

Management Structure

Information of the Board of Directors

At present, The Board of Directors consisted of 15 members, classified into :

- 10 non-executive directors accounting for 66.67%
- 5 executive directors accounting for 33.33%

There are 10 non-executive directors of whom 6 are independent directors or equal to 40.00% of the total number of the Board. And among 6 independent directors, 4 of them are members of the Audit Committee. The Chairman shall not be the same person who is taking an office of Managing Director.

Composition of the Board of Directors

1. The Company's Board of Directors is composed of at least 5 Directors, and at least half the total number of Directors must reside within the Kingdom of Thailand. And, at least one-third of the total number of Directors must be Independent Directors, of whom there must be not less than a total of 3.
2. The Directors of the Company are appointed and must possess the complete qualifications as well as do not possess any disqualifications as specified by the Public Company Act and Stock Exchange of Thailand. Directors must possess the knowledge, capabilities, extensive expertise that will be genuinely beneficial for the Company. They must also possess the dedication and be able to devote much time in genuinely discharging their required duties in accordance with their assigned responsibilities together with leadership skill and wide vision. They must also be a person with good moral and ethical standards and have a good track record.
3. The Company's Independent Directors must possess the qualifications as specified by the Charter of the Board of Directors of the Company with regards to the qualification of Independent Directors, that have been specified in detail and are more comprehensive and stringent than those minimal qualifications specified by the SEC and SET with regards to the ownership of the Company shares.
4. The Chairman of the Board of the Company is not an executive and is not the same person as the Management Director, whereby there is a clear separation of power and roles between Board Directors and the Management. Additionally, the Chairman of the Board also encourages every Director to debate and discuss as well as freely and fully express their opinions in Board Meetings by allowing adequate time.
5. The Company provides a system in place to report their Board Directorship in other listed companies, so that it will not be an obstacle in discharging their responsibilities towards the Company, and such reports should be open for acknowledgment.
6. The Board of Directors of the Company has appointed a Company Secretary and has disclosed details regarding the appointed Company Secretary in Attachment 1. The Company Secretary is responsible for explaining and making recommendations regarding the related law, regulatory requirements, and duties of directors in order to that Directors be aware of and know, and is required to comply with; arranging the Board of Directors meeting and the Annual General Meeting of Shareholders; coordinating

with internal units to ensure that all resolutions of the Board and AGM have been strictly complied with; liaising with regulatory agencies such as the Securities and Exchange Commission and the Stock Exchange of Thailand and overseeing information disclosure and reporting to the regulatory agencies and general public to be correct and complete according to the laws; and providing information to and arranging an orientation for newly appointed directors. There is also an Office of the Company Secretary as a support units.

Information of the Board of Directors and the Controlling Person

Name of the Board of Directors

	Name		Position
1	Mr.Boonkiet	Chokwatana	Chairman, Chairman of the Nominating Committee, Chairman of the Remuneration Committee
2	Mrs.Tipaporn	Chokwatana	Vice Chairman
3	Mr.Thirasak	Vikitset	Managing Director, Chairman of the Executive Board, Director of the Nominating Committee, and Director of the Remuneration Committee
4	Dr.Atthakorn	Glankwamdee	Deputy Managing Director, Director of the Nominating Committee, and Director of the Executive Board
5	Mrs.Kaewta	Ongsaranakom	Director, Director of the Nominating Committee, and Director of the Remuneration Committee, Director of the Corporate Governance Committee, and Director of the Executive Board
6	Prof.Dr.Malyn	Ungsurungsie	Director, Chairman of the Corporate Social Responsibility Committee, and Director of the Executive Board
7	Mrs.Chitraporn	Vikitset	Director, Director of the Nominating Committee, and Director of the Executive Board
8	Mrs.Teerada	Ambhanwong	Director
9	Mr.Suthep	Dansiriwiroj	Director
10	Admiral Apichart	Pengsritong	Independent Director, and Director of the COrporate Social Responsibility Committee
11	Mrs.Pismai	Chandrubeksa	Independent Director, and Director of the Remuneration Committee
12	Mr.Amorn	Asvanunt	Independent Director, and Chairman of the Audit Committee

