. This will result in the negative effect toward purchasing orders and the Company business turnover. Nevertheless, MDF board has been research and developed for over 30 years and is prefer to use to manufacture furniture continuously. If the consumers prefer to use other substitution, the Company sees that the change will not be instant and the Company predicts that it will be able to adjust to correspond to the trend and direction of the industry.

2.2.7 Risk from 'Countervailing Duty' from countries that imported products of the company

At present, the import countries of MDF board announce a Countervailing Duty. India announces a Countervailing Duty for the Fiberboards import transections from countries that export Fiberboards to India including Indonesia, Malaysia, Sri Lanka, Thailand, and Vietnam. Which the announcement of such measures has resulted in the importer of MDF have a

chance to encounter a higher capital cost from additional tax. The Company will encounter risk from the importer from India that could cancel or reduce the amount of purchasing order from the Company. Nevertheless, the Company export to India in a ratio that is insignificant. Thus, the Company has joined to review on Countervailing Duty as above, which the Company is in the process of review according to such measure. So the company believes it will be able to reduce negative effect and able to manage the risk and will not significantly affect business operations of the Company.

2.2.8 Global Conflict Risk

Based on current international conflict situation, this heavily results in volatility and economic uncertainty which affects overall economy in terms of increasing energy costs and inflation. The Company is therefore at risk of being affected by such increase in production and transportation costs, as well as, negotiating with business partners to seek out guidelines various operations making it consistent with the situation in order that the Company can manage such risks in a timely manner and reduce the impact that may occur towards Company's operations.

2.2.9 Climate Change Risk

Climate change, in which the world's temperature is constantly rising, has resulted in a volatility and the severity of natural disasters increases including floods and droughts which may affect to the company, in terms of raw material quantity, production, and transportation-related activities. The Company has provided an emphasis and set out guidelines helping to achieve the goal of reducing greenhouse gas emissions both in terms of energy saving and alternative energy resources, and using innovative machinery and equipment that are friendly to the environment, etc.

2.2.10 Cyber Threat Risk

Nowadays, the advance in information technology has come with associated security risks arising from the complexity of systems and cyber-attacks in several diverse forms. Through business model and competitive environment, the company is required to use technology to increase work efficiency, and if the Company has insufficient or incomplete protection and security auditing systems, it may cause cyber threats that damage the Company and affect the confidence of its stakeholders. The Company has prepared a policy of security for information technology systems and developed the security of the information technology system. In order to use the information system or network effectively, it is necessary to monitor and be aware of the new threats which include an information technology emergency incident plan, raising awareness of cyber security with all levels of employees in a continuous manner.

2.3 Risk in management

2.3.1 Risk from company structures that could lead to the conflict of interest

Two major shareholders are S.Kijchai group and Sahakij group also have a wood-based panel factors with a business operations similar to the Company which are 1) S.Kijchai Wood Panel and 2) S. Plywood. Each of the company manufactures and distributes different types of Wood-based Panel. However, business of both companies differs from the Company in several areas; for example, raw material, and production process, usage, and target groups. Additionally, the Company also has a Non-Competition Agreement to prevent competition in business that could arise in the future.

2.3.2 Risk from investment of shareholders

The Company could encounter risk from the fact that the Company has 2 groups of major shareholders which are S Kijchai group (hold shares in the name of S.Kijchai Capital) and Sahakij group. Both have combined shares more than 75 percent of the overall purchasable shares. Minor shareholder could encounter risk from the fact that major shareholders will be able to control the resolution of the shareholder meeting. Therefore, even though other shareholders attend the meeting with the right to vote, they will not be able to collect enough votes to result in a different resolution. Nevertheless, the Company has set organization structure to enable the investigation and weight the balance of power for the board members who are stakeholders. There is also an appointed audit committee to investigate the work and management of the Company in representative of the minor shareholders to prevent any risk that may occur.

3. Driving Business for Sustainability

3.1 Sustainability Management Policy and Targets

The Company operates its business based on awareness and accentuation on sustainable development by determining the approaches to achieve sustainable business development based on the vision, mission, goals, and business strategies covering economy, society, and environment under the principles of good corporate governance. For our business operations, we always adhere to transparency, safety and hygiene standards, peaceful coexistence with communities and maintenance and conservation of natural resources and environment. Hence, the Company determines the organization's sustainable development approaches as follows:

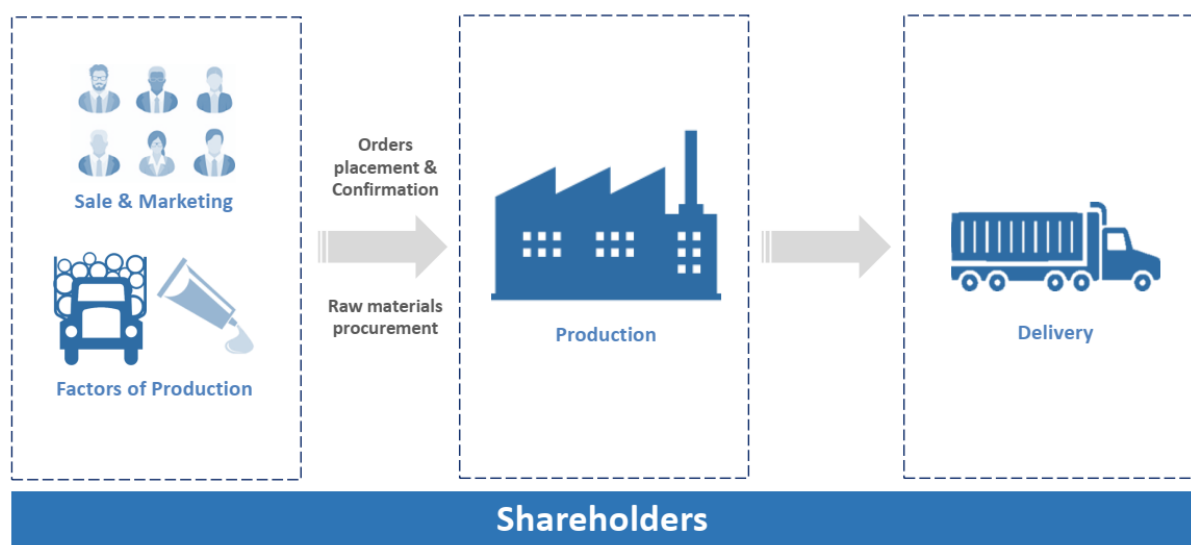
- Determined to enhance effectiveness of business operations for sustainable growth under the principles of good corporate governance
- Determined to achieve balanced business operations in terms of economy, society and environment as well as all stakeholders related to our business operations
- Determined to develop every process of business operation with social and environmental responsibility through efficient resource management and effective social and environmental impact management
- Determined to promote participation of stakeholders across all sectors by taking in account the human rights principles based on the sustainable development approaches

All executives and employees of the Company and subsidiaries are obliged to support, encourage and comply with the defined business development policy and framework for sustainability.

3.2 Impact Management to Stakeholders in the Business Value Chain

3.2.1 The Business Value Chain

1) Diagram of the Business Value Chain



2) Identifying stakeholders of the business value chain

Value Chain	Process	Stakeholder
Sale and Marketing Process	<ul style="list-style-type: none"> • Communication tools • Provide clear information to customers • Maintains customer's confidentiality • Satisfaction survey • Sales promotion activities 	<ul style="list-style-type: none"> • Employees • Customers • Trade partners • Government agency
Factors of Production	<ul style="list-style-type: none"> • Fairly select distributors • Provide the quality raw materials and transparency 	<ul style="list-style-type: none"> • Employees • Trade partners • Financial institution
Production process	<ul style="list-style-type: none"> • Producing quality products according to Standards • Development of Innovation in production and product development • Efficiently use resources • Care of the surrounding environment • Proper control and management of waste • Provide complaints channels • Care to be safe at work • Comply with the law 	<ul style="list-style-type: none"> • Employees • Customers • Trade partners • Business competitor • Community • Government agency
Delivery process	<ul style="list-style-type: none"> • On time delivery • Product safety • Provides customers' complaints channel • Comply with the law 	<ul style="list-style-type: none"> • Employees • Customers • Trade partners • Community

3.2.2 Stakeholder Analysis from the Business Value Chain

Stakeholder	Stakeholder Engagement Guidelines	Activities with Stakeholders
Employees	<ul style="list-style-type: none"> • To take care and treat all stakeholders equally • To fairly support and promote working potential remuneration, welfare, appointment and transfer • To regulate workplace safety and hygiene • To support any activities aiming at building good relationship 	<ul style="list-style-type: none"> • To consistently meet and communicate with employees • To respect the human rights principles and treat all stakeholders equally and fairly • To maintain occupational health and safety • To encourage personnel potential development • To hold activities to strengthen relationship and teamwork

Stakeholder	Stakeholder Engagement Guidelines	Activities with Stakeholders
Shareholders	<ul style="list-style-type: none"> • To make proper remuneration payment • To disclose business information in a complete and transparent manner • To treat all shareholders equally • To adhere to the principles of good governance and good corporate governance 	<ul style="list-style-type: none"> • To organize meetings of shareholders • To organize activities of the Opportunity Day and online meetings with analysts and investors • To announce complete financial results and operating results of the Company through the Stock Exchange of Thailand and the Company's communication channels • To provide investor relations communication channels • To provide channels for the receipt of complaints/whistleblowing
Customers	<ul style="list-style-type: none"> • To emphasize and take responsibility of development of standard products and services through rapid service development and improvement • Maintains customer's confidentiality • To treat all customers fairly 	<ul style="list-style-type: none"> • To provide accurate and adequate information on products and services • To manufacture and deliver quality products on time • Keep closely contacting with customers via various channels • To conduct customer satisfaction survey on a yearly basis for further improvement • To organize marketing activities through various communication channels • To provide channels for the receipt of customer complaints
Trade partners	<ul style="list-style-type: none"> • To comply with the framework of purchasing and procurement and service with good faith • To treat all suppliers based on the principles of good corporate governance • To determine joint business plans • To share knowledge 	<ul style="list-style-type: none"> • To regularly meet and communicate with suppliers • To provide channels for the receipt of suggestions or complaints
Business competitor	<ul style="list-style-type: none"> • To comply with the rules of competition • To perform fair competition 	<ul style="list-style-type: none"> • To comply with the business code of conduct
Financial institution	<ul style="list-style-type: none"> • To comply with the contracts and relevant laws 	<ul style="list-style-type: none"> • To consistently communicate with relevant organizations • To comply with contracts, agreements and relevant laws

Stakeholder	Stakeholder Engagement Guidelines	Activities with Stakeholders
Community/ Environment	<ul style="list-style-type: none"> • To support life quality development activities that promote quality and occupational health for society and environment • To be responsible for community surroundings and environment • To provide complaints channels 	<ul style="list-style-type: none"> • To raise awareness in community and environment and promote as the corporate culture • To develop manufacturing technology which is community and environmental friendly • To support activities that promote life quality development and also public interest activities • To operate our business with responsibility for community and environment • To provide channels for the receipt of complaints
Government agency	<ul style="list-style-type: none"> • To comply with relevant regulations • Corruption prevention 	<ul style="list-style-type: none"> • To comply with relevant regulations • To comply with the Anti-Corruption policy • To provide channels for the receipt of complaints

In addition, the Company has elevated its business operations for further sustainable development in order to respond to United Nations Sustainable Development Goals (SDGs) in accordance with international contexts and standards. The Company has applied the SDGs to the vision and mission and used the guidelines for analysis and determination of the scope of sustainability. We have carried out activities that align with and respond to UN's SDGs as follows:



Good Health and Well Being

- To establish the policy of safety, occupational health and working environment
- To promote healthy lives and improve quality of life
- To regularly provide the working environment monitoring system to prevent occupational diseases among employees
- To provide COVID-19 vaccines for all employees
- To grant medical financial support to locality



Quality Education

- To provide financial and equipment support for rural schools in need
- To encourage educational development and thoroughly provide educational opportunity for underprivileged students



Clean Water and Sanitation

- To ensure adequate supply of clean drinking water and potable water
- To encourage water reuse
- To ensure effective wastewater management
- To develop production technology that reduces water consumption



Affordable and Clean Energy

- To use solar rooftop



Decent Work and Economic Growth

- To consistently promote employment and labor skill development of the Company
- To protect labor rights and promote safe and stable working environment for all groups of workers
- To treat all employees fairly



Industry, Innovation, and Infrastructure

- To encourage the industry to effectively use resources in a clean and environmentally friendly manner
- To use new, state-of-the-art machines for quality production to serve customer demands both domestically and internationally



Responsible Consumption and Production

- To effectively and sustainably manage and use natural resources
- Green Industry Level 3
- FSC-COC (Chain of Custody) The Company's products are made of woods that are responsibly managed in accordance with the FSC standard
- Waste reduction based on the 3Rs



Climate action

- Promote and campaign to reduce greenhouse gas emissions in the company's production process.

3.3 Sustainability Management in Environmental Dimensions

3.3.1 Environmental Policy and Practices Guidelines

The Company has the environmental policy and practices that have been properly implemented and maintained in consistent with the organization's goals and contexts and in support of the direction of the organization's strategy. The Company strictly complies with the legal requirements, improves and develops the production management system based on the awareness in environmental conservation, promotes and encourages all personnel to protect environment, efficiently use natural resources and serve society, reduces waste and pollution, continually prevents environmental impact, develops manufacturing process and products that have as least environment impact as possible and always maintains quality products.

3.3.2 Environmental Operating Results

The Company accentuates development of the quality of life of communities, society and environment in a sustainable manner by emphasizing on continuous development and improvement of manufacturing process and environmental management with social responsibility for both internal and external aspects. The objective of these operations is to ensure that the industry sector can sustainably cohabit with society, communities, and the people. They include:

1. Energy Management

The Company ensures effective energy management through energy promotion or support programs such as the solar rooftop project, use of LEDs, application of state-of-the-art production technology, and energy efficiency campaigns such as switching off lights during lunchtime and turning off computer monitors when not in use.

In addition, The Company uses fuel oil in the Company's operation and set control system for fuel usage by making records, inspecting and maintaining fuel related equipment on a regular basis. The details are as follows:

	Unit	2023	2022	2021
Diesel	Liter	455,345	420,019	458,166
The volume (decreased) increases	Percentage	8.41	(8.33)	4.47

2. Water Resource Management

The Company always realizes and accentuates the importance of water resources to ensure the maximum efficiency of water resource consumption. We perform water resource management in according to the 3R principle (Reuse, Reduce, Recycle) and provide the control system to minimize possible impact on water sources and nearby communities by not releasing wastewater generated from production processes and various activities, including wastewater that has passed the company's wastewater treatment process, to outside the factory. We put in place a quality wastewater treatment system and installed the Reverse Osmosis (RO) filtration system for water reuse.

3. Garbage, Waste and Pollution Management

The Company places importance on waste management from the production process to reduce waste and waste from the production process by reusing waste from the production process, such as reusing wood scraps, sawdust, and dust to use as fuel in production, etc. For non-recyclable waste, the company has managed by collecting and disposing properly and appropriately by using the services of legitimate carriers and disposers as required by law. In addition, the company studies and supports application of advanced production technologies to control and avoid generation of waste or pollution that may affect communities and environment. We regularly communicate the policy to all employees and ask for their cooperation.

	Unit	2023	2022	2021
Non-hazardous garbage and waste	Kg	7,950	3,400	10,510
Hazardous garbage and waste	Kg	35,923	21,250	15,250
Total	Kg	43,873	24,650	25,760

4. Greenhouse gas emissions

The Company places high priority on managing and reducing greenhouse gas emissions resulting from its business activities. To this end, the company has developed an operational plan to gather data on its organization's greenhouse gas emissions. Beginning in 2024, the company will commence the process of data collection and calculation of its greenhouse gas emissions, with the aim of disclosing this information by 2025.

In 2023, the Company prepared the greenhouse gas reduction project under the standard of Thailand Voluntary Emission Reduction Program: T-VER, Thailand Greenhouse Gas Management Organization (Public Organization) by installing the Company's solar rooftop electricity generation system, which received certification of the amount of greenhouse gases expected to be reduced/stored in the amount of 2,815 tCO₂eq.

In addition, the Company has been accredited for ISO 14001:2015 (Environmental Management System) certification which is part of ISO 14000 Environmental Management Standard that provides organizations or divisions with the management guidelines to achieve the target of their own environmental policy. Moreover, the Company has been accredited for FSC™-COC (Chain of Custody) standard which certifies that the Company is able to manufacture products made of woods that are responsibly managed in accordance with the FSC™ standard. The Company has also been accredited for the Green Industry Level 3 (Green System) certification by the Ministry of Industry which confirms that the Company has the systematic environmental management and regularly performs monitoring and review for continuous improvement. However, up until now, the Company has never been charged with any case concerning environmental pollution.

3.4 Sustainability Management in Social Dimension

3.4.1 Social Policy and Practices Guidelines

The Company is dedicated to sustainably develop our business along with social responsibility. Consequently, based on the Company's sustainable business development practices, the Board of Directors determines the Corporate Social Responsibility (CSR) Policy that requires the Company to operate its business under the principles of corporate governance and code of ethics along with environmental and social protection and responsibility by taking into consideration all related internal and external stakeholders, including shareholders, employees, customers, communities and overall society. The Company determines the corporate social responsibility practices as follows:

1. Overall policy

The Company promotes and support board members, executives, and employees to participate and take part in society through activities to work together to create a better way of life for the society, community, and environment consistently. This will also help develop economy and society and will result in to the success of the Company. The practice approaches are as follows.

Fair business operations

The Company prioritizes in business operations by following the competitive framework that is honest and fair under the legal as well as morals of the business. The Company holds to the equitable competition policy to receive equally return for both parties. To operate in a business with trading partners should not result in any discredit to the Company or against the law. There will be business operation principles as follows.

1. To not demand, receive or agree to accept any asset or other benefits that is beyond trading agreement or trading policy.
2. To continues create relationship and good collaboration with suppliers to enhance potential and efficiency in long-term business operations.
3. To maintain customers' confidentiality or maintain the confidentiality of trading partner information, and to not use for own benefits or other related parties wrongfully.
4. The Company will not operate any business that is related to intellectual property rights as well as will promote executives and employees to use resources and assets of the Company effectively. The Company will promote the executive and employees to use products and services that have copyright and will not promote products or act that is violate intellectual property rights.
5. The Company is against any unjust competition and will not operate in setting prices to eliminate competitors. The Company will set prices by taking into consideration of market conditions, purchasing demand as well as other cost that is related. Additionally, the Company also has a purchasing policy to assign clear operational methods to be fair for all parties.
6. The Company has assigned complaint channels regarding unjust behaviors with a complaint center at the Company as well as via the website of the Company.

Anti-corruption policy

The Company prioritized about Anti-corruption and operated the business with transparent management, hold the principles of morals, ethical, and fairness. The Company also has a Code of Conduct to be appropriate practice for directors, executives, and employees as well as support activities that promote and educate executives and employees to act according to the law and companies' related rules and regulations. The Company does not promote in having success from any dishonesty or corruption. Thus, the board members of the Company have appointed 'Anti-Corruption' policy to be a guideline for practice as follow.

1. To not operates or takes part in any form of corruption, whether it is direct or indirect channels.
2. Board members, executives, and employees will not engage or support any forms of corruption and will strictly prohibit any corruption acts.
3. Board members, executives, and employees have responsibility to operate according to the good governance policy that prohibits any corruption. The Company board members will appoint executives to create 'Anti-Corruption' measurement to communicate and act upon.
4. It is prohibiting for all Company board members, executives, and employees to engage in any act that involves demanding or accepting assets or any own benefits or others, or to wrongfully neglect their responsibilities that could lead to the Company's loss of its own legitimate benefits.
5. It is prohibiting for all Company board members, executives and employees to offer or present any asset or benefits to other individual to persuade them to act or neglect to the law or toward their own responsibilities.
6. To creates an honest organization culture and hold to a fair culture in the organization.

7. To creates employees' training within the organization to promote employees to be honest toward their responsibilities and willing to bring the principles and morals in the policy to strictly operate a business as the main principle for the entire organization.
8. The Company will create employee's management process to reflect the determination of the Company toward Anti-corruption measurement from the selecting of employees, training, to performance evaluation, bonus and compensations, and position promotions.
9. The Company will create internal investigation to ensure that the internal system will help the Company to achieve the target. The Company will also investigate the operations of all sectors to be according to rules and regulations and together help seek for any faults and will provide suggestions to develop effective and efficient operation system based on the approach to maintaining good governance of the organization.
10. The Company will cooperate with government sector in appoint all related parties with the govern to disclosed any accounts to Office of the National Anti-Corruption Commission (NACC).
11. To appoints the Company secretary, internal audit or any other individual that the board members have appointed to help support corporate governance.

Fair practice in labor

The Company has a policy to treat all employees with fairness without any conditions that will lead in the Company to treat all employees unfairly. This is to be fair to all employees; the Company has a system to look after employees thoroughly with fairness. (This is based on the regulations on business operations of the Company) which are as follow.

1. The Company will look after all employees' reward and compensation appropriately and fairly without any demand from employees.
2. The Company will not discriminate and at the same will treat all employees equally
3. In case any complaint by employees, the Company has, a clear process and complaint methods and the Company will find a solution to end the dispute fairly to terminate any issues within the boundary so it will not expand into a wider range of conflicts.
4. As the Company prioritizes and foresees importance in equality, the Company has a regulation to treat all employees with fairness and not to discriminate one or another. This will base on Code of Conduct and will be use as employees' guidelines. The guideline is part of 'rule and regulation of employees" that all employees must follow. Thus, the Company has clarified regarding the Code of Conduct to all employees at the first day of employment. The Company also emphasizes the details in the employees training session.

Responsibility toward consumers

The Company prioritizes the responsibilities toward stakeholders in the supply chain, which are customers, partners, and business competitors. The Company also announces Code of Conduct to use as a model in business operation of the Company with the regulations in responsibility toward customers as follow.

1. Delivers quality product and services in align with or higher than customers' expectations under fair conditions.

2. Provides correct product information and sufficient service in a real-time situations to the customers without exaggeration on the quality of the products or certain services.
3. Contacts customers with politeness and efficiency so the customers will trust in the Company and establish a plan of a process that customers can file complaint on quality and safety of products and services.
4. Maintains customers' confidentiality, do not use the information wrongfully on one's own benefit or other third parties.
5. Establishes vast marketing communication channels such as communication through the recommendations of salesperson or through the Company's website.

Responsibility toward society, community, and environment

The Company prioritizes the development for the way of lives to community, society, and environment based on a sustainable development approach as follow.

1. Promotes and supports education in the society.
2. Creates employment and consistently develop labor skills of the Company in the area.
3. Plans, manages, and controls activities that could result in any form of pollutions.
4. Recycles the waste from the production process to use in the production process.
5. Holds to the moral principle in making decisions on different production activities.

Human Rights Policy

The Company is aware and emphasizes the importance of human rights and respects the human rights of everyone in all aspects, including social and community. The Company supports and promotes treating everyone according to human rights principles on an equal basis, without discrimination or harassment based on their physical, mental, race, nationality, religion, gender, language, age, skin color, education, social status, or any other status. Avoid any act considered a violation of human rights, including communicating and raising awareness with any related parties.

3.4.2 Social Operating Results

1. Employees and Workers

The Company has the policy that all employees must be fairly and properly treated in terms of opportunity, remuneration, welfare and potential development as well as occupational health and safety. The Company establishes the policy of safety, occupational health and working environment to ensure all employees of their quality of life. In addition, in case that any employee has any complaint, the Company clearly establishes the procedures and methods to submit the complaint. We comply with the human rights principles ranging from employment and retention of employees and personnel to build strong employee engagement and family feel in the organization. Last year we carried out employee operations as follows.

Employment

The Company conducted employee recruitment by taking into consideration qualifications that are suitable for the organization and positions. We emphasized on the interview process to ensure that we engaged qualified personnel to our teams and new employees work happily and successfully.

	Unit	2023	2022	2021
Number of employees	Person	335	334	310
- Male	Person	223	223	213
- Female	Person	112	111	97
Employment of person with disability ^{1/}	Person	1	2	2
Number of human rights violations	Case	0	0	0
Employees turnover rate	Percentage	12.54	8.68	3.55

^{1/} The Company has submitted contributions to the Fund of Empowerment of Persons with Disabilities in accordance with the Empowerment of Persons with Disabilities Act.

Personnel development

The Company becomes aware of the value in human resources within the organization and has consistently promote the development of employees competency to acquire knowledge, expertise, and able to fulfil each responsibilities to reach the target set. Employees within the organization will need to take responsibility into their assigned tasks with ethical, morals and taken into consideration of common interest as the key importance. The human resource department of the Company will host training internally and externally. The internal training will be held by the human resource department to promote skills and develop employees' competency. For external training, the human resource department will be coordinating with external sectors so employees of the Company will have an opportunity to develop essential skills and knowledge for their assigned work operations at present and in the future.

In 2023, the Company arranged training and seminars, both internal and external for employees, in total 29 courses. 170 employees were attending the training, accounting for 50.75 percent of the total number of employees.

	Unit	2023	2022	2021
Average employee training hours	hour/person	21.00	36.00	24.00
Training fee	Million Baht	1.00	0.47	0.11

Safety, Occupational Health, and Working Environment

The Company establishes and strictly applies the policy of safety, occupational health and working environment to all employees and contractors. We also emphasize on raising awareness and concerns over safety. We engage professional safety officers to maintain working safety of all employees and also foster the positive attitude and understanding in employee safety management and maintenance.

In addition, the Company organizes the safety meetings and performs an inspection on any unsafe working conditions at least once a month. We also organize fire drill and evacuation training at least once a year. The Company has measure working environment within workplace in according to the law at least once a year. The measurement result in 2023 were within standard range.

	Unit	2023	2022	2021
Accident statistics	Case	2	3	2
Accident with lost time	Case	2	3	2

Employee Activity

The Company regularly organizes various activities to enable all employees to meet and share their working experiences and strengthen relationships among employees, departments, and executives such as meetings of executives and employees and festival activities.

2. Customers

The Company is determined to continually improve products and services to establish the highest customer satisfaction and provide the best customer care and responsibility. We always improve and maintain the quality and standard of our products and provide various communication channels which enable us to promptly deal with any problems, relentlessly seek proper preventive and corrective measures, improve our products and services to sustainably serve customer needs and strengthen relationship and confidence among our customers in the future. In 2023, the customer satisfaction level was 94.35 percent, in the high satisfaction level criteria.

3. Community, Society, and Environment

The Company operates the business with responsibility for communities and society and emphasizes on minimizing environmental impact and avoiding any operations that may have a negative impact on the quality of life of nearby communities. In 2023, there was no social or environmental complaint from communities. In addition, the Company contributed to development of the quality of life and promotion of community participation as follows:

Educational development

The Company foresees the importance of education, which is key factor that affect the development of the country. At present, schools in rural areas still lack resources and school supplies that will thoroughly promote education development. The Company begins its initiative in different projects to support community's schools such as the support of scholarships for good students.

Religious preservation

The Company believes that when people within the community pay respect and follow the teachings of every religion, it will help the members of the community to understand ethical and moral principles. This is the key part that makes our society a better place to live. The Company created different projects to be part of religious preservation and support community's moral standard.

The development of community way of life

The Company believes that community development can start from the development of a way of life for people in the community. The Company researchers to develop company by-products for community use and to employment support, etc.

Environmental protection and conservation

The Company realizes the importance of environmental protection and development for sustainability. The company has operated in various matters such as raising awareness to employees about environmental management within the factory, operating with modern machinery which does not pollute the environment, using resources worthwhile and utmost efficiently



4. Management Discussion and Analysis: MD&A

4.1 Analysis of Financial Position and Operating Results

4.1.1 Overview of Operating Results

According to the performance in the year 2023, the Company has total revenue of 3,285.92 million baht, decreased of 902.05 million baht or 21.54% from the year 2022 mainly due to a decrease in sales price. In addition, a drop in sea freight price. Almost all of the Company's total revenue is sales revenue, which is 99.47% of the total revenue.

4.1.2 Analysis of operating results according to revenue structure

1. Revenues from Sales

Revenue structure from overseas and domestic sales for 2022 and 2023

Description	For the fiscal year ended December 31			
	2023		2022	
	Mil. Bt.	%	Mil. Bt.	%
Revenue from MDF Board				
- Revenue from overseas sales	3,081.33	94.27	4,017.88	96.24
- Revenue from domestic sales	187.32	5.73	157.07	3.76
Total revenue from sales	3,268.65	100.00	4,174.95	100.00

The Company has 3,268.56 million baht and 4,174.95 million baht of revenue from sales of the fiscal year 2023 and 2022 respectively, representing a decrease of 21.71% mainly due to a decrease in sales price and a drop in sea freight price. The Company's sales revenue can be divided into international sales and domestic sales revenue.

Most of sales revenue of the company comes from sales of MDF boards to overseas customers. In 2023 and 2022, the proportion of sales of MDF boards to foreign countries accounted for 94.27% and 96.24% of total sales revenue respectively. As the overseas MDF Board markets are much larger than the domestic market, therefore, the company place greater emphasis on conducting sales and marketing in overseas countries. The company has customer base across many regions around the world, including the Middle East and Asia.

Regarding domestic sales revenue, in 2023 and 2022, the company reported revenue of 187.32 million baht and 157.07 million baht from sales of MDF boards in Thailand, accounted for 5.73% and 3.76% of the total sales revenue of the company, respectively. This is also because the company focuses on marketing and distribution in international markets. As a result, the percentage of revenue from sales in the country was relatively small when compared with the overseas sales of MDF Board.

2. Other revenues

The company has other incomes from profit from electricity sales, revenues from deposit interest, revenues from sales of by-products from production and revenues from scrap sales. In 2023 and 2022, the company reported other income of 17.26 million baht and 13.02 million baht respectively. The transactions incurred as the company sold excess electric power to nearby related companies, revenues from deposit interest, revenues from scrap sales and sales of by-products from production such as sawdust.

3. Costs and expenses

Costs and Expenses for 2022 and 2023

Description	For the fiscal year ended December 31			
	2023		2022	
	Mil. Bt.	%	Mil. Bt.	%
Cost of sales	(2,236.15)	79.42	(2,495.41)	72.35
Selling expenses	(433.68)	15.40	(778.82)	22.58
Administrative expenses	(142.08)	5.05	(171.11)	4.96
Financial costs	(3.56)	0.13	(3.93)	0.11
Total costs	(2,815.47)	100.00	(3,449.27)	100.00

The Company's cost of goods sold for the fiscal year 2023 is 2,236.15 million baht, which is a decrease of 259.26 million baht, representing 10.39% of decrease in cost of goods sold. This was mainly due to a decrease in the prices of the main raw materials used in production.

In 2023, the selling expenses is 433.68 million baht, which is a decrease of 345.14 million baht, representing a decrease of 44.32% when compared to the previous year. This was mainly due to a significant decrease in the sea freight prices. As a result, the selling expenses significantly decreased when compared to the previous year.

In 2023, the administrative expenses is 142.08 million baht, which is a decrease from the previous year of 29.03 million baht, representing 16.97%. This was mainly due to a decrease in the estimated employee compensation. In addition, the previous year recognized losses from foreign currency exchange rates. As a result, the administrative expenses slightly decreased when compared to the previous year.

In 2023, the financial cost is 3.56 million baht, which is a decrease from the previous year of 0.37 million baht, representing a decrease of 9.48% when compared to the previous year. This was mainly due to the company has payment of principal made per schedule.

