



## FORM 56 - 1 ONE REPORT 2023

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED

# GLOBAL HOUSE



Call Center

**1160**



callcenter@globalhouse.co.th



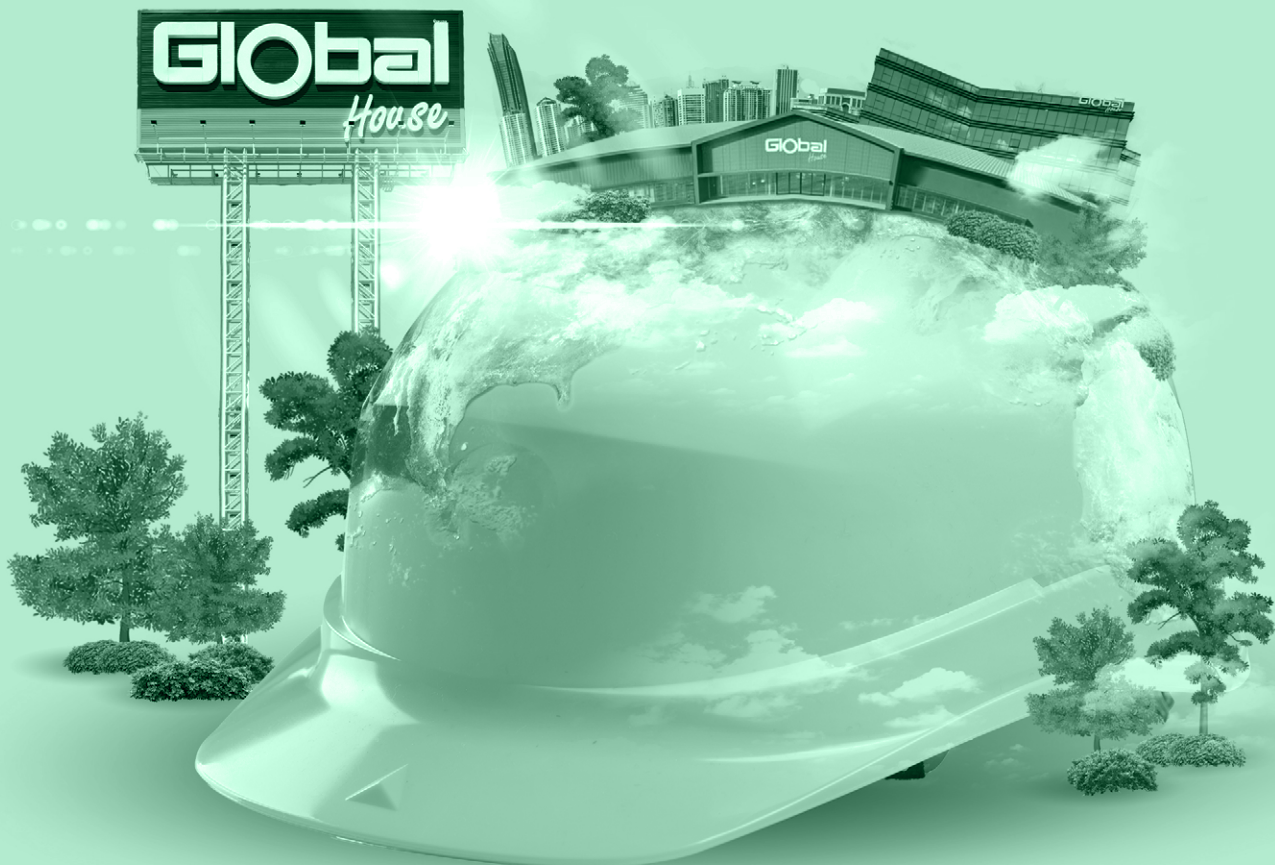
www.globalhouse.co.th





In this regards,  
investors may obtain further  
information form 56 - 1 at  
[www.set.or.th](http://www.set.or.th) or [www.globalhouse.co.th](http://www.globalhouse.co.th)

# GLOBAL HOUSE



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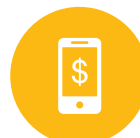
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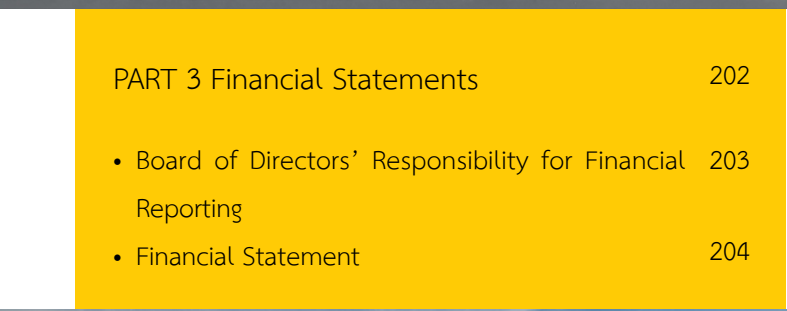
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The infographic is divided into three main sections:

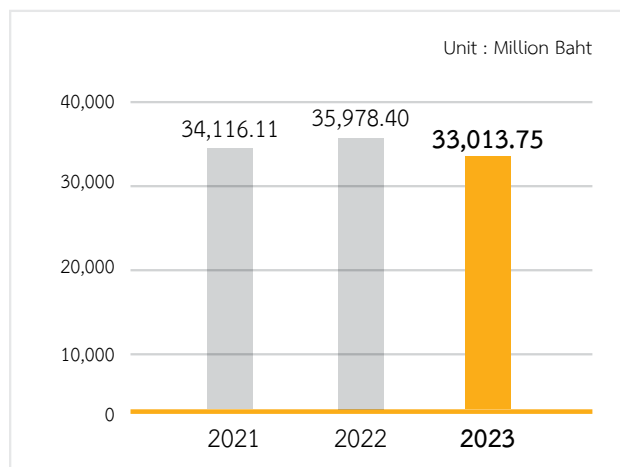
- Top Section:** Two cartoon characters representing employees, one wearing a yellow hard hat labeled "โกลบอลเฮ้าส์". They are standing in front of a building labeled "Global House".
- Middle Section:** A central circle labeled "Consumer Behavior" features a woman talking on a phone. To its left is an icon of three people connected by lines. To its right is an icon of a person holding a shopping bag. Below this circle are two boxes:
  - "The Company develops technology to support the changing consumer behavior"
  - "COVID - 19 situation forces to apply the technology to businesses"
- Bottom Section:** A large green area featuring a central shield-shaped logo for "Global House" with the Thai text "กรุ๊ป จำกัดมหาชน" below it. Above the shield are icons for various services: a credit card, a delivery truck, a warehouse, a shopping cart, and a mobile payment icon. To the right of the shield is a smartphone displaying "Global Click & Collect" and a laptop. Below the shield is a truck also branded with "Global House". The text "NEW MODEL" is prominently displayed across the middle of this section. On the left, a cartoon character in a full-body uniform and yellow hard hat salutes. On the right, a list of values is presented:
  - Customer Oriented
  - Professional
  - Teamwork
  - Innovation
  - Social Responsibility

# Financial Highlights for the year 2021 - 2023



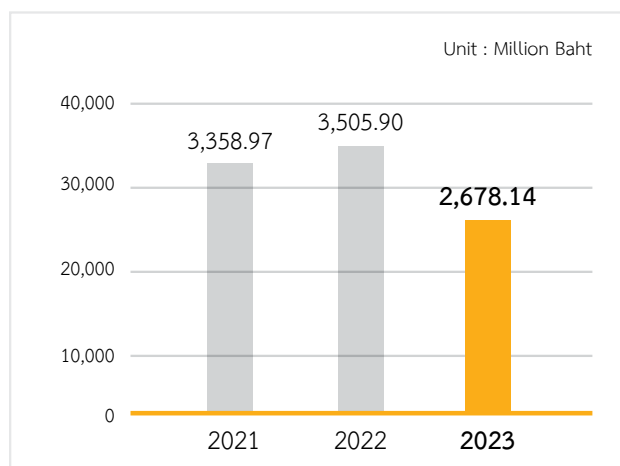
Total Revenues 

฿ **33,013.75**  
Million Baht



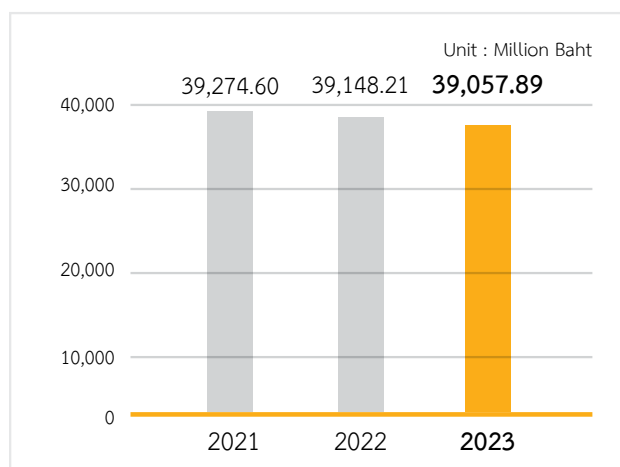
Net Profit 

฿ **2,678.14**  
Million Baht



Total Assets 

฿ **39,057.89**  
Million Baht



Earnings per Share **0.5341**





(Unit : Million Baht )

Summary of Financial Statements Information		Consolidated Financial			Financial Statements in the Equity Method		
		2023	2022	2021	2023	2022	2021
Income Statement							
	Sales	32,300.55	35,270.34	33,497.80	31,827.87	34,749.78	33,010.21
	Total Revenues	33,013.75	35,978.40	34,116.11	32,533.76	35,442.67	33,620.82
	Gross Profit	8,260.56	9,104.43	8,430.81	8,106.98	8,935.62	8,285.52
	EBIT	3,449.95	4,402.81	4,322.70	3,411.52	4,335.28	4,190.21
	Net Profit (Loss)	2,678.14	3,505.90	3,358.97	2,530.35	3,348.97	3,245.11
Balance Sheet							
	Total Assets	39,057.89	39,148.21	39,274.60	37,608.99	37,894.51	38,090.50
	Total Liabilities	15,510.68	17,057.12	19,438.55	14,778.48	16,369.90	18,745.76
	Total Shareholders 'Equity	23,547.21	22,091.09	19,836.05	22,830.51	21,524.61	19,344.74
Financial Ratio							
	Gross Profit Margin (%)	25.57	25.81	25.17	25.47	25.71	25.10
	Net Profit Margin (%)	8.11	9.74	9.85	7.78	9.45	9.65
	Return on Equity (%)	11.74	16.72	18.13	11.41	16.39	17.90
	Return on Assets (%)	6.85	8.94	8.92	6.70	8.81	8.87
	Debt to Equity Ratio (Time)	0.66	0.77	0.98	0.65	0.76	0.97
Earnings per Share							
	Earnings per Share (Baht/Share)	0.5341	0.7262	0.7266	0.5059	0.6975	0.7052
	Book Value per Share (Baht/Share)	4.7077	4.6006	4.3106	4.5645	4.4827	4.2039
	Common Stocks (Shares)	5,001,802,864	4,801,736,733	4,601,671,149	5,001,802,864	4,801,736,733	4,601,671,149

The Company has received SET Awards 2023,  
in sustainability Excellence in kind of Highly Commended Sustainability Awards.



