

Management Structure

Information of the Board of Directors

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

	Name list		Position	Appointment date	Year in the position
1.	Mr.Boonkiet	Chokwatana	Chairman*	April 22, 1980	42 year 8 months
2.	Mrs.Tipaporn	Chokwatana	Vice Chairman*	April 24, 1995	27 year 8 months
3.	Mr.Thirasak	Vikitset	Managing Director*	April 30, 1985	37 year 8 months
4.	Dr.Atthakorn	Glankwamdee	Deputy Managing Director*	April 22, 1991	31 year 8 months
5.	Mrs.Kaewta	Ongsaranakom	Director*	June 22, 1987	35 year 6 months
6.	Prof.Dr.Malyn	Ungsurungsie	Director*	April 26, 2004	18 year 8 months
7.	Mrs.Chitraporn	Vikitset	Director*	April 23, 2007	15 year 8 months
8.	Mrs.Teerada	Ambhanwong	Director*	April 26, 1998	24 year 8 months
9.	Mr.Suthep	Dansiriviroj	Director*	April 22, 2014	8 year 8 months
10.	Admiral Apichart	Pengsritong	Independent Director	November 12, 2009	13 year 1 months
11.	Mrs.Pismai	Chandrubeksa	Independent Director	April 28, 2009	13 year 8 months
12.	Mr.Amorn	Asavanunt	Independent Director	April 24, 2017	5 year 8 months
13.	Mrs.Pradiittha	Chongwattana	Independent Director	April 28, 2002	20 year 8 months
14.	Pol.Gen.Somchai	Prabhasabhakdi	Independent Director	April 28, 2015	7 year 8 months
15.	Assist.Prof.Dr.Pongchai	Athikomrattanakul	Independent Director	April 23, 2018	4 year 8 months
	Mr.Sumit	Khopaiboon	Company Secretary		

Remark : *Number 1 - 9 are directors who have authority to sign to bind the company, consisting of 2 out of 9 directors are required to sign their names, together with the affixing of company seal

In 2023, all of 15 directors do not have prohibited qualifications and no any other offenses, as follows:

- No history of criminal offenses involving property that were committed dishonestly.
- No severe violation against stipulations of the Securities and Exchange Commission and the Stock Exchange of Thailand
- No corruption action or violation of ethics.
- Never made a transactions that may cause conflicts of interest with the company.
- No resignation of a non-executive director due to the reason of good governance.
- No loss of credibility due to the Board of Director's failure in monitoring the business.

Composition of the Board of Directors

The Board of Directors comprised 15 directors, classified into:

- Non-executive directors 10 persons (including 5 independent directors)
- Executive directors 5 persons

The Board of Directors had set a policy for the Board Diversity in education and professional skills, which were beneficial to the business and to be in line with the business strategy of the company through the preparation of Board Skill Matrix without sex, age, race, nationality or place of origin discrimination. This was evident from the current structure of The Board of Directors which was composed of qualified directors with knowledge, competency, and various experiences helps increase potential and consistent with the company's business operations

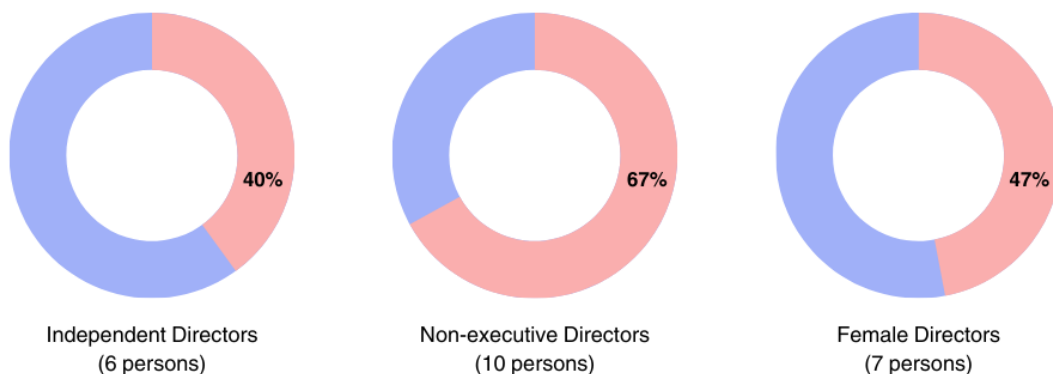
The Board Diversity Policy for year 2023, details as follow:

Goals	Indicators	Practical results
1. Number of independent directors	At least one-third of the total number of directors, but must not be less than 3 persons	6 Persons
2. Directors with knowledge in the company's business	At least 3 persons	15 Persons
3. Directors with knowledge in accounting or finance	At least 1 persons	2 Persons
4. Number of female directors	At least 1 persons	7 Persons

In addition, there are 10 directors on the Board who are non-executive directors with related business experience or industrial sectors that are consistent with beneficial to the company's goals and strategies.

The company's number of directors, excluding independent directors is a fair proportion of the investments of each group of shareholders. Independent directors accounted for 40% of the total number of the Board members, complying with the requirements by The Capital Market Supervisory Board, whereas non-executive directors accounted for 66.67% of the total number of the Board members. In addition, the company has 7 female directors, representing 46.67% of the total number of the Board members. Whereas female independent directors accounted for 33.33% of all independent directors. None of independent directors take a position as director in more than 5 listed companies.

The Board of Directors resolved to adopt the definition for “independent director” having qualifications in accordance with the notification of The Capital Market Supervisory Board. Nonetheless, practically the independent directors of the company are truly independent from the management and major shareholders of the company. Independent directors and the person being involved have no shareholding in the company, parent company, subsidiaries, associates, major shareholders, or person in authority of the company.