4.1.3 Financial position

1. Total assets

The company's major assets as at December 31, 2022 and 2023

Description	at December 31			
	2023		2022	
	Mil. Bt.	%	Mil. Bt.	%
Cash and cash equivalents	1,451.77	29.99	1,151.62	26.01
Trade and other receivables	101.24	2.09	81.14	1.83
Inventories – net	403.70	8.34	296.93	6.71
Property, plant and equipment – net	2,750.03	56.80	2,750.50	62.11
Other assets	134.82	2.78	147.89	3.33
Total assets	4,841.56	100.00	4,428.08	100.00

As at December 31, 2023 and 2022, the company had total assets of 4,841.56 million baht and 4,428.08 million baht respectively, representing an increase of 9.34%. The company's total assets comprised of property, plant and equipment, which accounted for approximately 56.80% and 62.11% of the total assets of the Company in 2023 and 2022 respectively. Significant changes in total assets were as follows:

1. The majority of the Company's cash and cash equivalents are bank deposits, in-transit payment transfer for the goods of international customers and cash from operating activities.
2. Trade receivables accounted for 95% of total trade and other receivables. Meanwhile, other receivables of the company such as accrued revenue from electricity sales, representing about 5% of total trade and other receivables. Trade and other receivables of 2023 increased from 2022, accounting for 24.78%. This results from differences in product delivery cycle, product payment term and goods payment at the end of the year.
3. Inventories – net of the company consist of finished products, work in process, raw materials, spare parts and supplies. When 2023 is compared with 2022, regarding the inventory, there have been significantly increasing, mainly due to an increase in finished goods from the quantity of goods waiting to be shipped, which is caused by difference between the production period and the delivery period at the end of the year.
4. The company's net property, plant and equipment are decreased slightly. This was mainly due to depreciation in the value of the aforementioned assets. Though the subsidiary company which is SKN Kraft and Paper Co.,Ltd. has purchased the land during 2023, the net property, plant and equipment decreased slightly.
5. Other assets in 2023 have decreased from the ones in 2022, accounting for 8.84%. The main reason is due to the receivable from revenue department decreased after receiving the VAT refund.

2. Total liabilities

he company's major liabilities as at December 31, 2022 and 2023

Description	at December 31			
	2023		2022	
	Mil. Bt.	%	Mil. Bt.	%
Current liabilities				
Short-term loans from financial institutions	410.00	37.77	37.15	4.59
Trade and other payables	327.91	30.21	379.38	46.90
Advance payment for goods	84.23	7.76	105.10	12.99
Liabilities due within one year	41.00	3.78	40.99	5.07
Other current liabilities	33.62	3.10	8.36	1.02
Total current liabilities	896.76	82.61	570.98	70.58
Non-current liabilities				
Long-term loans from financial institutions	12.06	1.11	52.97	6.55
Long-term leases liabilities	0.12	0.01	0.23	0.03
Deferred income tax liabilities	167.46	15.43	177.06	21.89
Employee benefits obligation	9.12	0.84	7.71	0.95
Non-current liabilities	188.76	17.39	237.97	29.42
Total liabilities	1,085.52	100.00	808.95	100.00

As at December 31, 2023 and 2022, the Company posted total liabilities of 1,085.52 million baht and 808.95 million baht, representing an increase of 34.19%. Most of the company's liabilities in 2023 is short-term loan from financial institutions which account for 37.77% of total liabilities. Significant changes in total liabilities were as follows:

1. The short-term loan from financial institutions of 2023 has increased from the previous year. The main reason is due to short-term borrowing from financial institutions as circulating funds for operation and maintain short-term credit facilities from financial institutions.
2. Trade and other payables of 2023 have decreased from the previous year, mainly due to debt payment made according to the payment term and payment cycle.
3. Advance payment for goods received in the fiscal year 2023 decreased, mainly due to payment conditions and product delivery cycle
4. Liabilities due within one year, long-term loans from financial institutions and financial leases in the fiscal year 2023 have decreased from the previous year of 41.01 million baht, representing 43.54%, mainly due to the loan payment per schedule made by the company.
5. Other current liabilities in the fiscal year 2023 increased significantly when compared to the previous year, representing 302.15%, mainly due to an increase in current income tax payable.

3. Shareholders' equity

Shareholders' equity of the company as at December 31, 2022 and 2023

Description (Unit: Mil. Bt.)	at December 31	
	2023	2022
Share capital		
Registered capital	800.00	800.00
Issued and paid-up share capital	800.00	800.00
Premium on share capital	1,225.98	1,225.98
Retained earnings		
Appropriated - legal reserve	80.00	80.00
Unappropriated	1,650.06	1,513.15
Total shareholders' Equity	3,756.04	3,619.13

As at December 31, 2023 and 2022, the Company had total shareholders' equity of 3,756.04 million baht and 3,619.13 million baht respectively, representing an increase of 3.78%. The main reason was increased in retained earnings from the performance of 2023

4. Liquidity

1) Cash flow

Description (Unit: Mil. Bt.)	For the year ended December 31	
	2023	2022
Cash and cash equivalents at the beginning of the year	1,151.62	484.15
Net cash provided by operating activities	454.73	977.59
Net cash used in investing activities	(195.12)	(25.80)
Net cash used in financing activities	40.54	(284.32)
Cash and cash equivalents at the end of the year	1,451.77	1,151.62

The company's net cash flows provided by operating activities for the years ended December 31, 2023 and 2022 was 454.73 million baht and 977.59 million baht respectively. Change of cash flow from the above mentioned activities decreased mainly due to a decrease in profit from business activities in 2023.

The company has the net cash flows used in investing activities of -195.12 million baht and -25.80 million baht for the years ended December 31, 2023 and 2022 respectively. Changes of cash flow used in the investment activity increased from 2022, mainly due to the subsidiary, which is SKN Kraft and Paper Co., Ltd., has purchased land to use for the factory construction.

The Company has the net cash flows used in financing activities for the year ended 31 December 2023 and 2022, accounting for 40.54 million Baht and -284.32 million Baht respectively. Changes of the mentioned cash flow were mainly due to the fact that in 2023, the Company had borrowed short-term loan from financial institutions, resulting in the cash from financing activities increased.

2) Liquidity Ratio

Description	2023	2022	Increase/ Decrease
Liquidity Ratio			
Liquidity ratio (times)	2.29	2.86	(0.57)
Quick ratio (times)	1.73	2.16	(0.43)
Cash flow liquidity ratio (times)	0.62	1.54	(0.92)

As of 31 December 2023 and 2022, the company's liquidity ratio, quick ratio, and cash flow liquidity ratio have decreased compared to the year 2022 due to increase in current liabilities from increase in short-term loans from financial institutions. As a result, the liquidity ratio above decreased when compared to the previous year.

3) Other important ratios

Profitability ratio and efficiency ratio

รายการ	2023	2022	เพิ่มขึ้น/ลดลง
Profitability Ratio			
Gross profit margin (%)	31.59	40.23	(8.64)
Operating profit margin (%)	14.43	17.73	(3.31)
Net profit margin (%)	12.93	16.29	(3.37)
Return on equity (%)	11.52	20.13	(8.61)
Efficiency Ratio			
Return on assets (%)	9.16	15.97	(6.80)
Return on fixed assets (%)	22.60	31.05	(8.45)

Profitability Ratio

- Gross profit margin, Operating profit margin and Net profit margin decreased by 8.64%, 3.31% and 3.37% respectively, mainly due to a decrease in gross profit, operating profit and net profit.
- Return on Equity Ratio decreased mainly due to a decrease of net profit in 2023.

Efficiency Ratio

- Return on asset ratio and return on fixed asset ratio decreased due to the Company's net profit decreased from the previous year.

Financial Policy Ratio

Description	2023	2022	Increase/ Decrease
Financial Policy Ratio			
Debt to equity ratio (times)	0.29	0.22	0.07
Interest coverage ratio (times)	136.99	272.41	(135.42)
Coverage ratio (times)	0.86	3.06	(2.19)
Dividend payout ratio	39.55	42.20	(2.65)

- Debt to equity ratio increased mainly due to an increase in total liabilities from short-term borrowing from financial institutions, resulting in a slight increase in debt to equity.
- Interest coverage ratio has decreased, mainly due to the net profit decreasing from the previous year.
- Coverage ratio has decreased mainly due to the subsidiary company, which is SKN Kraft and Paper Co., Ltd., making an investment through property purchase, which is land to use for factory construction, and the net cash provided by operating activities decreasing. As a result, the coverage ratio decreased when compared to the previous year.
- Regarding dividend payout ratio, the Board of Directors' meeting held on 27 February 2024 resolved to the dividend payment at the rate of 0.21 baht per share, totaling 168.00 million baht, representing dividend payout ratio of 39.55%.

4.1.4 Remuneration to Auditors

The company has paid the following remunerations to auditors:

(Unit: Million Baht)

Fiscal Year	Audit Office	Audit fees	Other service fees	Total
2022	EY Audit Co., Ltd.	2.23	0.05	2.28
2023	EY Audit Co., Ltd.	2.20	0.08	2.28

4.1.5 Investment expenses in 2023

Regarding the project of investment in the subsidiary to produce pulp and paper from used paper, the project value accounts for 1,500 million Baht. The land for factory construction is acquired. The project is in the process of applying for a related license in order to operate according to the framework.

Sources of investment

1. Loans from financial institutions.
2. Investment fund from the Parent company.

4.1.6 Long-term debt

As of 31 December 2023 and 2022, the Company had long-term loans from financial institutions (including the amount due within one year) equal to 52.97 million baht and 93.96 million baht respectively. The long-term loans from financial institutions have decreased due to repayment per schedule.

4.2 Factors affecting future operating results

As most of the company's sales revenue comes from overseas markets, therefore, the important factors affecting the change of the company's sales are as follows: 1) Sales volume of MDF Board in various regions, which are major markets including the Middle East and Asia may increase or decrease according to the demand for MDF boards at different periods. 2) Selling prices are in US dollar which is the main currency used by the company. Prices in US dollars are varied from market to market, depending on the demand for MDF Boards and competition among MDF board exporters and manufacturers in different countries. As well as the global political and commercial situation that may impact the demand for the product. 3) Exchange rate, as most of the company's sales came from exports to overseas countries, almost all of the company's sales are in US dollars. Therefore, assume that prices in the world market remain unchanged, if Thai baht has depreciated against the US dollar, the company's sales revenue in Thai baht would increase. On the other hand, if Thai baht has appreciated against the US dollar, the company's sales revenue in Thai baht would decrease. 4) Trade measures regulated by the countries of MDF board importers, such as Anti-Dumping, Countervailing Duty etc., which may result in an increase of import duties in MDF boards to Thailand. This will affect the competitiveness of Thai manufacturers in the global market. 5) The international tension situation may cause an increase in the price of some raw materials, resulting in higher production costs. There may also be discontinuities in transporting goods to regions with conflicts, which may cause the Company's goods transportation to be delayed or interrupted at certain times.

Prices of raw materials used in production, such as wood, adhesives and other chemicals etc. are costs which are major factors affecting increase or decrease of production costs. The prices of such costs are in line with market demand and fluctuations in global oil prices which may lead to higher raw material costs and cost of sales accordingly. Nonetheless, the company can effectively manage production costs and implement raw material utilization plan in order to maintain operating results of the company to be in satisfactory level.

4.3 Highlight of financial performance

4.3.1 Financial budget

Financial conditions

On 31 December 2021, 2022, and 2023

รายการ	2023		2022		2021	
	Mil. Bt.	%	Mil. Bt.	%	Mil. Bt.	%
Assets						
<u>Current assets</u>						
Cash and cash equivalent	1,451.77	29.99	1,151.62	26.01	484.15	11.76
Trade and other receivables	101.24	2.09	81.14	1.83	284.49	6.91
Inventories	403.70	8.34	296.93	6.71	284.50	6.91
Derivative assets - foreign currency forward contracts	5.99	0.12	5.33	0.12	-	-
Other current assets	90.74	1.87	96.44	2.18	72.44	1.76
Total current assets	2,053.44	42.41	1,631.46	36.84	1,125.58	27.33
<u>Non-current assets</u>						
Restricted bank deposits	-	-	5.00	0.11	5.00	0.12
Property, plant and equipment	2,750.03	56.80	2,750.50	62.11	2,954.19	71.74
Intangible assets	27.21	0.56	29.29	0.66	31.27	0.76
Deferred tax assets	10.86	0.22	10.82	0.24	2.10	0.05
Other non-current assets	0.01	0.00	1.01	0.02	0.06	-
Total non-current assets	2,788.12	57.59	2,796.62	63.16	2,992.61	72.67
Total assets	4,841.56	100.00	4,428.08	100.00	4,118.19	100.00
<u>Liabilities and shareholders' equity</u>						
<u>Current liabilities</u>						
Short-term loans from financial institutions	410.00	8.47	37.15	0.84	27.32	0.66
Trade and other payables	327.91	6.77	379.38	8.57	468.61	11.38
Advance received	84.23	1.74	105.10	2.37	121.62	2.95
Current portion of long-term loans	40.91	0.84	40.91	0.92	66.04	1.60
Current portion of lease liabilities	0.09	0.00	0.08	0.00	0.16	0.00
Income tax payable	33.38	0.69	7.22	0.16	9.80	0.24
Derivative liabilities - foreign currency forward contracts	-	-	-	-	4.08	0.10
Other current liabilities	0.24	0.00	1.14	0.03	2.03	0.05
Total current liabilities	896.76	18.52	570.98	12.89	699.65	16.99

รายการ	2023		2022		2021	
	Mil. Bt.	%	Mil. Bt.	%	Mil. Bt.	%
<u>Non - current liabilities</u>						
Long-term loans, net of current portion	12.06	0.25	52.97	1.20	93.88	2.28
Lease liabilities, net of current portion	0.12	0.00	0.23	0.01	0.33	0.01
Deferred tax liabilities	167.46	3.46	177.06	4.00	157.88	3.83
Provision for long-term employee benefits	9.12	0.19	7.71	0.17	4.32	0.10
Total non-current liabilities	188.76	3.90	237.79	5.37	256.40	6.23
Total liabilities	1,085.52	22.42	808.95	18.27	956.06	23.22
<u>Shareholders' equity</u>						
Registered capitals	800.00	16.52	800.00	18.07	800.00	19.43
Issued and paid-up share capital	800.00	16.52	800.00	18.07	800.00	19.43
Share premium	1,225.98	25.32	1,225.98	27.69	1,225.98	29.77
Retained earnings:						
Appropriated - statutory reserve	80.00	1.65	80.00	1.81	80.00	1.94
Unappropriated	1,650.06	34.08	1,513.15	34.17	1,056.16	25.65
Total shareholders' equity	3,756.04	77.58	3,619.13	81.73	3,162.13	76.78
Total liabilities and shareholders' equity	4,841.56	100.00	4,428.08	100.00	4,118.19	100.00

Statement of Comprehensive Income

Ending on 31 December 2021, 2022, and 2023

(Unit: million baht)

Description	2023		2022		2021	
	Mil. Bt.	%	Mil. Bt.	%	Mil. Bt.	%
Revenue from sales	3,268.65	99.47	4,174.95	99.69	4,180.40	99.71
Cost of sales	(2,236.15)	(68.05)	(2,495.41)	(59.59)	(2,331.44)	(55.61)
Gross profits	1,032.50	31.42	1,679.54	40.10	1,848.97	44.10
Other income	17.26	0.53	13.02	0.31	12.04	0.29
Selling expenses	(433.68)	(13.20)	(778.82)	(18.60)	(792.46)	(18.90)
Administrative expenses	(142.08)	(4.32)	(171.11)	(4.09)	(166.68)	(3.98)
Operating profit	474.00	14.43	742.63	17.73	901.87	21.51
Finance cost	(3.56)	(0.11)	(3.93)	(0.09)	(11.79)	(0.28)
Profit before income tax	470.45	14.32	738.70	17.64	890.08	21.23
Income tax expenses	(45.69)	(1.39)	(56.31)	(1.34)	(113.40)	(2.70)
Net profit	424.75	12.93	682.39	16.29	776.68	18.53
Other profits	-	-	(1.40)	(0.03)	-	-
Total profits	424.75	12.93	680.99	16.26	776.68	18.53
Earnings per share						
Current profit	424.75		682.39		776.68	
Number of sold common shares and weighted averages (value at 1.00 baht per shares) (1 million shares)	800.00		800.00		800.00	
Profit per shares (baht per share)	0.53		0.85		0.97	

Statement of cash flow

Ending yearly on 31 December 2021, 2022, and 2023

(Unit: million baht)

List of items	2023	2022	2021
<u>Cash flows from operating activities</u>			
Profit before tax	470.45	738.70	890.08
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities			
Depreciation and amortisation	199.93	206.27	203.53
Reversal of expected credit losses	(0.05)	(0.17)	(0.02)
Reduction of inventory cost to net realisable value (reversal)	(2.01)	(7.10)	6.24
Reversal of impairment loss on non-financial assets	(1.77)	-	-
Loss on write-off of assets	3.83	0.21	0.20
Long-term employee benefit expenses	1.41	1.65	0.73
Unrealised loss (gain) on exchange	(1.34)	0.07	1.10
Loss (gain) on fair value adjustments of derivatives	(0.65)	(9.42)	12.06
Interest income	(5.24)	(0.91)	(0.04)
Finance cost	3.56	3.93	11.79
Profit from operating activities before changes in operating assets and liabilities	668.09	933.22	1,125.67
Operating assets (increase) decrease			
Trade and other receivables	(20.59)	204.00	(198.19)
Inventories	(104.76)	17.30	1.44
Other current assets	5.70	(24.01)	(12.59)
Other non-current assets	1.00	-	-
Operating liabilities increase (decrease)			
Trade and other payables	(49.09)	(88.30)	174.35
Advance received	(20.87)	(16.51)	(17.71)
Other current liabilities	(0.90)	(0.88)	0.91
Cash flows from operating activities	478.59	1,024.83	1,073.88
Interest received	5.31	0.84	0.04
Income tax paid	(29.17)	(48.08)	(0.08)
Net cash flows from operating activities	454.73	977.59	1,073.84
<u>Cash flows from investing activities</u>			
Decrease in restricted bank deposits	5.00	-	-
Acquisition of property, plant and equipment	(199.20)	(24.82)	(143.53)
Acquisition of intangible assets	(0.93)	(0.98)	(3.48)
Net cash flows used in investing activities	(195.12)	(25.80)	(147.01)

(Unit: million baht)

List of items	2023	2022	2021
<u>Cash flows from financing activities</u>			
Increase (decrease) in short-term loans from financial institutions	372.85	9.83	(309.68)
Proceeds for long-term loans from financial institutions	-	-	14.37
Repayment for long-term loans from financial institutions	(40.91)	(66.20)	(248.37)
Payment of principal portion of lease liabilities	(0.10)	(0.18)	(0.35)
Interest paid	(3.56)	(3.78)	(11.51)
Dividend paid	(287.74)	(224.00)	(0.65)
Net cash flows used in financing activities	40.54	(284.32)	(556.20)
Net increase in cash and cash equivalents	300.15	667.47	370.62
Cash and cash equivalents at beginning of year	1,151.62	484.15	113.53
Cash and cash equivalents at end of year	1,451.77	1,151.62	484.15

4.3.2 Key financial statement analysis

Ending on 31 December 2021, 2022, and 2023

List of items	2023	2022	2021
<u>Liquidity Ratio</u>			
Liquidity Ratio	2.29	2.86	1.61
Quick ratio	1.73	2.16	1.10
Cash ratio	0.62	1.54	1.23
Account receivable turnover	38.53	23.62	22.90
Average collection period (Day) ^{1/}	(1.08)	5.47	4.48
Inventory turnover	20.16	29.35	19.36
Average stock period (Day)	17.85	12.27	18.59
Account payable turnover	14.08	13.67	11.87
Average payment period (Day)	25.57	26.33	30.32
Cash Cycle (Day)	(8.80)	(8.59)	(7.25)
<u>Profitability Ratio</u>			
Gross margin (percent)	31.59	40.23	44.23
Earning before interest, tax, depreciation and amortization ratio (percent)	20.51	22.66	26.37
Earning before interest and tax ratio (percent)	14.43	17.73	21.51
Cash ratio for profit margin (percent)	95.93	131.64	119.07
Net profit margin (percent)	12.93	16.29	18.53
Return On Equity : ROE (percent)	11.52	20.13	28.00
<u>Efficiency Ratio</u>			
Return on assets: ROA (percent)	9.16	15.97	20.05
Return on permanent assets (percent)	22.60	31.05	32.33
Return on current assets	0.71	0.98	1.08
<u>Financial Policy Ratio</u>			
Debt to equity ratio	0.29	0.22	0.30
Interest Bearing debt to equity ratio	0.12	0.04	0.06
Interest coverage ratio	136.99	272.41	94.27
Cash basis	0.86	3.06	2.63
Dividend yield (percent) ^{2/}	39.55	42.20	29.87

Remarks:

^{1/} Average collection period is calculated by (amount of period x average trade debtors/ proceeds of sales) – (amount of period x advance payment for average product/proceeds of sales)

^{2/} The Company has announced the dividend payment instead of the annual dividend payment from the operation of the closing account ended on 31 December 2021, totaling 224 million baht, the operation of the closing account ended on 31 December 2022, totaling 288 million baht and the operation of the closing account ended on 31 December 2023, totaling 168 million baht.

5. General information and other important information

5.1 General information

5.1.1 Information of Company

Company name	:	S.Kijchai Enterprise Public Company Limited (“SKN”)
Type of business	:	Manufacture and distribution of MDF board
Headquarter office	:	99/9 M.7 Huay Yang Sub-district, Klaeng District, Rayong Province 21110
Telephone number	:	+66 (0)3 892 8188
Fax	:	+66 (0)3 892 8189
Company registration number	:	0107559000435
Authorized capital	:	800,000,000 baht
Paid-in capital	:	800,000,000 baht
Types and prices of shares	:	Common shares worth 1.00 baht per share
Website	:	http://www.skn.co.th/
<u>Company Secretary</u>	Tel:	+66 (0)3 892 8188 ext. 5701
	E-mail:	secretary@kijchai.co.th
<u>Investor Relations</u>	Tel:	+66 (0)3 892 8188 ext. 5701
	E-mail:	skn@kijchai.co.th

5.1.2 Information of subsidiary

(1)	Company name	:	S.Kleber Chemical Company Limited
	Type of business	:	Manufacture and distribution of Glue and Chemical
	Headquarter office	:	99 M.3 Nong Lalok Sub-district, Ban Khai District, Rayong Province 21120
	Telephone number	:	+66 (0)3 892 8188
	Fax	:	+66 (0)3 892 8189
	Company registration number	:	0215561005624
	Authorized capital	:	100,000,000 baht
	Paid-in capital	:	100,000,000 baht
	Types and prices of shares	:	Common shares worth 10.00 baht per share
	Share Holding Percentage (%)	:	100% paid-up capital

- (2)
- | | | |
|------------------------------|---|--|
| Company name | : | SKN Kraft and Paper Company Limited |
| Type of business | : | Operate the business of recycle wastepaper by separating the plastic and metal out, refining and drying to make recycled pulp and paper. |
| Headquarter office | : | 99/9 M.7 Huay Yang Sub-district, Klaeng District, Rayong Province 21110 |
| Telephone number | : | +66 (0)3 892 8188 |
| Fax | : | +66 (0)3 892 8189 |
| Company registration number | : | 0215564009779 |
| Authorized capital | : | 500,000,000 baht |
| Paid-in capital | : | 200,000,000 baht |
| Types and prices of shares | : | Common shares worth 10.00 baht per share |
| Share Holding Percentage (%) | : | 100% paid-up capital |

5.1.3 References Parties

(1) Securities Registrar

- | | | |
|------------------|---|---|
| Company name | : | Thailand Securities Depository Company Limited |
| Location | : | 93 Ratchadapisek Road, Din Daeng, Bangkok 10400 |
| Telephone number | : | +66 (0)2 009 9381 |
| Fax | : | +66 (0)2 009 9001 |

(2) Company audit

- | | | |
|------------------|---|--|
| Company name | : | EY Office Company Limited |
| Location | : | 193/136-137 33 rd Floor, Lake Rajada Office Complex
Rajadapisek Road, Klongtoey, Bangkok 10110 |
| Telephone number | : | +66 (0)2 264 9090 |
| Auditors | : | Ms. Sumesa Tangyoosuk Certified Auditor License 3844 |
| | : | Mrs. Vilai Soonthornvanee Certified Auditor License 7356 |
| | : | Mr. Chatchai Kasemsrithanawat Certified Auditor License 5813 |

5.2 Other important information

- None -

5.3 Legal disputes

- None -

5.4 Secondary Market

- None -

Part 2

The Principles of Corporate Governance

6. The Principles of Corporate Governance

6.1 Overview of Policies and Corporate Governance Guidelines

The Company prioritizes the importance of policy regarding ‘The Principles of Good Corporate Governance’ by specify policy for a transparent business operation that is accountable which will increase confidence to investors. The principles and practices are in alignment with the Principles of Good Corporate Governance of the SET, the SEC and the recommendations of the Thai Institute of Directors (IOD). And communicated to executives and employees acknowledged and treated continuously. Thus the board of director has review the policy annually. Including always follow up and monitoring the implementation of policies to be used to ensure the suitable for the company’s business and the situation and operation of the company. The Company will consistently disclose information to the public and shareholders. The Company also prioritizes internal control and internal audit. For risk management, the Company makes to monitor and manage risks and takes into consideration regarding the morals in business operation. This is completed by maintain fairness to trade partners, shareholders, and all stakeholders. The guidelines for good corporate governance covering 5 categories as follow. 1) Rights of Shareholders 2) Equitable Treatment of Shareholders 3) Role of Stakeholders 4) Disclosure and Transparency and 5) Board Responsibilities

6.1.1 Policy and Guidelines for the Board, shareholders, and stakeholders

1. Rights of Shareholders

The Company prioritizes the rights of shareholders in making decision on key changes of the Company equally. The shareholders will receive accurate, adequate and on-time information of the Company to accompany in decision making in every aspect. Thus, the board of directors will specify practice approach to ensure confident that shareholders will have protection of their basic rights. The example is the Company will consistently notify all shareholders the progress of business operation by notify the shareholders directly or through the Stock Exchange of Thailand or other channels.

Shareholders meeting

The Company will hold common meeting for shareholders within 120 days from the date of the closing account of the Company. For other shareholder meeting which known as the common meeting, the Company will hold additional meetings based on necessity and suitability. The Company allowed shareholders to submit proposal of agendas and nomination of director candidates prior to the meeting. Which be informed through the Stock Exchange of Thailand channels and company’s website. Thus, the Company will also have legal advisor with a responsibility to provide legal opinions and works as agent in inspecting vote throughout the meeting. The Company

will also have meeting agenda on complicated transactions, which the Company will invite financial advisor to take part of the meeting. This is to notify information to the meeting and answer questions from the shareholders.

In addition, the Company assigned Thailand Securities Depository Co., Ltd. (TSD) as a securities registration of the Company to distribute meeting invitations to shareholders. The Company will post invitation and meeting documents on company's website thirty days prior to the meeting date and also publish invitation on a newspaper not less than three consecutive days prior to the meeting date, so the shareholders can study an information in advance. The meeting invitation will mention a venue, date, time, meeting agendas, related information, objectives, and reasons of each proposed agenda and also include board of directors' opinion in all agendas.

Meeting operations

The Company will open registration for shareholders two hours before the meeting and will open for registration until prior to the discussion of the last meeting items. The Company will appointed staff to welcome the shareholders as well as facilitate shareholders throughout the meeting. Before the meeting, the Company will provide suggestions to board of directors, executive committee, financial auditors, legal advisor and will notify shareholders of their rights based on the regulation of the Company. The meeting will consist of voting process and rights to vote according to types of share. After meeting items information has been provide, the Chairman of the meeting will open opportunity for shareholders to give opinions and ask questions to the meeting based on that particular meeting item equally with appropriate time for a discussion. For voting item, the board member of the Company will appoint shareholders to vote for individual board members.

Minute of Meeting and disclosure of shareholders meeting resolutions

The meeting minute of shareholder will be compiling with accurately and completely so the shareholders can verify the information. The meeting minute will consist of name list for board members who attend the meeting as well as board members who are absent from the meeting. It will also notify voting process and approaches to display voting scores to the meeting before continue the meeting as well as details of meeting resolution. It will also consist of conform votes and dissent votes and abstention. In all meeting items, there will be voting as well as conclude of opinions, questions and answers that is main point that is relating to each meeting item. The Company will publish voting results of each meeting items of the meeting through company website or through the Stock Exchange of Thailand.

In the 2023 Annual General Meeting of Shareholders, the company has given the opportunity to the shareholders to propose the agendas and nominate candidates to be elected as directors of the Company in advance from 10 October 2022 to 31 December 2022. The Company held the Annual General Meeting of Shareholders on 24 April 2023 at 14.00 hrs., through Electronic Meeting (E-AGM), which in accordance with criteria specified in the laws on electronic meeting from the registration process, vote counting, question submission, and data processing to ensure clarity, transparency, and auditability.

2. Equitable Treatment of Shareholders

The Company is aware of equal and fair treatments for all shareholders, whether they are major shareholders, institutional shareholders, foreign investors, or minor shareholders in order to supports fair and equal treatment to all shareholders and specifies guideline as follow.

Provide agenda before the meeting

The Company prepares the invitation and related documents in both Thai and English versions and distribute to shareholders. The said documents are also published on the Company's website prior to the meeting in accordance with the period as required by the relevant laws and rules. Thus, the Company will notify shareholders the meeting rules and voting rights prior to the meeting, following the details based on the topic "rights of shareholders"

Protect rights of minor shareholders

The Company offers opportunity for minor shareholders to have their rights in proposing meeting items as well as proposing name of the board members for election of Nominating and Compensation Committee prior to the date of ordinary meeting of shareholders in accordance with the criteria, conditions, and methods determined by the Company and/or the related laws. In this regard, the criteria, channels, period, and result of proposal are announced in the Company's website and that of SET. Additionally, in a case where shareholders could not attend the meeting in person, the shareholder can appoint other person and/or the Company's Independent Director to attend the meeting and cast vote on his/her behalf. The Company provides along with the invitation the Letter of Proxy in a format that the shareholders can instruct vote casting. In addition, required documents and evidence as well as proxy authorization process are clearly explained for shareholders to ensure the right documents are prepared. The Company invited independent parties to participate in the audit of vote casting in the meeting of shareholders and disclosed in the minutes of meeting of shareholders.

Protection of internal information

In order to the directors, executives and employees of the company compliance with the regulations and articles of The Securities and Exchange Commission, Thailand (SEC). Also, in accordance with the principles of corporate governance so the company has set a protection of internal information guidelines, which following the details based on topic 8.1.4 sub topic 2 "Protection of internal information usage"

Interest of the board members

The Company has specified member that could have conflict of interest in any items be votaress in specific item. Additionally, according to the regulations and guideline in connected transactions, it also specify board members and executive committee to provide report regarding own interest or third parties interest and notify to the Company. This is so the Company will have adequate information that could benefits the business operation based on guidelines for 'connected transaction'. This is also to prevent any connected transaction that could result in conflict of interest and also specify that stakeholders within connected transaction will not have right to approve or votes in specific item.

In addition, the Board of Directors has established a clear direction to ensure strict compliance with the laws, regulations, and articles of SET and SEC and arranged for review of compliance with corporate governance on a

regular basis. This is in order to assure that all shareholders are treated and are entitled to exercise their right in an equal and fair manner.

In 2023, the Board of Directors received no complaints with regards to unfair treatments toward shareholders, unfair related party transactions or any crimes regarding the use of insider information of Directors and executives. This reflected that the policies or guidelines determined by the Board of Directors were adequate and appropriate.

3. Roles of Stakeholders

The Company respects the right of stakeholders and has specify guideline within the Company ‘code of conduct’ to ensure that every stakeholder will receive every rights according to the law. The stakeholders are including shareholders, executives, customers, trading partners, debtors as well as society. Additionally, the Company will also support the collaboration between every group of stakeholder. This is so the businesses operations can continue with security of the Company in align with fair benefits and compensation to all parties for a long-term success of the Company. The company has policies and guideline as follows

Shareholders

The Company is committed to operate transparent, justified, and fair business and with adherence to equal and fair treatments to shareholders. The Company arranges for disclosure of information in a complete, correct, and equal manner on a regular basis. In addition, the Company has put in place measures to monitor and prevent Directors, executives, and employees of the Company from exploiting any information which has not yet been disclosed. Including, to ensure proper risk factors in management, to protect Company’s properties, and to ensure cautious business management and decision making, in order to deliver consistent turnover and generate reasonable earnings for shareholders continuously and equally. These actions were taken in order to achieve both short-term and long-term goals of the Company with efficiency as well as stable and sustainable business growth for the benefit of shareholders.