# SET AWARDS 2023

Sustainability Excellence  
Highly Commended  
Sustainability Awards

SET market capitalization of over THB100 bln.



การเงินธนาคาร  
MONEY & BANKING MAGAZINE



นาง. สยามโกลบอลเฮ้าส์  
GLOBAL



## Pride Awards



### SET Award 2023

The Company has received SET Awards 2023, in sustainability Excellence in kind of Highly Commended Sustainability Awards.



### SET ESG Ratings 2023

The Company received a SET ESG rating of “AA” in Services group, from the announcement of the results of SET ESG Ratings 2023 and has been selected to be one of 193 listed companies which has been listed in Sustainable Stocks 2023 from the Stock Exchange of Thailand.



### Corporate Governance Report of Thailand Listed Companies 2023

The company has received Excellent CG Scoring or scoring of 5 from the program Corporate Governance Report of Thailand Listed Companies 2023 (CGR) organized by Thai Institute of Directors (IOD) and the Securities Exchange and Commission (SEC) and the Stock Exchange of Thailand (SET).



### AGM Checklist 2023

The company has received a full score of 100 points (5 TIA) “Excellent: Should be a Role Model,” in the AGM Checklist assessment 2023, marking the 5th consecutive year for the Annual General Meeting Checklist of the company listed in the Stock Exchange of Thailand (SET), assessed by the Thai Investors Association.



### Best Payment and Collections Solution

The company has received Best Payments and Collections Solution awards from the success in developing Digital QR Solutions cooperated with Krungsri (Bank of Ayudhya PCL). The solution enhances efficiency of the payment system standard aiming to provide more convenience for customers who buy products and services at Global House with easier, faster and safer payment channels. By developing payment solutions to be in accordance with all form of demands and respond all Global House’s customers’ needs.





Mr. Apisit Rujikiatkamjorn

Chairman



## Message from the Chairman

In 2023, the company continues to face challenges from a slowdown economy, impacting consumer confidence and reduced purchasing power. Pressures from rising operational costs, advancements in technology and new innovations that affect business operations to be highly competitive. As well as the increasing trend of environmental, social, and governance (ESG) consciousness poses a challenge that the company must adapt to respond the changes in the best possible way.

The operating result of the Company and its subsidiaries for the year 2023 reported a total revenue of Baht 33,013.75 million, a decrease of 8.24%, and a net profit of Baht 2,678.14 million, a decrease of 23.61% compared to the year 2022, due to reduced purchasing power in line with the economic slowdown. However, the Company was able to proceed its store development plan as targeted by opening 6 new stores in the country and renovating 10 more existing stores. To adjust the image to match the customer group, create convenience, and enhance better shopping experience for customers. For the stores abroad, the Company has opened more 1 store in Battambang, Cambodia in January 2024.

In addition, the Company is proud to be selected to receive “Highly Commended Sustainability Awards” from SET Awards 2023 for the second consecutive year, organized by the Stock Exchange of Thailand. The award is given to listed companies that have demonstrated outstanding sustainable development practices, reflecting the company’s implementation of sustainability strategies in its business management. Have a good risk management process, adapt and create competitive opportunities through business innovation, and focus on taking care of the environment and stakeholders in all aspects.

On behalf of the Board of Directors, executives and employees, we affirm our commitment to conduct business under good governance principles, coupled with active participation in community, social, and environmental development. This is to drive all sectors to sustainable grow together. In this regard, we express our gratitude to our shareholders, customers, and all stakeholders who have placed their trust in us and consistently supported the Company.



(Mr. Apisit Rujikeatkamjorn)  
Chairman



Mr. Witoon Suriyawanakul

Chief Executive Officer

## Message from Chief Executive Officer

Amidst the challenging situation from the impact of the economic slowdown and high uncertainty in 2023, the Company remains committed to conducting business with caution. Maintain profitability by controlling operating costs at a competitive level. The operating result of the Company showed total revenue of Baht 33,013.75 million, decreased by 8.24%, net profit of Baht 2,678.14 million, decreased by 23.61% from the year 2022. Despite changes in financial figures, the company continues to maintain a gross profit margin at the level of 25.57%, coupled with efficient inventory management. This has resulted in a significant cash flow return of up to Baht 1,545.37 million, reflecting the company's good financial liquidity.

Furthermore, with the emphasis on conducting business by taking the environmental, social, and governance (ESG) considerations into account, has resulted in the company being consistently recognized for good corporate governance and sustainable management at the national level. For instance; received the SET Awards 2023 for the second consecutive year, category of Sustainability Excellence, in type of "Highly Commended Sustainability Awards", has been selected for the "Sustainable SET ESG Rating" for the third consecutive year and achieved the "Excellent" level, or a 5-star rating, in Corporate Governance Rating (CGR) for the third consecutive year. All these awards are awards of pride for the company.

For the business operations in the year 2024, the company continues to proactively drive growth in all aspects, with plans to expand more 7 new stores domestically and 1 store in Battambang, Cambodia. Moreover, the expansion reinforces the Company's commitment to delivering a better quality of life for people in society through quality products and services, along with environmental responsibility for sustainable growth.

Finally, on behalf of Siam Global House Public Company Limited, we would like to thank all shareholders and stakeholders for always trusting and supporting the Company. In this Regard, the Company has intention to adhering to the principles of good governance in business operations, along with participating in the development of communities, society, and environment in order to collectively drive sustainable growth across all sectors together.



(Mr. Witoon Suriyawanakul)  
Chief Executive Officer

# PART 1

## Business Operation

# GLOBAL HOUSE





## 1. Business Structure and Operation

# SIAM GLOBAL HOUSE Public Company Limited

### 1.1 Policy and Business Overview

Siam Global House Public Company Limited has established from the merge of two companies (Siam Global House Company Limited and Siam Global House Khon Kaen Company Limited) which are merged according to certificate of incorporation on 8<sup>th</sup> June 2007 with initial registered capital of Baht 700,000,000 million. The main objective is to operate a retail business in construction materials, and home decorative items, tools and equipment for home and garden, in large warehouse stores under the trade name of “Global House”. Which is the one of the largest distributors in Thailand to sell construction materials and home decorative items with one stop service. The company opened its first branch in Roi Et



SIAM  
GLOBAL HOUSE

Public Company Limited



operated by Mr. Witoon Suriyawanakul, Chief Executive Officer, with inspiration and intention to build the new thing to commercial circles of construction materials in Thailand by concept and philosophy “All Inclusive for your house”, which is regarded as the initiator of retail business integration in construction materials to become warehouse stores by containing all products in structure group, home décor products, building and gardening, and equipment, inclusive of other various categories of products more than 300,000 SKUs disposed in an orderly manner in the huge store warehouse, where feature average area of 10,787 - 32,000 square meter in order to provide our customers the convenience of viewing, selecting, and closely touching the product by themselves.

## Vision and Mission

## 1.1.1 Vision Mission Corporate Culture Objectives and Goals

<b>Vision</b>	A center for building materials and home furnishings that meet the highest satisfaction along with the innovation development for sustainable growth. (A Better Choice for A Better Home)
<b>Mission</b>	The company is committed to creating products and services to meet the needs of customers in each area, while managing costs and expenses at an appropriate level. This is to ensure that the company can deliver the maximum value of products and services to customers, aiming to achieve the vision of becoming a center for construction materials and home decoration that meets the highest satisfaction of customers. In addition to operating under corporate governance principles and focusing on excellence in processes, the company will strive to develop product distribution channels, build relationships with customers, collaborate with business partners, innovation and information technology development, employee development, and fulfill social and environmental responsibilities. This is to create sustainable growth and value for the business.

## Corporate Culture

1	<b>Customer Oriented</b>	Prescribed that customers and customer needs both external and internal (employees) are important things and use to be principles of decision-making.
2	<b>Professional</b>	Performing work at full capacity, using logical decision-making on facts and information, being responsible for the assigned duties, including respect to the commitment for the completion.
3	<b>Teamwork</b>	Giving importance to the team participation, encourage each other to achieve a goal, and building good relationship and communication between employees and departments to achieve the Company's goal.
4	<b>Innovation</b>	Innovation to discover working methods, solving new problems to increase convenience and speed of working, including other business forms and opportunities for the Company.
5	<b>Social Responsibility</b>	Giving Contributions to the community and society as well as volunteering in various activities for the public both outside and inside the Company.

## 5 Corporate Culture



## Business Strategy

**Customer Centric**

- ▶ Respond the highest customer satisfaction

**Cost Leadership**

- ▶ Properly Manage Cost and being competitive

**Products & Services**

- ▶ Variety of Products with quality services

**Innovation**

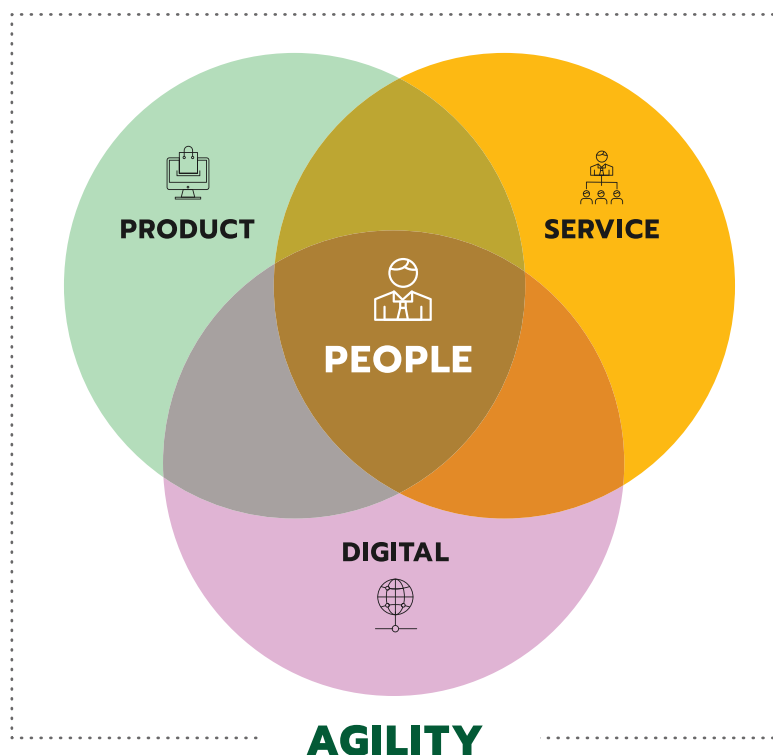
- ▶ Continuous Innovation Development

**Store Expansion**

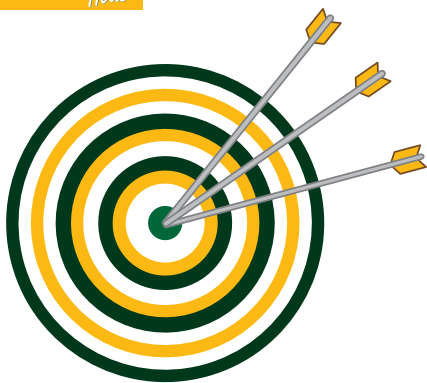
- ▶ Continuous Store Expansion to cover service areas