	Name		Position
13	Mrs.Pradittha	Chongwattana	Independent Director, and Director of the Audit Committee
14	Pol.Gen.Somchai	Prabhasabhakdi	Independent Director, Chairman of the Corporate Governance, and Director of the Audit Committee
15	Assist.Prof.Dr.Pongchai	Atikomrattanakul	Independent Director, Chairman of the Risk Management Committee, and Director of the Audit Committee
	Mr.Sumit	Khopaiboon	Company Secretary

Remark : Qualification standards for independent director and the Audit Committee members were in accordance with the provisions set forth in related announcements.

Authorized Director' the Company

To represent the company, 2 out of the following 9 directors are required to sign their names, together with the affixing of company seal, namely :

- | | | |
|----|----------------|--------------|
| 1. | Mr.Boonkiet | Chokwatana |
| 2. | Mrs.Tipaporn | Chokwatana |
| 3. | Mr.Thirasak | Vikitset |
| 4. | Mr.Atthakorn | Glankwamdee |
| 5. | Mrs.Kaewta | Ongsaranakom |
| 6. | Mrs.Malyn | Ungsurungsie |
| 7. | Mrs.Chitraporn | Vikitset |
| 8. | Mrs.Teerada | Ambhanwong |
| 9. | Mr.Suthep | Dansiriviroj |

Remuneration for the Directors

Remuneration criteria for the Directors

The Board of Directors set up a policy on the determination of the director's remuneration in a fair and reasonable manner and assigned the Remuneration Committee to be responsible for setting the budget and allocation criteria for the directors, on a comparative basis with other companies in the same business category. Consideration were given to such areas as, expansion in the company's business activities, business growth rate, operating results, together with proper reference to the authority, duty, responsibility scope, the financial liquidity position, the possible factors impacts on both the company and overall economic situation, and performances by the directors. The Remuneration Committee set the criteria on meeting allowance and yearly remuneration. The said resolution would be proposed to the Board of Directors' meeting for their consideration prior to propose to the shareholders' meeting for final approval of said remuneration budget.

(1) Remuneration amount

The shareholders' meeting approved annual remuneration budget for company directors for total amount not exceeding 15 million baht per year as the piror year, until further changes. The disbursement of said remuneration budget required the consideration by the Remuneration Committee, and the approval of the Board of Directors, with such disbursement not exceeding the budget amount earlier approved by the shareholders' meeting and compared

with other group of companies in the same level. This is not inclusive of remuneration or welfare to which the directors are entitled to in the capacity as a staff member or and employee of the company.

- Annual Remuneration is paid to all directors. The Remuneration Committee will allocate the remuneration on basis of principle, operational results and propose to the Board of Directors.
- Meeting fee, is paid to attending directors only. In case of there is a meeting more than 1 times in each month, it accounts to receive the meeting fee not exceeding 1 time.
- Remuneration of other sub-committees which organized by the Board will be in the consideration of the Remuneration Committee by considering in accordance with appropriateness, and to be in line with duties and responsibilities.

Details of meeting allowance payments were as follows:

	2021 (baht/time)		2020 (baht/time)	
	Chairman	Director	Chairman	Director
The Board of Director	12,000	10,000	12,000	10,000
The Audit Committee				
The Nominating Committee				
The Remuneration Committee				
The Risk Management Committee	10,000	9,000	10,000	9,000
The Corporate Social Responsibility Committee				
The Corporate Governance Committee				

For year 2021, the company paid the meeting allowance of Baht 1,835,000 and director remuneration of Baht 12,800,000, totalling Baht 14,635,000.

(2) Other Remuneration

The company does not have the policy to provide any extra benefits to its executives, whether in term of shares, debentures, other than those remuneration normally accorded the directors and company employees.

The Executive's Information

The Executives

At present, there were 13 company's executive members in accordance with the definition of the executive set by The Securities and Exchange Commission. The executive were authorized by the company to carry out duties in accordance with the company's policies.