Employees

The Company has a policy that employees shall receive fair treatments and suitable in respect of opportunity, remuneration, welfare, potential development as well as assurance on the quality of life, safety, hygiene at workplace. With regards to remuneration, the Company makes decisions by taking into account the main factors i.e. capability and performance efficiency along with the Company’s operation results as well as the competitive capability within the industry. Thus, all employees will be entitled to fair treatments i.e., social security payment and provident fund. As for employees potential development, the Company arranges for various internal and external training courses for employees in order to promote and develop knowledge and capability of the employees. Additionally, the Company implements policies regarding working safety, occupational health, and environments to enhance employees’ confidence towards quality of lives. The Company is committed to control risk factors that cause unsecured works in both office and factory, to strictly comply with related laws and regulations, to analysis accident rate and improve working safety, to implement system for consistent evaluation of environment to prevent employees’ health from work-related diseases, and to arrange annual health examination for all employees.

In this regard, the Company has established measures to reduce and prevent such accidents. Including to implement system for consistent evaluation of environment to prevent employees' health from work-related diseases, and to arrange annual health examination for all employees.

Customers

The Company is determined to improve the quality of products and services on a continuous basis to deliver ultimate customer satisfaction where the Company takes the best care and take responsibility in our customers. The Company uses customer satisfaction form to collect key data for improvement of products and services to fulfill customers' needs. Moreover, the Company provides channel for customers' complaints in order to promptly support and solve problems. The Company continuously develops preventive approaches, find solutions, and develop products and services to ensure sustainable fulfillment of customers' requirements, to promote corporate image and customers' confidence in the future.

Trade partners

The Company complies with trade terms and agreements as stated in contract by focusing on equal treatment for partners to ensure utmost benefits for the Company and fair compensation for both parties.

Business Competitor

The Company is committed to operate commercial transactions and compete in compliance with healthy competition rules, to promote fair treatment with competitors, and to encourage free and fair trade.

Creditors

The Company has policy to treat all creditors with fairness and equality, strictly honors terms, conditions, and agreements per contracts entered into with all creditors.

Community , Society , and Environment

The Company realizes about participation with societies and communities by promoting employment and opportunities for people, focusing on participation with communities to offer occasional support, and donating for public purposes. Regarding environments, the Company focuses on environmental and social-friendly production process and promotes awareness and understanding towards environment conservation and wise resource utilization through trainings and corporate campaigns. The Company is ISO 14001 certified, which is the standard for management system to follow environment policies. The Company also arranges training for such environment and standard system. Furthermore, the Company is determined to promote efficient and sustainable resource utilizations by studying, developing, and selecting production innovations that use modern machines to optimize resources with efficiency. Other implementations apart from aforementioned process are the details based on topic 3 "Driving Business for Sustainability" sup topic 3.4 "Sustainability Management in Social Dimension"

Lead and Complaint Report

The Directors implement policies for stakeholders to report leads or complaints to Directors regarding laws violation, accuracy of financial reports, errors of internal controls, or unethical issues, and ensure legal mechanism to protect rights of whistleblower. Company keeps information of whistleblower or complainer confidential without exposing any information to others and obtain proper protection from the Company. Independent directors or audit

committees will verify information and suggest solutions (if any), and report to the Board of Directors. Please refer to addresses below.

E-mail : skn@kijchai.co.th

Postage : S. Kijchai Enterprise Public Company Limited

99/9 M.7 Huay-Yang, Klaeng, Rayong 21110

However, the Company had clear policy and determination to ensure compliance with related laws and regulations so as to ensure that right of all stakeholders will be protected equitably and fairly. In 2023, there were no any complaints via the channels provided by the Company.

4. Disclosure and Transparency

The shareholders can access information of the Company that is equally provided to shareholders and the public through website of the Company. The content will consist of latest Stock Exchange prices, financial information, meeting invitation, financial statement, and printing materials for download. The Directors put priority in disclosing information and provides information disclosure both of financial information and other information that is complete, adequate, reliable and on time. This is so shareholders and stakeholders will receive equal information as well as important Company details including name of board members and their shareholder details, sub-committee members, and executive committee. Also, published in annual report, stating number of meetings that Directors and affiliates have attended, background of Directors and Executives, compensation criteria of Directors and Top Executives, individual compensation of Directors, reports about the Company's operation. This will include information that affect purchasing price for the Company Stock Exchange or affect investment decision or beneficial to shareholders based on announcement of the Stock Exchange of Thailand and related law. This is so potential investors or related parties who are shareholders will use the information to accompany investment decision in the future. This will be through different channels on information of the Stock Exchange of Thailand and website of the Company.

The Company has assigned the Investor Relations Department to be the contact point for communication and provision of information to institutional investors, shareholders and analysts. The communication channel was available on the Company's website under the "Investor Relation" section. In 2023, the Company organized the meetings with Opportunity Day, which was held 4 times.

5. Responsibilities of Company board member

The Company board members take part in allocates and/or consent in vision, mission, strategy, goals, business plan and financial budget of the Company. The board members also supervise management department to follow according to business plan and financial budget as set by the Company in a highly effective and efficient manner to the Company as well as provide stability to shareholders. The board members also monitor assessment process based on suitability of internal audit, risk management, financial report of the Company as well as consistently follow-up with the operation.

There will be at least five board members but will not exceed 12 members. It will consist of members from management department and members who are not from management department. There will be at least three

qualified independent members, which will be no less than 1 out of 3 for the entire board members. Thus, this will result in the appropriate balance of members who are executives. Additionally, the Company also appointed sub-committee member and management committee to cooperate in supervise business operation. The term of the positions, roles, and responsibilities of board members, sub-committee members and executive member as displayed in topic 7.2.

Compensation of board members

The Company specifies accurate and transparent compensation policy and request for approval from annual shareholders meeting. The Company prioritize suitability in align with scope of responsibility for each of board member. There is also a comparison compensation rate for other board members in the same or similar industry.

Board members meeting

The Company will hold board directors meeting as well as distribute meeting invitation along with meeting agenda and related documents to board of directors in advance. This is according to the Company regulation related to the law of Public Company Limited and regulations of the Stock Exchange of Thailand that specify board members' responsibility in attend the meeting. Board of directors are allowed to be absent from the meeting only in the case of emergency. The Company also will provide accurate and complete meeting minute so that the shareholder will be able to access the information.

Board members report

The board of directors are responsible in management of financial report which including the Company financial budget and financial information that appeared in annual report. Thus, the particular financial report will be providing according to the Accounting Standards that is certify in Thailand. The Company will select an appropriate finance policy that is an acceptable in align with careful executive discretion in the completing and monitoring. Thus, there will be adequate disclosure of information to accompany financial statement.

Board members self-assessment and assessment of performance for sub-committees

The Company will provide board members and sub-committees an assessment that adjusted from an example of the Stock Exchange of Thailand to self-assess their own performance which consist of 1) Assessment of the board of director and sub-committees and 2) Assessment of individual directors of the board members and sub-committees. However, The Company will compile the assessment results and propose to the board of director and sub-committees for performances and problems consideration. The assessment will be further analyzed and discussed for appropriate solutions to improve the board of director performance.

The development of board members and high-level executives

The Company put priority to personal development of the Board members and high-level executives so the company supports board members and high-level executives to attend trainings, seminar and courses conducted by organizations such a Thai Institute of Directors (IOD), The Stock Exchange of Thailand, Thai Listed Companies Association, etc. In order to sharpen knowledge that support their career and enhance efficiency of Directors and Executives. The Company also support consistent meet up to exchange opinions between board of directors, board members, and high-level executives from different organization so that they can apply knowledge and experiences in their jobs and support Company in the future

6.2 Code of Conduct

The Company is determined to operate the business under the principle of good corporate governance by taking into consideration all stakeholders. The Company establishes the Code of Conduct to ensure that all employees strictly comply with the principles and practices specified by the Company. The Board of Directors, executives and employees at all levels always adhere and comply with the Code of Conduct, creating the maximum value and benefit for the organization. The Company's principles and practices guidelines are as follows:

1. Corporate Governance Policy

All employees shall comply with the Company's Corporate Governance Policy to demonstrate that the Company gives the importance to protection of interest of all stakeholders, including shareholders, customers and employees, as well as the Company's reputation.

2. Relationship with the Company's Shareholders

Always perform the duty with integrity. Any decision made by the Board of Directors shall take into consideration the shareholders' interest and any act shall be fairly done for all shareholders.

3. Basic Practices of the Board of Directors

Always perform all assignments with integrity by fully applying knowledge and professional experience for the Company's benefit and promote the corporate governance culture.

4. Basic Practices of the Managing Directors

Establish the Company's business policies to achieve the defined objectives, maintain interest of all shareholders, customers and employees and promote the corporate governance culture.

5. Employee Policy and Treatment

The Company provides all employees with fair compensation and desirable working environment which is safe for life and property of all employees. Any employee appointment and transfer as well as rewards and punishment are based on good faith, knowledge, ability and suitability of each employee. The Company focuses on development of employee knowledge, ability and skills and thoroughly and consistently provide opportunity of all employees. We strictly comply with the applicable laws and regulations concerning employees.

6. Employee Practice Policy

All employees shall perform their duties with determination, integrity, transparency and accountability. They shall refrain from giving any high-value gift to their superior or accepting any gift from their subordinate. The superior shall respectfully behave towards other employees and employees shall not do any act in a way that is disrespectful against their superior. All employees shall respect the rights of other employees and management, always be disciplined and comply with the Company's rules and regulations and morality, whether specified in writing or not. They should create and maintain harmony and solidarity among employees and avoid doing any act that may affect the Company's reputation and image or cause subsequent problems against the Company.

7. Employee Compensation Policy

Determination of employee compensation is based on the compensation and benefit calculation systems under the business standard. Similarly, employee skill development and motivation of employee morale are conducted to ensure effectiveness and efficiency of employee performance. In addition, the Company enables all employees to provide their opinions on operational improvement and encourages strong relationship among the organization's departments.

8. Relevance of Practices and Laws

Any practice of the Company shall be properly improved to conform with the applicable laws.

9. Customers

The Company is determined to deliver quality products and services that meet or exceed customer expectations under the fair conditions and provide customers with accurate, adequate and update product and service information without any exaggeration that misleads customers about the quality of such products or services. We always keep customers' confidentiality and do not improperly use such confidential information for our own or related parties' interest. We communicate with our customers in a polite, effective and trusted manner and rapidly respond to customer demand. We provide the system and channels that enable customers to effectively submit their complaints on the quality and safety of products and services.

10. Conflict of Interest

The directors, executives and employees shall avoid doing any act causing the conflict of interest against the Company. The Company shall control and prevent any conflict of interest among related parties. Any executive or employee shall not be entitled to do any act contrary to the applicable laws and the Company's practices. Any act and decision of the Company's executives or employees shall always have the first regard to the stakeholders' interest than their own interest. In this case, if there is any conflict of interest or when any director, executive and employee involve in any situation leading to the conflict of interest, such person shall notify the superior or related department in order to resolve the situation in a fair and transparent manner.

11. Internal Information of the Company

All employees of the Company shall comply with the practices of using internal information.

12. Competition

The Company is determined to operate the business and perform business competition freely and fairly. In any business negotiation, the directors, executives and employees shall refrain from asking, accepting or paying any improper benefit from and to the suppliers and/or creditors.

13. Public Relations

There will be no distortion, concealment and/ or misrepresentation in any public dissemination or advertisement. The Company's disclosure will be in accordance with relevant laws.

14. Social and Environmental Roles

All directors, executives and employees of the Company are encouraged to have participation and become part of society. Activities aiming at creating desirable society, community and environment are regularly carried out

in a bid to improve the quality of life of communities. They are carried out both by the Company and in collaboration with the government and communities. The Company realizes that participation in social activities will help develop overall economy and society and eventually result in the Company's success. In addition, we have the policy to promote activities concerning natural protection and conservation as well as local customs and traditions.

15. Giving or Accepting Gifts or Entertainment

All directors, executives and employees of the Company shall not ask, accept or agree to accept money, objects or any other benefit from any persons associated with the Company. However, directors, executives and employees may traditionally accept or give any gifts. Gift acceptance shall not influence any business decision making of the recipient and made transparently or openly with accountability.

16. Internal Control, Internal Audit and Finance Reporting

The Company's management is responsible for preparing accurate, complete and update financial reports, covering yearly and quarterly statements, in accordance with the generally accepted accounting standards. In addition, the internal control and audit systems are put in place to ensure that the Company strictly complies with relevant standards and laws under supervision of the internal auditor and review of the Audit Committee.

17. Monitoring of Observance, Notification and Disclosure of Offences

There are 5 principles as follows:

1. The Company determines that it is the duty and responsibility of all directors, executives and employees to acknowledge, understand and strictly comply with the code of conduct.
2. There are punishment and recognition for those who are non-compliant and stringently compliant in accordance with the disciplinary action policy and provisions in the work regulations.
3. Monitoring, inquiry and reporting processes are put in place in case there is any suspected offence against the code of conduct or there are any complaints submitted via the complaint receipt channels. The processes are carried out according to the nature of disciplinary offences and the superior hierarchy as follows:
 - The Functional superior
 - The Internal Audit Team
 - The Audit Committee

Thus, the reporting any suspected offence against the code of conduct, non-serious cases shall be reported to the superiors in a hierarchical order and serious cases, including corruption and fraud, shall be reported to the top superior of the department. If such case involves the top superior of the department, the employee may directly inform the internal audit unit so that it will perform an investigation and report to the Audit Committee accordingly.

4. The internal audit unit has the duty to report the observance monitoring results to the Company's executives and the Audit Committee
5. The code of conduct shall be reviewed every 3 years or if appropriate and necessary

In addition to the above, The Company has specified to have business moral guidelines for board members, executives, and employees to follow strictly as follow.

1. Manages a business with trade partners and competitors on the basis of honesty and fair principles
2. Strictly follow legal intentions by avoid any incidents that is not correspond to the Company business moral for the purpose to only achieve the business goal
3. To maintain the Company and business brand reputation and to not publicize information of the Company direct or indirect to external parties, especially the information that has not been filter for accuracy from sectors related to the Company
4. In case of conflict of interest, there should be an approach to solve the situation through the negotiation process in align with principal mechanism of the Company and as stated by the law on the particular issue

6.3 Major Changes and Developments of the Corporate Governance Code and Corporate Governance System in the Past Year

The company has recognized the importance of the application of Corporate Governance Code 2017 (CG Code 2017) developed by the Securities and Exchange Commission (SEC) promulgated since March 2017. The company is scheduled to review the corporate governance policies of the company annually. With the following purposes of review:

1. To ensure that the business operation of the company has transparent corporate governance that is accountable which will increase confidence to investors.
2. To ensure that the company has complied with the Good Corporate Governance Principles of the Stock Exchange of Thailand B.E. 2555 (2012) and the CG Code 2017 of the Securities and Exchange Commission.
3. To ensure that the company has following up and monitoring the implementation of policies to be used to ensure the suitable for the company's business and the situation and operation of the company is always.

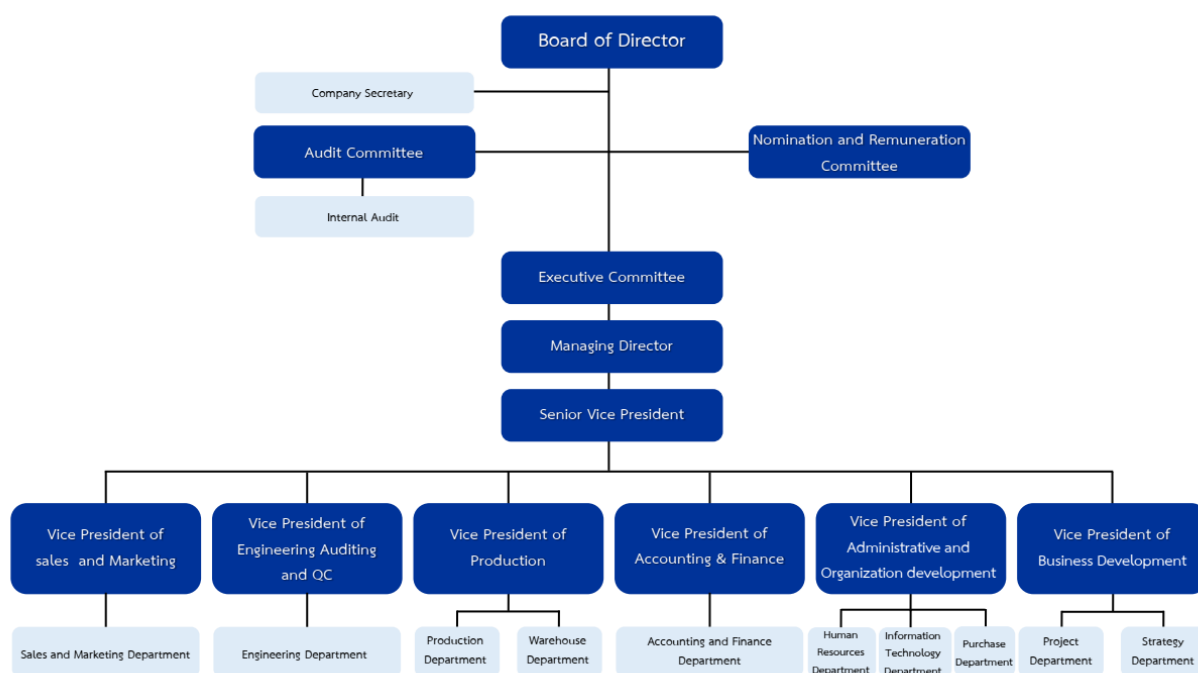
Thus, the board of director has reviewed The Principles of Corporate Governance policy and considers that such policy is appropriate. The Commission considers that the company has complied with the Corporate Governance Code 2017 developed and communicated to executives and employees acknowledged and treated continuously. Including following up and monitoring the implementation of policies to be used to ensure the suitable for the company's business and the situation and operation of the company is always.

The Board of Directors, Executives, and Employees of the Company and subsidiary company have complied with the Principles of Corporate Governance policy and follow up the performance according to the operational plan strictly and regularly. In 2023, there was no any cases that does not comply with the policy.

7. Corporate Governance Structure and Information of the Board of Directors, Sub-Committees, Executives, Employees and Others

7.1 Corporate Governance Structure

As of 31 December 2023, the Company corporate governance structures consist of the Company board members, 2 sub-committees (which are 1) auditing committees and 2) nominating and compensation committees) and Executive Committee according to management structures as follows.



7.2 Information of the Board of Directors

The Company's management structure as described below allows clear segregation of roles, duties, and responsibilities of the board of director, the sub-committees, and the management for check and balances, as well as cross-checking of their performance.

7.2.1 The Board of Director Structure

The Board of Director consist of directors with expertise and experience in various fields, being properly qualified and without forbidden qualities under the Public Limited Companies Act B.E. 2535 and the Securities and Exchange Act B.E. 2535. The directors must not possess any distrustful characteristics unsuitable for the management position in public limited companies under the announcement of the Securities and Exchange Commission (SEC).

As of 31 December 2023, the Board of Directors consist of 12 directors, including

1. 4 Independent Directors, representing for one-third of the entire committee and 33.33% of the total directors
2. 8 Non-Executive Directors, representing 66.67% of the total directors
3. 4 Executive Directors, representing 33.33% of the total directors
4. 2 Female Directors, representing 16.67% of the total directors

7.2.2 Information of the Board of Directors and Authorized Directors of the Company

Information of the Board of Directors

The Board of Directors as of 31 December 2023 consist of 12 directors as follows:

No.	Name	Position
1.	Dr. Suvit Thaniyavarn	Independent Director and Chairman of the Board (Non-Executive Director)
2.	Mr. Vichai Sangwongkit	Director and Managing Director (Authorized Director)
3.	Mr. Vichien Saengwongkij	Director (Authorized Director)
4.	Mr. Chaiwat Taweepiriya	Director (Authorized Director)
5.	Mr. Sanguan Saengwongkij	Director (Authorized Director)
6.	Mr. Supot Massayamas	Director
7.	Mr. Somnuk Saengwongkij	Director
8.	Miss Kanokporn Arayaprakarn	Director (Authorized Director)
9.	Miss Orawan Sangwongkit	Director (Authorized Director)
10.	Mr. Tarate Poshyananda	Independent Director, Chairman of the Audit Committee, and Member of the Nomination and Compensation Committee
11.	Pol.Lt.Gen. Sunchai Chaiamporn	Independent Director, Member of the Audit committee, and Chairman of the Nomination and Compensation Committee
12.	Mr. Tiwat Rattanakate	Independent Director and Member of the Audit committee
13.	Miss Vichuta Saengwongkij ^{1/}	Member of the Nomination and Compensation Committee
14.	Mr. Hamsiri Sangwongkit ^{1/}	Member of the Nomination and Compensation Committee

^{1/} Miss Vichuta Saengwongkij and Mr. Hamsiri Sangwongkit are a member of sub-committee board, but not a part of the Company's board member.

Authorized Directors of the Company

The Company determined that Mr. Vichai Sangwongkit, Mr. Vichien Saengwongkij, Mr. Chaiwat Taweepiriya, Mr. Sanguan Sangwongkij, Ms. Kanokporn Arayaprakarn, Ms. Orawan Sangwongkit, any two of six Directors jointly signs with the company's seal affixed. Except Mr. Vichai Sangwongkit and Ms. Orawan Sangwongkit can not jointly signs.

7.2.3 Role and Duties of the Chairman of the Board of Directors

The Chairman of the Board of Directors has power, roles and responsibilities as follows.

1. Sets Board meeting agenda in consultation with the Managing Director and/or the Management, and oversees to ensure all Board members receive accurate, complete, timely, and clear information prior to the meeting assist in their decision-making process.

2. Provides leadership and direction to the Board of Directors and chairs meeting of the Board.
 - a) Conducts a Board meeting according to the agendas, the Company's Articles of Associations, and applicable laws.
 - b) Encourages and allocates sufficient time to each Board member to discuss and express their opinion freely with due circumspection and concern for all stakeholders.
3. Chairs meetings of shareholders according to the agendas, the Company's Articles of Associations, and relevant laws by allocating time appropriately.
4. Fosters a positive working relationship between the Board of Directors and the Management and supports the performance of the duties of the Managing Director and the Management in accordance with the Company's policies.
5. Ensure that all directors contribute to the Company's ethical culture and good corporate governance.
6. Oversees that the overall performance of the Board of Directors, Sub-committees and each director perform their duties effectively and efficiently.

7.2.4 Role and Duties of the Board of Directors

The board members as a representative of shareholders have power, roles and responsibilities as follow.

1. Performs assigned roles with responsibility, precaution, honesty to maintain the benefits of the Company and as stated by the law, as well as objective and regulations of the Company and resolution from shareholders meeting
2. Acquires the power to specify or adjust conditions regarding joint-signing of the Company as well as list of board members who hold the power of joint-signing of the Company
3. Takes into consideration to approve and appoint as well as specify roles of sub-committee members based on suitability and necessity to support the business management of the Company board members
4. Plans organization structure and specify Organization Chart of the Company as well as adjust according to the suitability
5. Appoints the Company secretary to support the Company board member in different operations according to the law, announcement, and related regulations
6. Specifies vision, policy, business operation direction and monitor management department to operate accordingly in an effective and efficient manner
7. Specifies business plan, yearly financial budget, supervise and monitor management of management department and consider potential for the next quarter of the year
8. Specifies framework and policy for salary, salary promotion, bonus, compensation or reward bonus to employees
9. Appoints management department to have financial system, financial report, and financial audit that is reliable as well as supervise to have system in risk management and internal control system that is suitable and sufficient
10. Considers the approval of receiving or distributing of asset, new business investment or any operations to be based on the law, announcement, and related rules and regulations

11. Considers and/or consent of connected transactions and/or engage in any connected transactions (in case of the size of items, do not need to receive approval from shareholders meeting) of the Company and subsidiary (if any) according to law, announcements, rules and related regulations
12. Considers the approval of dividend to shareholders of the Company and report to shareholders meeting in the next meeting
13. Monitors to prevent the conflict of interest between stakeholders and the Company
14. Verifies process and policy in risk management and follow up on the operations
15. Specifies policy relating to business management and corporate social responsibility as well as anti-corruption policy and establish the use of the particular policy effectively
16. Holds an annual report and responsible for creating and disclosing financial budget to display financial status and business turnover of the Company in previous year to present to the shareholders meeting
17. Holds an annual general meeting within 4 months since the ending date of the Company fiscal accounting period
18. Considers and approves other key operations related to the Company or as see fit regarding the operation for the highest benefits and fairness to the Company and all stakeholders
19. Authorized one or more board member or external members, thus the authorization will not be assigned during the period of the board members or assigned member to engage with individual that could have potential conflict of interest, stakeholders, or any forms of conflict of interest to the Company or subsidiary company (if any)

7.3 Information of the Sub-committees

The structures of board members and management of the Company is as follow.

1. Board of Directors
2. Two sub-committees, which are 1) Audit Committee and 2) Nomination and Compensation Committee
3. Executive Committee

7.3.1 Audit Committees

The names of the Audit Committee

The names of the Audit Committee as of 31 December 2023 consist of 3 directors as follows:

No.	Name	Position
1.	Mr. Tarate Poshyananda ^{1/}	Chairman of the Audit Committee (Independent Director)
2.	Pol.Lt.Gen. Sunchai Chaiamporn	Member of the Audit Committee (Independent Director)
3.	Mr. Tiwat Rattanakate	Member of the Audit Committee (Independent Director)

^{1/} Independent director who has knowledge and experience in reviewing the Company's financial statements.

Scope of Authorities, Duties and Responsibilities of the Audit Committee

1. Verifies for the Company to report and disclose accurate and sufficient financial reports
2. Verifies for the Company to have internal control and internal audit that is suitable and efficient and takes into consideration the indent of internal control as well as gives consent in appoint, remove or dismiss internal audit supervisors or others departments related to internal audit
3. Verifies for the Company to act according to the Securities and Exchange Act as well as regulations of Stock Exchange and law related to business operations of the Company
4. Considers, selects, and propose the appointment of individual who is independent as the Company financial auditor and compensation of the individual as well as attend the meeting of financial auditor without any managements attend the meeting at least once a year
5. Considers related transaction or items that could related to conflict of interest to be according to law and regulations of the Stock Exchange to ensure that the particular item is rationale and beneficial to the Company as well as the disclosure of accurate and complete information
6. Acquires power to invite board members, executives, supervisors or company employees to discuss or answer questions from the audit committee
7. Audit Committees entitle to request for independent opinions from professional advisors as necessity with the Company expenditure
8. Creates audit committees report by disclose in company annual report, the report must be sign by Chairman of the Audit Committee, the report need to be sign and consist of the following information:
 - a) Opinions regarding accuracy and reliability of the financial report
 - b) Opinions regarding sufficiency for internal control system
 - c) Opinions regarding company' s' actions according to the Securities and Exchange Act as well as regulations of the Stock Exchange or law that related to the business
 - d) Opinions regarding suitability of financial auditor
 - e) Opinions regarding items that could result in conflict of interest
 - f) Number of meetings for the Audit Committee and the attendance of each member of Audit Committee
 - g) Opinions or observations from action according to the Audit Committee's Charter
 - h) Other items that the shareholders and investors should acknowledge under term of reference, roles and assigned responsibilities by the board members.
9. Other current activities for board members to acknowledge regarding activities of the Audit Committee as follow:
 - a) Meeting minute of Auditing Committee that clearly identify opinions of the Audit Committee in various aspects
 - b) Report regarding the opinion of financial report, internal audit, and internal audit process
 - c) Other reports that the board members should acknowledge

10. The responsibilities of the Audit Committee are also to report any items or action that could significantly affect financial status or business operation of the Company to adjust or solve within suitable period as see fit by the Auditing Committee
 - a) Items related to conflict of interest
 - b) Doubts or presumption if there is any act of corruption or error in the internal control system
 - c) Doubts that there could be law violation regarding to the Securities and Exchange Act as well as regulations of Stock Exchange and law related to business operations of the CompanyIf the Auditing Committee report to the board members regarding significant affect toward financial status and business operation and if there is a discussion with board members and executives that there should be adjustments. If the time has arrived, and it is found that the issues is neglected with about any rationale, one or another Auditing Committee member can report the issue to the Securities and Stock Exchange Commission or the Stock Exchange.
11. In case that the financial auditor found any suspicious behavior those board members, managers, or responsible individual in operating a certain operation of the Company is involve in wrongful actions according to the law. There will be a notification of the fact regarding the particular behavior to the Auditing Committee to investigate as soon as possible. This is so the Audit Committee will report basic investigation to the Securities and Stock Exchange Commission and financial auditor within 30 days since the date of notification by financial auditor. Thus, the particular suspicious behavior will be notified with approaches to find the fact regarding the behavior to be according to the specification by the Securities and Stock Exchange Commission.
12. To specify policy and operational framework for risk management as well as provide recommendations to board member and management department regarding risk management
13. To set strategy in align with risk management policy and to be able to assess, follow up and monitor overall risk of the Company to be in acceptable level
14. To monitor, support, and push forward for the cooperation in risk management of the Company as well as reconsider the sufficiency of the policy and risk management system continuously so the risk management system operates in an effective manner
15. To report to the board members regarding key risk items, risk assessment, risk management, affect that may occur in operation as well as prevention and suggestions for adjustment. In case of key incident that could significantly affect the Company, the Auditing Committee need to report to the board members immediately
16. Acquires power in appoint committee to responsible for risk management and report to the Auditing Committee
17. Operates any other tasks as assigned by the board members of the Company with the consent of the Audit Committee such as review financial management policy and risk management, review business morals of executives, review with the executives in key reports that need to report to the public including reports and management department analysis

Thus, Mr. Tarate Poshayananda is experts with high experiences in financial. Mr. Tarate Poshyananda graduated with Bachelor Degree major in Business Administration from Eastern Kentucky University, United States of America and received master degree majoring in Marketing from Webster University, United States of America. He also has work experiences as a board members and executive position in several types of business including financial institution and retail business. The details are in attachment 1.