**FAST**  
**RIGHT**  
**CHEAP**  
**EASY**  
**POLITE**



- 1 CUSTOMER ORIENTED
- 2 PROFESSIONAL
- 3 TEAMWORK
- 4 INNOVATION
- 5 SOCIAL RESPONSIBILITY



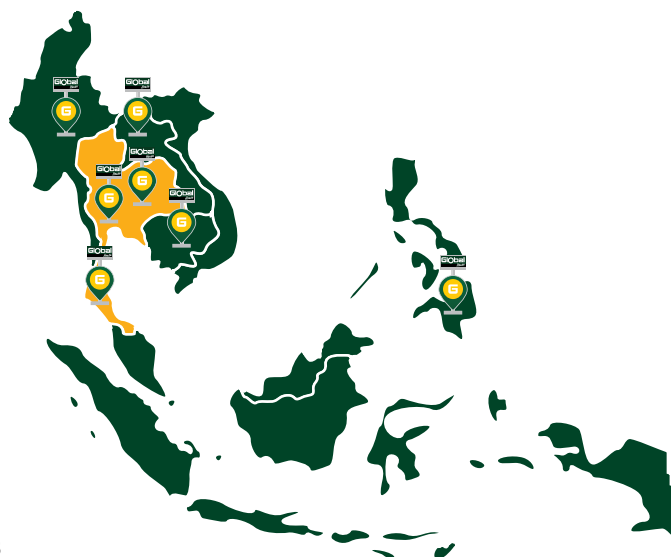
## Objectives & Goals

Siam Global House Public Company Limited is a listed company founded with objective to conduct a retail business of construction materials, decorative materials, tools, equipment used for home and garden construction, renovation, decoration within a single large building, under the trade name “Global House”. By the end of the year 2023, there are a total of 83 domestic branches covering 6 regions;

- the central 13 branches; Nakhon Pathom, Lopburi, Nakhonnayok, Salaya, Pathumtani, Singburi, Samutsongkram, Ang Thong, Thepharak (Samut Prakan), Phra Nakhon Si Ayutthaya, Chai Nat, Krathum Baen(Samut Sakhon) and Sai Noi(Nonthaburi).
- The Eastern 5 branches; Rayong, Chon Buri, Chanthaburi, Trat and Kabin Buri (Prachin Buri)
- The Western 4 branches; Ratchaburi, Pranburi (Prachuap Khirikhan), Kanchanaburi and Prachuap Khirikhan.
- The northeastern 34 branches; Roi Et, Khon Kaen, Udon Thani, Kalasin, Maha Sarakham, Nong Khai, NakhonRatchasima, Sakon Nakhon, Nakhonphanom, Chaiyaphum, Surin, Mukdahan, Ban-Phai (Khon Kaen), Ubonratchatani, Ban Tad(Udonthani) Nongbualamphu, Buriram, Yasothon, Bungkan, Loei, Chum Phae, Phang khon ,Chokchai, Dankhun Thot ,Nang Rong (Burirum), Kantharak, Det Udom(Ubon Ratchathani) Kuchinarai(Kalasin) Phayakkhaphum Phisai (Mahasarakham), Nong Han (Udon Thani) Phon Charoen(Bueng Kan) Phonthong (Roi-Et), Loengnoktha (Yasothon) and Kranuan (Khon Kaen)
- The northern 19 branches; Chiang Mai, Nakhon Sawan, Phitsanulok, Lamphun, Phrae, Lampang, Nan, Sukhothai, Kamphaeng Phet, Phetchabun, ChiangRai, Uttaradit, Fang, Mae Hong Son Mae Sai (Chiang Rai), Pha Yao, Wiang Pa Pao (Chiang Rai) Phan (Chiang Rai) and Phichit.
- The Southern 8 branches; Suratthani, Nakhonsithammarat, Phatthalung, Satun, Phuket Samui (Surat Thani) Ranong, and Chumphon.

Each store is strategically located for convenient access to services by customers of all groups. Additionally, to achieve the company’s goal of becoming a leading distributor of construction materials and home decoration products in the ASEAN region, the company is expanding its stores to cover all areas of Thailand. This includes developing distribution channels in new avenues to adapt to the changing lifestyles of the population. Furthermore, the company is exploring opportunities to expand its distribution channels to other countries in the ASEAN region.

The company is well aware that continuous business growth must come from performance and expansion. Therefore, the company focuses on responding to customer needs as a priority. This involves reviewing products and service processes in terms of customer groups, types, and product combinations, diversity, efficient product sourcing, fair pricing, cost-effective inventory management, and presenting products in each store while considering market demands and consumer behavior in each store. Additionally, the company aims to expand stores to comprehensively meet customer needs, extending coverage to various provinces in every region. In the year 2023, the company expanded by opening 6 new stores, bringing the total number of stores to 83 by the end of the year.





### 1.1.2 The important change and development in the past 3 years period.



## 2021



- ▶ On 7<sup>th</sup> April 2021, the Annual General Meeting of Shareholders' 2020 have resolution to increase the Company's registered capital to be 4,601,683,147.00 Baht by issuing common stock of total 200,073,180 shares at the par value of Baht 1 per share for paying in common stock dividends.
- ▶ On 30<sup>th</sup> August 2021, the Board of Director's meeting No. 4 / 2021 has approved the resolution to establish Guangxi Global House International Trade Co., LTD, subsidiary in China for import and export the products with registered capital 3,500,000.00 Renminbi or equal to 17,950,450.00 Baht by the shareholding proportion 100%, and has registered on September 29, 2021
- ▶ On 29<sup>th</sup> October 2021, the Board of Director's meeting No. 5 / 2021 has approved the resolution to expand business in Philippines by joint venture with Filipino business partners to establish Global House Philippines Co., Ltd and Global House Philippines Estate Co., Ltd. to support the business expansion in Philippines.
- ▶ The company has opened more 4 operating stores i.e., Phayakkhaphumphisai, Kabinburi, Nong Han and Phan (Chiang Rai). By the end of 2021, there are total 75 operating stores.



## 2022



- ▶ On 8<sup>th</sup> April 2022, the Annual General Meeting of Shareholders' 2022 have resolution to increase the Company's registered capital to be 4,801,743,807.00 Baht by issuing common stock of total 200,072,658 shares at the par value of Baht 1 per share for paying in common stock dividends.
- ▶ On 17<sup>th</sup> June 2022, the Company has signed a joint venture agreement with Cosco Capital Incorporated which operated various businesses in Philippines such as retail business in consumer goods, Real Estate, includes Oil and Mineral Business. The Company would establish Global House Philippines Co., Ltd. ("GBP") to operate retail stores and related businesses to distribute building materials and home improvement products in Philippines likewise with Global House store in Thailand. Also, the Company found Global House Philippines Estate Co., Ltd. ("GBP ESTATE") to operate land holding business to develop Global House stores in Philippines.
- ▶ The company has opened more 2 operating stores i.e., Samui and Phon Charoen. By the end of 2022, there are total 77 operating stores.



## 2023



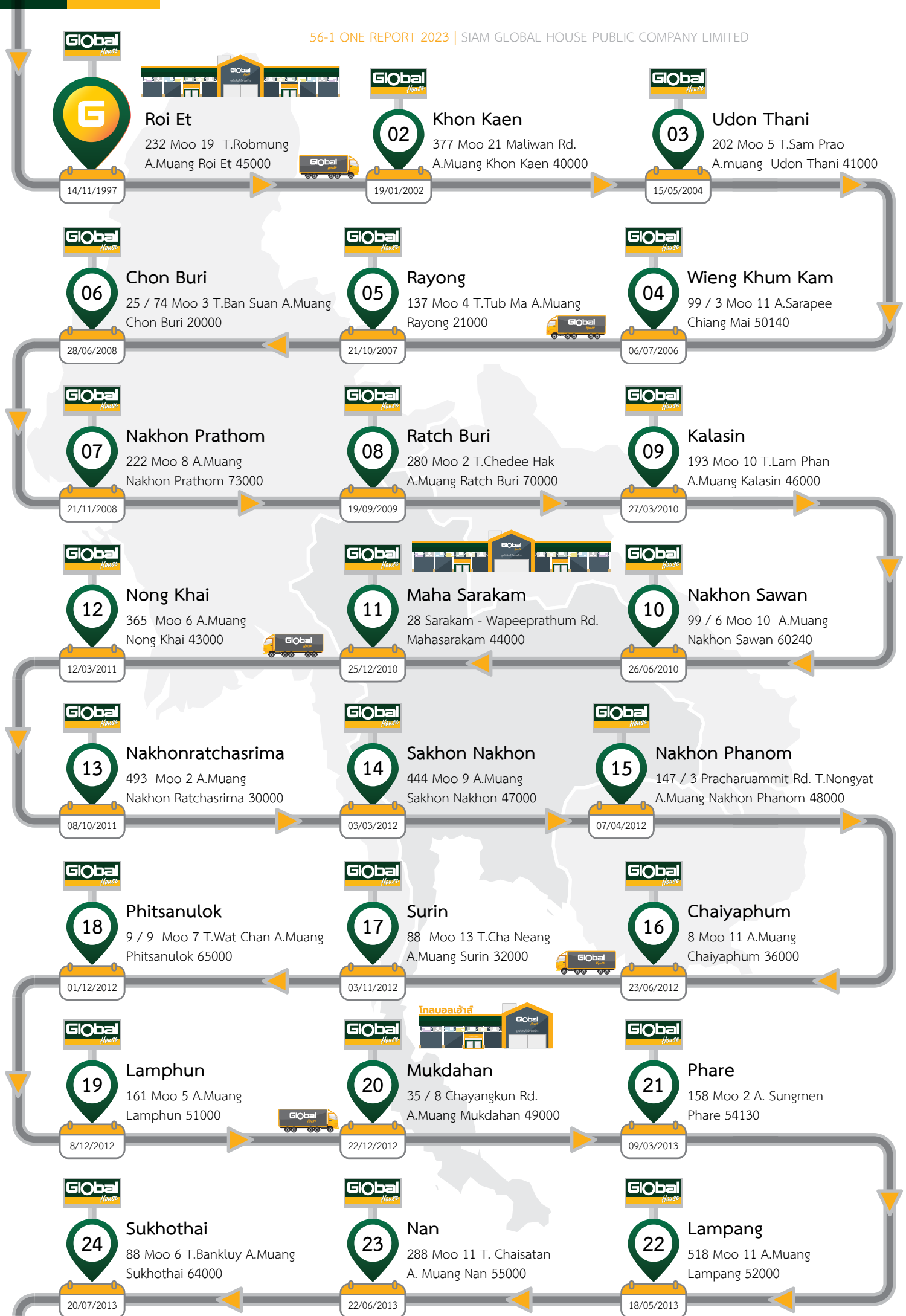
- ▶ On 11<sup>th</sup> April 2023, the Annual General Meeting of Shareholders' 2023 have resolution to increase the Company's registered capital to be 5,001,809,096.00 Baht by issuing common stock of total 200,072,658 shares at the par value of Baht 1 per share for paying in common stock dividends.
- ▶ Opened and operated 6 new stores, namely Phichit, Ranong, Phon Thong, Loengnokta, Kranuan, and Chumphon, by the end of 2023. The total number of stores reached 83.

