

Information of the Board of Directors

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

Composition of the Board of Directors	Member of Director (person)			Proportion (%)
	Male	Female	Total	
Executive directors	2	3	5	33.33
Non-executive directors	2	2	4	26.67
Independent directors	4	2	6	40.00
Total	8	7	15	100
Director proportion for male and female (%)	53.33	46.67	100	

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, and Director of the Nominating Committee
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

	Name		Position
12	Mr.Amorn	Asvanunt	Independent Director, and Chairman of the Audit Committee
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	Athikomrattanakul	Independent Director, Chairman of the Risk Management Committee, and Director of the Audit Committee
	Mr.Sumit	Khopai boon	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 20 million baht per year as the prior 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:

	2022 (baht/time)		2021 (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 2022, the company paid the meeting allowance of Baht 1,370,000 and director remuneration of Baht 14,375,000, totalling Baht 15,745,000.

(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, 2022

	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	Digital and 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	2022		2021	
	Number of persons	Amount (baht)	Number of persons	Amount (baht)
Salary and bonus	13	79,822,075	13	64,609,130
Meeting fee	13	578,000	13	718,000
Total		80,400,075		65,327,130

(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	2022		2021	
	Number of persons	Amount (baht)	Number of persons	Amount (baht)
Provident fund contribution	13	300,600	13	282,636
Total		300,600		282,636

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, 2022 and 2021, the company has a total of 1,754 and 1,615 employees respectively, which are divided into 9 main divisions as follows.

Main Division	2022 (persons)	2021 (persons)
Customer Service	122	120
Office	92	99
Purchase and Procurment	48	49
Human Resource	127	125
Technical	226	218
Factory	1,108	979
Digital and Technology	25	20
Strategy and Corporate Development	4	4
Internal Audit	2	1
Total	1,754	1,615

Human Resource Management

Human Resource Management Policy

Human resources play a crucial role in driving an organization's strategy toward its objectives. In the present situation that the world is changing rapidly, the organization needs to adjust its internal processes, as well as adaptations of human resource management, to keep up with these changes. Among them are recruitment, selection, human resource planning, human resource development, and incentive programs, with the main missions as follows.

1. Develop human resource management processes in response to the organization's business strategy.
2. Establish an organizational culture that aims at continuously being an innovative organization in order to promote sustainable business operations.

3. Develop and train leaders to have a collaborative team leadership style that aims to achieve the organization's overall success.
4. Create a happy working atmosphere on the basis of the Happy Workplace project.

Strategy and Operational Guidelines

- Make Man Knowledge** - Develop personnel with the knowledge and skills to be ready to adapt to changes for sustainable growth.
- Make Man Fit Job** - Assign work that is valuable and appropriate to each position and individual.
- Make Man Growth** - Develop leaders at every level according to the Career Development Plan to ensure stable growth.

In the year 2022, 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	2022 (Million baht)	2021 (Million baht)
Employee benefit expenses	895.8	834.8
Provident fund	10.5	9.7
Total	906.3	844.5

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	1,086	61.92%

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.

Note : Further details can be found in the "2022 Sustainable Development Report" on "Personnel's Development".

Knowledge Management in the Organization

The Company has emphasized systematically managing knowledge in the organization, both explicit knowledge and tacit knowledge, with a goal of documenting at least 300 subjects a year since 2017. The Company has a process for following up on the implementation of knowledge through the review of the quality system manuals under ISO9001, 14001, and 45001 systems. In 2022, the Company reviewed and developed a knowledge storage program for tacit knowledge in the form of Best Practices / Lessons learned in order to provide personnel with access to knowledge information more systematically, thereby leading to further development into corporate innovation.

Note : Further details can be found in the "2022 Sustainable Development Report" on "Organization knowledge management".

Strengthening Quality of Life and Happy Working

Happy Workplace is a purposeful process of human resource development within an organization that is based on the 8 basic elements of happiness as a guideline for management. The process begins with the formation of a positive attitude toward life perspectives, coexistence with others, and social responsibilities, including being an equally good member of the family, the organization, and society in a balanced manner.

Note : Further details can be found in the “2022 Sustainable Development Report” on “Better living for a happy working”.

Establishing Employee Engagement

The Company has placed great emphasis on the continuous assessment of employee engagement between the organization and its employees since 2016. A rotational assessment has been conducted at each level of the organization in order to know employee satisfaction and employee confidence in the organization. Establishing employee engagement is an important process that assists in retaining quality employees within an organization, which contributes to sustained business success.

In 2022, the Company conducted an assessment of employee engagement within the organization from daily and monthly employees up to the supervisory level, covering the Saha Group factories in Sriracha and Pinthong, as well as the Bangkok office, which totaled 977 employees.

Assessment Score	Target	Result
Employee Engagement	> 80%	82.5%

Note : Further details can be found in the “2022 Sustainable Development Report” on “Employee Engagement”.

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.

Note : Further details can be found in the “2022 Sustainable Development Report” on “Human rights and labor practices”.

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. As a result, the company received plaques and certificates. Excellent Organization in Supporting Disabled Persons" from the Ministry of Social Development and Human Security for the 2nd year.

Note : Further details can be found in the "2022 Sustainable Development Report" on "Employment of people with disabilities".