7.3.2 Nomination and Remuneration Committee

The names of the Nomination and Remuneration Committee

The names of the Nomination and Remuneration Committee as of 31 December 2023 consist of 4 directors as follows:

No.	Name	Position
1.	Pol.Lt.Gen. Sunchai Chaiamporn	Chairman of the Nomination and Remuneration Committee (Independent director)
2.	Mr. Tarate Poshyananda	Member of the Nomination and Remuneration Committee (Independent director)
3.	Miss Vichuta Saengvongkij	Member of the Nomination and Remuneration Committee
4.	Mr. Hamsiri Sangwongkit	Member of the Nomination and Remuneration Committee

Scope of Authorities, Duties and Responsibilities of the Nomination and Remuneration Committee

Nominating committee

1. Specify criteria or approaches in seeking individual to be in the position of board members for the Company as well as members of Sub-committee, Executive committee and managing director that is suitable for the specific types of the Company. The example is the criteria in selecting previous board members to remain in the position or the criteria to announce the application or board members, as well as criteria regarding opportunities for shareholders to propose names of board members. This should also include criteria to use the service of external company in selecting board members, criteria in selecting individuals from different occupations or criteria or criteria to select suitable individuals. This is also including disclosure of policy and criteria in a transparent manner
2. To specify qualification of board members, members in the sub-committee, executive committee as well as nominating committee member to base on structures, size, types and suitability of the Company regarding skills, experiences, and special abilities based on business or main industry related to the Company
3. Select and propose qualified individuals that is suitable and corresponds to criteria and approach to position as board members of the Company, members in sub-committee, executive committee and managing directors to propose to meeting of board members and/or shareholders meeting for further appoint of the position.
4. Create, review, conclude and handover succession plan for managing director position to the board members annually

Remuneration Committee

1. Considers structures, numbers, types, and criteria in compensation payment including all types of compensation both cash and cash equivalent appropriated for Chairman of the board, board members, as well as members in the sub-committee, Executive committee and managing directors in a fair and reasonable manners. This is to correspond to the responsibility and business operation of the Company. Thus, it can be consider comparing with compensation payment of other companies in the same industry and propose to the board member meeting and/or shareholder meetings for further approval
2. Takes responsibility toward board members and responsible for clarify, answer questions regarding compensation for board members, sub-committee members, executive committee or managing director in shareholders meeting
3. Reviews the suitability of criteria and process in nominating and specifying compensation of board members, sub-committee member, Executive committee and managing directors according to environmental conditions and changing situations of the Company
4. Specifies approach in assessing action plan for the board members, sub-committee members, executive committee and managing directors annually by taking into consideration of responsibility and risk that occur and propose to the board members for further consent
5. Responsible in assessment of the business operations for executive committee and managing directors and report assessment result toward board members for further consideration.
6. Supervises for the disclosure of principles/rationale in specification of board members and executives compensation based on the regulation of the Stock Exchange in the Company annual report
7. Specifies compensation of the board members, sub-committee members, executive committee and managing directors, management department and other sectors will need to report and present information and related document to Nominating and Remuneration Committee to support the operation of Nominating and Remuneration Committee to achieve the assigned responsibility.
8. Operates other assigned businesses by board members and/or shareholders meeting relating to nominating and remuneration of board member, sub-committee members, executive committee and managing director

7.3.3 Executive Committee

The names of the Executive committee

The names of the Executive Committee as of 31 December 2023 consist of 8 directors as follows:

No.	Name	Position
1.	Mr. Vichai Sangwongkit	Chairman of the Executive Committee
2.	Mr. Supot Massayamas	Member of the Executive Committee
3.	Miss Orawan Sangwongkit	Member of the Executive Committee
4.	Mr. Thongchai Tangsupa-anan	Member of the Executive Committee
5.	Miss Kanokporn Arayaprakarn	Member of the Executive Committee
6.	Mrs. Kitiya Niebler	Member of the Executive Committee

No.	Name	Position
7.	Mr. Hamsiri Sangwongkit	Member of the Executive Committee
8.	Miss Vichuta Saengvongkij	Member of the Executive Committee

Scope of Authorities, Duties and Responsibilities of the Executive Committee

The Executive Committee are responsible in manage business of the Company according to the objectives, regulations, policy, commands, and laws as well as the Securities and Exchange Act, other announcement from SEC and SET, other announcement, rules, and/or regulation related as well resolutions from executive committee meeting and/or shareholder meeting. Additionally, executive committee also have responsibility to consider each item that is present to company board members to approve and/or consent based on the regulations or command by the board members. It also includes operation commands of board members in each period and these follows.

1. Plans, creates, and proposes policy, direction, target, business strategy and annual business plan in align with conditions, economic, market competition condition for further approval from the board members.
2. Specifies business plan, annual budget, management power in approving different items of the Company for future approval from the board member
3. Monitors and supervises business operation of the Company to be according to the policy, goal, business strategy, annual business plan, buss model and annual budget as approved by the board members
4. Acquires power to approve financial budget for investment, purchasing and hiring, loan from financial institution, and other items to benefits business operations based on objectives of the Company within budget. It also include authorized power as appointed by the board members and ability to suggest or give opinions about other items that beyond budget or authorized power as appointed by the board members on investment, purchasing and hiring, loan from financial institutions and other items for the benefits of the Company objective. Thus, the particular action will falls under the announcement of Stock Exchange Committee, The Securities and Exchange Commission or other law that is related to the items.
5. Considers and approves as well as amend or adjust command, rules, regulation and other criteria relating to work operation as well as monitor and supervise works in all department
6. Considers and report different items to board member within the specific time frame as follow:
 - a) Business turnovers by quarter and annually within the specific time frame from the related law
 - b) Report of financial auditors regarding the Company financial statement as well as financial statement by quarter and annually within the specific time frame from the related law
 - c) Notify board members immediately in case of any corruptions or actions that is violation of laws or other abnormal actions, thus, the executive committee will report to the board members when any suspicious situation occurs.
 - d) Reports other items as see fit by executive committee or board members
7. Fulfils other assigned responsibility as assigned by the board members
8. Provides authorized power and roles that assist with Chairman of the executive boards, and/or high-level executives of the Company based on term of reference, roles and responsibilities as specified by the executive committees under the supervise of executive committee

9. Provides authorized power during and/or assigned one or more people to operate one or another items as see fit by the executive committee and within specific time frame as see fit by executive committee. This should be under term of reference of the given authorized power and/or according to the rule, regulation, or command of the executive committee. Thus, the executive committee may cancel, remove, and adjust the appointed person as see fits.

Thus, the delegation of authorized power for roles and responsibility of executive committee will not be in the form of authorized power during the period that the executive committee or appointed authorized power able to approve items that one or another individual engage in conflict of interest (as define in the announcement of the Security and Exchange Commission member or other related criteria) It is only acceptable if it is an approval of business transaction according to the policy and criteria as consider for approvals by the board members. This is according to law based on asset and Stock Exchange as well as regulations, announcements, or command by Stock Exchange, Securities and Exchange Commission, Stock Market Supervisory Board or other related laws.

7.4 Information of the Executives

7.4.1 Executives

The names of the Executives

The names of the Executives who is an executive as defined under the announcement of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand as of 31 December 2023 consist of 8 executives, as follows:

No.	Name	Position
1.	Mr. Vichai Sangwongkit	Managing Director
2.	Mr. Hamsiri Sangwongkit	Senior Vice President
3.	Mrs. Kitiya Niebler	Vice President of Sales and Marketing
4.	Mr. Teerawit Noosong	Vice President of Production
5.	Mr. Supot Massayamas	Vice President of Engineering and Quality Control
6.	Ms. Orawan Sangwongkit	Vice President of Accounting and Finance
7.	Ms. Vichuta Saengvongkij	Vice President of Administrative and Organization development
8.	-finding a qualified person-	Vice President of Business Development
9.	Ms. Phatsanan Senuchai	Director in Accounting and Finance

Scope of Authorities, Duties and Responsibilities of the Managing Director

1. Supervises, manages, and operates business for the benefits of the Company according to policy, vision, goals, annual business operation plan, business strategy in related fields, and annual budget as specified by the meeting of the board members
2. Supervises and monitor operation regarding finance, marketing, human resources and other department in general to corresponds to policy and business operation plan as specified by the board members

3. Acquires power to hire, appoint, remove, or dismiss employees in the Company with the position under Managing Director and able to appointed another person to act In place of the position.
4. Acquires power to specify salary, compensation, and bonus and salary promotion for employees with the position that is under Managing Director under frame and policy as specified by the board members and/or as specified by regulation regarding authorization
5. Negotiates for agreement and/or other related transactions to the business operation of the Company with each of the financial budget as specified by the authorization regulation approved by the board members
6. Issue orders, regulations, announcements or report within the Company so the business operation of the Company align with policy and for the benefits of the Company as well as preserve regulations within the organization.
7. Performs assigned responsibilities by the board members and/or executive committee as well as acquire power to operate any necessary actions as see appropriate
8. Acquires power to authorize other people as see fit by the Managing Director to manage and operate on behalf on Managing Director in the necessity and suitability within the executive discretion of the Managing Director under criteria of the law and regulations of the Company
9. Acknowledges assessment result from Nomination and Remuneration Committee as presented to the board members to effectively further improve quality of business operations

Thus, in order to operate on any items that will result in Managing Director or authorized person by the Managing Director or other individual that could lead to conflict of interest or conflict in benefits of the Company and/or subsidiary company (if any) and/or related companies to approve particular item that the Managing Director or another individual encounter conflict of interest. The Managing Director did not have any authorization and the particular issue will need to be present to the executive committee meeting and/or board member and/or shareholder meetings (case by case) for further approval. The only exception is if it is a consideration to approve regular business operations and trading policy which is approved by the board members that the Managing Director is able to approve accordingly.

7.4.2 Compensation Policy for Executives Committee and Executives

Board of director have considered remuneration for executive committee and Managing Director according to company's compensation policy based on scope of responsibility and comparable with others company in the same industry. Thus, the remuneration of executive committee's and managing director have been approved by Board of Director.

In addition, The Managing Director have considered and approved the remuneration of executives according to company's compensation and remuneration policy based on scope of responsibility and comparable with others company in the same industry.

7.4.3 Compensation for Executives

Monetary Compensations

Executives' compensation (excluding board members compensation) consists of salary, bonus, welfare, and provident fund. As of 31 December 2023, the Company provides compensation to 8 executives, the names are shown in topic 7 "Management Structure", sub-topic "7.4 Information of the Executives", the total of 60.35 million baht.

List of items	Year 2023	Year 2022	Year 2021
Number of people	8	8	8
Compensation (Million Baht)	60.35	87.99	88.98

Non - Monetary Compensations

- None -

7.5 Information of the Employees

As of 31 December 2023, the Company has total numbers of 327 employees (excluding executives) can be divided into main departments as follows.

Department	Number of employees as of 31 December		
	2023	2022	2021
- Production	229	229	196
- Engineering and Quality Control	36	35	37
- Sales and Marketing	15	16	15
- Accounting and Finance	11	11	12
- Administrative and Organization development	30	31	34
- Business Development ^{1/}	6	6	-
Total	327	328	294

^{1/} The Executive Committee resolved to approve the management structures. Which added department of business development hold on 14 December 2021.

7.5.1 Compensation for Company's employees (excluding executives)

The Company offers fair compensation to employees by considering as appropriate, duties, and responsibilities. The compensation offers to employees (excluding compensation for executives) consists of salary, bonus, overtime payment, active payment, position payment, professional fees, travel allowances, and employees' residence. The details are as follows.

List of items	Year 2023	Year 2022	Year 2021
Number of employees	327	328	294
compensation for employees (million baht)	96.27	99.09	96.05

7.5.2 Labor disputes in the past three years

-None-

7.5.3 Provident Fund

The Company established a provident fund in which employees voluntarily allocate money into the fund. The employees contribute 2 – 15 % of their monthly salary and the Company pays a contribution at the rate of 2% of the salary in accordance with the age range of the executive and employee. The Company established a provident fund in accordance with the Provident Fund Act B.E.2530 (including amendments) on September 2016 under the management of Krungthai Asset Management Public Company Limited. The details are as follows.

Items	Year 2023	Year 2022
Number of Employees Participated with PVD (person)	37	29
Employee Participation with PVD (%)	11.04	8.68

7.6 Others Information

7.6.1 Company Secretary and The person supervising accounting

Company Secretary

The Board of Directors appointed as the company secretary, the names are as follows. The details of the Company Secretary are in attachment 1.

Name	Position
1. Ms. Jurirat Artwichai	Company Secretary
2. Ms. Sirikanya Saekow	Company Secretary

The person supervising accounting

Miss Phatsanan Senuchai is the person supervising accounting. With effect from 27 June 2016. The details of in the person supervising accounting are in attachment 1.

Information of Head of Internal Audit and Head of Compliance

The Company has hired internal auditors from external sectors which is KPMG Phoomchai Business Advisory Co.,Ltd. The details of Head of Internal Audit and Head of Compliance are in attachment 3.

7.6.2 Investor Relations

Name : Mr. Hamsiri Sangwongkit
Address : 99/9 M.7 Huay-Yang, Klaeng, Rayong 21110
Email : skn@kijchai.co.th
Telephone : +66 (0)3 892 8188 ext. 5701
Website : www.skn.co.th

7.6.3 Audit Fee

The auditors of the Company and its subsidiaries are EY Office Company Limited. The Company and subsidiaries offer compensation for financial audit for the year of 2023 ended on 31 December 2023, which consists of auditor's fees and other service fees such as travel expense or allowance. The details are as follows:

Items (Million Baht)	The audit fee for the year 2023	
	The Company	The Subsidiaries
Audit fees	1.70	0.50
Other service fees	0.08	-
Total	1.78	0.50

8. Corporate Governance Report

8.1 Summary of the Board' Directors Performance in 2023

8.1.1 Nomination, Development and Evaluation of the Board of Directors' Performance

The Company prioritizes the importance in nominating and appointing board members and managing directors of the Company to operate in line with the principal criteria and with transparency. This is to align with the principles of corporate good governance. The Company has specified policy to nominate which specify the Nomination and Remuneration Committee to nominate individual to position as executive committee, sub-committee members, to present to the board member and/or shareholder meeting for consideration and approval. This will be considered based on the board skills matrix, ethical, moral and must be the individual who support management according to the principle of good governance to correspond accordingly with organization strategic operations.

Nomination of independent board members

The Company specified components of board members that it need to consist of at least 1 out of 3 independent members from the total number of board members. There should be at least 3 independent members. The board member or shareholders (case by case will be appointing independent board members, The person who will takes role of the independent board members need to have qualities and is not incompatible for board members according to Public Limited Companies Act and law of asset and Stock Exchange as well as rules and/or related regulations. The independent board member will need to takes into consideration qualities, knowledge expertise and diverse experiences in different fields needed for operation and business of the Company. This is to present to the meeting with board member or shareholders (case by case) to consider for further appointment of independent board members for the Company. Thus, if one or other independent member is removing from the position before the end of the term, another independent board member will be in the position only with the remaining term of the previous independent board members.

1. The board member should hold no more than 1% of the shares with the right to vote for major company, subsidiary company or joint venture (if any) as well as to major shareholders or authorized position in the Company. Thus, this should include holding of shares for related parties of the particular independent members.
2. The member should not be a board member or previously positioned as a member that takes part in management of workers, employees, or advisor with permanent salary or authorized position in the Company of the major company, subsidiary company, joint venture company or minor company in the same manner (if any) with the major shareholder or authorized position of the Company. The only exception is the member has been removed from the position no less than two years before the appointment of independent members.
3. The member should not have consanguinity or registered legally in form of father, mother, marriage spouse, relatives and children as well as marriage spouse of children of other board members, executives, major shareholders, or person in charge of the Company or any individual that will be nominate to be board members, executive, or authorized position in the Company or subsidiary (if any).
4. The member should not have or used to have business relations with major company, subsidiary company, joint venture company (if any) with major shareholders or authorized position in the Company in the form

that could prevent independent consideration. They should also takes part or previously position as significant shareholders or person in charge of the relations of the business for major company, subsidiary company, joint venture company (if any) for major shareholders or authorized person in the Company unless the person is not in the position no less than two years prior to the appointments independent board members.

5. The member should not positioned or previously positioned as financial auditor of the major company, subsidiary company, or joint venture company (if any) of major shareholders or authorized position of the Company and should not be a significant shareholder with authorized power or takes part as a partner in financial audit institution with financial auditors of the major company, subsidiary company, joint venture company (if any) of major shareholders or authorized position reside in, unless the person is not in the position no less than two years prior to the appointments independent board members.
6. The member should not or previously positioned as any occupation service providers as well as legal advisor or financial advisor that received more than two million baht service fees per year from major company, subsidiary company or joint venture company (if any) of major shareholders or authorized position in the Company and should not be a significant shareholder with authorized position or partner of particular occupation service provider. The only exception is the member has dismissed from the position no less than two years prior to the appointment of independent board members.
7. The member should not be appointed board member to represent board member, major shareholders or related shareholder that have relations with major shareholders.
8. The person should not engage in any business with same condition and significant competition with the business of the Company or subsidiary company (if any) or not takes part as significant partner in partnership or board member that takes part in management of workers, employees, advisors that receive permanent salary or holds more than one percent of shares from the total shares with the right to votes from other companies with same business operations and significant competition toward the Company or subsidiary company (if any).
9. The member should not have any other reasons to not be able to give opinions independently toward business operations.

Nomination of Board member

The Nomination and Remuneration Committee has responsibility to nominate qualified individuals and present to the board members or shareholders (case by case). The process of nomination will takes into consideration regarding diversities of gender, age, knowledge skills and different experiences through consideration on skills and expertise in each field and combine with knowledge, skills, and experience to beneficial to business operation of the Company. They should also have qualification according to the Securities and Exchange Act as announced by the Securities and Stock Exchange Commission, Capital Market Supervisory Board or announcement from the Stock Exchange of Thailand with other announcements, rules and/or regulations related to present to board members and/or shareholders to consider for further approval. The Company has specified criteria and approaches which can conclude into key points as follows.

1. The board members will consist of at least 5 but not exceeding 2 members and at least no less than half of the total members will need to residence in Thailand. The board members will also need to be qualified and should not possess incompatibility based on Public Company limited law and other related laws.
2. The election for the board members will be held at shareholders meeting by using the majority votes based on criteria and approaches as follow.
 - 2.1 One shareholder has one vote per one share. The shareholders can use all votes to select one individual or several nominees as a board member but cannot divided votes accordingly.
 - 2.2 Shareholders make a vote for the election of board members individually.
 - 2.3 In case there are many nominees to elect for the board members, the person with the highest vote received will be elected as a board member equivalent to number of needed member or elected at that time. In case that the next nominee have the same votes equivalent or more than members of the meeting, the Chairman of the meeting will be the one making final decisions.
3. For the common shareholder meetings that occur annually, one out of 3 members needs to resign from the position at that time. If the number of board members cannot be directly divide into three portions, the number of resignation should be closest to 1 out of 3 board members that need to resign from the position in the first year and second year that the Company is registered and to draw lots as to who would resign. For other years, the longest board member in the position shall resign. Thus, the board members who resign from their terms could be re-electing to the position.
4. In case of one or another board members plan to resign from the position, he/she must send resignation letter to the Company. The resignation will be affective as soon as the letter arrived at the Company. The board members who resign can also notify their resignations with the registrar.
5. In the case that the position of the board member become available due to other reasons beside resignation from terms, the board members may choose to select qualified individual without any incompatibility of law regarding Public Company Limited and law based on asset and Stock Exchange to be acting member for the next board member meeting. However, if the board member has less than 2 months term the person who will be acting board member may be in the position of board member equal to the remaining term of the member. The resolution of the board members needs to consist of at least 3 out of 4 votes from the remaining board members.
6. At the meeting, the shareholder may vote one or other board members to resign from the position before the term with at least three out of four votes proportion from the entire attendance of the shareholders with the right to votes. There should be a total shares no less than half of the shareholders that attend the meeting with the right to vote.
7. The board member may select one member as the Chairman of the executive board and in case that the board members need to consider to select one or more member, the other member will be selected as a vice chairman of the board.

The nomination of Audit Committee members

The Nomination and Compensation Committee will nominate the Auditing Committee based on qualifications from the announcement of Investment Market Committee Tor.Jor 39/2016 regarding the request for permission to resell new shares dated on 30 September 2016 with the revised details as follow.

1. The member must be an independent member with qualities according to the law of asset and stock exchange as well as the announcement, rules and/or regulation of the Securities and Stock Exchange Commission and the Stock Exchange of Thailand.
2. The member should be able to use their own discretion independently with sufficient knowledge and experiences to take responsibilities as the member of the Audit Committee on assigned mission.
3. The members should consist of at least one person with sufficient financial or financial management knowledge to take responsibilities in review reliability of financial statement.

The nomination of the Nomination and Remuneration Committee members

The members of the Nomination and Remuneration Committee should have qualities as follow.

1. The member should have qualities according to the law of asset and Stock Exchange, announcements of the Securities and Stock Exchange Commission, announcement of the Investment Market Commission or announcement from Stock Exchange of Thailand as well as other related announcements, laws, and/or regulations.
2. The member should be an appointed member to make decisions on business operation of the Company, subsidiary, joint venture or minor company in the same levels of major shareholders or authorized member of the Company.
3. The member should not be board member of other major company, subsidiaries, or minor companies only for the registered companies.
4. The member should not be any individual that operates in the similar types of business and competing against the Company or become partners or board members in other business with similar conditions and competing against the business of the Company whether for own benefit or other benefits. The only exception is if the member notified to the meeting of the board members prior to the appointment.

The nomination of the Executive Committee

The Nomination and Remuneration Committee will nominating the Executive Committee based on qualities as follows.

1. The qualities of the executive committee are knowledge, capabilities and experiences that will benefits the business operation of the Company. They should also be honest and have moral in business operations with adequate time to sacrifice knowledge, capabilities and full responsibilities to the Company.
2. The Executive committee should be qualified and is not incompatible based on the law of Public Company Limited company as well as law based on asset and Stock Exchange or any related laws.

The nomination of Managing Director

The Nomination and Remuneration Committee will consider individual with capabilities and qualities suitable for the position of Managing Director. The Committee will takes into consideration on qualification, knowledge, experiences, capabilities, and special areas of expertise in related fields that is necessary will be beneficial to the business operation of the Company and present to the board member or shareholders (case by case) to consider for further appointment.

The succession plan

The Company has plan and selection process policy to appoint successors in charge of all management levels with proper and transparent process, to select professional management team. The Directors and/or departments that are authorized by Directors are responsible for develop selection plan for Chief Executive Officer, Managing Director, and Executives. Regarding selection process for aforementioned positions, The Company identifies qualified nominee, arrange Executive Committee to approve or process appointment of qualified person for each position.

In 2023, there are 4 directors completing term of office namely; 1) Mr. Vichien Saengvongkij 2) Mr. Vichai Sangwongkit 3) Mr. Tarate Poshyananda and 4) Miss Kanokporn Arayaprakarn. After consideration on qualifications of the 4 persons, the Nomination and Remuneration committee agrees that they have suitable knowledge, skill, experience and work background. They adhere to morality, ethics and have positive attitude toward the organization, and they can devote their time sufficiently to bring about benefit to business operation. Moreover, their performance as directors have been good during their offices. None of them have the prohibited qualification and character pursuant to Public Company Act and the Securities and Exchange Act B.E.2535 (Including any amendments) and related notification. Therefore, they are re-elected for another term. The director selection by shareholder's meeting is subject to the majority of votes. Each shareholder shall cast own vote.

The Company has provided opportunities for minority shareholders to nominate qualified persons to be considered for election as a director of the Company at the Annual General Meeting of Shareholders, The Company will disclose information via the portal of the Stock Exchange of Thailand so, that the shareholders are notified in advance of the meeting day.

In addition, the Company has created a Board Skill Matrix as a mechanism for nominating directors and ensuring that the nomination process and nominated personnel meet the qualifications in accordance with the organization strategic operations. The details are as follows.

Name	Economics	Industrial Materials and Machinery	Lumber Products	Laws	Marketing	Accounting and Finance	Corporate Responsibility	Organizational and Strategic Management	Risk Management and Inspection	Corporate Governance and Supervision
1. Dr. Suvit Thaniyavarn	•				•	•			•	•
2. Mr. Vichien Saengwongkij			•		•		•	•		•
3. Mr. Vichai Sangwongkit		•	•		•		•	•		•
4. Mr. Chaiwat Taweepiriyaa		•	•				•	•		•
5. Mr. Sanguan Saengwongkij		•	•				•	•		•
6. Mr. Tarate Poshyananda					•	•			•	•
7. Pol.Lt.Gen.Sunchai Chaiamporn				•					•	•
8. Mr. Somnuk Saengwongkij			•					•		•
9. Mr. Supot Massayamas		•	•					•		•
10. Miss Kanokporn Arayaprakarn			•		•					•
11. Miss Orawan Sangwongkit						•		•	•	•
12. Mr. Tiwat Rattanakate							•	•	•	•
13. Miss Vichuta Saengwongkij								•		•
14. Mr. Hamsiri Sangwongkit	•		•		•			•	•	•

The development of board members and top executives

The Company put priority to personal development of the Board members and top executives so the company supports board members and top executives to attend trainings, seminar and courses conducted by organizations such a Thai Institute of Directors (IOD), The Stock Exchange of Thailand, Thai Listed Companies Association, etc. In order to sharpen knowledge that support their career and enhance efficiency of Directors and Executives. The Company also support consistent meet up to exchange opinions between board of directors, board members, and top executives from different organization so that they can apply knowledge and experiences in their jobs and support Company in the future.

In 2023, The Company encourages and supported directors and top executives to attend training courses or seminars to broaden their knowledge of continuous work operations, which can be summarized as follows:

1. 4 Directors attended the training course or seminar, representing for 33.33% of total directors.

Miss Orawan Sangwongkit	Thai Institution of Directors (IOD) • Director Certification Program (DCP) No.335/2023
Miss Kanokporn Arayaprakarn	National Institute of Development Administration (NIDA) • Advanced Master of Management Program No.9
Mr. Tarate Poshsayananda Mr. Tiwat Rattanakate	EY Office Co., Ltd. • Seminar for AC

All directors have completed Company Directors Course or other courses offered by the Thai Institute of Directors Association (IOD) or other institutions representing for 100% of total directors.

2. 5 executives attended the training course or seminar, representing for 62.50% of total top executives.

Board members self-assessment and assessment of performance for sub-committees

The Company will provide board members and sub-committees an assessment that adjusted from an example of the Stock Exchange of Thailand to self-assess their own performance which consist of 1) Assessment of the board of director and sub-committees and 2) Assessment of individual directors of the board members and sub-committees. The criteria of evaluation are divided as following:

Score	Level
Over 90 %	Very Good
More than 80 %	Good
More than 70 %	Medium
More than 60 %	Fair
Less than 60 %	Needs Improvement

In 2023, the results of the board of director and sub-committees indicated very good performance, the results of individual directors and sub-committees indicated very good performance. In addition, the managing director must be assessed by the Nomination and Remuneration Committee, which the results indicated very good performance.

The Company will compile the assessment results and propose to the board of director and sub-committees for performances and problems consideration. The assessment will be further analyzed and discussed for appropriate solutions to improve the board of director performance.

8.1.2 Meeting Attendance and Remuneration for Individual Directors

Meeting Attendance of the Board of Directors

In 2023, the Company organized a total of 8 meetings of the Board of Directors and 100% of the directors attended such meetings. Some directors attended the meetings and expressed their opinions via electronic meeting. This conformed with the regulations of the Board of Directors' meeting attendance and all directors had the attendance ratio of not less than 75% of all meetings. The detail of meeting attendance as follow.

No.	Name	Position	As of 31 December 2023 (Meetings attendance/Total Meetings)	
			Board of Director	2023 Annual General Meeting of Shareholders
1.	Dr. Suvit Thaniyavarn	Independent Director and Chairman of the Board of Director	4/4	1/1
2.	Mr. Vichai Sangwongkit	Director and Managing Director	4/4	1/1
3.	Mr. Vichien Saengwongkij	Director	4/4	1/1
4.	Mr. Chaiwat Taweepiriya	Director	4/4	1/1
5.	Mr. Sanguan Saengwongkij	Director	4/4	1/1
6.	Mr. Supot Massayamas	Director	4/4	1/1
7.	Mr. Somnuk Saengwongkij	Director	4/4	1/1

No.	Name	Position	As of 31 December 2023 (Meetings attendance/Total Meetings)	
			Board of Director	2023 Annual General Meeting of Shareholders
8.	Miss Kanokporn Arayaprakarn	Director	4/4	1/1
9.	Miss Orawan Sangwongkit	Director	4/4	1/1
10.	Mr. Tarate Poshyananda	Independent Director, Chairman of the Audit Committee, and Member of the Nomination and Compensation Committee	4/4	1/1
11.	Pol.Lt.Gen. Sunchai Chaiamporn	Independent Director, Member of the Audit Committee, and Chairman of Nomination and Compensation Committee	4/4	1/1
12.	Mr. Tiwat Rattanakate	Independent Director and Member of the Audit Committee	4/4	1/1

Meeting of Non-Executive Directors

In 2023, the Company organized the Non-Executive Directors' Meeting without the management was held once on 13 November 2023 and 100% of the Non-Executive Directors attended such meetings for discussion and exchange of opinions and comments related to the duty and responsibility, including discussing various management issues that are important issues and informing to the Executive Committee for further action.

Remuneration for the Company's directors

1. Monetary Remuneration

The Company has criteria for directors' remuneration as follow

- The remuneration should align with scope of responsibility for each of the board members.
- The remuneration should determine at attractive level in order to retain talented director.
- The remuneration should accurate, transparent and easy to understand.
- The remuneration should be comparable to the remuneration of directors in the same industry or comparable size.

2. Non-Monetary Remuneration

- None -

At the 2023 Annual General Meeting held on 24 April 2023, resolved to approve the remuneration of the Board of Directors and sub-committees for the year 2023. The monthly remuneration and meeting allowance, which has no other remuneration or any other benefits. The details are as follows:

Position	Remuneration (Baht/month)	Attendance fees (Baht/Time)			
		Nominating and Remuneration Committee meeting	Audit Committee meeting	Board of Director meeting	Shareholders meeting
Chairman of the Board of Director	40,000	-	-	15,000	15,000
Chairman of the Audit Committee	30,000	-	15,000	10,000	10,000
Members of the Audit Committee	25,000	-	10,000	10,000	10,000
Chairman of the Nomination and Remuneration Committee	-	15,000	-	-	-
Member of the Nomination and Remuneration Committee	-	10,000	-	-	-
Member of the Board of Director who are not be in the position of Chairman of the Board of Director or Chairman of the Audit Committee or Audit Committee or Chairman of the Nomination and Remuneration Committee or Nomination and Remuneration Committee or the Company employees	20,000	-	-	10,000	-
Member of the Board who is also the Company employees	-	-	-	10,000	-

Thus, for the board member that is also appointed as sub-committee board members will only receive monthly remuneration for one position. In case of monthly remuneration for each position are similar, the board member will receive only one or another monthly remuneration. However, in case that the rate of monthly remuneration is unequal, the board member shall receive monthly remuneration of the position with the higher payment rates.

Additionally, there are 2 types of remuneration for the board members which are (1) monthly remuneration and attendance fees according to above table and (2) bonus. Nevertheless, both (1) and (2) will not exceed 5,800,000 baht per year. In addition, if there is remaining financial amount from remuneration (1), the Company board member will take into consideration and allocate accordingly to bonus (2).

The detail of the Company board members remuneration as of 2022 and 2023 are as follows.

No.	Name	Remuneration in 2023 (Baht)	Remuneration in 2022 (Baht)
1.	Dr. Suvit Thaniyavarn	755,000	895,000
2.	Mr. Vichien Saengvongkij	395,000	475,000
3.	Mr. Vichai Sangwongkit	40,000	40,000
4.	Mr. Chaiwat Taweepiriyā	395,000	475,000
5.	Mr. Sanguan Saengwongkij	395,000	475,000
6.	Mr. Supot Massayamas	40,000	40,000

No.	Name	Remuneration in 2023 (Baht)	Remuneration in 2022 (Baht)
7.	Mr. Somnuk Saengwongkij	395,000	475,000
8.	Miss Kanokporn Arayaprakarn	40,000	40,000
9.	Miss. Orawan Sangwongkit	40,000	50,000
10.	Mr. Tarate Poshyananda	670,000	810,000
11.	Pol.Lt.Gen. Sunchai Chaiamporn	560,000	670,000
12.	Mr. Tiwat Rattanakate	510,000	610,000
13.	Miss Vichuta Saengwongkij ^{1/}	20,000	20,000
14.	Mr. Hamsiri Sangwongkit ^{1/}	20,000	10,000
Total		4,275,000	5,085,000

^{1/} Miss Vichuta Saengwongkij and Mr. Hamsiri Sangwongkit is a member of sub-committee board, but not a part of the Company's board member

8.1.3. The monitoring of business operations for subsidiary company and joint venture

The Company has policy and guidelines in governing the administration of the subsidiaries and associates, the company will appoint the company's qualified and experienced representative as a committee in the relevant invested transaction of that subsidiaries and associates. That representative could be a chair committee, chief executive officer, committee, chief executive, or anyone who doesn't gain any conflict of interest with the transaction of those subsidiaries and associates. This is to enable the company in governing the transaction and the transaction of the subsidiaries and associates like one unit of the company. Therefore, it's determined that the representative must navigate the administration of the subsidiaries and associates in following the relevant law of the concerning transaction of the subsidiaries and/or associates. In addition, the appointing of the representative as the committee in those subsidiaries and associates must be correspondent with the equity ratio of the company and/or the agreement in case of the associates.

The company will closely follow up the performance of the subsidiaries and associates, as well as regulate and audit data and accounting records of the subsidiaries and associates.