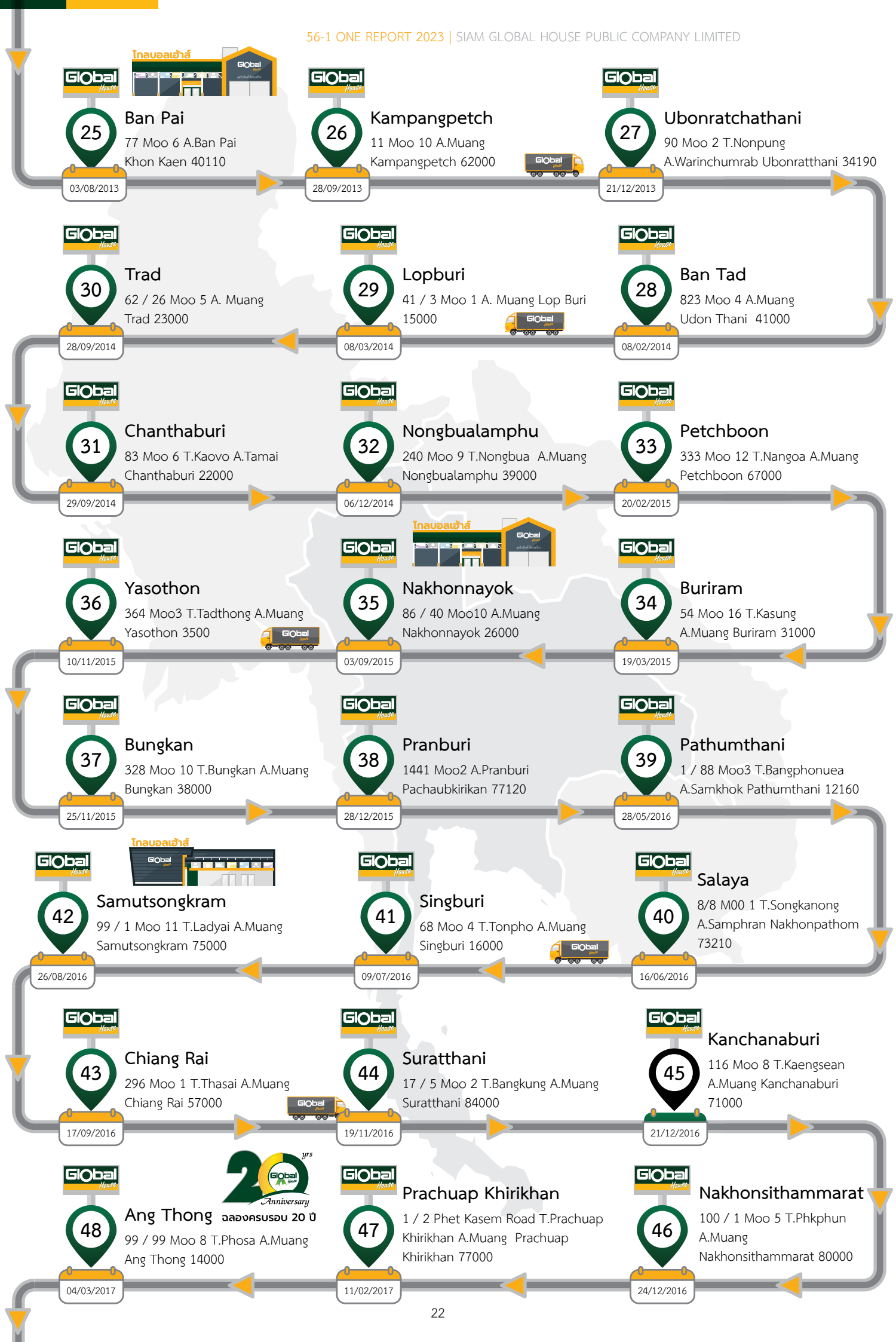




### 1.1.3 Company Head Office

Company's Listed Name	Siam Global House Public Company Limited
Symbol	GLOBAL
Registration No	0107551000029
Type of Business	Selling goods and providing complete range of services relating to construction, decorations, tools, office equipment, and additional improvement of buildings, houses, and other places as One Stop Shopping
Address	232 Moo 19 Rob Muang, Muang, Roi Et, Thailand 45000
Telephone	043-519-777
Fax	043-511-492, 043-519-649
Website	<a href="http://www.globalhouse.co.th">www.globalhouse.co.th</a>
Registered Capital	5,001,809,096.00 Baht
Paid-up Capital	5,001,802,864.00 Baht
Par Value	1 Baht









With inspiration and commitment to create new things for construction material commercial circle in Thailand, along with knowledge and experience in construction material commerce business for over 26 years, thus “GLOBAL HOUSE” has established by concept and philosophy

“All-inclusive for your house”







## Wangnoi Distribution Center

October 9, 2017 the company has opened Distribution Center which is large warehouse with area more than 100 Rai, located at Amphur Wangnoi, Pranakorn Sri Ayutthaya, to support business growth in the future.



### The management

Wangnoi Distribution Center uses Automated Storage Retrieval System (ASRS) in product management which is system controlled by computer, result to increase rapidity, accuracy and reduce cost in product management efficient for all Supply Chain.

## ASRS

(Automated Storage Retrieval System)



## 1.2 Overview of Business Operation

### Business Nature of the Company

“Global House” is distribution center of construction materials, decorative items, tools and equipment used in home and garden for construction, renovation, and decoration in form of One Stop Shopping Home Center. The important target customers are house owners, self-employed group; technicians, small and medium contractors, small construction materials shop, and residential and building construction projects. All products for sale will be in the huge store warehouse under the same roof where is product storage and ready to deliver to customers immediately. The Company has divided products into 2 groups as follow;

## One Stop Shopping Home Center



### Building Material Group

- Cements and Construction materials
- Steels, Nails and Wires
- Roofs and Installation tools
- Tanks, Pipes, Water Systems and Gardening

### Decorative items

- Doors, Windows and Woods
- Hand tools and Hardware
- Electrical Accessories
- Ceramic Tiles and Decorative items
- Furniture and Home Finishing
- Households, storage and cleaning equipment
- Kitchenware and Appliances
- Sanitary and Bathroom items
- Paints and Chemicals
- Sport and Recreation
- Outlet & Living



## Business Nature of Subsidiaries and Join Venture

### 1. Global House Cambodia Co., Ltd (GBC)

The Company established on 27 February 2017 with the objective of retail trading of construction materials and home décor products in Cambodia, by Siam Global House Co., Ltd. (Public) holding a 55% share in GBC.

### 2. Guangxi Global House International Trade Co., Ltd.

The Company established on 29 September 2021 with the objective for import and export products in China by the shareholding proportion 100%

### 3. Global House International Co., Ltd. (GBI)

Global House International Co., Ltd. (“GBI”) is a joint venture and established on 25 February 2015 from collaboration between Global House Public Company Limited and SCG Distribution Co., Ltd. in the proportion of 50:50. The main objective is Holding Company for investment in retailing of construction materials and home décor products in ASEAN. The investment of GBI will focus on shareholding and taking a part in management with local partners in each country to rely on the knowledge and expertise in business management of GBI collaborated with proficiency in area of local partners. Presently, GBI has invested in the Lao People’s Democratic Republic by holding shares 34% of Souvanny Home Center Public Company, Republic of the Union of Myanmar by holding shares 30.33% of Pro-1 Global Co., Ltd and Republic of the Union of Indonesia by holding shares 22% of Caturkarda Depo Bangunan Tbk Co., Ltd

### 1.2.1 Revenue Structure

The revenues of the Company and subsidiaries are comprised of sales revenues and other revenues, with the detail as follows ;

Revenue Structure	Revenue (Unit : Million Baht)					
	31 December 2023		31 December 2022		31 December 2021	
	Amount	%	Amount	%	Amount	%
<b>1. Sale revenue</b>	31,827.87	96.41	34,749.78	96.59	33,010.21	96.76
1.1 Building Material Products	11,570.89	35.05	13,509.86	37.55	16,286.41	47.74
1.2 Decorative Products	20,256.98	61.36	21,239.92	59.04	16,723.80	49.02
<b>2. Other Revenue</b>	705.89	2.14	692.89	1.92	610.61	1.79
<b>3. Subsidiary Revenue</b>	479.99	1.45	535.73	1.49	495.29	1.45
<b>Total Revenue</b>	<b>33,013.75</b>	<b>100.00</b>	<b>35,978.40</b>	<b>100.00</b>	<b>34,116.11</b>	<b>100.00</b>

**Remark :** Other revenue is the revenue from service, rental, other interest revenue, gain and loss from foreign exchange, Gain and loss from disposal of assets, revenue from sale promotion

## 1.2.2 Product Information

### (1) Product description, services and business innovation developments

#### Product Lines

Type of Goods	Example of Goods	Number of item
1. Building Material Group		
Cement and Structure	Cement Portland, Cement Plaster	1,009
Steel, Tack and Wire	Steel Round, Steel Deformed bars	4,478
Tile and Equipment Installation	Ceramic Tile, Concrete Tile	13,222
Tanks, Pipes, Water Systems and Gardening	Plastics Tank and Stainless Tank, Trough and Gardening Equipment	22,844
2. Hardware and Decorative Group		
Doors, Windows, Woods and Equipment	Wood doors, PVC doors, Windows, Frame	20,710
Hand tools and Hardware	Steels Tools, Wood tools etc.	49,007
Electricity and Equipment	Switch, Plug, Cables, Lighting	38,258
Electrical Appliances and Kitchenware	Home Appliances and Kitchenware	34,797
Sanitary ware, bath and kitchen	Sanitary ware, Bathtub	32,098
Ceramic, Floor material and wall	Ceramic flooring, Granites tiles	28,464
Painting and Chemical material	Paints, Base, Oil	18,490
Furniture and Home Decoration Products	Bed, Wardrobe, Chairs, Mattress, Sofa, Office equipments	19,505
Sport and Leisure Equipment	Bicycle, Exercise Bike, Treadmill, Fitness Equipments	2,462
Home and Clearing equipment	Sideboard, Shelves, Home Equipments, Cleaning Equipments	8,150
Outlet & Living	Home Decoration and products, Office Equipment, Recreation, Skill Development Toys for Children, Vehicle Care Products, Coffee Shops	7,881
Total	301,375 Items	

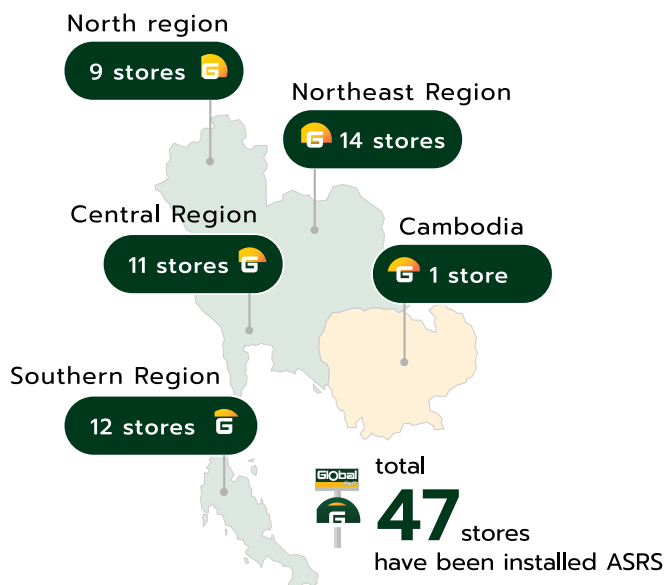




## ASRS TO AUTOMATE STORE

### ASRS

#### Automated Storage and Retrieval System



From our concept “All Inclusive for your House”, Global provided the categories of product more than 300,000 SKUs. As a result of this, the company adopted “the modern trade Innovation system” to establish large warehouse store. Furthermore, we have divided our store into 2 sections;

**Area 1 : Shopping Area** This is the place where the customers are able to walk and view the product freely with plenty of service mind staffs who are ready to help and support the customers with the right knowledge immediately.