Diversity in skills, experience, knowledge, and specialized expertise that is beneficial to the company. (Board Skill Matrix)

- Personal Products and Pharmaceuticals business 15 persons
- Science / Research and Development 1 persons
- Engineering 5 persons
- Strategic business planning and management 15 persons
- International business management 6 persons
- Procurement management 3 persons
- Law and Rules for business 4 persons
- Accounting 2 persons
- Financial 2 persons
- Internal audit 5 persons
- Corporate Governance 15 persons
- Risk Management 4 persons
- Sustainability development 5 persons

Information of the Board of Directors and the Controlling Person

Name of the Board of Directors

Name		The Board of Directors	The Audit Committee	The Nomination Committee	The Remuneration Committee	The Risk Management Committee	The Corporate Social Responsibility Committee	The Corporate Governance Committee	The Executive Board
1 Mr.Boonkiet	Chokwatana	Chairman	-	Chairman	Chairman	-	-	-	-
2 Mrs.Tipaporn	Chokwatana	Vice Chairman	-	-	-	-	-	-	-
3 Mr.Thirasak	Vikitset	Managing Director	-	Director	Director	-	-	-	Chairman
4 Dr..Atthakorn	Glankwamdee	Deputy Managing Director	-	Director	-	-	-	-	-
5 Mrs.Kaewta	Ongsaranakorn	Director	-	Director	Director	-	-	Director	Director
6 Prof.Dr.Malyn	Ungsurungsie	Director	-	-	-	-	Chairman	-	Director
7 Mrs.Chitraporn	Vikitset	Director	-	Director	-	-	-	-	Director
8 Mrs.Teerada	Ambhanwong	Director	-	-	-	-	-	-	-
9 Mr.Suthep	Dansiriviroj	Director	-	-	-	-	-	-	-
10 Admiral Apichart	Pengsritong	Independent Director	-	-	-	-	Director	-	-
11 Mrs.Pismai	Chandrubeksa	Independent Director	-	-	Director	-	-	-	-
12 Mr.Amorn	Asvanunt	Independent Director	Chairman	-	-	-	-	-	-
13 Mrs.Pradittha	Chongwattana	Independent Director	Director	-	-	-	-	-	-
14 Pol.Gen.Somchai	Prabhasabhakdi	Independent Director	Director	-	-	-	-	Chairman	-
15 Assist.Prof.Dr.Pongchai	Athikomrattanakul	Independent Director	Director	-	-	Chairman	-	-	-

Remark :Qualification standards for independent directors and The Audit Committee members were in accordance with the provisions set forth in related announcements. Please see the personal information of the directors in attachment 1 Information of Directors, Management

Controller

The company does not have any controller who has the influence over the company's management policy or its operations.

The separation of the positions of Chairman from the Chief Executive Officer

Based on the different responsibility and authority scope between Chairman of The Board of Directors and the Chief Executive Officer, the company therefore specified the Chairman of The Board of Directors and the Managing Director to be different persons, so as to clearly separate the supervision and management authority for the company, and contributing to proper authority balance in company management within the company. In relation to this, the company has set up The Board of Directors Charter, setting the authority and duty scope for each committee and clearly separating the authority and duty scope of Chairman from those of The Managing Director.

Remuneration for the Directors

(A) 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:

	2023 (Baht/time)		2022 (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 2023, the company paid the meeting allowance of Baht 1,493,000 and director remuneration of Baht 16,240,000, totalling Baht 17,733,000.

(B) Non-Monetary 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, 2023

	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 Ajjaneeyakul	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 policy for executive directors and executives

The Board of Directors oversees and determines the payment of appropriate remuneration to executive directors and executives pursuant to the powers, duties and responsibilities and draws comparison to the operation levels in the same business sector.

The Remuneration Committee is responsible for considering reasonable amount of remuneration of directors. Criteria for consideration are based on the experiences, duties, scope of work, roles, participation, and responsibilities of each individual director and executive. The amount shall be proposed to the Board of Directors for approval.

The Managing Director and Chairman of the Executive Board remuneration is in accordance with the criteria and policy set by the Remuneration Committee based on performance and the Managing Director and Chairman of the Executive Board evaluation.

Remuneration for Executive

(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	2023		2022	
	Number of persons	Amount (baht)	Number of persons	Amount (baht)
Salary and bonus	13	85,638,436	13	79,822,075
Meeting fee	13	664,000	13	578,000
Total		86,302,436		80,400,075

(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	2023		2022	
	Number of persons	Amount (baht)	Number of persons	Amount (baht)
Provident fund contribution	13	317,574	13	300,600
Total		317,574		300,600

(c) The Employee Stock Option Program (ESOP) -None-

Employees

Number of employees and remuneration

As of 31 December 2023, the Company has 1,818 employees and made payments of 885,697,342 Baht in annual salary, commission, including short and long term remuneration in the form of retirement bonus and Provident Fund payout.

Employee	Number of employees (persons)		Total (Persons)	Remuneration (Baht)		Total (Baht)
	Male	Female		Male	Female	
Bangkok office	80	407	487	112,423,396	311,313,707	423,737,103
Factory	423	908	1,331	177,653,473	284,306,766	461,960,236
Total	503	1,315	1,818	290,076,869	595,620,470	885,697,342

- Significant change of number of employees in the past 3 years - None-
- Significant labor dispute in the past 3 years - None-

Provident fund

Company has established a provident fund for employee welfare and promoting saving including motivating employees to work with the Company for long term. Employees who have joined the provident fund receive a monthly contribution to the fund in the amount of 3 percent of wages. Members of the fund have also contribute to the fund at the same rate. Upon the expiration of membership, the member shall receive the contributions as well as a share of net benefits pursuant to the conditions of the fund.

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	1,097	60.34%

Remark : Further details can be found in the “2023 Sustainable Development Report” on “Good people”.