8.1.4. Monitoring the Compliance of the Corporate Governance Policy and Guidelines

The Company accentuates and realizes the importance of the good corporate governance. We require compliance of all personnel and monitor the performance. We also review our policies and practices on a yearly basis to ensure consistency with the current circumstances and lead to implementation in accordance with the operational goals under the principles of good governance. In addition, the Company performs monitoring of compliance with the principles of corporate governance in the following 4 aspects:

1. Protection of Conflicts of interest

The Company has appointed board members, executives, and employees to avoid engaging in any activities that lead to conflict of interest for the Company. The Company will also monitor and supervise not to any conflict of interest between third parties. Actions and decisions of executives or employees will need to take into consideration for interest of stakeholders before own interest. In this case, if there is any incidents that result in the conflict of interest or when board members, executives or employees become engage in incident that could lead

to the conflict of interest. The individual must notify their supervisors or related sectors to find solution to the situation with fairness and transparency.

2. Protection of internal information

The Company prioritizes in the prevention of internal information for own benefits or benefits of board members, executives, or employees to be fair and equal to all stakeholders and according to the Principles of Good Corporate Governance. It will also base on the rules and regulation of the Securities and Exchange Commission. The Company specifies policy regarding internal information usages, monitor the implementation of the policy, and announces board members, executives, and employees to acknowledge and comply with key point that can be concluding as follow.

1. Directors, Executives, employees, and staffs of Company who acknowledge material internal information which are likely to affect change of stock price are prohibited to buy or sell Company's stocks at least 1month prior to public sharing of such financial statements or information. Related persons are obliged to wait at least 24 hours after such information are publicly shared. In case that information are not widely publiced or highly complicated, related persons are obliged to wait at least 48 hours after such information are publicly shared prior to buying or selling of Company's stocks ("blackout period"). Such persons or those who are related to internal information must not share them to others. Directors, Executives, and employees are required to state their demand to buy or sell Company's stocks, either for their own or their related person (according to relevant regulations).
2. Specifies board members and executives as well as top management executives in finance and accounting department that has position as manager or equivalent (according to the definition by Security and Exchange Commission and Stock Exchange of Thailand) are required to state their demand for buying or selling of Company's stocks both of oneself, spouse or cohabiting couple, minor child, and juristic person wherein oneself, spouse or cohabiting couple and minor child hold shares at an aggregate amount exceeding thirty percent of the total voting shares of such juristic person and such aggregate shareholding is the largest proportion to company secretary at least 1 day in advance before proceeding transactions, to ensure that stock transactions comply with regulations of The Securities and Exchange Commission, Thailand (SEC) and Stock Exchange of Thailand (SET).
3. Provides knowledge to board member, executives and top management executives in finance and accounting department that has position as manager or equivalent (according to the definition by Security and Exchange Commission and Stock Exchange of Thailand) regarding the blackout period and assigned responsibly and disclosed of own information on the securities and derivatives holding of the Company, spouse or cohabiting couple, minor child and juristic person wherein oneself, spouse or cohabiting couple and minor child hold shares at an aggregate amount exceeding thirty percent of the total voting shares of such juristic person and such aggregate shareholding is the largest proportion thereof to the SEC on Section 59 and penal code from The Securities and Exchange Act B.E. 2535 (with additional revised plan).
4. Specifies board members and executives as well as top management executives in finance and accounting department that has position as manager or equivalent (according to the definition by Security and Exchange Commission and Stock Exchange of Thailand) to create and disclosed of own information

on the securities and derivatives holding of the Company, spouse or cohabiting couple, minor child and juristic person wherein oneself, spouse or cohabiting couple and minor child hold shares at an aggregate amount exceeding thirty percent of the total voting shares of such juristic person and such aggregate shareholding is the largest proportion thereof within 7 working days from the first date of changes to securities and derivatives holding of the Company, and they should also report the change of securities and derivatives holding within 3 working days from the date of purchase, sale, transfer or acceptance of transfer of securities or derivatives holding. Thus, this is according to the principles and approach by the Securities and Exchange Commission.

Directors' Securities Portfolios

No.	Name	Shares (%)		
		3 January 2023	2 January 2024	Change
1.	Dr. Suwit Thaniyavarn	None	0.003	0.003
	Spouse / Minor Child	None	None	-
2.	Mr. Tarate Poshyananda	None	None	-
	Spouse / Minor Child	None	None	-
3.	Pol.Lt.Gen. Sunchai Chaiamporn	None	None	-
	Spouse / Minor Child	None	None	-
4.	Mr. Tiwat Rattanakate	None	None	-
	Spouse / Minor Child	-	-	-
5.	Mr. Vichien Saengwongkij	0.017	0.017	-
	Spouse / Minor Child	0.044	0.044	-
6.	Mr. Vichai Sangwongkit	0.041	0.041	-
	Spouse / Minor Child	0.041	0.041	-
7.	Mr. Chaiwat Taweepiriy	0.041	0.041	-
	Spouse / Minor Child	0.041	0.041	-
8.	Mr. Sanguan Saengwongkij	6.825	6.825	-
	Spouse / Minor Child	None	None	-
9.	Mr. Somnuk Saengwongkij	6.588	6.588	-
	Spouse / Minor Child	None	None	-
10.	Mr. Supot Massayamas	1.086	1.086	-
	Spouse / Minor Child	0.710	0.710	-
11.	Ms. Kanokporn Arayaprakarn	0.041	0.041	-
	Spouse / Minor Child	-	-	-
12.	Ms. Orawan Sangwongkit	0.041	0.041	-
	Spouse / Minor Child	-	-	-
13.	Ms. Vichuta Saenvongkij	0.116	0.116	-
	Spouse / Minor Child	-	-	-
14.	Mr. Hamsiri Sangwongkit	0.209	0.209	-
	Spouse / Minor Child	-	-	-
15.	Mrs. Kitiya Niebler	0.137	0.137	-
	Spouse / Minor Child	0.281	0.422	0.141
16.	Mr. Teerawit Noosong	None	None	-

No.	Name	Shares (%)		
		3 January 2023	2 January 2024	Change
	Spouse / Minor Child	None	None	-
17.	Ms. Phatsanan Senuchai	None	None	-
	Spouse / Minor Child	-	-	-

3. Anti-corruption policy

The Company prioritized about Anti-corruption and operated the business with transparent management, hold the principles of morals, ethical, and fairness. The Company also has a Code of Conduct to be appropriate practice for directors, executives, and employees as well as support activities that promote and educate executives and employees to act according to the law and companies' related rules and regulations. The Company does not promote in having success from any dishonesty or corruption. Thus, the board members of the Company have appointed 'Anti-Corruption' policy to be a guideline for practice. The Anti-Corruption policy details are in topic 3 "Driving Business for Sustainability", sub-topic 3.4.1 "Social Policy and Practices Guidelines"

4. Whistleblowing

The Board of Directors establishes whistleblowing measures to enable all stakeholders to report any suspected wrongdoing or complaints to the Board of Directors regarding illegal acts, accuracy of financial reports, defective internal control system or misconduct. It also has a mechanism to protect the rights of whistleblowers. The whistleblowing details are in topic 6 "The Principles of Corporate Governance", sub-topic 6.1 "Overview of Policies and Corporate Governance Guidelines"

Results of implementation of policies and guidelines on corporate governance

	2021	2022	2023
Actions that violate the Conflicts of interest policy	- None -	- None -	- None -
Internal information Abuse	- None -	- None -	- None -
Complaints about fraud and corruption	- None -	- None -	- None -
Whistleblowing or complaints	- None -	- None -	- None -
Violations of corporate ethics and code of conduct	- None -	- None -	- None -
Disputes with competitor	- None -	- None -	- None -

8.2 Summary of the Audit Committee's Performance

8.2.1 Meeting Attendance

In 2023, the Company organized a total of 4 meetings of the Audit Committee and 100% of the directors attended such meetings. Some directors attended the meetings and expressed their opinions via electronic meeting. The detail of meeting attendance as follows.

No.	Name	Position	As of 31 December 2023
			Meetings attendance/Total Meetings
1.	Mr. Tarate Poshyananda	Chairman of the Audit Committee	4 /4
2.	Pol.Lt.Gen. Sunchai Chaiamporn	Member of the Audit Committee	4 /4
3.	Mr. Tiwat Rattanakate	Member of the Audit Committee	4 /4

8.2.2 Performance of the Audit Committee

The Audit Committee performs its duty independently in the scope specified in the Audit Committee Charter which is annually reviewed to ensure consistency with the current circumstances.

In 2023, the Audit Committee attended the meetings with the Company's auditor without the management participation in order to independently discuss on significant matters concerning preparation of financial statements and disclosure in accordance with the required standards. They were also informed of alleged conducts of directors and executives, but none of them were considered the offences. The Company's auditor has independence and accountability in performing auditing.

Significant performance in 2023 included review of financial statements, review of risk management, review of internal audit control system, review of connected transactions or transactions that may have conflicts of interest, review of compliance with securities and stock exchange laws and appointment of the auditor for the year 2023. These are described in the Attachment 6 - Audit Committee's Report.

8.3 Summary of the Nominating and Remuneration Committee's Performance

8.3.1 Meeting Attendance

In 2023, the Company organized a total of 3 meetings of the Nominating and Remuneration Committee and 100% of the directors attended such meetings. The detail of meeting attendance as follows.

No.	Name	Position	As of 31 December 2023
			Meeting attendance/Total meetings
1.	Pol.Lt.Gen. Sunchai Chaiamporn	Chairman of the Nomination and Remuneration Committee	2/2
2.	Mr. Tarate Poshyananda	Member of the Nomination and Remuneration Committee	2/2
3.	Miss Vichuta Saengvongkij	Member of the Nomination and Remuneration Committee	2/2
4.	Mr. Hamsiri Sangwongkit	Member of the Nomination and Remuneration Committee	2/2

8.3.2 Performance of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has performed its duties and responsibilities as assigned. Summary of the major performance in 2023 are as follows: to consider remuneration of the directors for the year 2023, and propose to the 2023 Annual General Meeting of Shareholder. Arrange an assessment and performance for the Board of Directors, the Sub-committees, the Executive Committee, and the Managing Director, as well as setting a training plan for the Board of Directors and executives, as the details in the Attachment 6 – Nomination and Remuneration Committee's Report.

8.4 Summary of the Executive committee's Performance

8.4.1 Meeting Attendance

In 2023, the Company organized a total of 12 meetings of the Executive committee and 95.83% of the 8 directors attended such meetings. The detail of meeting attendance as follow.

No.	Name	Position	As of 31 December 2023,
			Meeting attendance/Total meetings
1.	Mr.Vichai Sangwongkit	Chairman of the Executive committee	11 /12
2.	Mr. Supot Massayamas	Member of the Executive committee	11 /12
3.	Miss Orawan Sangwongkit	Member of the Executive committee	12 /12
4.	Mr. Thongchai Tangsupa-anan	Member of the Executive committee	12 /12
5.	Miss Kanokporn Arayaprakarn	Member of the Executive committee	12 /12
6.	Mrs. Kitiya Niebler	Member of the Executive committee	11 /12
7.	Mr. Harnsiri Sangwongkit	Member of the Executive committee	11 /12
8.	Miss Vichuta Saengvongkij	Member of the Executive committee	12 /12

8.4.2 Performance of the Executive Committee

In 2023, the Executive Committee performed its duty according to the Company's targets and strategies. It monitored the situations and reviewed its operations to ensure consistency with the current circumstances. It also ensured that the Company's business operations are in accordance with the policies under the principles of good governance.

9. Internal Control and Related Party Transactions

9.1 Internal control

9.1.1 Sufficient and reasonable for internal control system

In the meeting of the Board of Director no. 1/2024 held on 27 February 2024, the board members of the Company have taken into consideration and assess the sufficiency of the Company internal audit. It was completed through data collection from executives, related sectors and KPMG Phoomchai Business Advisory Co.,Ltd (“Internal auditors”) referring to the internal auditors report and monitoring of improvement for internal auditor report dated on 27 February 2024 as well as annual internal audit project for Year 2023. It can be concluded regarding the result for the internal assessment of the Company in 5 areas as follows:

1. Control Environment

The Board of Directors are knowledgeable and highly specialized in business, whose roles and responsibilities are clearly separated from Management. Roles and responsibilities of Board of Directors and sub-committees are defined in Charter or each group of Directors. Approval authority is clearly separated as well to ensure that Directors can operate efficiently with integrity and fairness, in compliance with laws, regulations, good governance, and Company’s code of business conducts. The Company also develops performance review and evaluation process by hiring external independent specialist to continuously audit process and report to directors. The Company sets out process for people recruitment and development by selecting candidates based on Company’s policies and qualifications of each position, developing success plan for key position to ensure business continuity, and arranging annual training plans available in various courses in order to enhance people’s capabilities in alignment with business strategy. Furthermore, the Company develops process to evaluate employees’ performance by defining valid evaluation criteria and keep employees informed.

2. Risk Assessment

The Company develops risk management policy and appoints risk management team which include management team and employees. The team works in collaboration with internal control department to obtain reports, in which such teams have reviewed risk of organization, risk management scope, opportunities and effects of each situation to prioritize risks and identify risk management measures or plans to ensure proper and acceptable risk level. Furthermore, the Company also hires external independent specialist to continuously audit process and report to the Audit Committee.

3. Control Activities

The Company develops approval authorization and regulations and review such process to ensure alignment with recent business situations based on job description, job scope, responsibility, and authorized credit of each management level and properly allocate job functions. Core functions of Company will be reviewed by external parties such as internal auditors and/or quality control staffs to audit control mechanism, improve efficiency, identify regulations and guidelines for those who are appointed Directors of subsidiary and associates in order to define guidelines for business operation for directors or executives of the subsidiary to comply. This is to regulate affiliates in compliance with Company’s policies, laws of public companies, securities and exchange laws, and related announcement, rules, and regulations. The Company assign authorized representatives to be directors and executives of affiliates based on share ownership proportion. Moreover, The Company

conveys important messages to all stakeholders through Company's website based on good governance and related regulations. The directors and executives are obliged to share stake-holding information of their own or related persons' for considering transactions that cause conflict of interest, in which stakeholders are not involved in considering such transactions. The Company identifies regulations of connected transactions that require approval in compliance with related rules and regulations of The Securities and Exchange Commission, Thailand (SEC) and The Stock Exchange of Thailand (SET).

4. Information & Communication

The Company provide timely, adequate the important data, financial, and other important information for the Board of Directors to use in decision making and communicating to the Board of Directors and/or related sub-committees to acknowledge before the meeting date, at least within the minimum period required by law. In addition, the Company arrange for internal and external communication channels via e-mail and the Company's website for those interested in receiving information about the Company. Including, whistleblowing channels for reporting information or clues about corruption to the Company are also in place. Also, Investors Relations Department is responsible for regularly communicating with shareholders or investors. The Company's important documents are also stored and categorized systematically.

5. Monitoring

Operational auditing with suggestions for constant and continuous improvement of the internal control system has been carried out. The Company hired a consulting company to be internal auditors which are independent, report the audit results, and follow up to ensure that the findings are corrected appropriately and timely by reporting directly to the Audit Committee on a quarterly basis. In addition, the Company has also anti-corruption policy for combating fraud and corruption have been implemented as a guideline for directors, executives, and employees at all levels to use as a direction for business operations, not neglecting or ignoring upon discovering actions that are considered fraud to the Company, which is contemplated as a duty to notify the supervisor or the person in charge. Also, the Executive Committee has a duty to report the Board of Directors immediately upon discovering or suspected of fraud.

In 2023, KPMG Phoomchai Business Advisory Co.,Ltd ("Internal auditors") operated internal audit for the year of 2023 by inspect 4 processes as follows;

1. Maintenance process and implementation on environmental standards
2. Purchase and payment process
3. Production process and quality control
4. Account closing process and financial reporting

There are 17 remarks that are low importance for the total of 11 processes and 6 suggestions. From following up the improvement based on the internal audit in first quarter to third quarter in 2023, it is found that the Company has improved internal control systems according to the internal auditors are 16 stated issues. Additionally, for the remarks that are found in fourth quarter of 2023 that include 1 process with low importance, the internal auditors will inspect for further follow up in first quarter of 2024.

Thus, the Board of Directors concurred with the audit committee that the Company internal control system is sufficient and appropriate to the size of the business and current business conditions. The Company has sufficient employees to operate systematically and effectively. There is also an adequate amount of transaction with competitive and related parties. For other topics of internal control system, the board members considered that the Company also has a sufficient internal control.

9.1.2 Information of the internal audit chief

The Company has hired internal auditors from external sectors which is KPMG Phoomchai Business Advisory Co.,Ltd to inspect internal control system of the Company. The internal auditors have assigned board members to inspect internal control system of the Company.

The Audit Committee has taken into consideration qualifications of assigned board member that they are suitable as they are independent agency and have high experiences in internal audit for reasonable amount of times. The details are in attachment 3 “Information of Head of Internal Audit and Head of Compliance”

Thus, the Audit Committee will be the people who consider the independent of internal auditor agency as well as approve in appoint, removal, or dismissed of internal auditors chief or other responsible sector related to the Company internal audit.

9.2 Related Party Transactions

9.2.1 Relationship between the Company/related parties

Relationship between the Company/related parties for the end date as of 31 December 2023 is as follow.

related parties	Relationship
S.Kleber Chemical Co., Ltd	Subsidiary of the Company, the Company hold 100.00 percent of the total share capital and interrelated board members of the Company, executive of the Company is a board member in S.Kleber Chemical. A paid-up capital 100 percent of the total registered capital.
SKN Kraft and Paper Co., Ltd	Subsidiary of the Company, the Company hold 100.00 percent of the total share capital and interrelated board members of the Company, executive of the Company is a board member in SKN Kraft and Paper. A paid-up capital 40.00 percent of the total registered capital.
S.Kijchai Wood Panel Co., Ltd	A related companies with interrelated board members of the Company and consist of the Company's board member that is a shareholder in proportion of 37.50 percent. There is a marriage spouse of the Company board members that is a shareholder with proportion of 37.50 percent, and parent of the Company board members that is a shareholder in 25.00 percent proportion of S.Kijchai Wood Panel's paid-up capital.
S.Kijchai Co., Ltd	A related companies with interrelated board members of the Company and consist of the Company's board member that is a shareholder in proportion of 15.50 percent. There is a marriage spouse of the Company board members that is a shareholder in proportion of 10.00 percent, and parent of the Company board members that is a shareholder in 20.00 percent proportion of S.Kijchai's paid-up capital.
Sahakij Klaeng Co., Ltd	A related companies with interrelated board members of the Company and consist of the Company's board member to that is a shareholder in 62.50 percent proportion of Sahakij Klaeng's paid-up capital.

related parties	Relationship
S.Kijchai Concrete Part., Ltd	A related companies with interrelated board members of the Company and consist of the Company's board member that is a shareholder in 50.00 percent proportion of S.Kijchai Concretes' paid-up capital. There is a marriage spouse of the Company board members that is a shareholder in proportion of 25.00 percent, and a mother of the Company board members that is a shareholder in 25.00 percent proportion of S.Kijchai Concrete's paid-up capital.
The best impex Co., Ltd	There is a marriage spouse of the Company board members that is a shareholder in proportion of 15.00 percent proportion of The best impex's paid-up capital.
Sahakij Saentung Co., Ltd	A related companies with interrelated board members of the Company and consist of the Company's board member that is a shareholder in 20.00 percent proportion of Sahakij Saentung's paid-up capital.
Siam Im Dee Co., Ltd.	A related companies with interrelated board members of the Company and consist of the Company's board member that is a shareholder in proportion of 12.00 percent. There is a marriage spouse of the Company board members that is a shareholder in proportion of 8.00 percent, and parent of the Company board members that is a shareholder in 20.00 percent proportion of Siam Im Dee's paid-up capital.
Sahakij Klaeng Logistics Co., Ltd	A related companies with interrelated board members of the Company and consist of the Company's board member that is a shareholder in 60.00 percent. There is a marriage spouse of the Company board members that is a shareholder in proportion of 40.00 percent proportion of Sahakij Klaeng Logistics' paid-up capital.
Sahakij Trat Co.,Ltd.	A related companies with interrelated board members of the Company and consist of the Company's board member that is a shareholder in 30.00 percent proportion of Sahakij Trat paid-up capital.
S.Kijchai Bueng Kan Co., Ltd	A related companies with interrelated board members of the Company and consist of the Company's board member that is a shareholder in proportion of 50.00 percent. There is a marriage spouse of the Company board members that is a shareholder in proportion of 25.00 percent, and parent of the Company board members that is a shareholder in 25.00 percent proportion of S.Kijchai Bueng Kan's paid-up capital.
Thai Eastern Wood (1987) Co., Ltd.	A related companies with interrelated board members of the Company and consist of the Company's board member that is a shareholder in proportion of 57.92 percent. There is a marriage spouse of the Company board members that is a shareholder in proportion of 21.04 percent, and parent of the Company board members that is a shareholder in 21.04 percent proportion of Thai Eastern Wood's paid-up capital.
Code Rich Co.,Ltd.	A related companies with interrelated board members of the Company and consist of the Company's board member that is a shareholder in 14.10 percent proportion of Code Rich paid-up capital.

9.2.1 Related Party Transactions between companies/related parties

Related Party Transactions between companies/related parties for the end date as of 31 December 2023 is as follows.

Juristic person / Related Person	Types of items	Value of items (Million baht)			Necessity and reasonability
		2023	2022	2021	
S.Kleber Chemical Co., Ltd. ("S.Kleber Chemical")	The Company paid investment to S.Kleber Chemical.	-	-	25.00	<ul style="list-style-type: none"> - The Company paid partial investment to S.Kleber Chemical. - The particular transaction is to support investment plan and business of the Company. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and beneficial to the Company. And in the framework that approved by the Board of Directors.</p>
	The Company grants a loan to S.Kleber Chemical (Interest income)	5.09	4.28	4.18	<ul style="list-style-type: none"> - The Company grants a loan to S.Kleber Chemical (Interest income) for use as a working capital of S. Kleber Chemical - The particular transaction is to support investment plan and business of the Company. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and beneficial to the Company. And in the framework that approved by the Board of Directors.</p>
	The Company purchased glue materials from S.Kleber Chemical.	521.59	549.18	369.04	<ul style="list-style-type: none"> - The Company purchased glue materials from S.Kleber Chemical to use as raw materials in the Company's production process. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and the selling price can be comparing to other trading partners of the Company.</p>
	The Company paid Research and development	35.63	35.63	-	<ul style="list-style-type: none"> - The Company paid Research and development to S.Kleber Chemical in according to conditions specified in the BOI certificate. - The particular transaction is to support development of the Company's product. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is beneficial to the Company.</p>

Juristic person / Related Person	Types of items	Value of items (Million baht)			Necessity and reasonability
		2023	2022	2021	
SKN Kraft and Paper Co., Ltd ("SKN Kraft and Paper")	The Company paid investment to SKN Kraft and Paper.	-	-	200.00	<ul style="list-style-type: none"> - The Company paid partial investment to SKN Kraft and Paper. - The particular transaction is to support investment plan and business of the Company. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and beneficial to the Company. And in the framework that approved by the Board of Directors.</p>
S.Kijchai Wood Panel Co., Ltd ("S.Kijchai Wood Panel")	The Company distributed electric to S.Kijchai Wood Panel	25.94	22.77	14.43	<ul style="list-style-type: none"> - The Company installed electric transformer that will be able to purchase high voltage electric to responds to the increase needs of electric usage of the Company to extend production capacity. The Company distributes current excess electric to S.Kijchai Wood Panel which is located in the nearby area. The price is based on retail electricity price of Provincial Electricity Authority. - The particular item is part of item to support investment plan and business of the Company. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and beneficial to the Company and the price is reasonable.</p>
	The Company distributed rubber wood to S.Kijchai Wood Panel	1.69	-	-	<ul style="list-style-type: none"> - The Company distributed rubber wood to S.Kijchai Wood Panel. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable with the selling price can be comparing to other trading partners of the Company.</p>
	The Company purchased wood chip for using as fuel and hired S.Kijchai Wood Panel to transport goods to customers in the country use of other types of services.	-	2.48	3.58	<ul style="list-style-type: none"> - The Company purchased wood chip for using as fuel in production and operation process from S. Kijchai Wood Panel. - The Company needs to hire transportation via truck to transport goods of the Company to customers in the country. Thus, as the selling price of the product is inclusive of the transportation costs, the factor regarding the service readiness is a key, S.Kijchai Wood Panel which is located near the Company has high availability and can request for services conveniently and in a fast-paced level. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable with the selling price can be comparing to other trading partners of the Company and services fees and trade policy that can be comparing to services from third parties.</p>

Juristic person / Related Person	Types of items	Value of items (Million baht)			Necessity and reasonability
		2023	2022	2021	
S.Kijchai Co., Ltd (“S.Kijchai”)	The Company distributed electric to S.Kijchai for production and operation process	30.51	37.27	32.04	<ul style="list-style-type: none"> - The Company installed electric transformer that will be able to purchase high voltage electric to responds to the increase needs of electric usage of the Company to extend production capacity. The Company distributes current excess electric to S.Kijchai which is located in the nearby area. The price is based on retail electricity price of Provincial Electricity Authority. - The particular item is part of item to support investment plan and business of the Company. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and beneficial to the Company and the price is reasonable.</p>
	The Company distributed MDF board to S.Kijchai and other income.	6.53	17.20	11.25	<ul style="list-style-type: none"> - The Company distributed MDF board to S.Kijchai for operation process. S.Kijchai is a large-scale domestic customer with high purchase volume and selling prices is ex-work which is remain in the same selling price level after the deduction of transportation cost for other large-scale domestic customers. Thus, the price that the Company distributes to S.Kijchai can be comparing to other large-scale domestic customers of the Company. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable with purchasing price and trade policy that can be compare to other trading partners of the Company.</p>
	The Company purchased office equipment from S.Kijchai.	0.02	0.01	-	<ul style="list-style-type: none"> - The Company purchased customized furniture and office equipment from S.Kijchai as the quality is according to the needs of the Company with a price that is reasonable and similar to the market price. Thus, the company predicts that the purchase of this asset could re-occur in the future, only in the case of necessity. - The particular item is one of the necessity items to provide convenient to the Company. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and beneficial to the Company and the price is reasonable.</p>

Juristic person / Related Person	Types of items	Value of items (Million baht)			Necessity and reasonability
		2023	2022	2021	
S.Kijchai Co., Ltd ("S.Kijchai")	The Company hired S.Kijchai to transport goods. (Transportation costs)	0.05	0.12	1.23	<ul style="list-style-type: none"> - The Company needs to hire transportation via truck to transport goods of the Company to customers in the country. Thus, as the selling price of the product is inclusive of the transportation costs, the factor regarding the service readiness is a key S.Kijchai which is located near the Company has high availability and can request for services conveniently and in a fast-paced level. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable with services fees and trade policy that can be comparing to services from third parties.</p>
Sahakij Klaeng Co., Ltd ("Sahakij Klaeng")	The Company purchased wood materials from Sahakij Klaeng	56.68	47.08	46.29	<ul style="list-style-type: none"> - The Company purchased wood materials from Sahakij Klaeng which is a main material in production. - The purchasing price is according to the Company regulation in selecting and purchasing wood materials which uses in all wood materials distributors. Thus, the period of payment that the Company had agreed with Sahakij Klaeng is not more than the payment period that the Company has agreed with other wood material distributor. Thus, the Company expected that this item would continue to occur in the future. <p><u>Opinions of Auditing Committees</u></p> <ul style="list-style-type: none"> - The Audit Committee takes into consideration and sees that the particular item is reasonable with purchasing price and trade policy that can be comparing to other trading partners of the Company. - This is considered an important item and expected to occur continuously in the future. Thus, the Audit Committee has appointed an individual as an auditor to inspect wood materials purchase from related companies if it is according to regulation in selecting and purchasing wood materials or not. The auditor will need to further report the inspection result to the Audit Committee every quarter.

Juristic person / Related Person	Types of items	Value of items (Million baht)			Necessity and reasonability
		2023	2022	2021	
Sahakij Klaeng Co., Ltd ("Sahakij Klaeng")	The Company purchased wood chip for using as fuel from Sahakij Klaeng and hired Sahakij Klaeng to transport goods (Transportation costs)	0.46	3.32	6.65	<ul style="list-style-type: none"> - The Company purchased wood chip for using as fuel in production and operation process from Sahakij Klaeng. - The Company hired service providers to transport goods via truck and/or tractor to transport goods to domestic customers or transport goods to sea port to transport to international customers. From factors regarding price and readiness of the service, the transportation costs of Sahakij Klaeng is similar to other transportation service providers, which are third parties. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable with the selling price can be comparing to other trading partners of the Company and services fees and trade policy that can be comparing to services from third parties.</p>
S.Kijchai Concrete Part., Ltd ("S.Kijchai Concrete")	The Company purchased ready-mixed concrete for construction purposes, and other services	1.93	0.82	0.21	<ul style="list-style-type: none"> - The Company purchased ready-mixed concrete from S.Kijchai Concrete for use in construction, renovation, repair and maintenance the buidings and roads within the company and the wood raw material storage area. - The particular item is a necessity. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and the selling price is similar to the market price.</p>
The best impex Co., Ltd ("The best impex")	The Company hired The best impex to manage import and export documents and other services	7.84	3.48	3.13	<ul style="list-style-type: none"> - The Company hired service providers to manage import and export documents. From factors regarding price and readiness of the service, the service costs of The best impex is similar to other service providers which are third parties. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Auditing Committees takes into consideration and sees that the particular item is reasonable with services fees and trade policy that can be comparing to services from third parties.</p>

Juristic person / Related Person	Types of items	Value of items (Million baht)			Necessity and reasonability
		2023	2022	2021	
Sahakij Saentung Co., Ltd ("Sahakij Saentung")	The Company purchased wood materials from Sahakij Saentung	65.14	44.18	61.98	<ul style="list-style-type: none"> - The Company purchased wood materials from Sahakij Saentung which is a main material in production for the Company. - The purchasing price is according to the Company regulation in selecting and purchasing wood materials, which uses in all wood materials distributors. Thus, the period of payment that the Company had agreed with Sahakij Saentung is not more than the payment period that the Company has agreed with other wood material distributor. Thus, the Company expected that this item would continue to occur in the future. <p><u>Opinions of Auditing Committees</u></p> <ul style="list-style-type: none"> - The Audit Committee takes into consideration and sees that the particular item is reasonable with purchasing price and trade policy that can be compare to other trading partners of the Company. - This is considered an important item and expected to occur continuously in the future. Thus, the Audit Committee has appointed an individual as an auditor to inspect wood materials purchase from related companies if it is according to regulation in selecting and purchasing wood materials or not. The auditor will need to further report the inspection result to the Audit Committee every quarter.
Siam Im Dee Co., Ltd. ("Siam Im Dee")	The Company sold factory equipments to Siam Im Dee.	-	0.002	0.25	<ul style="list-style-type: none"> - The Company sold factory equipments due to the company did not need to use it, its price can be comparing with the market price. - The particular item occurs for the benefit of the Company and the particular item didn't cause any lose of the Company. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and beneficial to the Company. And can be comparing with third parties.</p>
	The Company distributed electric to Siam Im Dee for production and operation process	3.41	2.83	-	<ul style="list-style-type: none"> - The Company installed electric transformer that will be able to purchase high voltage electric to responds to the increase needs of electric usage of the Company to extend production capacity. The Company distributes current excess electric to Siam Im Dee which is located in the nearby area. The price is based on retail electricity price of Provincial Electricity Authority. - The particular item is part of item to support investment plan and business of the Company. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and beneficial to the Company and the price is reasonable.</p>

Juristic person / Related Person	Types of items	Value of items (Million baht)			Necessity and reasonability
		2023	2022	2021	
Sahakij Klaeng Logistics Co., Ltd ("Sahakij Klaeng Logistics")	The Company hired Sahakij Klaeng Logistic to transport goods to customers in the country and transport goods to sea port for export	2.06	1.12	1.10	<ul style="list-style-type: none"> - The Company hired service providers to transport goods via truck and/or tractor to transport goods to domestic customers or transport goods to sea port for export. From factors regarding price and readiness of the service, the transportation costs of Sahakij Klaeng Logistic is similar to other transportation service providers which are third parties. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable with services fees and trade policy that can be comparing to services from third parties.</p>
Sahakij Trat Co., Ltd ("Sahakij Trat")	The Company purchased wood chip for using as fuel from Sahakij Trat	1.57	0.95	-	<ul style="list-style-type: none"> - The Company purchased wood chip for using as fuel in production and operation process from Sahakij Trat. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and the selling price can be comparing to other trading partners of the Company.</p>
S.Kijchai Bueng Kan Co., Ltd ("S.Kijchai Bueng Kan")	The Company purchased wood chip for using as fuel from S.Kijchai Bueng Kan	0.11	-	0.27	<ul style="list-style-type: none"> - The Company purchased wood chip for using as fuel in production and operation process from S.Kijchai Bueng Kan. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable and the selling price can be comparing to other trading partners of the Company.</p>
Thai Eastern Wood (1987) Co., Ltd ("Thai Eastern Wood")	The Company pays for materials to build a COVID-19 quarantine facility.	-	0.01	0.01	<ul style="list-style-type: none"> - The Company hired Thai Eastern Wood to arrange a facility of quarantine employees due to the COVID-19 outbreak. Which considered the factors of price and availability. - The particular item is a necessity item. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable.</p>

Juristic person / Related Person	Types of items	Value of items (Million baht)			Necessity and reasonability
		2023	2022	2021	
Code Rich Co., Ltd. (“Code Rich”)	The Company distributed MDF board to Code Rich.	28.08	-	-	<ul style="list-style-type: none"> - The Company distributed MDF board to Code Rich for distribution.. Code Rich is a large-scale domestic customer with high purchase volume and selling prices is ex-work which is remain in the same selling price level after the deduction of transportation cost for other large-scale domestic customers. Thus, the price that the Company distributes to Code Rich can be comparing to other large-scale domestic customers of the Company. - The particular item is an item to support regular business that could occur based on necessity of the Company business operations. <p><u>Opinions of Auditing Committees</u></p> <p>The Audit Committee takes into consideration and sees that the particular item is reasonable with purchasing price and trade policy that can be compare to other trading partners of the Company.</p>

9.2.3 Measurements or approval process of related party transactions

The Company has specified measurements and process of approval for related party transactions. This is because to engage in related party transaction with individual who may encounter conflict will be taken into consideration and suitability of the particular transaction from the Auditing Committees. This will prioritize the Company benefits as the main importance. In case that the Auditing Committees is lack of experience in consideration of any related party transactions (if any), the Company will invite independent experts or the Company auditor will provide opinions regarding the related party transaction. This is to use to provide rational in align with opinions or the decisions of the Auditing Committees and/or board members and/or shareholders, case by case.