**Area 2 : Drive Through Area** This is the place where distributes construction material. We prepare many facilities such as forklifts and overhead cranes for customer service. Moreover, in the concept of Drive Through system, customers can drive their vehicles through the store to collect their order, from placing order and driving off the store with the product, all within 10 minutes.



#### Services

Global House adheres philosophy of products distribution and giving services under quality policy 5 points as :

Fast	Facilitation for the speed of service.
Right	Distribution of quality products and accuracy and reliable service.
Cheap	Selling goods at a fair and affordable price.
Easy	Friendly services, employees with the ability to provide good advice to customers, product placement for convenient browsing and buying, along with delivery service.
Polite	Providing customers with polite, mannered and professional service along with respect.


**Click & Collect**

**Delivery Service**

**Call Center**

**Installation Service**

**Return Policy**

### Special Order

The Company gives Special Order Service in the event that customers require non-stock items.

### Change & Return Policy

The Company accepts to change and return on products in case that customers are dissatisfied in those products or any defects or damages on products causing from production with the return condition within 30 days after the receipt. To be eligible for a return, products must be unused and same condition in the original packaging, together with an original receipt, then the Company will consider and refund in cash immediately.

### Installation Service

The Company provides installation service to support our products with the installation warranty for 180 days by specialist. Furthermore, provides “Lady Service” for electrical appliances installation service and home renovation especially for lady customers.

### Delivery Service

The company provides delivery services to customers using its own delivery vehicles. The service charges are calculated based on the distance and the size of the transport vehicle. The focus is on delivering products to customers quickly, on time, and in good condition, ensuring the highest satisfaction for customers.

### Research and Development Policy

The company is committed to responding to the changing needs of consumers, while also supporting to changes in the economic, social, and environmental aspects. This is achieved through research and development of products and services, as well as exploring business opportunities, to enhance the company’s competitiveness in the long term. In 2023, there are innovation development projects as follows:

#### 1. New POS development project

To increase the rapidity of the issuance of tax invoices for customers and to accommodate sales through automatic vending machines.

#### 2. Application development for inventory counting.

The company has developed an application for inventory counting, resulting in a fast and accurate inventory checking process. This allows real-time access to the results of the inventory count, enhancing efficiency in inventory management.

## Expenses details for innovation research and development

(Unit : million baht)

Details	2021	2022	2023
Innovation research and development expenses	27.03	0.03	2.5

## (2) Marketing and Competition

### Product Marketing Policy

The company has important strategies for product marketing by differentiation strategies as below;

- 1. Product Differentiation** The company purchases and distributes completely construction equipment, home decorative items and gardening products both in form of materials and finished good by focusing on customer's requirements and also selling special products that are non-stock in other shops.
- 2. Service Differentiation** The company arranges its stores in Modern trade style to show all products for customer's viewing, touching and selection, included installation services, renovation or decoration services, Special to order products, and giving consults by the company's specialist (Global Pro). Furthermore, the company also emphasizes on customer's convenience since parking until leaving from the store, Plus, there are Drive through service which allows customers to purchase products behind the building store without leaving their cars. In addition, the company has satisfaction guarantee, offering customers a full refund and products can be returned or replaced within 30 days if customers are not satisfied.
- 3. Personal Differentiation** The company's employees always say greetings to customers to build familiarity and to feel that employees are always ready to serve. So that, employees also build impression to customers with their good product knowledge included fast service with quality and being full of service mind and Entrepreneur Spirit. In addition, customers are able to walk and view the product freely, the staff will be giving details or suggestions only when customers need.
- 4. Image Differentiation** The corporate image is Large Home Center where differs from other competitors in construction materials industry both internal and external atmosphere. The shopping area, building style and goods shelves also impresses customers and feel free to select products by themselves with their satisfaction.

Anyhow, all strategies mentioned above have objective to develop excellence for Global House according to guidelines 2P3S as below;

2P3S

BEST PRICE	Selling products in reasonable and fair price
BEST PERSONAL	Best service mind and service availability of staffs
BEST SELECTION	The most of product variety with Low-end, Mid-end and High-end.
BEST SERVICE	Best service comparing with international standard
BEST STORE	Develop goods shelves and display of merchandise to be the best



### Product and Service Strategies

The company provides products as much as possible for each category. Currently, there are more than 300,000 items which helps to build exciting selection of products to customers and completely respond customer's needs.

Besides of Product Strategy, the company place an importance in service strategy for customer's convenience by developing and providing facility and build customers satisfaction as below;

1. Designing Drive Through system, customers can drive their vehicles through the store to collect their order, since placing order, payment and receipt transaction until driving off the store with the product, all within 10 minutes.
2. Transferring goods to the transportation vehicles will be managed by Crane system. By each store, there are not less than 5 cranes and not less than 4 forklifts for product placement on each category for the purpose of rapidity and comfortable services to customers.
3. Providing tile display system by model from the system using in Logistics which can quickly search the tile design that customers need within 1 minute, which is regarded as the fastest in Thailand. Besides, the company keeps stock of tiles equal to space more than 200,000 square meters per store.
4. The company has always adjusted goods shelves which helps to monitor the goods on shelves result in very low loss rate or defect only 0.1% – 0.3%.
5. Delivery Service to the customer

### Price Strategies

The company has different pricing policy following the kinds of product by competitive pricing for products with quick inventory turnover, popular products in the market, in order to increase and maintain market share. And pricing aims for profit goals for products with slow inventory turnover or new products in the market.

### Place Strategies

The company emphasizes on location in the convenient transportation area and near to the residential community, which will be the important target customer group. Building design is similar to the warehouse as single-stores building in an open and airy spaces for goods shelves and easy to find. By focusing on visual merchandising by creating an attractive product display, establishing an efficient goods transfer system with fastness and convenience. and also emphasizing on in building the Modern image and leadership in product distribution.

In the year 2016, the company has invested to install ASRS (Automated Storage & Retrieval System) which helps to manage the warehouse to be more efficient by increasing the rapidity and accuracy in product receiving and storage, reducing working time, reducing labor for transporting items into and out of inventory, space savings for storage and transferring, increasing storage capacity, increasing efficiency of warehouse management included reducing size of land space using for store construction. By the way, the company installed ASRS for the Distribution Center and operated stores in the year 2016 onwards. By the end of 2023, there are total ASRS operated 47 stores



## Promotion Strategies

The company has different promotion policy according to the kind of product by sale promotion and selling products in competitive price for the wholesale market and general products in target market and selling products in medium price for rare items.

Besides, the company set the marketing plan along with target for each Segmentation in order to build overall market share increasing efficiently in competition. Which is expert in mostly in particular kind of products as below;

- **Advertisement** with the purpose for Awareness and Perception of the name “Global House” in aspect of distribution, style, location, products, office hours including building brand image that’s Large Home Center in where has the most variety of products and selling in reasonable price with mind service staffs. By using many medias such as local radio, advertising sign, brochure, point of purchase display, direct mail and telephone directory, i.e.
- **Sale Promotion** with the purpose for Awareness, Creditability and Avoidance of Clutter, Lend Generation, Image Building and Reduce Advertising Cost. Target group is customers, mass media, financial institutions, association groups, and retail shops in the country. The activity style consists of publishing a statement of stores opening, giving information to mass medias such as business newspaper, local newspaper including public relations department of the partners from time to time, and the opening ceremony, giving supports to the community’s activities, offering scholarships to students in local schools around the company, etc.

## Target Customer Group

Customer group of the company has divided into 5 groups by details as below;

- Retail customers group is general minor customers as homeowners, minor technicians who buy product for their own usage (End - User).
- Small Retail shop group is small construction materials shop who buy product for resale in theirs shop.
- Contractor group is the customer group who buy product for using in construction, subcontract to extension and decoration for their customers
- Contractors group is customers group who buy product for using in construction, subcontract to renovation and decoration for their customers.
- Corporate Customer group is customer group who is both government and private sectors.

For higher trend in sale mostly from retail customers who are homeowners, technicians and small / medium contractors.

## Marketing Crisis & Competitive

Currently, retail business of construction material and home decoration, or modern retail stores, are trending towards positive growth in alignment with the economic situation. Factors contributing to this include the expansion of home construction or construction projects, government stimulus measures, such as the “Shop Dee Mee Kuen” project and commercial projects for tax deduction and price reduction, are further encouraging public spending.

For consumers with medium to high incomes, there is still significant spending potential. However, the majority of consumers in the country continue to be constrained by continuously increasing living costs. Nevertheless, selling products and services through online channels can still moderately increase sales. The current trend in the business operations of retail stores suggests an inclination towards expanding stores along with developing online marketing channels, marketplaces, as well as the adoption of new business models, the application of technology, and various innovations in products and services are widespread. These efforts aim to meet the diverse needs of consumers, increasing competitiveness in the business landscape. As a result, entrepreneurs increasingly prioritize expanding their consumer base to support long-term revenue growth.

In 2023, the company has developed and improved its store management systematically, including a convenient, efficient, and modern transportation and distribution system, as well as increased online sales channels and implemented various technologies to create a marketing competitive advantage. The nature of the stores is designed to respond to consumer behaviors that need convenience and satisfaction in services. Consumers can choose to purchase products and services at nearby stores, providing a one-stop shopping experience for a variety of goods. This includes food, beverages, construction materials, agricultural and garden products, electrical appliances, furniture, as well as household essentials.

Furthermore, the company has collaborated with TMBThanachart Bank Public Company Limited or TTB to introduce credit cards and cash cards that offer special discounts from promotional sales events or installment payment. This will enhance the value proposition for consumers even more.