Name list of the Executives as of December 31, 2021

	Name	Position
1.	Mr.Thirasak Vikitset	Managing Director / Director which is Executive
2.	Dr.Atthakorn Glankwamdee	Deputy Managing Director / Director which is Executive
3.	Mrs.Kaewta Ongsaranakom	Director / Director which is Executive
4.	Prof.Dr.Malyn Ungsurungsie	Director / Director which is Executive
5.	Mrs.Chitraporn Vikitset	Director / Director which is Executive
6.	Mr.Bo Nystrup Nielsen	Strategy and Coporate Development Division Manager
7.	Mr.Simon Rhoderick Knight	Overseas Business Division Manager
8.	Mrs.Thongsuk Upathambhakul	Domestic Business Division Manager
9.	Mr.Praj Srichandra	Factory Division Manager
10.	Mr.Varith Tritrapun	Office Division Assistant Manager (Accounting & Finance)
11.	Mrs.Patchara Pongwichan	Human Resource Division Assistant Manager
12.	Mrs.Daranee Ajaneeyakul	Technical Division Assistant Manager
13.	Dr.Arucha Budsakornbhinanda	Automation and Digital Technology Division Assistant Manager

Executives' personal information

The details of executives' personal information were display per Attachment 1 "Information of Directors, Executives, Chief Financial Officer, Chief Accountant, and Company Secretary".

Remuneration for the Executives

Remuneration criteria for the High-level Executives and Executive Officers

The remuneration authorization for High-level Executives and Executive Officers would be required to follow the criteria set forth by the company, in term of the duty and responsibility scope, as well as the individuals' performance evaluation by said High-level Executives and Executive Officers, who would be entitled to such same remuneration criteria.

Remuneration for the High-level Executives and Executive Officers

(a) **Cash remuneration** Referred to the remuneration for the 5 executive directors who were non-executive offices and 8 company's executive offices in accordance with the definition of the executive set by The Securities and Exchange Commission, altogether totaling 13 persons. The remuneration details were classified into salary, bonus, allowance, and meeting allowance accorded their status as company employees.

Remuneration details for Executives

Remuneration	2021		2020	
	Number of persons	Amount (baht)	Number of persons	Amount (baht)
Salary and bonus	13	64,609,130	13	54,042,696
Meeting fee	13	718,000	13	678,000
Total		65,327,130		54,720,696

(b) Other remuneration

The Company has established a provident fund to executive by subscribing to be provident fund membership. The company has contributed at rate of 3 percent of salary.

Other remuneration details for Executives

Other remuneration	2021		2020	
	Number of persons	Amount (baht)	Number of persons	Amount (baht)
Provident fund contribution	13	282,636	13	156,312
Total		282,636		156,312

Employees

The company places importance on ensuring that the manpower allocations are appropriate to the size of its divisions and prepare the workforce in anticipation of future expansion. As of December 31, 2021 and 2020, the company has a total of 1,615 and 1,675 employees respectively, which are divided into 10 main divisions as follows.

Main Division	2021 (persons)	2020 (persons)
Customer Service	120	123
Office	99	98
Purchase and Procurment	49	47
Human Resource	125	127
Technical	218	222
Factory	824	872
Quality Assurance	155	160
Automation and Digital Technology	20	19
Strategy and Corporate Development	4	4
Internal Audit	1	3
Total	1,615	1,675

Human Resource Management

Human resource management at the company focuses on the recruitment, selection, and development process in response to the organizational context of creating good and talented people for society. The process of recruiting, selecting good people, and developing the competency of employees in the organization will help enhance the organization to have competitive advantages amidst the changing conditions of today's business operations.