9.2.4 Future tendencies to engage in related party transactions

The Company may still need to continue to engage in related party transactions with the subsidiaries company and/or business and/or individual with conflict in the future as the related party transactions is a necessity and benefits the Company. However, the board of directors of the company will obey the security law, rules & regulations of the Stock Exchange of Thailand and the Federation of Accounting Professions (“FAP”) and with generally accepted accounting principles in Thailand. Moreover, the company will consider the reasonable reason of the transactions.

Part 3

Financial Statements

The Board of Directors' Responsibility to the Financial Statement Report

Board of Directors of S.Kijchai Enterprise Public Company Limited are accountable for the financial statements of S.Kijchai Enterprise Public Company Limited and its subsidiaries, including financial information demonstrated in the annual report. Such financial report is consistent with generally acceptable accounting standards, where selected accounting policy is proper and applicable regularly, based upon judicious discretion and optimum estimation in operating procedure, as well exposure of important information sufficient to footnotes of financial statement

The Board of Directors provides and maintains effective internal control to ensure that accounting record process is accurate, complete and adequate to keep assets, and to acknowledge the weakness to prevent possible fraud or significant unusual operation. For this reason.

To provide an ongoing review of the company's internal control system and examine the Company's operations on the regular basis, the Board of Directors has appointed the Audit Committee that consists of independent directors to oversee and ensure the quality, effectiveness and reliability of the Company's internal control and examination operations.

Based on the Board's opinion, internal control of S.Kijchai Enterprise Public Company Limited is relatively satisfactory, and convince reliability on the company financial statement and its subsidiaries as at ended 31 December 2023.

- Suvit Thaniyavarn -

(Dr.Suvit Thaniyavarn)

Chairman of the Board of Directors

- Vichai Sangwongkit -

(Mr.Vichai Sangwongkit)

Managing Director

S.Kijchai Enterprise Public Company Limited and its subsidiaries
Report and consolidated financial statements
31 December 2023

Independent Auditor's Report

To the Shareholders of S.Kijchai Enterprise Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of S.Kijchai Enterprise Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2023, and the related consolidated statements of 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 S.Kijchai Enterprise 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 S.Kijchai Enterprise Public Company Limited and its subsidiaries and of S.Kijchai Enterprise Public Company Limited as at 31 December 2023, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

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

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

Revenue recognition for sales of goods

Revenue from sales of goods is one of the Group's key accounts because the amounts recorded directly affect the Group's profit or loss. Moreover, the Group has a large number of customers and various terms and conditions. I therefore focused on the Group's recognition of revenues from sales of goods, especially the timing of revenue recognition.

I examined the revenue recognition of the Group by assessing and testing the Group's internal controls with respect to the revenue cycle. On a sampling basis, I also examined supporting documents for sales transactions occurring during the year and near the end of the accounting period. In addition, I reviewed credit notes that the Group issued after the period-end and performed analytical procedures on sales account.

Other Information

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

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

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

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Sumesa Tangyoosuk
Certified Public Accountant (Thailand) No. 7627

EY Office Limited
Bangkok: 27 February 2024

S.Kijchai Enterprise Public Company Limited and its subsidiaries

Statement of financial position

As at 31 December 2023

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2023	2022	2023	2022
Assets					
Current assets					
Cash and cash equivalents	7	1,451,770,660	1,151,621,555	1,380,581,305	956,498,292
Trade and other receivables	6, 8	101,244,331	81,135,353	101,216,116	81,077,119
Short-term loans to related party	6	-	-	42,700,000	42,700,000
Current portion of long-term loans to related party	6	-	-	24,000,000	-
Inventories	9	403,699,247	296,930,294	373,903,743	262,248,403
Derivative assets - foreign currency					
forward contracts	27.1	5,988,846	5,334,589	5,988,846	5,334,589
Other current assets		90,741,055	96,440,736	71,953,290	72,043,826
Total current assets		2,053,444,139	1,631,462,527	2,000,343,300	1,419,902,229
Non-current assets					
Restricted bank deposits	10	-	5,000,000	-	5,000,000
Investments in subsidiaries	11	-	-	299,999,944	299,999,944
Long-term loans to related party, net of current portion	6	-	-	176,000,000	186,200,000
Property, plant and equipment	12	2,750,029,741	2,750,500,634	2,267,900,252	2,384,143,129
Intangible assets	13	27,212,128	29,287,602	12,642,834	14,669,703
Deferred tax assets	20	10,862,454	10,817,868	-	-
Other non-current assets		11,088	1,011,085	-	-
Total non-current assets		2,788,115,411	2,796,617,189	2,756,543,030	2,890,012,776
Total assets		4,841,559,550	4,428,079,716	4,756,886,330	4,309,915,005

The accompanying notes are an integral part of the financial statements.

S.Kijchai Enterprise Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2023

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2023	2022	2023	2022
Liabilities and shareholders' equity					
Current liabilities					
Short-term loans from financial institutions	14	410,000,000	37,154,900	410,000,000	-
Trade and other payables	6, 15	327,907,779	379,375,938	256,481,584	342,843,256
Advance received		84,228,165	105,102,768	84,228,165	105,102,768
Current portion of long-term loans	16	40,908,000	40,908,000	-	-
Current portion of lease liabilities		94,580	82,558	94,580	82,558
Income tax payable		33,382,066	7,218,635	30,622,484	7,218,635
Other current liabilities		239,847	1,140,379	157,947	959,164
Total current liabilities		896,760,437	570,983,178	781,584,760	456,206,381
Non-current liabilities					
Long-term loans, net of current portion	16	12,062,238	52,970,238	-	-
Lease liabilities, net of current portion		115,860	226,161	115,860	226,161
Deferred tax liabilities	20	167,462,595	177,061,550	167,462,595	177,061,549
Provision for long-term employee benefits	17	9,118,876	7,713,046	8,189,242	7,006,343
Total non-current liabilities		188,759,569	237,970,995	175,767,697	184,294,053
Total liabilities		1,085,520,006	808,954,173	957,352,457	640,500,434

The accompanying notes are an integral part of the financial statements.

S.Kijchai Enterprise Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2023

(Unit: Baht)

		<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>Note</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Shareholders' equity					
Share capital					
Registered					
800,000,000 ordinary shares of Baht 1 each		<u>800,000,000</u>	<u>800,000,000</u>	<u>800,000,000</u>	<u>800,000,000</u>
Issued and fully paid-up					
800,000,000 ordinary shares of Baht 1 each		800,000,000	800,000,000	800,000,000	800,000,000
Share premium		1,225,977,750	1,225,977,750	1,225,977,750	1,225,977,750
Retained earnings					
Appropriated - statutory reserve	18	80,000,000	80,000,000	80,000,000	80,000,000
Unappropriated		<u>1,650,061,794</u>	<u>1,513,147,793</u>	<u>1,693,556,123</u>	<u>1,563,436,821</u>
Total shareholders' equity		<u>3,756,039,544</u>	<u>3,619,125,543</u>	<u>3,799,533,873</u>	<u>3,669,414,571</u>
Total liabilities and shareholders' equity		<u>4,841,559,550</u>	<u>4,428,079,716</u>	<u>4,756,886,330</u>	<u>4,309,915,005</u>

The accompanying notes are an integral part of the financial statements.

Directors

S.Kijchai Enterprise Public Company Limited and its subsidiaries

Statement of comprehensive income

For the year ended 31 December 2023

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2023	2022	2023	2022
Profit or loss:					
Revenue from sales	21	3,268,653,255	4,174,951,049	3,266,915,262	4,174,951,049
Cost of sales		(2,236,152,473)	(2,495,412,025)	(2,255,554,747)	(2,445,537,281)
Gross profit		1,032,500,782	1,679,539,024	1,011,360,515	1,729,413,768
Other income		17,264,759	13,021,705	21,308,863	17,019,153
Selling and distribution expenses		(433,684,022)	(778,819,809)	(428,154,322)	(774,059,200)
Administrative expenses		(142,076,879)	(171,110,611)	(143,419,126)	(187,564,750)
Operating profit		474,004,640	742,630,309	461,095,930	784,808,971
Finance cost		(3,558,490)	(3,930,968)	(165,228)	(259,167)
Profit before income tax		470,446,150	738,699,341	460,930,702	784,549,804
Income tax expenses	20	(45,694,329)	(56,311,263)	(42,973,580)	(65,033,644)
Profit for the year		424,751,821	682,388,078	417,957,122	719,516,160
Other comprehensive income:					
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods</i>					
Actuarial loss		-	(1,750,442)	-	(1,750,442)
Less: Income tax effect		-	350,088	-	350,088
Other comprehensive income for the year		-	(1,400,354)	-	(1,400,354)
Total comprehensive income for the year		424,751,821	680,987,724	417,957,122	718,115,806
Earnings per share					
Basic earnings per share (Baht)	22	0.53	0.85	0.52	0.90
Weighted average number of ordinary shares (Shares)		800,000,000	800,000,000	800,000,000	800,000,000

The accompanying notes are an integral part of the financial statements.

S.Kijchai Enterprise Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity

For the year ended 31 December 2023

(Unit: Baht)

	Consolidated financial statements				
	Issued and paid-up		Retained earnings		
	share capital	Share premium	statutory reserve	Unappropriated	Total
Balance as at 1 January 2022	800,000,000	1,225,977,750	80,000,000	1,056,155,589	3,162,133,339
Profit for the year	-	-	-	682,388,078	682,388,078
Other comprehensive income for the year	-	-	-	(1,400,354)	(1,400,354)
Total comprehensive income for the year	-	-	-	680,987,724	680,987,724
Dividend paid (Note 25)	-	-	-	(223,995,520)	(223,995,520)
Balance as at 31 December 2022	800,000,000	1,225,977,750	80,000,000	1,513,147,793	3,619,125,543
Balance as at 1 January 2023	800,000,000	1,225,977,750	80,000,000	1,513,147,793	3,619,125,543
Profit for the year	-	-	-	424,751,821	424,751,821
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	424,751,821	424,751,821
Dividend paid (Note 25)	-	-	-	(287,837,820)	(287,837,820)
Balance as at 31 December 2023	800,000,000	1,225,977,750	80,000,000	1,650,061,794	3,756,039,544

The accompanying notes are an integral part of the financial statements.

S.Kijchai Enterprise Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity (continued)

For the year ended 31 December 2023

(Unit: Baht)

	Separate financial statements				
	Issued and paid-up		Retained earnings		Total
	share capital	Share premium	Appropriated - statutory reserve	Unappropriated	
Balance as at 1 January 2022	800,000,000	1,225,977,750	80,000,000	1,069,316,535	3,175,294,285
Profit for the year	-	-	-	719,516,160	719,516,160
Other comprehensive income for the year	-	-	-	(1,400,354)	(1,400,354)
Total comprehensive income for the year	-	-	-	718,115,806	718,115,806
Dividend paid (Note 25)	-	-	-	(223,995,520)	(223,995,520)
Balance as at 31 December 2022	800,000,000	1,225,977,750	80,000,000	1,563,436,821	3,669,414,571
Balance as at 1 January 2023	800,000,000	1,225,977,750	80,000,000	1,563,436,821	3,669,414,571
Profit for the year	-	-	-	417,957,122	417,957,122
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	417,957,122	417,957,122
Dividend paid (Note 25)	-	-	-	(287,837,820)	(287,837,820)
Balance as at 31 December 2023	800,000,000	1,225,977,750	80,000,000	1,693,556,123	3,799,533,873

The accompanying notes are an integral part of the financial statements.

S.Kijchai Enterprise Public Company Limited and its subsidiaries

Cash flow statement

For the year ended 31 December 2023

(Unit: Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Cash flows from operating activities				
Profit before tax	470,446,150	738,699,341	460,930,702	784,549,804
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities				
Depreciation and amortisation	199,932,568	206,273,294	171,813,968	178,914,977
Reversal of expected credit losses	(51,585)	(170,003)	(51,585)	(170,003)
Reversal of inventory cost to net realisable value	(2,013,684)	(7,103,760)	(2,013,684)	(7,103,760)
Reversal of impairment loss on non-financial assets	(1,774,602)	-	(1,774,602)	-
Loss on write-off of assets	3,829,553	208,643	129,627	105,626
Long-term employee benefit expenses	1,405,830	1,646,443	1,182,899	939,740
Unrealised loss (gain) on exchange	(1,343,465)	71,421	(180,358)	(512,413)
Gain on fair value adjustments of derivatives	(654,257)	(9,418,565)	(654,257)	(9,418,565)
Interest income	(5,243,359)	(914,467)	(9,828,499)	(4,919,367)
Finance cost	3,558,490	3,930,968	165,228	259,167
Profit from operating activities before changes in operating assets and liabilities	668,091,639	933,223,315	619,719,439	942,645,206
Operating assets (increase) decrease				
Trade and other receivables	(20,586,746)	204,003,473	(20,545,807)	203,676,179
Inventories	(104,755,269)	17,299,077	(109,641,656)	6,734,012
Other current assets	5,699,681	(24,005,585)	90,536	(21,166,359)
Other non-current assets	999,997	-	-	-
Operating liabilities increase (decrease)				
Trade and other payables	(49,085,597)	(88,295,956)	(85,397,679)	(92,382,554)
Advance received	(20,874,603)	(16,512,742)	(20,874,603)	(16,512,742)
Other current liabilities	(900,532)	(884,938)	(801,217)	(986,818)
Cash flows from operating activities	478,588,570	1,024,826,644	382,549,013	1,022,006,924
Interest received	5,314,317	843,509	9,828,499	5,009,151
Income tax paid	(29,174,438)	(48,078,494)	(29,168,685)	(48,078,494)
Net cash flows from operating activities	454,728,449	977,591,659	363,208,827	978,937,581

The accompanying notes are an integral part of the financial statements.

S.Kijchai Enterprise Public Company Limited and its subsidiaries

Cash flow statement (continued)

For the year ended 31 December 2023

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Cash flows from investing activities				
Decrease in restricted bank deposits	5,000,000	-	5,000,000	-
Increase in short-term loans to related party	-	-	-	(42,700,000)
Increase in long-term loans to related party	-	-	(13,800,000)	-
Acquisition of property, plant and equipment	(199,196,165)	(24,815,861)	(52,008,113)	(13,999,021)
Acquisition of intangible assets	(925,286)	(981,401)	(315,970)	(346,869)
Net cash flows used in investing activities	(195,121,451)	(25,797,262)	(61,124,083)	(57,045,890)
Cash flows from financing activities				
Increase in short-term loans from financial institutions	372,845,100	9,834,900	410,000,000	-
Repayment for long-term loans from financial institutions	(40,908,000)	(66,200,000)	-	(25,292,000)
Payment of principal portion of lease liabilities	(98,279)	(181,842)	(98,279)	(92,615)
Interest paid	(3,558,490)	(3,779,049)	(165,228)	(107,248)
Dividend paid	(287,738,224)	(223,995,520)	(287,738,224)	(223,995,520)
Net cash flows (used in) financing activities	40,542,107	(284,321,511)	121,998,269	(249,487,383)
Net increase in cash and cash equivalents	300,149,105	667,472,886	424,083,013	672,404,308
Cash and cash equivalents at beginning of year	1,151,621,555	484,148,669	956,498,292	284,093,984
Cash and cash equivalents at end of year	1,451,770,660	1,151,621,555	1,380,581,305	956,498,292

Supplemental cash flows information:

Non-cash transactions

Acquisition of plant and equipment for which no cash has been paid	2,729,297	3,409,594	2,048,990	2,473,826
Dividend payable	99,596	-	99,596	-

The accompanying notes are an integral part of the financial statements.

S.Kijchai Enterprise Public Company Limited and its subsidiaries**Notes to consolidated financial statements****For the year ended 31 December 2023****1. General information**

S.Kijchai Enterprise Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. Its major shareholder is S.Kijchai Capital Company Limited, which was incorporated in Thailand. The Company is principally engaged in the manufacture and distribution of Medium Density Fiber Board ("MDF"). The registered office of the Company is at 99/9 Moo 7, Huay-yang, Klaeng, Rayong.

2. Basis of preparation

- 2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of S.Kijchai Enterprise Public Company Limited ("the Company") and the following subsidiary companies ("the subsidiaries") (collectively referred to as "the Group"):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			<u>2023</u>	<u>2022</u>
			Percent	Percent
S.Kleber Chemical Co., Ltd.	Manufacture of glue and chemical	Thailand	100	100
SKN Kraft and Paper Co., Ltd.	Manufacture of paper pulp and paper through recycling of wastepaper (operation not yet commenced)	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.
- 2.3 The separate financial statements present investments in subsidiaries under the cost method.

3. New financial reporting standards

a) 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.

b) Financial reporting standards that became effective for fiscal years beginning on or after 1 January 2024

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

4. Significant accounting policies

4.1 Revenue and expense recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns and discounts.

The obligation to transfer goods to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer is presented under the caption of "Advances received" in the statement of financial position which are recognised as revenue when the Group performs under the contract.

Rendering of services

The Group recognised services revenue over the contract period. Such recognition is on a straight-line basis according to the proportion of the rendered services over the contract period.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis.

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

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 first-in, first-out method and net realisable value. The cost of inventories includes all production costs and attributable factory overheads.

Raw materials, spare parts and supplies are valued at the lower of cost under the first-in, first-out method and net realisable value and are charged to production costs whenever consumed.

4.4 Investments in subsidiaries

Investments in subsidiaries are accounted for in the separate financial statements using the cost method.

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 plant and equipment is calculated by reference to their costs, on the straight-line basis over the following estimated useful lives:

Buildings	5 - 30 years
Utility system	5 - 25 years
Machinery and factory equipment	2 - 25 years
Office equipment	3 - 5 years
Motor vehicles	5 - 12 years

Depreciation is included in determining income.

No depreciation is provided on land and assets under installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.6 Intangible assets

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

Computer software	3 - 20 years
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4.7 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Group, whether directly or indirectly, or which are under common control with the Group.

They also include associates, and individuals or enterprises which directly or indirectly own a voting interest in the Group that gives them significant influence over the Group, key management personnel, directors, and officers with authority in the planning and direction of the Group's operations.

4.8 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.

4.9 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 and other 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.

4.10 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.

4.11 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.

4.12 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 it recognises 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.

4.13 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 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 recognised in profit or loss.

These financial assets include derivatives.

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 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.

ECL 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.

4.14 Derivatives

The Group uses derivatives i.e. foreign currency forward 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 current assets or current liabilities if the remaining maturity of the instrument is less than 12 months and it is due to be realised or settled within 12 months. Other derivatives are presented as non-current assets or non-current liabilities.

4.15 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 of 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:

Property, plant and equipment/Depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the 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 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.

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.

	Consolidated		Separate		(Unit: Million Baht)
	financial statements		financial statements		Transfer pricing policy
	2023	2022	2023	2022	
<u>Transactions with subsidiary</u>					
(eliminated from the consolidated financial statements)					
Interest income	-	-	5	4	Refer to commercial bank's interest rate
Purchase of goods	-	-	522	549	Similar to market price
Research and development expenses	-	-	35	35	Conditions specified in the BOI certificate
<u>Transactions with related companies</u>					
Sales of goods	35	17	35	17	Similar to market price
Sales of electricity ⁽¹⁾	60	63	60	63	Similar to market price
Other income	2	1	2	1	Similar to market price
Purchase of goods	122	91	122	91	Similar to market price
Other expenses	14	12	14	12	Mutual agreement

⁽¹⁾ The revenue from sales of electricity is the gross amount before net-off related costs. However, such revenue is presented in the statement of comprehensive income under "Other income" with its net amount determined from sales of electricity less related costs.

As at 31 December 2023 and 2022, the balances of the accounts between the Group and those related companies are as follows:

		(Unit: Thousand Baht)			
		Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
<u>Trade and other receivables - related parties (Note 8)</u>					
Subsidiary		-	-	44	13
Related companies (common shareholder and/or director)		12,896	7,775	12,896	7,775
Total		12,896	7,775	12,940	7,788
<u>Trade and other payables - related parties (Note 15)</u>					
Subsidiary		-	-	29,929	35,581
Related companies (common shareholder and/or director)		13,058	12,059	13,053	12,050
Total		13,058	12,059	42,982	47,631

Loans to related party

As at 31 December 2023 and 2022, the balances of loans between the Group and the related company and the movement in loans are as follows:

		(Unit: Thousand Baht)			
		Separate financial statements			
Loans	Related by	Balance as at 31 December 2022	Increase during the year	Decrease during the year	Balance as at 31 December 2023
<u>Short-term loans</u>					
S.Kleber Chemical Co., Ltd.	Subsidiary	42,700	-	-	42,700
<u>Long-term loans</u>					
S.Kleber Chemical Co., Ltd.	Subsidiary	186,200	13,800	-	200,000
Less: Current portion		-			(24,000)
Net		186,200			176,000

Such loans are unsecured loans and carry interest based on the commercial bank's interest rate.

Long-term loans have a monthly principal repayment which will start in January 2024.

Directors and management's benefits

During the years ended 31 December 2023 and 2022, the Group had employee benefit expenses payable to their directors and management as below.

	(Unit: Thousand Baht)	
	Consolidated / Separate financial statements	
	<u>2023</u>	<u>2022</u>
Short-term employee benefits	65,988	92,870
Post-employment benefits	1,037	715
Total	<u>67,025</u>	<u>93,585</u>

7. Cash and cash equivalents

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Cash	608	613	599	605
Bank deposits	1,451,163	1,151,009	1,379,982	955,893
Total	<u>1,451,771</u>	<u>1,151,622</u>	<u>1,380,581</u>	<u>956,498</u>

Savings deposits have floating interest rates according to the bank's announcement and fixed deposits have fixed interest rates as determined.

8. Trade and other receivables

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
<u>Trade receivables - related parties</u>				
Aged on the basis of due dates				
Not yet due	4,607	573	4,607	573
Past due				
Up to 3 months	3,722	-	3,722	-
Total trade receivables - related parties	8,329	573	8,329	573
<u>Trade receivables - unrelated parties</u>				
Aged on the basis of due dates				
Not yet due	46,691	29,334	46,691	29,334
Past due				
Up to 3 months	41,403	41,865	41,403	41,865
3 - 6 months	-	-	-	-
6 - 12 months	-	-	-	-
Over 12 months	695	761	695	761
Total	88,789	71,960	88,789	71,960
Less: Allowance for expected credit losses	(691)	(743)	(691)	(743)
Total trade receivables - unrelated parties, net	88,098	71,217	88,098	71,217
Total trade receivables - net	96,427	71,790	96,427	71,790
<u>Other receivables</u>				
Other receivables - related parties	4,567	7,202	4,611	7,215
Other receivables - unrelated parties	607	2,500	535	2,429
Total	5,174	9,702	5,146	9,644
Less: Allowance for expected credit losses	(357)	(357)	(357)	(357)
Total other receivables - net	4,817	9,345	4,789	9,287
Total trade and other receivables - net	101,244	81,135	101,216	81,077

9. Inventories

(Unit: Thousand Baht)

Consolidated financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Finished goods	154,095	67,692	(3,069)	(5,033)	151,026	62,659
Work in process	34,077	27,045	(95)	(145)	33,982	26,900
Raw materials	37,843	49,502	-	-	37,843	49,502
Spare parts and supplies	180,848	157,869	-	-	180,848	157,869
Total	<u>406,863</u>	<u>302,108</u>	<u>(3,164)</u>	<u>(5,178)</u>	<u>403,699</u>	<u>296,930</u>

(Unit: Thousand Baht)

Separate financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Finished goods	147,117	59,699	(3,069)	(5,033)	144,048	54,666
Work in process	31,757	25,318	(95)	(145)	31,662	25,173
Raw materials	25,459	33,244	-	-	25,459	33,244
Spare parts and supplies	172,735	149,165	-	-	172,735	149,165
Total	<u>377,068</u>	<u>267,426</u>	<u>(3,164)</u>	<u>(5,178)</u>	<u>373,904</u>	<u>262,248</u>

During the year 2023, the Group reversed the write-down of cost of inventories by Baht 2 million (the Company only: Baht 2 million) (2022: Baht 7 million (the Company only: Baht 7 million), and reduced the amount of inventories recognised as expenses during the year.

10. Restricted bank deposits

As at 31 December 2022, the Company has fixed deposits pledged with the bank to secure credit facilities which carried interest at 0.15 percent per annum.

11. Investments in subsidiaries

Details of investments in subsidiaries as presented in separate financial statements are as follows.

(Unit: Thousand Baht)

Company's name	Paid-up capital		Shareholding percentage		Cost	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
			(%)	(%)		
S.Kleber Chemical Co., Ltd.	100,000	100,000	100	100	100,000	100,000
SKN Kraft and Paper Co., Ltd.	200,000	200,000	100	100	200,000	200,000
					<u>300,000</u>	<u>300,000</u>

SKN Kraft and Paper Company Limited

As at 31 December 2023, the Company had commitment amounting to Baht 300 million for payments of subsidiary's registered share capital which has not been called-up.

12. Property, plant and equipment

Movements of the property, plant and equipment account during the years ended 31 December 2023 and 2022 are summarised below.

	Consolidated financial statements							(Unit: Thousand Baht)	
	Land and land improvements	Buildings	Utility system	Machinery and factory equipment	Office equipment	Motor vehicles	Assets under installation	Total	
Cost									
1 January 2022	229,192	591,852	251,479	2,964,254	20,988	51,022	2,716	4,111,503	
Additions	-	1,251	155	7,130	598	3,300	10,027	22,461	
Disposals	-	-	(114)	(620)	(338)	-	-	(1,072)	
Transfer	-	-	114	(21,101)	-	-	(1,637)	(22,624)	
31 December 2022	229,192	593,103	251,634	2,949,663	21,248	54,322	11,106	4,110,268	
Additions	186,266	267	66	4,377	1,122	-	6,526	198,624	
Disposals	-	-	(214)	(3,548)	(458)	(300)	(1,537)	(6,057)	
Transfer	4,507	82	-	5,169	3	-	(9,869)	(108)	
31 December 2023	419,965	593,452	251,486	2,955,661	21,915	54,022	6,226	4,302,727	
Accumulated depreciation									
1 January 2022	-	100,636	80,124	925,959	13,589	32,271	-	1,152,579	
Depreciation for the year	-	22,742	13,979	160,119	2,679	3,795	-	203,314	
Depreciation on disposals	-	-	(41)	(550)	(272)	-	-	(863)	
31 December 2022	-	123,378	94,062	1,085,528	15,996	36,066	-	1,355,030	
Depreciation for the year	-	21,512	13,984	155,673	1,806	3,957	-	196,932	
Depreciation on disposals	-	-	(120)	(1,419)	(388)	(300)	-	(2,227)	
31 December 2023	-	144,890	107,926	1,239,782	17,414	39,723	-	1,549,735	

(Unit: Thousand Baht)

	Consolidated financial statements						
	Land and land improvements	Buildings	Utility system	Machinery and factory equipment	Office equipment	Motor vehicles	Assets under installation
							Total
Allowance for impairment loss							
1 January 2022	-	-	-	4,737	-	-	4,737
31 December 2022	-	-	-	4,737	-	-	4,737
Decrease during the year	-	-	-	(1,775)	-	-	(1,775)
31 December 2023	-	-	-	2,962	-	-	2,962
Net book value							
31 December 2022	229,192	469,725	157,572	1,859,398	5,252	18,256	2,750,501
31 December 2023	419,965	448,562	143,560	1,712,917	4,501	14,299	2,750,030
Depreciation for the year included in profit or loss:							
2022							203,314
2023							196,932

(Unit: Thousand Baht)

	Separate financial statements						
	Machinery and factory equipment						Total
	Land and land improvements	Buildings	Utility system	Office equipment	Motor vehicles	Assets under installation	
Cost							
1 January 2022	197,048	485,322	188,787	19,686	50,245	1,526	3,707,196
Additions	-	1,251	-	564	3,300	5,638	12,774
Disposals	-	-	-	(337)	-	-	(912)
Transfer	-	-	-	-	-	(1,440)	(22,624)
31 December 2022	197,048	486,573	188,787	19,913	53,545	5,724	3,696,434
Additions	41,757	203	-	1,098	-	4,756	51,583
Disposals	-	-	-	(455)	(300)	-	(1,497)
Transfer	4,507	48	-	3	-	(5,599)	-
31 December 2023	243,312	486,824	188,787	20,559	53,245	4,881	3,746,520
Accumulated depreciation							
1 January 2022	-	96,885	75,222	13,272	31,581	-	1,131,751
Depreciation for the year	-	18,988	9,084	2,453	3,710	-	176,609
Depreciation on disposals	-	-	-	(271)	-	-	(806)
31 December 2022	-	115,873	84,306	15,454	35,291	-	1,307,554
Depreciation for the year	-	17,753	9,082	1,588	3,957	-	169,471
Depreciation on disposals	-	-	-	(384)	(300)	-	(1,367)
31 December 2023	-	133,626	93,388	16,658	38,948	-	1,475,658

	Separate financial statements							(Unit: Thousand Baht)
	Land and land improvements	Buildings	Utility system	Machinery and factory equipment	Office equipment	Motor vehicles	Assets under installation	
Allowance for impairment loss								
1 January 2022	-	-	-	4,737	-	-	-	4,737
31 December 2022	-	-	-	4,737	-	-	-	4,737
Decrease during the year	-	-	-	(1,775)	-	-	-	(1,775)
31 December 2023	-	-	-	2,962	-	-	-	2,962
Net book value								
31 December 2022	197,048	370,700	104,481	1,683,477	4,459	18,254	5,724	2,384,143
31 December 2023	243,312	353,198	95,399	1,552,912	3,901	14,297	4,881	2,267,900
Depreciation for the year included in profit or loss:								
2022								176,609
2023								169,471

As at 31 December 2023, certain items of assets were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation and allowance for impairment loss of those assets amounted to approximately Baht 257 million (2022: Baht 172 million).

The subsidiary has pledged its property, plant and equipment with net book value as at 31 December 2023 amounting to approximately Baht 182 million (2022: Baht 195 million) as collateral against credit facilities received from financial institutions.