In addition, the company has been investing consistently to expand its stores both within the country and in the ASEAN region. This is aimed to meet the consumers' requirement for purchasing high-quality, modern, and reasonably priced products, ensuring satisfaction in services, and widening the consumer base.

## Competitors

Competitors group in construction materials and home decoration industry are divided into the following groups ;

### 1. Home Center Business for example :

- Home Pro manages by Home Product Center Public Company Limited, operate a retailing business to distribute and give service about construction, renovation, decoration, reparation for Home and residential building under the concept "One Stop Shopping Home Center". Home Pro currently has total 99 stores.
- Thai Watsadu manages by CRC Thai Watsadu Co Ltd., distributes construction materials for completely home and residential reparation and decoration under the unique selling point "All about Home Improvement at Reasonable Prices at Thai Watsadu", which has opened first store in 2010 and now operated total 79 stores.
- Home HUB manages by Mr. Ongat Tangmitpracha., distributes construction materials, and home décor under slogan "Home Hub Fast and Easy". Home Hub currently has total 5 stores operated where are located in Ubon-Ratchathani of 3 stores, and of 2 stores in Khon Kaen and Udonthani.
- Do Home manages by Ubonwatsadu Co Ltd., distributes construction materials, home décor products under concept "Complete, Cheap and Good at...DOHOME". Do Home currently has total 36 stores operated and 11 stores of Do Home to Go.
- MEGA HOME manages by Mega Home Center Co., Ltd, the building materials and appliances distribution center. The major shareholder is Home Product Center Public Company Limited, which opened in 2013 and operated currently total 27 stores.
- Baan & BEYOND manages by CRC Thai Watsadu Co.,Ltd., affiliated to Central Retail Corporation Public Company Limited, department store for home which opened in 2013 and operated currently total 13 stores.

### 2. Specialty Store example :

- Small Retailers : who distribute only construction materials, for example; Cement Thai Home Mart, which focus on distribution of SCG Group products but still lack of other products such as ceramic tile, paint, electrical equipment and pumping.

- Ceramic and Sanitary ware Group : Sukapan Center, Boonthavorn, Décor Mart, Grand Home Mart, Inter Sanitary Ceramic, which focus on ceramic and sanitary ware products.
- Furniture and Home décor products : Index Living Mall, S.B. Furniture, and IKEA, which operate retail business for Home decorative items, furniture, bed room set, living room set and kitchen wares. Target customers are high purchasing power customers.
- Electric Appliances : Power Buy: electric appliances retailer affiliated to Central Retail Corporation, and Power Mall: retailer affiliated to The Mall Group.
- Specialty Stores : such as paint store, pumping store, electrical equipment store, hardware store etc. These stores are still lack of diversity of product and also display in traditional trade style.

### (3) Procurement and management

#### Procurement

The Company's procurement is managed and operated by our experienced team of buyers, merchandising department, located in Roi Et head office. The department always searches for new products by following the guidelines below :

1. The manufacturer offered the products to the Company.
2. Products management and Purchasing Department are sourcing new products from the manufacturers both domestic and abroad by examining the products and appointment to visit the factories before making decision to choose products for sell.
3. Products management and Purchasing Department study the market and customer's needs in order to keep information to provide the products in according with customer's needs.

#### Source of Product

The company distributes construction materials, equipment, home decorative products from the manufacturers, Brand agents. All products in the warehouse store are divided into 2 parts, purchasing domestic products about 78% and importing products from aboard about 22% of all purchasing the details are as follows :

1. Local manufacturers divided by the product line, presently, the Company have many of suppliers who are our business partners for more than 600 suppliers. We have always supported each other and collaborated in advertising, public relation, sale promotion as well as new stores grand opening event.
2. Foreign manufacturers from China and Vietnam totaling more than 100 suppliers. The import products are granite tiles, glass brick, spa bathtub, shower curtain, plywood, door, window, hardware, knob, lamp, cleaning equipment, electric appliances, kitchen ware, gardening tools and equipment, and office furniture, etc.

### (4) Asset for business Operation

Detail is shown in Attachment 4 Assets Used in Operations

#### HOUSE BRAND

The Company currently has house brands products over 10,000 items. We are providing more alternatives for customer. Global house has registered house brands of good quality product and reasonable price. With the efforts of our Procurement team, we could provide longer guarantee service and low-cost products that could make the company become the leading player in the industry.