In the year 2021, given the company's policy that focuses on growth through creating new businesses and creating new innovations both in terms of products and services, human resources are therefore among the company's top priorities to respond to such business goals. The company has set the direction for human resource management, starting with the restructuring of the organization for greater clarity and the recruitment and selection of new generations in the management levels to fill various positions in the organization. Therefore, the human resource development process is an important

process that shall be adjusted to align with the policy and business strategies. Whereby main development topics are primarily focusing on creating attitudes and ideas for creating new innovations within the organization, developing supervisors to be the leader in creating people and creating job professionally, as well as inserting the concept of building morality and business ethics that are essential to the organization through activities in various forms to strengthen its foundation to support the expansion of businesses in the future.

Compensation management and employee retention.

Good and standardized compensation management encourages talented employees to efficiently drive the organization together and to retain good and competent employees with the company. Accordingly, the company sets appropriate compensation for employees based on their qualifications, knowledge, competence, and experience, with the minimum salary that is aligned with the minimum wage set by the government and a salary structure that is determined by their knowledge, capabilities, and work performance. Additionally, the company considers the annual salary increases and bonuses once a year to employees based on their performance assessment using the Competency Model and Key Performance Indicator (KPI). It also analyzes, compares, and improves its compensation management with other leading companies every year.

Employee Benefit	2021 (Million baht)	2020 (Million baht)
Employee benefit expenses	834.8	729.0
Provident fund	9.7	9.8
Total	844.5	738.8

Number of employees participating in the provident fund (PVD)

Company	PVD Yes/No	No. of Employees who joined PVD (Persons)	% of Total Employees
S & J International Enterprises Pcl.	Yes	1,127	69.78%

The company has a policy for the Provident Fund Committee to select a fund manager who complies with the investment governance principles for responsible and effective stewardship over investments, taking into account the Environment, Social, and Governance (ESG) factors. Compliance with good investment governance principles will secure the best returns to fund members who are the company's employees in the long term.

In addition, the company also paid other compensation benefits for employees, such as provident fund contributions to employees at all levels, whereby it makes a contribution at the rate of 3% of wages or basic salary, Savings Cooperative, employee retirement benefits, including awards for employees completed 30 years, 20 years, and 10 years of services and awards for employees with persistence and without a record of absent, leave, late, etc.

The company places great value on human capital in the organization, which is the driving force behind the company's sustainable growth and leaped forward. Hence, knowledge and competence of employees is a necessity that the company shall ensure a systematic process of employee stewardship and development, including instilling positive attitudes from the start of their careers through activities and learning processes in different forms both inside and outside

of the classroom, such as training, teaching, project assignments, business trips, etc. In the past three years, the company has not had any cases of change in the number of employees or labor disputes that were of significance.

Employee Development and Training

The company places great value on human capital in the organization, which is the driving force behind the company's sustainable growth and leaped forward. Hence, knowledge and competence of employees is a necessity that the company shall ensure a systematic process of employee stewardship and development, including instilling positive attitudes from the start of their careers through activities and learning processes in different forms both inside and outside of the classroom, such as training, teaching, project assignments, business trips, etc. In the past three years, the company has not had any cases of change in the number of employees or labor disputes that were of significance.

Human rights and labor practices

The company is well aware of human rights and equality. The company treats its employees with fairness regardless of differences in age, sex, race, color, religion, language, caste, and disabilities. This includes the prohibition of child labor and forced labor.

The company has established guidelines for fair treatment of employees at all levels in accordance with the code of conduct and business ethics framework and has complied with Thai labor standards. The company arranges the election and appointment of the welfare committee in the workplace and the safety committee to represent employees to discuss and propose suggestions to the company's Executive Board. It also provides opportunities for employees to express their opinions through various channels, for example, meetings, comment boxes, satisfaction evaluations of activities for continuous improvement and development.

Employment of people with disabilities

The company adheres to and complies with the principles of equality and non-discrimination against individuals in all aspects by promoting and improving the quality of life for the disabled under Section 33 and 35 of the Empowerment of Persons with Disabilities Act. In addition, the company encourages people with disabilities across the country to access opportunities for self-reliance with dignity by operating under the "S & J (Care You)" project that has been ongoing since 2017 until now.

Remark: More details are provided in the "Sustainable Development Report for the year 2021" under the topic of good people.