13. Intangible assets

The net book value of intangible assets as at 31 December 2023 and 2022 is presented below.

	Consolidated		(Unit: Thousand Baht)	
			Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Computer software - at cost	39,717	38,792	23,185	22,869
Less: Accumulated amortisation	(12,505)	(9,504)	(10,542)	(8,199)
Net book value	<u>27,212</u>	<u>29,288</u>	<u>12,643</u>	<u>14,670</u>

A reconciliation of the net book value of intangible assets for the years 2023 and 2022 is presented below.

	Consolidated		(Unit: Thousand Baht)	
			Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Net book value at beginning of year	29,288	31,265	14,670	16,629
Additions	817	982	316	347
Transfer	108	-	-	-
Disposals	(3,001)	(2,959)	(2,343)	(2,306)
Net book value at end of year	<u>27,212</u>	<u>29,288</u>	<u>12,643</u>	<u>14,670</u>

14. Short-term loans from financial institutions

	Interest rate	Consolidated		(Unit: Thousand Baht)	
				Separate	
		financial statements		financial statements	
		<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Promissory notes	Refer to MLR	410,000	37,155	410,000	-
Total		<u>410,000</u>	<u>37,155</u>	<u>410,000</u>	<u>-</u>

The credit facilities from financial institutions are secured by the mortgage of the subsidiary's certain land and structures thereon and certain machinery.

The credit facility agreements contain several covenants which, among other things, require the Group to maintain debt-to-equity ratio and debt service coverage ratio at the rate prescribed in the agreements.

15. Trade and other payables

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Trade payables - related parties	11,977	9,978	41,906	45,558
Trade payables - unrelated parties	147,565	148,137	54,823	100,565
Other payables - related parties	1,081	2,081	1,076	2,073
Other payables - unrelated parties	89,846	104,821	88,083	86,676
Payables from purchase of assets	2,729	3,410	2,049	2,474
Accrued expenses	74,710	110,949	68,545	105,497
Total	327,908	379,376	256,482	342,843

16. Long-term loans

(Unit: Thousand Baht)				
Loan	Interest rate	Repayment schedule of principal	Consolidated financial statements	
			<u>2023</u>	<u>2022</u>
1	Refer to MLR	Monthly repayment of Baht 3 million per month, with the final installment to be made in April 2025	53,094	94,002
Less: Deferred expenses relating to borrowings			(124)	(124)
Net			52,970	93,878
Less: Current portion			(40,908)	(40,908)
Long-term loans, net of current portion			12,062	52,970

Movements of the long-term loan account during the years ended 31 December 2023 and 2022 are summarised below:

(Unit: Thousand Baht)		
	Consolidated financial statements	
	<u>2023</u>	<u>2022</u>
Balance at beginning of year	94,002	160,202
Less: Repayment	(40,908)	(66,200)
Balance at end of year	<u>53,094</u>	<u>94,002</u>

The loans are secured by the mortgage of the subsidiary's certain land and structures thereon and certain machinery.

The loan agreements contain several covenants which, among other things, require the subsidiary to maintain debt-to-equity ratio and debt service coverage ratio at the rate prescribed in the agreements.

17. Provision for long-term employee benefits

Provision for long-term employee benefits, which represents compensation payable to employees after they retire, was as follows

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Provision for long-term employee benefits				
at beginning of year	7,713	4,317	7,006	4,317
Included in profit or loss:				
Current service cost	1,182	869	978	869
Interest cost	224	70	205	70
Past service cost and gains or loss on settlement	-	707	-	-
Included in other comprehensive income:				
Actuarial loss arising from				
Demographic assumptions changes	-	111	-	111
Financial assumptions changes	-	282	-	282
Experience adjustment	-	1,357	-	1,357
Provision for long-term employee benefits				
at end of year	<u>9,119</u>	<u>7,713</u>	<u>8,189</u>	<u>7,006</u>

As at 31 December 2023, the weighted average duration of the liabilities for long-term employee benefit are 28 - 33 years (2022: 28 - 33 years).

Significant actuarial assumptions are summarised below:

	Consolidated financial statements		(Unit: percent per annum)	
	Separate financial statements			
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Discount rate	2.7, 2.9	2.7, 2.9	2.9	2.9
Salary increase rate	2.5, 4.3	2.5, 4.3	4.3	4.3
Turnover rate	0.0 - 37.0	0.0 - 37.0	0.0 - 37.0	0.0 - 37.0

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2023 and 2022 are summarised below:

(Unit: Thousand Baht)

	2023			
	Consolidated financial statements		Separate financial statements	
	<u>Increase 0.5%</u>	<u>Decrease 0.5%</u>	<u>Increase 0.5%</u>	<u>Decrease 0.5%</u>
Discount rate	(319)	338	(296)	314
Salary increases rate	379	(360)	351	(333)
	<u>Increase 10%</u>	<u>Decrease 10%</u>	<u>Increase 10%</u>	<u>Decrease 10%</u>
Turnover rate	(261)	315	(251)	303

(Unit: Thousand Baht)

	2022			
	Consolidated financial statements		Separate financial statements	
	<u>Increase 0.5%</u>	<u>Decrease 0.5%</u>	<u>Increase 0.5%</u>	<u>Decrease 0.5%</u>
Discount rate	(302)	321	(282)	300
Salary increases rate	317	(291)	296	(281)
	<u>Increase 10%</u>	<u>Decrease 10%</u>	<u>Increase 10%</u>	<u>Decrease 10%</u>
Turnover rate	(214)	257	(207)	249

18. 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 has fully been set aside.

19. Expenses by nature

Significant expenses classified by nature are as follows:

			(Unit: Thousand Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Purchase of raw materials and supplies	1,565,279	1,806,151	1,639,743	1,820,520
Changes in inventories of finished goods and work in progress	(93,435)	31,745	(93,857)	30,508
Employee benefit expenses and utility expenses	679,678	629,448	645,123	608,061
Depreciation and amortisation	199,933	206,273	171,814	178,915
Transportation expenses	386,511	727,110	380,982	722,350
Advertising and promotion expenses	36,315	37,458	36,291	37,444

20. Income tax

Income tax expenses for the years ended 31 December 2023 and 2022 are made up as follows:

			(Unit: Thousand Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Current income tax:				
Current income tax charge	55,409	45,499	52,644	45,499
Adjustment in respect of income tax of previous year	(71)	-	(71)	-
Deferred tax:				
Relating to origination and reversal of temporary differences	(9,644)	10,812	(9,599)	19,535
Income tax expenses reported in profit or loss	<u>45,694</u>	<u>56,311</u>	<u>42,974</u>	<u>65,034</u>

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2023 and 2022 are as follows:

	(Unit: Thousand Baht)	
	Consolidated / Separate financial statements	
	<u>2023</u>	<u>2022</u>
Deferred tax on actuarial losses	-	(350)

The reconciliation between accounting profit and income tax expense is shown below.

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Accounting profit before tax :	470,446	738,699	460,931	784,550
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by tax rate	94,089	147,740	92,186	156,910
Previously unrecognised tax losses that is used to reduce current tax expense	(842)	-	-	-
Temporary differences and tax losses which unrecognised as deferred tax assets	-	543	-	-
Effects of:				
Promotional privileges (Note 21)	(52,574)	(90,963)	(49,267)	(90,963)
Non-deductible expenses	119	118	86	27
Additional expense deduction allowed	(56)	(62)	(56)	(62)
Income subject to tax	4,673	-	-	-
Others	285	(1,065)	25	(878)
Total	(47,553)	(91,972)	(49,212)	(91,876)
Income tax expenses reported in profit or loss	45,694	56,311	42,974	65,034

The components of deferred tax assets and deferred tax liabilities are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Deferred tax assets				
Allowance for diminution in value of inventories	314	434	314	434
Provision for long-term employee benefits	1,825	1,543	1,638	1,401
Unused tax losses	10,676	10,676	-	-
Others	5	5	5	5
Total	<u>12,820</u>	<u>12,658</u>	<u>1,957</u>	<u>1,840</u>
Deferred tax liabilities				
Accumulated depreciation - Plant and equipment	<u>(169,420)</u>	<u>(178,902)</u>	<u>(169,420)</u>	<u>(178,902)</u>
Total	<u>(169,420)</u>	<u>(178,902)</u>	<u>(169,420)</u>	<u>(178,902)</u>
Net	<u>(156,600)</u>	<u>(166,244)</u>	<u>(167,463)</u>	<u>(177,062)</u>
Presented as				
Deferred tax assets - net	10,863	10,818	-	-
Deferred tax liabilities - net	<u>(167,463)</u>	<u>(177,062)</u>	<u>(167,463)</u>	<u>(177,062)</u>
Net	<u>(156,600)</u>	<u>(166,244)</u>	<u>(167,463)</u>	<u>(177,062)</u>

As at 31 December 2023, the subsidiaries have deductible temporary differences and unused tax losses totaling Baht 3 million (2022: Baht 8 million), on which deferred tax assets have not been recognised as the subsidiaries believe future taxable profits may not be sufficient to allow utilisation of the temporary differences and unused tax losses.

As at 31 December 2023, the unused tax losses amounting to Baht 56 million (2022: Baht 61 million) will expire by 2029.

21. Promotional privileges

The Group is entitled to promotional privileges from the Board of Investment for the manufacture of Medium Density Fiberboard and the manufacture of chemical for industry. Subject to certain imposed conditions, the privileges include an exemption from corporate income tax from the date the promoted operations commenced generating revenues. Tax exemption amount will be adjusted according to the investment under the specified conditions. The details are as follows:

Certificate No.	Dated	Period of exemption from corporate income tax
The Company		
1364(2)/2554	24 March 2011	8 years until 6 January 2021
60-0836-1-00-1-0	31 July 2017	8 years until 30 September 2026
The subsidiary		
62-0816-1-00-1-0	25 July 2019	4 years until 19 January 2025

The Group's operating revenues for the years ended 31 December 2023 and 2022, divided between promoted and non-promoted operations, are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements					
	Promoted operations		Non-promoted operations		Total	
	2023	2022	2023	2022	2023	2022
Sales						
Domestic	55,425	96,022	131,899	61,050	187,324	157,072
Export	1,725,803	2,270,174	1,355,526	1,747,705	3,081,329	4,017,879
Total	1,781,228	2,366,196	1,487,425	1,808,755	3,268,653	4,174,951

(Unit: Thousand Baht)

	Separate financial statements					
	Promoted operations		Non-promoted operations		Total	
	2023	2022	2023	2022	2023	2022
Sales						
Domestic	53,687	96,022	131,899	61,050	185,586	157,072
Export	1,725,803	2,270,174	1,355,526	1,747,705	3,081,329	4,017,879
Total	1,779,490	2,366,196	1,487,425	1,808,755	3,266,915	4,174,951

22. 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.

23. 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 Group is principally engaged in the manufacture and distribution of Medium Density Fiber Board ("MDF"). Its operations are carried on only in Thailand. Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss in the financial statements. As a result, all of the revenues, operating profits and assets as reflected in these financial statements pertain exclusively to the aforementioned reportable operating segment and geographical area.

Revenue from external customers is based on locations of the customers presented in the Note 21 to the financial statements.

For the year 2023, the Group has revenue from two major customers in amount of Baht 703 million (2022: Baht 985 million derived from two major customers).

24. Provident fund

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Group contribute to the fund monthly at the rate between 2 percent and 15 percent of basic salary. The fund, which is managed by Krungthai Asset Management Public Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2023 amounting to approximately Baht 0.6 million (2022: Baht 0.4 million) were recognised as expenses.

25. Dividends

Dividends	Approved by	Total dividends (Thousand Baht)	Dividend per share (Baht)
Final dividends for 2022	Annual General Meeting of the shareholders on 24 April 2023	287,838	0.36
Total dividend paid in 2023		287,838	0.36
Final dividends for 2021	Annual General Meeting of the shareholders on 26 April 2022	223,996	0.28
Total dividend paid in 2022		223,996	0.28

26. Commitments and contingent liabilities

26.1 Capital commitments

As at 31 December 2023, the Group had capital commitments of approximately Baht 4 million (2022: Baht 9 million) (the Company only: Baht 1 million, 2022: Baht 4 million), relating to the building improvements and acquisition of machinery.

26.2 Letters of credit

As at 31 December 2023, the Group had commitments under letters of credit with overseas suppliers amounting to approximately USD 0.8 million (2022: USD 0.1 million).

26.3 Guarantees

As at 31 December 2023 and 2022, there were outstanding bank guarantees issued by banks on behalf of the Group in respect of certain performance bonds as required in the normal course of its business. These included letters of guarantee to guarantee as follows:

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Guarantee electricity use	50	40	49	39

27. Financial instruments

27.1 Derivatives - foreign currency forward contracts

Derivatives not designated as hedging instruments

The Group uses foreign currency 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 mature within one year.

As at 31 December 2023, the Group had foreign currency-denominated trade receivables of USD 3 million (2022: USD 2 million) and had outstanding foreign currency forward contracts as follows:

Consolidated / Separate financial statements				
Amount	Contractual		Maturity date	Fair value
	exchange rate			Gain (loss)
(Million)	(Baht per 1 foreign currency unit)			(Million Baht)
<u>31 December 2023</u>				
To sell				
US dollars	6	33.88 - 36.41	February - June 2024	6
<u>31 December 2022</u>				
To sell				
US dollars	7	33.86 - 36.42	February - July 2023	5

The fair value measurement of derivatives was categorised within Level 2 of the fair value hierarchy, using other observable inputs for assets, either directly or indirectly. During the current year, there were no transfers within the fair value hierarchy.

27.2 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade receivables, loans to related party, trade and other payables and short-term and long-term loans. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade receivables and loans. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

The Group manages the risk by adopting appropriate credit control policies and procedures and analysing the financial position of customers and counter parties as an ongoing basis. Therefore, the Group does not expect to incur material financial losses.

The Group determines the impairment of trade receivables basing on an expected credit loss model which the Group have established and maintain an appropriate credit loss model. The risk management department periodically reviews the parameters and the data used in the credit loss model.

Market risk***Foreign currency risk***

The Group's exposure to the foreign currency risk relates primarily to its sale transactions that are denominated in foreign currencies. The Group seeks to reduce this risk by entering into foreign currency forward contracts when it considers appropriate as described in Note 27.1 to the financial statements.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its loans to related party, short-term and long-term loans which bear floating interest rates or fixed interest rates which are close to the market rate. Moreover, most of other financial assets and liabilities bear non-interest. The Group do not use derivatives to manage its interest rate risk.

As at 31 December 2023 and 2022, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

Consolidated financial statements	2023				
	Fixed	Floating	Non-interest	Total	Effective
	interest rates within 1 year	interest rate	bearing		
<u>Financial assets</u>					
Cash and cash equivalents	458	304	690	1,452	Note 7
Trade and other receivables	-	-	101	101	-
<u>Financial liabilities</u>					
Short-term loans from financial institutions	410	-	-	410	Note 14
Trade and other payables	-	-	328	328	-
Long-term loans	-	53	-	53	Note 16

(Unit: Million Baht)

Consolidated financial statements	2022				
	Fixed	Floating	Non-interest	Total	Effective
	interest rates within 1 year	interest rate	bearing		
<u>Financial assets</u>					
Cash and cash equivalents	250	280	622	1,152	Note 7
Trade and other receivables	-	-	81	81	-
Restricted bank deposits	5	-	-	5	Note 10
<u>Financial liabilities</u>					
Short-term loans from financial institutions	37	-	-	37	Note 14
Trade and other payables	-	-	379	379	-
Long-term loans	-	94	-	94	Note 16

(Unit: Million Baht)

Separate financial statements	2023				
	Fixed	Floating	Non-interest	Total	Effective
	interest rates within 1 year	interest rate	bearing		
<u>Financial assets</u>					
Cash and cash equivalents	452	266	663	1,381	Note 7
Trade and other receivables	-	-	101	101	-
Loans to related party	43	200	-	243	Note 6
<u>Financial liabilities</u>					
Short-term loans from financial institutions	410	-	-	410	Note 14
Trade and other payables	-	-	256	256	-

(Unit: Million Baht)

Separate financial statements	2022				
	Fixed	Floating	Non-interest	Total	Effective
	interest rates	interest rate	bearing		
within 1 year					interest rate
<u>Financial assets</u>					
Cash and cash equivalents	150	185	621	956	Note 7
Trade and other receivables	-	-	81	81	-
Restricted bank deposits	5	-	-	5	Note 10
Loans to related party	43	186	-	229	Note 6
<u>Financial liabilities</u>					
Trade and other payables	-	-	343	343	-

Liquidity risk

The Group monitors the risk of liquidity shortage which could arise from the use of short-term loans from financial institutions. As at 31 December 2023, the Group has a certain amount of undrawn short-term credit facilities, and the Group therefore has sufficient working capital.

27.3 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.

28. Capital management

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2023, the Group's debt-to-equity ratio was 0.29:1 (2022: 0.22:1) and the Company's was 0.25:1 (2022: 0.17:1).

29. Event after the reporting period

On 27 February 2024, the Company's Board of Directors passed a resolution to propose the payment of a dividend of Baht 0.21 per share, or a total of Baht 168 million to its shareholders. The dividend will be paid and recorded after being approved by the Annual General Meeting of the shareholders.

30. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 27 February 2024.

Attachment 1

Information of the Board of Directors, Executives,
Controlling Persons and Company Secretary

1. Information of the Board of Directors, Executives, Controlling Persons and Company Secretary

1.1 Details of the Board of Directors, Executives, Controlling Persons and Company Secretary

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
1. Dr. Suwit Thaniyavarn - Chairman of Board of Director - Independent Director 24 February 2015	69	<ul style="list-style-type: none"> - Doctoral Degree in Economics, University of Illinois - Master Degree in Economics, University of Illinois - Master Degree in Marketing, University of Ball State - Bachelor Degree in Economics, Thammasat University - Director Certification Program (DCP) No. 24/2002, Thai Institute of Director (IOD) - Advanced Audit Committee Program (AAPC) year 2016, Thai Institute of Director (IOD) - Director Certification Program (DCP) No. 244/2017, Thai Institute of Director (IOD) - Board Nomination and Compensation Program (BNCP) year 2018, Thai Institute of Director (IOD) - Role of the Chairman Program (RCP) year 2023, Thai Institute of Director (IOD) - Capital Market Academy Executive Education Programs No. 27 - Advanced Certificate Course of Politics and Governance in Democratic Systems for Executives No.7 from King Prajadhipok's Institute - AC Seminar 2022, EY Thailand - "Zhejiang University Online Programme on Enterprise Transformation in Digital Era." 	0.003	-	Public Limited Companies			
					Present - 2023	Director	Big Camera Corporation PCL.	Camera
					Present - 2023	Chairman of the Audit Committee	Sun Vending Technology PCL.	Other retail sale not in stores, stalls or markets, not elsewhere classified
					Present - 2021	Chairman of the Board of Directors	Sun Vending Technology PCL.	Other retail sale not in stores, stalls or markets, not elsewhere classified
					Present - 2015	Chairman of the Board of Directors / Independent Director	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					2014 - 2023	Chairman of the Audit committee / Independent Director	Big Camera Corporation PCL.	Camera
					Limited Companies / Limited Partnership / Association			
					Present	Director	Toyotron motor Co., Ltd.	Operate wholesaling and retailing of all kinds of motorcycles
					Present	Director	Toyotron Assembly Co., Ltd.	Manufacture and assembly of motorcycles
					Present	Director	EO Solution Co., Ltd.	Business consultant
					Present	Director	EO Lifemed Co., Ltd.	Import and distribution of medical equipment

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
2. Mr. Vichien Saengvongkij - Director - Director authorized signatory 28 September 2010	67	- Bachelor Degree in Political Science, Ramkhamhaeng University - Bachelor Degree in Community Development, Rambhai Barni Rajabhat University - Director Accreditation Program (DAP) No. 118/2015, Thai Institute of Director (IOD)	0.017	Brother of Mr. Vichai Sangwongkit and Brother-in-law of Mr. Chaivat Taweepiriyā	Public Limited Companies			
					Present - 2010	Director	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					Present - 2021	Director	Thai Rayong Glove Products Zoupure Co., Ltd.	Manufacture of rubber hygienic or pharmaceutical articles
					Present - 2021	Chairman the Board of Directors	SKN Kraft and Paper Co., Ltd.	Manufacture and distribution of pulp from recycle wastepaper
					Present - 2021	Director	S.Kijchai Concrete Industry Co., Ltd.	Manufacture and distribution of concrete products
					Present - 2020	Director	Siam Im Dee CO., LTD.	Processing and preserving of other fruit or vegetable products
					Present - 2020	Managing Partner	S.Kijchai Concrete Part., Ltd	Manufacture and distribution of concrete products
					Present - 2018	Chairman the Board of Director	S.Kleber Chemical CO.,LTD.	Manufacture and distribution of Glue and Chemical for industry
					Present - 2017	Director	S.Kijchai Capital CO.,LTD.	Holding shares in other companies
					Present - 2016	Director	S.Kijchai Green Power CO.,LTD.	Biomass Power Plant
					Present - 2014	Director / Managing Director	S.Kijchai Bueng Kan CO.,LTD.	Distribution of processed wood
					Present - 2013	Director	S K Grand Land & House CO.,LTD.	Real estate
					Present - 2012	Director	Urban Hann CO.,LTD.	Furniture distribution
					Present - 2006	Director	S.Kijchai Concrete Chantaburi CO.,LTD	Manufacture and distribution of concrete products
					Present - 2002	Director	S.E.P. Worldwide CO.,LTD.	Sawmill
					Present - 1997	Director	S.Kijchai Wood Panel CO.,LTD.	Manufacture and distribution of Particle board
					Present - 1994	Director	Thai Eastern Wood (1987) CO.,LTD.	Furniture manufacture and distribution
					Present - 1989	Director	S.Kijchai CO.,LTD.	Furniture manufacture and distribution
					2011 - 2021	Director	Rayong Football Club CO.,LTD.	Sports club activities

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
3. Mr. Vichai Sangwongkit - Director - Chairman of Executive Committee - Managing Director - Director authorized signatory 28 September 2010	63	- Bachelor Degree in Political, Chulalongkornrajavidyalaya University - Director Accreditation Program (DAP) No. SEC/2014, Thai Institute of Director (IOD) - Director Certification Program (DCP) No. 227/2016, Thai Institute of Director (IOD)	0.041	Brother of Mr. Vichien Saengwongkij, Father of Ms. Orawan Sangwongkit, Father of Mr. Hamsiri Sangwongkit and Brother-in-law of Mr. Chaivat Taweepiriyaa	Public Limited Companies			
					Present - 2010	Director / Chairman of Executive Committee / Managing Director	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					Present - 2019	Director	T.Y.B. CO.,LTD.	Real estate trading
					Present - 2017	Director	S.Kijchai Capital CO.,LTD.	Holding shares in other companies
					Present - 2016	Director	S.Kijchai Green Power CO.,LTD.	Biomass Power Plant
					Present - 2014	Director	S.Kijchai Bueng Kan CO.,LTD.	Distribution of processed wood
					Present - 2013	Director	S K Grand Land & House CO.,LTD.	Real estate
					Present - 2012	Director	Urban Hann CO.,LTD.	Furniture distribution
					Present - 2006	Managing Partner	S.Kijchai Concrete Part.,LTD.	Manufacture and distribution of concrete products
					Present - 2004	Director	S.Plywood CO.,LTD.	plywood factory
					Present - 1997	Director	S.Kijchai Wood Panel CO.,LTD	Manufacture and distribution of Particle board
					Present - 1996	Director	S.Kijchai Concrete Chantaburi CO.,LTD	Manufacture and distribution of concrete products
					Present - 1996	Director	Thai Eastern Wood (1987) CO.,LTD	Furniture manufacture and distribution
					Present - 1989	Director	S.Kijchai CO.,LTD	Furniture manufacture and distribution
					2016 - 2015	Director	Sahakijbiopower CO.,LTD.	Generate electricity
					2016 - 1992	Director	Sahakij Klaeng CO.,LTD	Manufacture and distribution of processed wood, rubber wood, and transportation
4. Mr. Chaivat Taweepiriyaa - Director - Director authorized signatory 10 November 2014	63	- Master Degree in Public Administration, Chulalongkornrajavidyalaya University - Bachelor Degree in Political Science, Ramkhamhaeng University - Bachelor Degree in Liberal Art, Ramabhai Barni Rajabhat University - Certificate Degree in National Defense Course for The Joint State Private Sector No.56, Ministry of Defense	0.041	Brother-in-law of Mr. Vichien Saengwongkij and Mr. Vichai Sangwongkit	Public Limited Companies			
					Present - 2014	Director	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					Present - 2021	Director	SKN Kraft and Paper CO., LTD.	Manufacture and distribution of pulp from recycle wastepaper
					Present - 2021	Director	S.Kijchai Concrete Industry CO., LTD.	Manufacture and distribution of concrete products

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
		<ul style="list-style-type: none"> - Director Accreditation Program (DAP) No. 118/2015, Thai Institute of Director (IOD) - Director Certification Program (DCP) No. 218/2016, Thai Institute of Director (IOD) - Business Revolution and Innovation Network (BRAIN) No. 3, The Federation of Thai Industries 			Present - 2020	Director	Siam Im Dee CO., LTD.	Processing and preserving of other fruit or vegetable products
					Present - 2019	Director	S.Kijchai Wood Panel CO.,LTD	Manufacture and distribution of Particle board
					Present - 2019	Director	S.Kijchai CO.,LTD	Furniture manufacture and distribution
					Present - 2019	Director	S.Kijchai Green Power CO.,LTD.	Biomass Power Plant
					Present - 2018	Director	S.Kleber Chemical CO.,LTD.	Manufacture and distribution of Glue and Chemical for industry
					Present - 2016	President	Thai Panel Product Industry Club, The Federation of Thai Industries	Association
					Present - 2006	Director	S.Kijchai Concrete Chantaburi CO.,LTD.	Manufacture and distribution of concrete products
5. Mr. Sanguan Saengwongkij - Director - Director authorized signatory 10 November 2014	51	<ul style="list-style-type: none"> - Bachelor Degree in Political Science (Government), Ramkhamhaeng University - Director Accreditation Program (DAP) No. SEC/2014, Thai Institute of Director (IOD) - Director Certification Program (DCP) No. 201/2015, Thai Institute of Director (IOD) - Institute of Business and Industrial Development No.5/2018, Institute of Business and Industrial Development Capital Market Academy Executive Education Programs No.30 - National Defence Course in Private sector (No.65), National Defence College 	6.825	Brother of Mr. Somnuk Saengwongkij	Public Limited Companies			
					Present - 2014	Director	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					Present - 2024	Director	Mae Phim Beach Resort CO., LTD.	Renting and operating of self-owned or leased of non-residential buildings
					Present - 2023	Director	SK East Cape Rayong CO., LTD.	Hotels and resort hotels
					Present - 2022	Director	Grand SK Hotels & Property CO., LTD.	Hotels and resort hotels
					Present - 2022	Director	Sahakij Station 2 CO., LTD.	Retail sale of automotive fuel in specialized stores
					Present - 2022	Director	Bio Green Energy 1 CO., LTD.	Electric power generation and transmission
					Present - 2022	Director	Kamonn Energy CO., LTD.	Electric power generation and transmission
					Present - 2022	Director	Bio Green CO., LTD.	Electric power generation and transmission
					Present - 2022	Director	Absolute Green Energy CO., LTD.	Electric power generation and transmission
					Present - 2021	Director	Sahakij Station CO., LTD.	Retail sale of automotive fuel in specialized stores

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
					Present - 2021	Director	Sahakij Krasaebon CO., LTD.	Beverage serving activities in store, of mostly non-alcoholic beverages
					Present - 2021	Director	SKN Kraft and Paper CO., LTD.	Manufacture and distribution of pulp from recycle wastepaper
					Present - 2020	Director	Yang Ngam Sai Suay CO., LTD.	Retail sale of other construction materials in specialized stores
					Present - 2020	President	The Federation of Thai Industries in Rayong	Government
					Present - 2018	Director	S.Kleber Chemical CO.,LTD.	Manufacture and distribution of Glue and Chemical for industry
					Present - 2017	Director	Grand SWL CO.,LTD.	Operation of hotels, resorts, apartments food and beverage
					Present - 2016	Director	Sahakij Trat CO.,LTD.	Manufacture and distribution of processed wood
					Present - 2015	Director / Managing Director	Sahakijbiopower CO.,LTD.	Generate electricity
					Present - 2013	Director	S K Grand Land & House CO.,LTD.	Real estate
					Present - 2004	Director / Managing Director	S.Plywood CO.,LTD.	Manufacture and distribution of processed wood
					Present - 2003	Director	Sahakij Saentung CO.,LTD.	Manufacture and distribution of processed wood
					Present - 1992	Director / Managing Director	Sahakij Klaeng CO.,LTD.	Manufacture and distribution of processed wood, rubber wood, and transportation
6. Mr. Tarate Poshyananda - Independent Director - Chairman of the Audit Committee - Nomination and Compensation Committee 24 February 2015	59	<ul style="list-style-type: none"> - Master Degree in Marketing, Webster University - Bachelor Degree in Business Administration, Eastern Kentucky University - Director Accreditation Program (DAP) No. 74/2008, Thai Institute of Director (IOD) - Director Certification Program (DCP) No. 183/2013, Thai Institute of Director (IOD) 	-	-	Public Limited Companies			
					Present - 2019	Independent Director / Risk Committee / Investment Committee	Thaire Insurance PCL.	Engage in life reinsurance business
					Present - 2015	Independent Director / Chairmen of the Audit Committee / Nomination and Compensation Committee	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
		<ul style="list-style-type: none"> - Anti-Corruption for Executive Program (ACEP) year 2013, Thai Institute of Director (IOD) - OIC Advanced Insurance Program No.5 OIC Advanced Insurance Institute - Advanced Audit Committee Program (AACP) No. 33/2019, Thai Institute of Director (IOD) - Board Nomination and Compensation Program (BNCP) No. 7/2019, Thai Institute of Director (IOD) - AC Seminar 2022, EY Thailand - AC Seminar 2023, EY Thailand 			2023 - 2021	International Investment Management Managing Director	Capital Nomura Securities PCL.	Securities brokerage activities
					2019 - 2008	Independent Director / Audit Committee	MPG Corporation PCL.	Manufacture and distribute all kinds of audio-visual materials and equipment and hold copyrights to distribute songs, films, technological materials and equipment and cosmetics
					2014 - 2010	Executive Vice President	Bank of Ayudhya PCL.	Financial institution
					Limited Companies / Limited Partnership / Association			
					Present - 2024	Director	Government Housing Bank	Specialized Financial Institutions
					Present - 2024	Director	Y Property Holdings (Thai) CO., LTD.	Buying and selling of on own account of non-residential buildings
					Present - 2023	Director	Green Power 2 CO., LTD.	Electric power generation and transmission
					Present - 2020	Director	Cash Spire CO., LTD.	Land for rent, buildings, buildings with land, offices, apartments
					2023 - 2020	Director	Crop Power CO., LTD.	Land for rent, buildings, buildings with land, offices, apartments
					2023 - 2020	Director	P 3 N CO., LTD.	Assets Owner, which are shares, other companies, subsidiaries
					2023 - 2018	Director	Mung Mun Tung Jai CO., LTD.	Wholesale on a fee or contract basis of a variety of goods
					2023 - 1999	Director	Mission Success (2005) CO.,LTD.	Buy, sell and rent out lands, buildings, buildings and premises, offices and apartments
					2021 - 2010	Director	Perfect Grill CO.,LTD.	Restaurant and beverage business
					2020 - 2018	Director / Group Chief Executive Officer	Ampak Holding CO.,LTD.	Dealers and Automotive service centers
					2014 - 2018	Director / Chief Executive Officer	Marsh PB CO.,LTD.	Consultant/broker of life and general insurances