## HOUSE BRAND

## Knob, Hinge and Door Accesories

## Kitchen Ware

## Hardware and Tools

## Furniture

## Ceramic

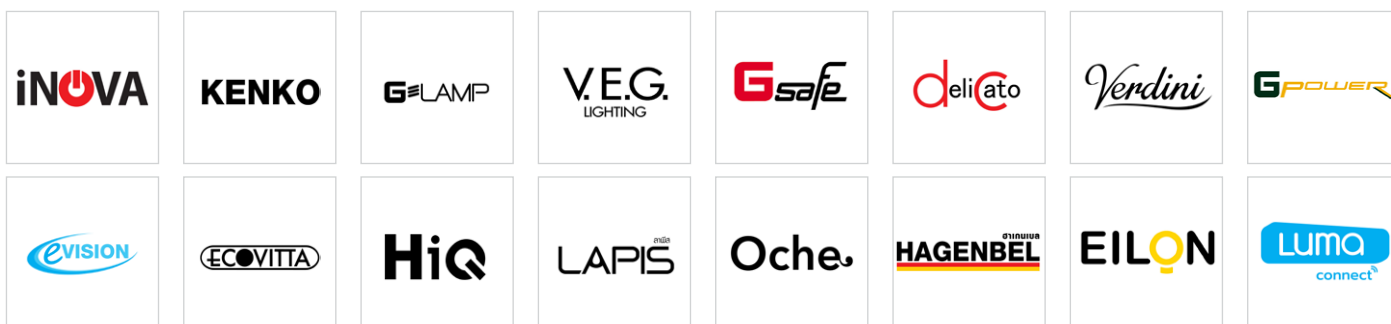
## Roof

## Chemical



## HOUSE BRAND

### Electric Appliance



### Sanitary Ware



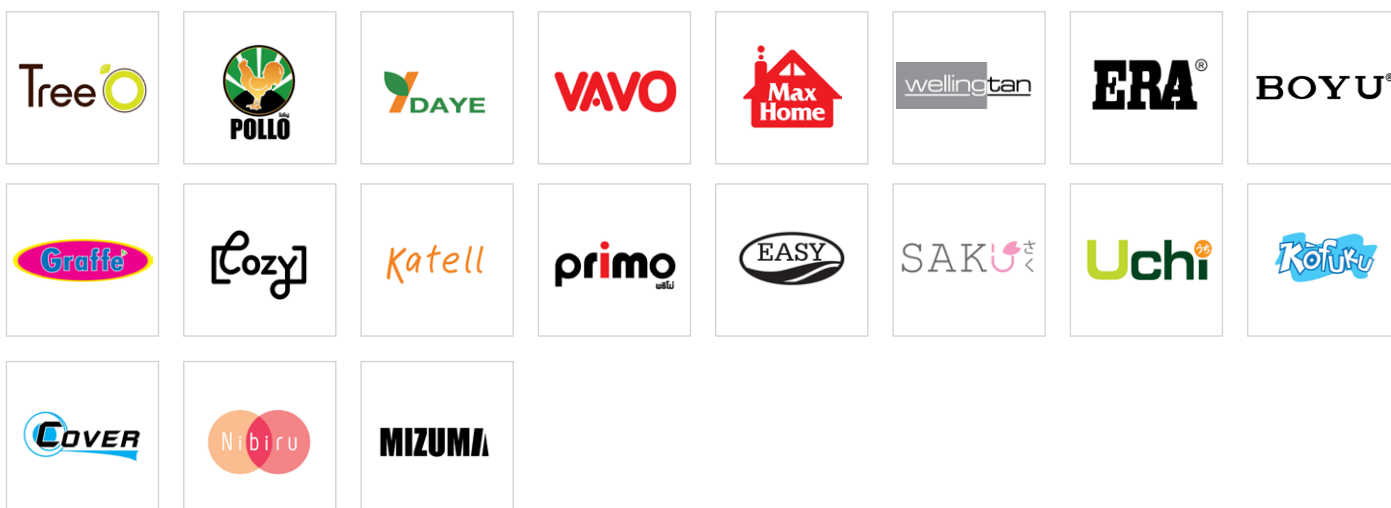
### Door, Window and Floor



### Cleaning



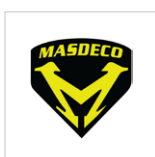
### Home and Garden



### Construction Material



### The Vehicle



### Fitness Equipment

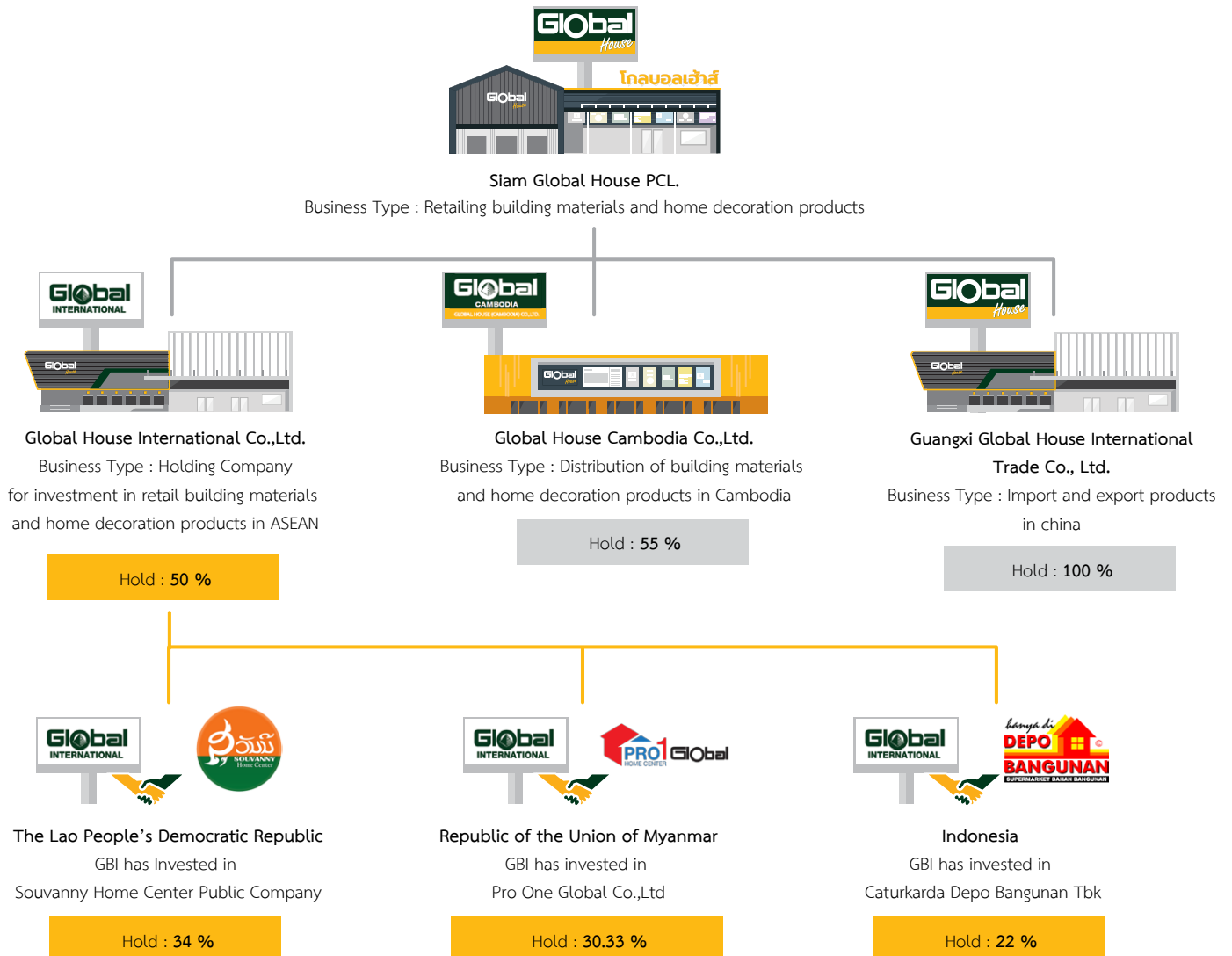


(5) High Value Project which Taking Time to Completed that Has Not Been Yet Done

- None -

## 1.3 Company's Business Structure

### 1.3.1 The Structure of Business Group as 31 December 2023



Initiative New things

To respond the highest satisfaction

Together with innovation development



### Subsidiary details

Company's name	Business type	Location	Proportion of shareholding	Paid-up Capital
Global House Cambodia Co., Ltd.	Distribution of building materials and home decoration Product in Cambodia	5881, Street 1992, Bayab Village, Sangkat Phnom Penh Thmey, Khan Sen Sok, Phnom Penh, Kingdom of Cambodia	55%	US\$ 16,000,000
Guangxi Global House International Trade Co., Ltd.	Import and Export products in China	Room 203-83 Floor2, Building B2, No.27, Jinlong Road Nanning District, China (Guangxi) Pilot Free Trade Zone	100%	RMB 3,500,000

### Joint Venture details

Company's name	Business type	Location	Proportion of shareholding	Paid-up Capital
Global House International Co. Ltd (GBI)	Holding company for investment in retail building materials and home decoration product in ASEAN	No.1, Siam Cement Road, Bangsue district, Bangkok 10800	50%	2,685,600,000 baht

#### 1.3.2 Persons with conflicts of interest, holding more than 10 percent of the Company's voting shares in subsidiaries or associated companies

- None -

#### 1.3.3 Relationship with major shareholders' businesses

- None -

### 1.3.4 Shareholders

#### Major shareholder

The top ten of the company's shareholders on the closing date as of December 31, 2023, are comprise of ;

Rank	Name	Shares	Percentage (%)
1	The Suriyawanakuls	1,798,666,507	35.96
2	SCG Distribution Company Limited	1,647,791,666	32.94
3	Thai NVDR Company Limited	142,010,870	2.84
4	MORGAN STANLEY & CO. INTERNATIONAL PLC	98,620,130	1.97
5	SOUTH EAST ASIA UK (TYPE) NOMINEES LIMITED	56,017,702	1.12
6	Social Security Office	53,785,666	1.08
7	Mr. Boonyong Thanyawut	50,909,619	1.02
8	Mrs. Pitchaya Poonlarp	33,866,846	0.68
9	Krungsri Dividend Stock LTF	32,036,131	0.64
10	Bualuang Long-Term Equity Fund	29,485,800	0.59
11	Other	1,058,611,927	21.16
Total		5,001,802,864	100.00

**Remark :** Details of the Suriyawanakuls as following table.



## List of the “Suriyawanakuls”

Rank	Name			Shares	Percentage (%)
1	Ms.	Kunnatee	Suriyawanakul	567,921,887	11.35
2	Mr.	Kriangkrai	Suriyawanakul	557,246,411	11.14
3	Mr.	Kokrit	Suriyawanakul	193,798,827	3.87
4	Mr.	Kongphop	Suriyawanakul	187,981,078	3.76
5	Ms.	Chama	Suriyawanakul	184,817,705	3.70
6	Mr.	Witoon	Suriyawanakul	30,656,492	0.61
7	Mrs.	Ratnawadee	Suriyawanakul	23,232,214	0.47
8	Mrs.	Warunee	Suriyawanakul	22,827,157	0.47
9	Mr.	Anavat	Suriyawanakul	11,212,705	0.22
10	Ms.	Patumwan	Suriyawanakul	6,554,989	0.13
11	Mrs.	Karuna	Suriyawanakul	2,679,682	0.05
12	Mr.	Apilas	Suriyawanakul	2,595,798	0.05
13	Mr.	Wiboon	Suriyawanakul	2,502,186	0.05
14	Ms.	Nipapun	Suriyawanakul	1,967,483	0.04
15	Mr.	Pongsak	Suriyawanakul	921,841	0.02
16	Ms.	Chuangjira	Suriyawanakul	700,000	0.01
17	Mr.	Adisak	Suriyawanakul	322,037	0.01
18	Mr.	Pichit	Suriyawanakul	321,138	0.01
19	Mr.	Pongkorn	Suriyawanakul	199,378	0.00
20	Mr.	Pongchai	Suriyawanakul	78,625	0.00
21	Mrs.	Pawika	Suriyawanakul	62,970	0.00
22	Mr.	Jakapong	Suriyawanakul	36,925	0.00
23	Mr.	Jarupol	Suriyawanakul	19,201	0.00
24	Mr.	Wittaya	Suriyawanakul	6,040	0.00
25	Ms.	Thitiporn	Suriyawanakul	3,091	0.00
26	Mr.	Songpol	Suriyawanakul	600	0.00
27	Mr.	Yutthana	Suriyawanakul	47	0.00
Total				1,798,666,507	35.96

## Agreement between major shareholders in regard to impact to business operation

- None-

## 1.4 The Company Registered capital and Paid - Up Capital

### 1.4.1 Registered capital and Paid - Up Capital

As at 31 December, 2023, the Company has the registered capital of 5,001,809,096.00 Baht and the paid-up capital amount 5,001,802,864.00 Baht. The Company has divided into common stock of 5,001,802,864 Shares par values at 1 Baht per share.

## 1.5 Other Securities

The company does not issue other types of shares.

## 1.6 Dividend Policy

### 1. Dividend Policy of Siam Global House Public Company Limited

The Company has the policy of dividend payment to shareholders not less than 30% of the net profit for each year after deducting the legal reserves in all types as stipulated in articles of association and laws.

If there are no any other necessity event to use such funds and the dividend payment does not have a significant impact on the normal operations of the company.

The dividend payment for the year 2020 - 2022

	2020	2021	2022
Earnings per share (Baht : Share)	0.4336	0.7052	0.7075
Dividend per share (Baht : Share)	0.2305	0.2548	0.2546
Proportion of dividends payment of net profit (%)	53.16	42.30	42.48

**Remark :** The earning per share above is basic earnings per share which based on the financial statements of each year that did not adjust the number of shares of previous years due to increasing of capital for stocks dividend payment.

### 2. Dividend Policy of Subsidiaries

For Subsidiaries, there is no fixed dividend policy but the consideration will be case by case.

The Company realizes the important to Enterprise Risk Management according to the good corporate governance principles and believes that risk management is one of strategies that will help the Company to reach the operational goals and sustainable grow. Also, the business operations in present have changes all the time whether it is caused by external factors or internal factors, which may affect to achievement and the company's objectives.

## 2. Risk Management

### 2.1 Risk Management Policy and Plan

The Company establishes the policies and management plans for risk management that focuses on strong risk management with systematic process to efficiently handle risk and maintain the overall risk at an acceptable level. The risk management process includes:

- **Policy Setting for Risk Management:** defining the scopes, responsibilities and risk management guidelines aligned with the Company's strategies and operational objectives.
- **Risk Identification:** identifying potential risks that affect the achievement of the Company's objectives, considering both internal and external factors related to the Company. To cover strategic, operational, financial, legal and regulatory risks, risks of Environmental, Social and Corporate Governance (ESG) impacts as well as newly Emerging Risks.
- **Risk Assessment:** Evaluating the risk levels based on predefined criteria for likelihood of occurrence, and impacts on the Company's objectives achievement, in case that such risk occur, to prioritize the risk matrix and define the methods to manage such risks.
- **Risk Management:** defines the critical methods for developing a risk management plan in order to reduce likelihood of occurrence and impacts or potential damages that may occur. It is essential to manage risks to maintain them at an acceptable level.
- **Risk Monitoring & Review:** tracking the results of risk management according to the established plans, including evaluating the effectiveness of risk management. This ensures that the Company's risks are appropriately managed. The Management team monitors and reports to the Audit and Risk Management Committee and the Board of Directors.

### 2.2 Risk factor to the business operations

The company has analyzed and assessed risks that impact business operations, identifying both current risks and those that may arise in the next 3-5 years. These encompass risks in strategy, operational risks, financial risks, legal and regulatory risks, sustainability risks (ESG), and emerging risks. In the year 2023, the company identified risk factors and risk management strategies as follows :

#### 2.2.1 Risk to the business operations

##### Strategic Risks

##### (1) Risk from domestic business expansion investment

The company has a policy to expand its stores nationwide. In the year 2023, it increased its investment in the country by adding 6 more stores, bringing the total number of stores to 83. Additionally, there are 9 stores currently under construction. Each store needs investment fund around Baht 300-400 million for each store. Regarding the continuous store expansion policy, the company may face risks if the performance of the new stores does not meet the set targets and has an overall impact on the company's operations. These risks could arise from uncontrollable factors such as the economic conditions in Thailand, global economic situations, political changes, consumer behavior changes, climate changes, and the prevalence of diseases, among others.

### **The company's risk management**

The Company managed risks from domestic investment expansion by conducting Feasibility study and analyzing rate of return before investment in stores expansion, by considering the economic potential of each region appropriately and conforms to the company business. Including consumer behavior survey and demand survey of construction materials and decoration products of target customer group in those regions. And after operating, the company requires to closely monitor the performance of new stores in order to know the situation that can help the company to promptly deal with the risks that may arise. Besides, the company has an advantage of expertise in business from over 20 years of business experience, have the cost of acquiring land with a competitive advantage. The aforesaid factors can help to reduce risks from investment expansion of the company.

### **(2) Risk from Foreign business expansion investment**

The company has expanded its investment to foreign countries with a focus on investing in ASEAN Economics Community (AEC). The company is already operating in Laos, Myanmar, Cambodia, Indonesia, and the Philippines. There are ongoing plans to continue expanding investments in foreign countries, resulting the company may have risks if the operations abroad do not align with the set objectives or if there are failures, impacting the financial position and overall performance of the company.