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
7. Pol Lt.Gen. Sunchai Chairmporn - Independent Director - Audit Committee - Chairman of the Nomination and Compensation Committee 24 February 2015	66	<ul style="list-style-type: none"> - Master Degree in Public Administration Program in Public Administration, National Institute of Development Administration - Bachelor Degree in Law, Sripatum University - Bachelor Degree in Political Science, Chiang Mai University - Director Accreditation Program (DAP) No. 111/2014, Thai Institute of Director (IOD) - Role of the Compensation Committee (RCC) No. 21/2016, Thai Institute of Director (IOD) - Role of the Nomination & Governance Committee (RNG) No. 8/2016, Thai Institute of Director (IOD) - Certificate Degree in National Defense Course for The Joint State Private Sector No.53, Ministry of Defense - AC Seminar 2022, EY Thailand 	-	-	Public Limited Companies			
					Present - 2015	Independent Director / Audit Committee / Chairman of the Nomination and Compensation Committee	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					2018 - 2014	Independent Director / Audit Committee / Nomination and Compensation Committee	Pinthong Industrial Park PCL.	Industrial estate
					Limited Companies / Limited Partnership / Association			
					2017 - 2016	Inspector General	Royal Thai Police	Government
					2016 - 2010	Deputy Commissioner of Provincial Police Region 2	Royal Thai Police	Government
8. Mr. Somnuk Saengwongkij - Director 14 September 2016	57	<ul style="list-style-type: none"> - High School, Non - Formal Education Center Amphoe Klaeng, Rayong - Director Accreditation Program (DAP) No. 136/2017, Thai Institute of Director (IOD) 	6.588	Brother of Mr. Sanguan Saengwongkij	Public Limited Companies			
					Present - 2016	Director	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					Present - 2024	Director	Mae Phim Beach Resort CO., LTD.	Renting and operating of self-owned or leased of non-residential buildings
					Present - 2023	Director	SK East Cape Rayong CO., LTD.	Hotels and resort hotels
					Present - 2022	Director	Grand SK Hotels & Property CO., LTD.	Hotels and resort hotels
					Present - 2022	Director	Sahakij Station 2 CO., LTD.	Retail sale of automotive fuel in specialized stores
					Present - 2021	Director	Sahakij Station CO., LTD.	Retail sale of automotive fuel in specialized stores
					Present - 2021	Director	Sahakij Krasaebon CO., LTD.	Beverage serving activities in store, of mostly non-alcoholic beverages
					Present - 2020	Director	Yang Ngam Sai Suay CO., LTD.	Retail sale of other construction materials in specialized stores

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
					Present - 2016	Director	Sahakij Trat CO.,LTD.	Manufacture and distribution of processed wood
					Present - 2015	Director	Sahakij Biopower CO.,LTD	Generate electricity
					Present - 2013	Director	Saharumtun 2014 CO.,LTD	Real estate
					Present - 2013	Director	S K Grand Land & House CO.,LTD.	Real estate
					Present - 1992	Director	Sahakij Klaeng CO.,LTD	Manufacture and distribution of processed wood, rubber wood, and transportation
9. Mr. Supot Massayamas - Director - Executive Committee - Vice President of Engineer Audit and Quality Control 10 November 2014	55	<ul style="list-style-type: none"> - Doctoral Degree in Business Administration, King Mongkul's University of Technology North Bangkok - Master Degree in Engineer, King Mongkul's University of Technology North Bangkok - Bachelor Degree in Engineer, Burapha University - Director Accreditation Program (DAP) No. 118/2015, Thai Institute of Director (IOD) 	1.086	-	Public Limited Companies			
					Present - 2014	Director / Executive Committee / Vice President of Engineer Audit and Quality Control Department	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					2015 - 2012	General Managing Director	S.Kijchai MDF CO.,LTD. (former name of the company)	Manufacture and distribution of MDF board
					2013 - 2002	Director	Siam Heng charoen CO.,LTD.	Import and distribute synthetic leather goods, ironware and furniture fittings
					2012 - 1997	General Managing Director	S.Kijchai Wood Panel CO.,LTD.	Manufacture and distribution of Particle board
10. Ms. Kanokporn Arayapran - Director - Executive Committee - Director of Sales and Marketing Department - Director authorized signatory 14 September 2016	37	<ul style="list-style-type: none"> - Bachelor Degree in Education, Burapha University - Faculty of Education majoring in Chinese Language Teaching, Beijing Uanhe University - Director Accreditation Program (DAP) No. 136/2017, Thai Institute of Director (IOD) - Advanced Master of Management Program No.9, National Institute of Development Administration 	0.041	-	Public Limited Companies			
					Present - 2015	Director / Executive Committee / Director of Sales and Marketing Department	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					Present - 2022	Director	S.Kijchai Bueng Kan CO.,LTD.	Distribution of processed wood
					Present - 2021	Director	SKN Kraft and Paper CO., LTD.	Manufacture and distribution of pulp from recycle wastepaper
					Present - 2021	Director	S.Kijchai Concrete Industry CO., LTD.	Manufacture and distribution of concrete products

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
					Present - 2018	Director	S.Kleber Chemical CO.,LTD.	Manufacture and distribution of Glue and Chemical for industry
					Present - 2016	Director	S.Kijchai Green Power CO.,LTD.	Biomass Power Plant
					2015 - 2013	Marketing Executive	S.Kijchai MDF CO.,LTD. (former name of the company)	Manufacture and distribution of MDF board
					2013 - 2012	Sourcing Manager	S.Kijchai CO.,LTD.	Furniture manufacture and Distribution
11. Ms. Orawan Sangwongkit - Director - Executive Committee - Vice president of Accounting and Finance Department - Chief Financial Officer (CFO) - Director authorized signatory 9 March 2015	35	<ul style="list-style-type: none"> - Master Degree in the Management and Economics, Assumption University - Bachelor Degree in Liberal Arts, Thammasat University - Director Accreditation Program (DAP) No. 136/2017, Thai Institute of Director (IOD) - TLCA Executive Development Program (EDP) class of year 2019 - Director Certification Program (DCP) No. 335/2023, Thai Institute of Director (IOD) - Continuing Professional Development of Accounting of year 2023 - ESG (Environment Social and Governance) Course (6 hrs.), Dhamniti Seminar and Training CO., LTD 	0.041	Daughter of Mr. Vichai Sangwongkit and Sister of Mr. Hamsiri Sangwongkit	Public Limited Companies			
					Present - 2015	Director / Nomination and Compensation Committee / Executive Committee / Vice president of Accounting and Finance Department / CFO	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					Present - 2019	Director	T.Y.B. CO.,LTD	Real estate trading
					2014 - 2013	Financial Manager	S.Kijchai MDF CO.,LTD. (former name of the company)	Manufacture and distribution of MDF board
					2011 - 2010	Marketing Executive	S.Kijchai CO.,LTD	Furniture manufacture and Distribution
					Public Limited Companies			
12. Mr. Tiwat Rattanakate - Independent Director - Audit Committee 24 April 2018	67	<ul style="list-style-type: none"> - Master Degree of Science Program in the Technology of Environmental Planning for Rural Development, Mahidon University - Bachelor Degree of Public Health, Mahidon University - Director Accreditation Program (DAP) No. 151/2018, Thai Institute of Director (IOD) - AC Seminar 2022, EY Thailand - AC Seminar 2023, EY Thailand 	-	-	Present - 2018	Independent Director / Audit Committee	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					2017 - 2015	Public Health	Public Health Klaeng, Rayong	Government
					2015 - 2012	Public Health	Public Health Ban Khai, Rayong	Government
					2012 - 2009	Public Health	Public Health Khao Chamao, Rayong	Government
					2009 - 2008	Public Health	Public Health Nikompattana, Rayong	Government
					Public Limited Companies			

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
13. Mr. Harnsiri Sangwongkit - Senior Vice President - Nomination and Compensation Committee - Executive Committee 26 February 2018	33	<ul style="list-style-type: none"> - Bachelor Degree in Economics, Assumption University - Director Accreditation Program (DAP) No. 139/2017, Thai Institute of Director (IOD) - Director Certification Program (DCP) No. 290/2020, Thai Institute of Director (IOD) - Risk Management Program for Corporate Leaders (RCL) No.34/2024 	0.209	Son of Mr. Vichai Sangwongkit and Brother of Ms. Orawan Sangwongkit	Public Limited Companies			
					Present - 2022	Nomination and Compensation Committee	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Present - 2018	Executive Committee / Senior Vice President	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					2018 - 2014	Director of Information Technology Department	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					Present - 2021	Director	SKN Kraft and Paper CO., LTD.	Manufacture and distribution of pulp from recycle wastepaper
					Present - 2021	Director	S.Kijchai Concrete Industry CO., LTD.	Manufacture and distribution of concrete products
					Present - 2019	Director	T.Y.B. CO.,LTD.	Real estate trading
					Present - 2018	Director	S.Kleber Chemical CO.,LTD.	Manufacture and distribution of Glue and Chemical for industry
14. Mrs. Kitiya Niebler - Executive Committee - Vice President of Sales and Marketing Department 25 June 2019	40	<ul style="list-style-type: none"> - Master Degree of MSc in International Trade and Logistics, Oxford Brookes University England - Bachelor Degree in Business Administration (Marketing), International Program, Bangkok University - Director Accreditation Program (DAP) No. 197/2022, Thai Institute of Director (IOD) 	0.137	Daughter of Mr. Vichien Saengvongkij and Sister of Ms. Vichuta Saenvongkij	Public Limited Companies			
					Present - 2019	Vice President of Sales and Marketing Department	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Present - 2017	Executive committee	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					2019 - 2013	Director of Sales and Marketing Department	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					2012 - 2009	Marketing Executive	S.Kijchai CO.,LTD.	Furniture manufacture and distribution
					2007 - 2006	Financial Assistance	S.Kijchai CO.,LTD.	Furniture manufacture and distribution

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
15. Ms. Vichuta Saenvongkij - Nomination and Compensation Committee - Executive Committee - Vice President of Administrative Department 9 May 2019	33	<ul style="list-style-type: none"> - Bachelor Degree in Social Sciences, Srinakharinwirot University - Exchange Students Program, School of Political Science and Economics, Meiji University, Japan (March 2012 – June 2013) - Director Accreditation Program (DAP) No. 169/2020, Thai Institute of Director (IOD) - Board Nomination & Compensation Program (BNCP) No. 11/2021, Thai Institute of Director (IOD) 	0.116	Daughter of Mr. Vichien Saenvongkij and Sister of Mrs. Kitiya Niebler	Public Limited Companies			
					Present - 2019	Vice President of Administrative Department	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Present - 2018	Executive Committee	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Present - 2016	Nomination and Compensation Committee	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					2019 - 2018	Director of Information Technology Department	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					2019 - 2015	Director of Human Resources Department	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					2014 - 2013	Sales and Marketing	S.Kijchai MDF CO.,LTD. (former name of the company)	Manufacture and distribution of MDF board
16. Mr. Teerawit Noosong - Vice President of Production Department 9 March 2015	51	- Bachelor Degree in Industrial Engineering, Kasem Bundit University	-	-	Public Limited Companies			
					Present - 2015	Vice President of Production Department	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					2015 - 2013	Director of Production Department	S.Kijchai MDF CO.,LTD. (former name of the company)	Manufacture and distribution of MDF board
					2013 - 2004	Director of Production Department	Siam Fiber Board CO.,LTD.	Manufacture and distribution of MDF board

Name/Position/ Appointed Date	Age (Year)	Education / Certification	Share Holding Percentage (%)	Family Relationship among Directors and Executives	Working Experience during the Past 5 Years			
					Period	Position	Company	Business Type
17. Ms. Phatsanan Senuchai - Director of Accounting and Finance Department - Chief Accountant 27 June 2016	47	<ul style="list-style-type: none"> - Master Degree of Business Administration, Ramkhamhaeng University - Bachelor Degree in Accounting, Ramkhamhaeng University - Continuing Professional Development of Accounting of year 2023 - Advance Transfer Pricing and Accounting Standard 2023 (6 hrs.), Sanpakornsam - Taxation under the Revenue Code. (6 hrs.), Faculty of Business Administration Burapha University - Updates to TFRS with Changes in 2024 and Sustainable Accounting. (6 hrs.), Faculty of Business Administration Burapha University 	-	-	Public Limited Companies			
					Present - 2016	Director of Accounting and Finance Department	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					2013 - 2011	Director of Accounting and Finance Department	Chonburi Concrete Product PCL.	Manufacture and distribution of ready-mixed concrete
					Limited Companies / Limited Partnership / Association			
					2016 - 2013	Director and Director of Accounting	CPanel CO.,LTD.	Manufacture and distribution of ready-mixed concrete
18. Ms. Jurirat Artwichai - Company Secretary 12 August 2022	30	<ul style="list-style-type: none"> - Bachelor Degree in Environmental Health, Burapha University - ISO 14001:2015 Requirements, Paramount Consultant CO.,LTD. 	-	-	Public Limited Companies			
					Present – 2022 2018 - 2021	Secretary of the Company / Secretary of the Board of Director / Secretary of the Audit Committee / Secretary of the Nomination and Compensation committee	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board
					Limited Companies / Limited Partnership / Association			
					2018 - 2017	Environment staff	Box Asia Group International CO.,LTD.	Manufacture of corrugated paper and paperboard and of containers of paper and paperboard
					2017 - 2016	Environment staff	Thai Natural Foam CO.,LTD.	Manufacture of other rubber products, not elsewhere classified
19. Ms. Sirikanya Saekow - Company Secretary 12 August 2022	24	- Bachelor Degree in Psychology, Burapha University	-	-	Public Limited Companies			
					Present - 2022	Secretary of the Company / Secretary of the Board of Director / Secretary of the Audit Committee / Secretary of the Nomination and Compensation committee	S.Kijchai Enterprise PCL.	Manufacture and distribution of MDF board

1.2 Duties and Responsibilities of the Company's Secretary

The Company's secretary shall perform the duty as stipulated in Section 89/15 and Section 89/16 of the Securities and Exchange Act (No. 4), B.E. 2551 (2008) that came into force on 31 August 2008 with the responsibility, due care and integrity as well as compliance with the applicable laws and the company's objectives and Articles of Association, the resolutions of the Board of Directors and the resolutions of the shareholders' meetings. Legal duties of the company's secretary are as follows:

- (1) To provide information, instructions and communication concerning legislations, practices specified in the government criteria, rules and regulations of the Company, relevant rules and regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand; to provide knowledge and understanding in the corporate governance for directors and relevant units; to oversee proper and consistent compliance of the Company, directors and executives and to report any significant changes to directors
- (2) To coordinate and notify information on the company's directors and executives to the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC)
- (3) To prepare agendas and invitation letters for meetings, annual report, supporting documents for shareholders' meetings and the Board of Directors' meetings
- (4) To organize shareholders' meetings and the Board of Directors' meetings in accordance with the applicable laws, the Company's regulations and best practices
- (5) To coordinate with shareholders concerning suggestions and propose for the management and executives' consideration
- (6) To prepare the sequence of shareholders' meetings for the Chairman of the meetings
- (7) To attend shareholders' meetings and ensure smooth running of the meetings in accordance with the applicable laws
- (8) To keep minutes of shareholders' meetings and the Board of Directors' meetings and monitor observance of the resolutions of shareholders' meetings and the Board of Directors' meetings
- (9) To prepare and keep a register of directors, an annual report of the company, notices calling shareholder meeting and the Board of Directors' meeting, minutes of shareholders' meeting and the Board of Directors' meeting
- (10) To keep complete and accurate records of policies and regulations of the company approved by the Board of Directors for accountability
- (11) To ensure disclosure of data and information in the scope of responsibility to any authorities regulating the company in accordance with the government's rules and requirements
- (12) To provide directors and executives with information and advices concerning preparation of reports as required by the applicable laws or regulations to be disclosed to the public for transparency such as report of securities holding
- (13) To require directors and executives to prepare a report on their interest or related person's interest in relation to management of the company or any subsidiary pursuant to Section 89/14 of the Securities and Exchange Act, B.E. 2535 (1992) (as amended) (the "Securities Act")

- (14) To keep reports on interest of directors or executives and submit copies of such reports prepared by directors or executives pursuant to Section 89/14 to the Chairman of the Board of Directors and the Audit Committee Chairman within seven working days from the date that the company received such reports
- (15) To arrange a retention system of documents and evidence concerning the following information and ensure complete and accurate retention and accountability of such documents or evidence for a period of not less than five years from the date of preparing such documents or evidence. Retention of such documents and evidence includes storage in computer system or any other systems that are available in a read-only mode without any modification
 - (1) Provision of information in support of seeking a resolution of shareholders' meeting
 - (2) Financial statements and reports concerning the financial position and the business operation of the company or any other reports required to be disclosed under Section 56, Section 57, Section 58 or Section 199 of the Securities Act
 - (3) An opinion of the company when a person makes the general tender offer to purchase shares from shareholders
 - (4) Provision of information or any other reports in relation to the business prepared by the company for the purpose of disclosure to shareholders or public as specified in the notification of the Capital Market Supervisory Board
- (16) To perform other acts as specified in the notification of the Capital Market Supervisory Board
- (17) To contact and coordinate with other relevant agencies on behalf of the Board of Directors and perform any other acts as assigned by the Board of Directors
- (18) To perform the duty with responsibility, due care and integrity and comply with the applicable laws, objectives and regulations of the company, the resolutions of the Board of Directors and shareholders' meetings and not do any act significantly contrary to the company's interest
- (19) To perform the duty with responsibility and due care as a reasonable person would have done in the same circumstances

2. Positions of Directors, Executives and Controlling Persons in related companies

Company	Name																		
	Dr. Suwit Thanyavarn	Mr. Vichien Saengwongkij	Mr. Vichai Sangwongkit	Mr. Chaiwat Taweepiriy	Mr. Sanguan Saengwongkij	Mr. Tarate Poshyananda	Pol.Lt.Gen.Sunchai Chalamporn	Mr. Somnuk Saengwongkij	Mr. Supot Masayamas	Ms. Kanokporn Arayaprakarn	Ms. Orawan Sangwongkit	Mr. Tiwat Rattanakate	Mr. Harnsiri Sangwongkit	Mrs. Kitiya Niebler	Ms. Vichuta Saengwongkij	Mr. Teerawit Noosong	Ms. Phatsanan Senuchai	Ms. Jurirat Artwichai	Ms. Sirikanya Saekow
1. S.Kijchai Enterprise PCL.	x + ✓	✓	✓ + ✓ ✓	✓	✓	✓	✓	✓	✓ + ✓ ✓	✓ + ✓ ✓	✓ + ✓ ✓	✓	✓ ✓	✓ ✓	✓ ✓				
Subsidiaries																			
2. S.Kleber Chemical CO., LTD		x + ✓		✓	✓					✓			✓						
3. SKN Kraft and Paper CO., LTD		x + ✓		✓	✓					✓			✓						
Related Companies																			
4. S.Kijchai CO., LTD		✓	✓	✓															
5. Thai Eastern Wood (1987) CO., LTD		✓	✓																
6. S.Kijchai Wood Panel CO., LTD		✓	✓	✓															
7. S.E.P.Worldwide CO., LTD		✓																	
8. S.Kijchai Concrete Chantaburi CO., LTD		✓	✓	✓															
9. Urban Hann CO., LTD		✓	✓																
10. S K Grand Land & House CO., LTD		✓	✓		✓			✓											
11. S.Kijchai Bueng Kan CO., LTD		✓	✓							✓									
12. S.Kijchai Green Power CO., LTD		✓	✓	✓						✓									
13. S.Kijchai Capital CO., LTD		✓	✓																
14. S.Kijchai Concrete PART., LTD		✓	✓																
15. S.Plywood CO., LTD			✓		✓														
16. Sahakij Klaeng CO., LTD					✓			✓											
17. Sahakij Saentung CO., LTD					✓														
18. Sahakij Trat CO., LTD					✓			✓											
19. Sahakijbiopower CO., LTD					✓			✓											
20. Grand SWL CO., LTD					✓														
21. Saharuamtun 2014 CO., LTD								✓											
22. Toyotron Motor CO., LTD	✓																		

Company	Name																		
	Dr. Suwit Thaniyavarn	Mr. Vichien Saengwongkij	Mr. Vichai Sangwongkit	Mr. Chaiwat Taweepiinya	Mr. Sanguan Saengwongkij	Mr. Tarate Poshyananda	Pol.Lt.Gen.Sunchai Chalamporn	Mr. Somnuk Saengwongkij	Mr. Supot Massayamas	Ms. Kanokporn Arayaprakarn	Ms. Orawan Sangwongkit	Mr. Tiwat Rattanakate	Mr. Harnsiri Sangwongkit	Mrs. Kitiya Niebler	Ms. Vichuta Saengwongkij	Mr. Teerawit Noosong	Ms. Phatsanan Senuchai	Ms. Jurirat Artwichai	Ms. Sirikanya Saekow
23. Toyotron Assembly CO., LTD	✓																		
24. Eo Solution CO., LTD	✓																		
25. Eo Lifemed CO., LTD	✓																		
26. Big Camera Corporation CO., PCL	✓																		
27. Thaire Life Assurance CO., PCL						✓													
28. T.Y.B. CO., LTD			✓								✓		✓						
29. Siam Im Dee CO., LTD		✓		✓															
30. Cash Spire CO., LTD						✓													
31. S.Kijchai Concrete Industry CO., LTD		✓		✓						✓			✓						
32. Sun Vending Technology CO., PCL	✓																		
33. Thai Rayong Glove Products Zoupure CO., LTD		✓																	
34. Yang Ngam Sai Suay CO., LTD					✓			✓											
35. Grand SK Hotels & Property CO., LTD					✓			✓											
36. Absolute Green Energy CO., LTD					✓														
37. Bio Go Green CO., LTD					✓														
38. Bio Green Energy 1 CO., LTD					✓														
39. Kamonn Energy CO., LTD					✓														
40. Sahakij Krasaebon CO., LTD					✓			✓											
41. Sahakij Station CO., LTD					✓			✓											
42. Sahakij Station 2 CO., LTD					✓			✓											
43. SK East Cape Rayong CO., LTD					✓			✓											
44. Green Power 2 CO., LTD.						✓													
45. Mae Phim Beach Resort CO., LTD.					✓			✓											
46. Y Property Holdings (Thai) CO., LTD.						✓													
47. Government Housing Bank						✓													

Note : x = Chairman ✓ = Board Member ✓✓ = Executive Committee

Attachment 2

Detail of the Directors of Subsidiaries

No.	Name	S.Kleber Chemical Company Limited	SKN Kraft and Paper Company Limited
1.	Mr. Vichien Saengvongkij	Chairman of the Board	Chairman of the Board
2.	Mr. Chaiwat Taweepiriya	Board member	Board member
3.	Mr. Sanguan Saengwongkij	Board member	Board member
4.	Miss Kanokporn Arayaprakarn	Board member	Board member
5.	Mr. Harnsiri Sangwongkit	Board member	Board member

Attachment 3

Information of Head of Internal Audit

Information of Head of Internal Audit

The Company has hired internal auditors from external sectors which is KPMG Phoomchai Business Advisory Co.,Ltd (“Internal auditors”) Which has the qualifications, education, and work experience as follows

Supachate Kunaluckkul

Position: Partner, Advisory

Educational / Qualifications / Certificate

- Certified Internal Auditor (CIA)
- Certified Information Systems Auditor (CISA)
- ISO 27001:2013 Lead Auditor Information Security Management System
- ISO2000-1:2018 Service Management System
- Certified Public Accountant (CPA), Thailand
- Certification in Control Self-Assessment (CCSA)
- Master Degree of Accounting, Thammasat University, Thailand

Work Experiences

Period	Position	Company
2014 - Present	Partner	KPMG Phoomchai Business Advisory Ltd.
2012 - 2014	Manager	KPMG China, Guangzhou Office
2010 - 2012	Manager	KPMG Phoomchai Audit Ltd.

Attachment 4

Assets Used in Business Operations and Details about Property Appraisal Items

Assets Used in Business Operations

The details of Assets Used in Business Operations as shown in topic 1 “Structure and Operations of the Company”, sub-topic 1.2.2 “Product Information” 4) “Assets Used in Business Operations” Page 16

Details about Property Appraisal Items

None Property Appraisal Items

Attachment 5

Policy on Corporate Governance and Code of Ethics

Policy on Corporate Governance and Code of Ethics

The details appear on the Company's website as follows:

www.skn.co.th under the "Investor Relations" >> "IR Home" >> "Corporate Governance"

Attachment 6

Report of the Audit Committee and Report of the Nomination and Remuneration Committee

Report of the Audit Committee

The Audit Committee of S.Kijchai Enterprise Public Company Limited consists of 3 independent Audit Committee members who are competent and possess all qualifications as per the regulations stipulated by The Stock Exchange of Thailand. These 3 Audit Committee members include;

- | | |
|-----------------------------------|---------------------------------|
| 1. Mr. Tarate Poshyananda | Chairman of the Audit Committee |
| 2. Pol.Lt.Gen. Sunchai Chaiamporn | Audit Committee |
| 3. Mr. Tiwat Rattanakate | Audit Committee |

The Audit Committee abide by the responsibilities appointed by the Board of Directors of the Company and pursuant to the Audit Committee Charter, which is consistent with the best practice of the Securities and Exchange Commission by reviewing and ensuring the Company to follow the principles of good corporate governance, establish sufficient risk management and internal control and conduct internal control efficiently and effectively, where the Company shall give priority to defining systematic structure and work process, operating as a transparent organization and enhancing the quality of the Company's internal audit for sustainable improvement.

In the 2023 accounting year, the Audit Committee arranged 4 meetings in total, in which the whole members of the Audit Committee participated and discussed with the internal auditor and auditor. The summary of main points on responsibilities is as follows:

1. Reviewing the Company's financial reports

Members of the Audit Committee reviewed the Company's quarterly and annual financial statements and financial reports, including related transaction together with the certified public accountant. They questioned the auditor on the accuracy and completeness of the financial statements, important adjusting general ledger entries, including accounting forecasting which affects the financial statements, key audit matters, adequacy and appropriateness of bookkeeping and scope of review, accurate, complete and adequate information disclosure and independence of auditor in order to ensure that the financial statements shall be in compliance with laws and generally accepted accounting standards, credible and provided in a timely manner. Moreover, the information shall be disclosed sufficiently and beneficial for users of financial statements.

2. Reviewing Risk Management

The Audit Committee reviewed efficiency and appropriateness of risk management process, which could occur by internal and external factors, including risk management policy, plan and guidelines on risks affecting the Company's performance together with recommendations for improvement in order to promptly support in case of unexpected events.

3. Reviewing Internal Control

The Audit Committee prioritized the compliance with laws, related regulations and management focusing on professional and systematic operations by reviewing internal control system with the internal auditor on a quarterly basis in order to ensure the proper, sufficient and efficient internal control system. The Audit Committee considered the evaluation form of adequacy of the Company's internal control system according to the Stock Exchange of Thailand and Securities and Exchange Commission. The internal auditor and the Audit Committee had the agreed opinions that no major issues or flaws was detected and deemed that the internal control system is sufficient and suitable for the Company's current situation.

4. Reviewing transactions involving related or potential conflicts of interest

The Audit Committee reviewed and prioritized the consideration of processing transactions involving related or potential conflicts of interest between the Company, subsidiary, and related companies or parties in accordance with laws and regulations stipulated by the Stock Exchange of Thailand on a quarterly basis. The Audit Committee appointed the internal auditor to preliminarily monitor and review the accuracy and the auditor to regularly review. The Audit Committee was of the opinion that the Related Parties Transactions were conducted in the general trading conditions, reasonable and provides the utmost benefit to the Company and accurate and complete information disclosure.

5. Reviewing compliance with securities and stock exchange regulations

The Audit Committee reviewed the Company's compliance with securities and stock exchange regulations, requirements of the Stock Exchange of Thailand or laws related with the Company's business. The Audit Committee deemed that the Company did not act against the relevant laws and regulations.

6. Appointment of the Auditor as of 2023 accounting year

The Audit Committee scrutinized and agreed to EY Office Co.,Ltd. ,where the auditor are Ms. Sumesa Tungyoosuk, certify public accountant no. 7627 and/or Mrs. Wilai Sunthornwanee, certify public accountant no. 7356 and/or Mr. Chatchai Kasemsrithanawat, certify public accountant no. 5813 the Company's and its subsidiary's auditor. The appointed auditor is independent and has no any interests which may cause a conflict of interest. The appointed auditor was proposed to the Company's Board of Directors for consideration and approval, as well as to the shareholder meeting of the year 2023 for further consideration and approval.

In conclusion, the Audit Committee has fulfilled the obligations and responsibilities as specified in the Audit Committee Charter, with their knowledge and abilities, carefulness, thoroughness, adequately independence. Moreover, they provided productive opinions and recommendations in favor of stakeholders equally. The Audit Committee scrutinized that the Company's financial reports are accurate, credible and in compliance with generally accepted accounting standards. The Company has managed an operation that is consistent with laws, obligations related to the business operations, including the good corporate governance system, adequate risk management and appropriate and efficient internal control system.

- *Mr. Tarate Poshyananda* –

Mr. Tarate Poshyananda

Chairman of the Audit committee

Report of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee of S.Kijchai Enterprise Public Company Limited mainly consists of independent directors, the Nomination and Remuneration members is qualified and fully qualified according to the criteria set by the Stock Exchange of Thailand. As of 31 December 2023, the Nomination and Remuneration Committee has 4 members as follows;

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|-----------------------------------|--|
| 1. Pol.Lt.Gen. Sunchai Chaiamporn | Chairman of the Nomination and Remuneration Committee
(Independent Directors) |
| 2. Mr. Tarate Poshyananda | The Nomination and Remuneration Committee (Independent Directors) |
| 3. Ms. Vichuta Saengvongkij | The Nomination and Remuneration Committee |
| 4. Mr. Hamsiri Sangwongkit | The Nomination and Remuneration Committee |

The Nomination and Remuneration Committee has performed their duties following their responsibilities in reviewing the criteria, guidelines, and recruiting procedures, including determining the appropriate remuneration for the Company's Directors and Sub-Committee to present to the Board of Directors meeting consider and giving approval before proposing to the Shareholders' Meeting for approval on an annual basis. As well as to consider the remuneration of the Executive Committee and Managing Director to present to the Board of Directors meeting for approval.

In the 2023 accounting year, the Nomination and Remuneration Committee arranged 2 meetings in total, in which the whole members of the Nomination and Remuneration Committee participated and carried out the assigned duties and responsibilities, which can be summarized as follows:

1. Review and nominate people who are legally qualified and pass the rules relating to the positioning of the Board of Directors as replacement of persons retire by rotation, by recruiting, selecting, and nominating persons with qualifications, experience, knowledge, and abilities that benefit and suit the nature of the business of the company, to propose to the Board of Directors meeting and the General Meeting of shareholders for further consideration.
2. Encourage and support the Company to allow shareholders to propose nominate qualified persons to be considered for election as a director according to the criteria disclosed on the Company's website from 20 October 2023 to 31 December 2023.
3. To enhance the performance of their duties, the Board of Directors and executives are encouraged to attend trainings, seminars, and courses that provide relevant knowledge and skills. This includes collaborating with various agencies and institutions to apply such knowledge and experience to their duties on an annual basis.
4. The remuneration of the Board of Directors and various sub-committees is determined through a thorough assessment of their assigned duties and responsibilities, company performance, and the size of the company, which is benchmarked against industry standards. The proposed remuneration is presented to the Board of Directors and the Annual General Meeting of Shareholders for approval, including the remuneration for executive directors and managing directors. The proposed remuneration is submitted to the Board of Directors for approval at their meeting.

5. The performance appraisal form of the Board of Directors, various sub-committees, and the managing director are reviewed to ensure effective results measurement. These results are presented to the Board of Directors for approval, along with the performance appraisal results of the Nomination and Remuneration Committee for the Board of Directors and managing director, assessed both as a group and individually. Overall, the assessment results are highly satisfactory, and are reported to the Board of Directors to support operational efficiency improvement.

The Nomination and Remuneration Committee has performed the duties assigned with care, prudence, transparency, fairness and gives honest, independent opinions. Persons with an interest in the matter considered are not present at the meeting and have no right to express opinion and vote on that matter, according to the principles of good corporate governance, for the best interest of shareholders, investors and all stakeholders are important.

- Pol.Lt.Gen. Sunchai Chaiamporn -

Pol.Lt.Gen. Sunchai Chaiamporn

Chairman of the Nomination and Remuneration committee

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