### **The company's risk management**

The company managed such risks relating to foreign investments by conducting feasibility study and rate of return analysis to consider and formulate an investment plan. The company has considered 2 types of investment, that is; Joint Venture, on behalf of Global house International Co., Ltd, which is cooperated between the company and SCG Distribution Co., Ltd in proportion of 50:50, under the main objective to be holding Company for investment in construction materials retail business and has invested in Laos and Myanmar, and Indonesia. And in form of Subsidiaries, investment in Cambodia, on behalf of Global House (Cambodia) Co., Ltd, and in Philippines, on behalf of Global House Philippines Co., Ltd. Both 2 types of investment emphasize on investment with local partners of each country to rely on their expertise area of local partners, which helps to reduce risks from foreign business expansion investment of the company, along with hiring consultants with knowledge and expertise in the countries that has invested in, that can reduce risk from foreign business expansion investment of the company.

### **(3) Risk from Industry competition**

Retail business of building materials and home décor products in overview still has high growth potential and highly competitive, result the big wholesalers and retailers expand their stores or design their agents to areas near the communities, business district and department stores in Bangkok and other regions to cover more market. Consequently, the company may be affected by its market share from sales revenue that may not achieve the goal as expected, and it could affect to the company's profitability rate from the price competition.

### **The company's risk management**

The company has planned to address such competition by emphasizing a strategy focused on creating differentiation and a diverse range of products, offering over 300,000 items. This extensive product selection allows customers to find products for every category, including those essential for construction and decoration. The



company also provides “Chang D” home service, covering product installation, maintenance, and cleaning. The number of customers using this service has continuously increased. To enhance customer convenience for those utilizing the “Chang D” service, the company developed a mobile application in the past year. Through this app, customers can access services, make selections, and track the progress of their projects independently.

Additionally, the company places importance on online sales channels and social media, consistently developing content formats to suit and align with the changing needs of customers. There is a continuous process of gathering customer feedback, including regular surveys to measure customer satisfaction levels, expectations, and needs. This information is utilized to improve service delivery, ultimately reducing the risks posed by competition to the company.

## Operational Risks

### (1) Risk from Inventory Investment

The company’s net inventory as at December 31, 2021, December 31, 2022, and December 31, 2023, amounted to 15,997.35 million Baht, 15,645.50 million Baht, and 14,038.37 million Baht, respectively. This represents 40.73%, 39.96%, and 35.94 % of the total asset value, respectively.

From the business operation policy that focuses on differentiation and product diversity, the company offers a wide range of over 300,000 items. The high number and value of inventory items expose the company to the risk of product obsolescence, leading to reduced sales or unsellable products. There is also the potential for inventory loss, resulting in costs for management and handling or tied-up capital in unsold products. Additionally, various damages may occur, impacting business flexibility and operation issues.

### Risk Management of the Company

The company manages risk by implementing operational strategies to control inventory levels appropriately. This includes planning purchase orders based on sales trends, reporting and monitoring slow-moving or obsolete products, selecting products suitable for each geographical area, establishing control plans, conducting regular inventory checks and count to prevent losses, and providing regular reports. Additionally, strategies for inventory turnover include promotional sales listings, reorganizing product layouts, adding online distribution channels, improving service quality, and establishing return or exchange agreements with suppliers to facilitate product circulation. These efforts contribute to enhancing the efficiency of inventory management.

Furthermore, the company has established a distribution center in Wang Noi district, Phra Nakhon Si Ayutthaya province, with a total area of 63,124 square meters. This strategic location provides convenient transportation, allowing the efficient and timely distribution of products to various stores nationwide.

In addition, the company has installed the “Automated Storage & Retrieval System: ASRS” at distribution center and all stores of the company that have been operating since 2016. The ASRS system helps to manage warehouses more efficiently and able to control inventory quantity by connecting IT system with the product management system of the company. It can reduce the damage that may occur to the goods. Moreover, the Company also has a policy to install an Automated Storage & Retrieval System for covering all branches completely in order to improve overview of operation al efficiency. In addition, it reduces the risk of investing in the company’s inventory, and the company has policy to install ASRS in all stores to increase overall operational efficiency. As at December 31, 2023, the company has installed the Automated Storage and Retrieval System (ASRS) in 47 stores. Additionally, the company has obtained All Risk Insurance coverage, which includes protection against damage to inventory caused by natural disasters or conflagration. This insurance helps mitigate the risks associated with the company’s investments in inventory.

## (2) Risk in product sourcing

According to differentiation strategy and product variation policy, the company has to source products that meet criteria for quality, quantity, and cost which respond variety of customer needs, including global price fluctuations for some products such as metals and electronics group. Therefore, the company may have risk of providing adequate products according to the quantity and price required which may affect the company's operations.

### **Risk Management of the Company**

The company has a products sourcing policy of both domestic and international from the manufacturers or distribution agents in order to reduce dependence on a particular vendor, as well as to create bargaining power for the Company. Plus, the company is also a trade partner with the Siam Cement Public Company Limited who has its affiliated is manufacturers of a wide range of products.

Besides, the company has established a subsidiary in China named Guangxi Global House International Trade Co., Ltd with the objective for sourcing products. This can reduce the risk of the products sourcing of the company.

## (3) Risk in human resource management

The Company plans to continuously expand its stores both domestically and internationally, with each store must have operational staffs around 150-200 persons. This result the Company faces challenges in preparing personnel adequately even through the sufficient quantity, knowledge and ability to be keep up with stores expansion plan, to ensure operational efficiency and the ability to compete in both domestic and international markets.

### **Risk Management of the Company**

The Company formulates recruitment strategies both from inside and outside the company. The organization provides opportunities for existing employees inside the company who wish to be relocated back to their hometown, and for outside the company, focuses on recruiting local personal. Regarding knowledge and skill development, the company has Learning Center at Head Office and Coaching Teams who are skillful with over 20 years of skills and experience to transfer knowledge to new employees. Furthermore, the company provides fair compensations correspond to the economic conditions of each area and properly welfares to attract candidates to work with the company.

## **Financial Risks**

### (1) Risk from Account Receivable

The company has a policy of selling products for both cash and credit. The revenue from cash sales has been high, compared to total sales revenue since the year 2021-2023, accounting for 97.40%, 97.30%, and 97.30%, respectively. Although credit sales have a smaller proportion, the company places importance on this aspect, categorizing credit customers into 5 groups: general customers, government agencies, construction material stores (wholesalers), contractors, and project owners. As at December 31, 2023, the company has trade receivables amounting to 119.58 million Baht.

### **Risk Management of the Company**

The Company realizes to credit line consideration for customers by considering only customers with a conditional repayment history and requires a letter of guarantee from SCB Bank as collateral, as well as completes the legalization of the contract. Besides, the company has cooperation with the financial institution to support credit line for construction materials store entrepreneurs and contractors who are business partners with the company. This helps to reduce risk from account receivable of the company.

In addition, the company has policy to set allowance for doubtful accounts by considering the general accounts receivable with no guarantees that overdue over 60 days. The Company shall set allowance for doubtful accounts 100% of the total outstanding debt of that debtor. And for the government agencies, foreign account receivables, and related parties' accounts receivable with overdue over 90 days, the Company will set the allowance for doubtful accounts 100% of the total outstanding debt. In 2023, the Company recorded the Expected Credit Loss in impairment of Baht 2.70 million and had no bad debt.

## (2) Risk from interest rates

Loan is a primary method for the company to secure capital for its operations and to invest in expanding stores operations. This results in the company having debts that incur interest payments to financial institutions, such as short-term loans and long-term loans. Some of these loans have floating interest rates, which may fluctuate based on market interest rates. Therefore, the company is exposed to the risk arising from the volatility of loan interest rates.

### Risk Management of the Company

The company manages risk by applying credit service with many banks for increasing bargaining ability for the interest rate both Short-term and Long-term loans. In addition, there are derivative for Long-term loans with the bank in case of fixed rate.

## (3) Risk from Currency fluctuations

The volatility of foreign exchange rates has both direct and indirect impacts on the company's operations. This is because the company imports goods from abroad, engages in business expansion, and invests internationally. Some of its revenue and expenses are denominated in foreign currencies, and their values fluctuate based on exchange rates.

### Risk Management of the Company

To reduce effects from currency fluctuations, the company analyzes and closely follows-up the foreign currency volatility and making forward contract with the financial institutions to reduce impacts from any probability risk of currency fluctuations.

## Compliance Risks

### (1) Risk from acquiring or having in place licenses or maintain licenses for business operations

Conducting the business, some kind of products requires a license for selling. The Company must provide or maintain various licenses for using in the business operations, for examples, a license or possession for the commercial purpose of the invention utensils or other things made of forbidden wood, license to sell or hold for sell of fertilizer, license for possession of hazardous substance, license to operate business harmful to health, license to sell controlled seed, etc. The company may have risk in providing a license or unable to renew licenses completely within deadline that may affect the business operations.

### Risk Management of the Company

The company manages risk by establishing the audit process for completeness of all operation licenses and develops internal operation system for reminding and monitoring to renew that license to reduce such risk.

## (2) Risk in compliance with personal data protection act (PDPA)

Personal Data Protection Act B.E.2019 is a Law on The Right to Personal Data Subjects, creating standards for keeping personal data safe and using for the right purpose according to the consent granted by the personal data subject that has been effective since 1 June 2022 onwards. Due to the operation of the company has related to personal data of many groups of stakeholders such as customers, suppliers, and employees which may be cause of risk if there is fail to comply with the measure as stipulated by Laws.

### **Risk Management of the Company**

The company has defined the operation measure to be in accord with the regulations, such as Privacy policy notice and asking for permission to use personal data, responding by right of data processor, appointment of Data Protection Officer (DPO) to comply with applicable laws and regulations including communicate and train employees to know the compliance to the Personal Data Protection Act. Besides, the company has set up Back-up system, install Firewall system including follow up and remind to ensure that important data will not be lost or be revealed which able to prevent risk in the operation of the company. Anyway, the company operations in the past years, there have been no cases of personal data leakage.

## **ESG Risks**

### (1) Risk of Climate Change

Presently, global face severe climate change all over the world that affected the livelihoods, infrastructure, and the overall economy. Many countries are becoming more focused on climate and the environment. Businesses are encouraged to take climate change into account in policy and practice. For the company, Climate Change may affect both the risks and opportunities for the company's overall operations and reputations.

### **Risk Management of the Company**

The company is aware of the importance of climate change and its impact on business operations and the company's sustainability. Therefore, it focuses on environmentally-friendly operational strategies, such as installing solar rooftop power systems in all 83 branches by the end of 2023. This initiative aims to replace conventional electricity sources and reduce electricity consumption by 86,738,391.6 KW, resulting in a reduction of 49,429.74 tons of carbon dioxide emissions. Additionally, there is a policy to transition operational equipment from fuel-based systems to electric systems.

Furthermore, the company has a policy to source and support the sale of environmentally-friendly products to encourage responsible consumption among customers. In 2023, sales of such products accounted for 33.73 percent of the total revenue from sales.

### (2) Human Right Risk

According to the company has continuously expanded its stores to cover area over the country causing the company may have human right risk such as employment condition, health and safety of employees, Infringement of privacy information, Restricting Freedom of Expression and Communication regarding safety of community and illegal labor in Supply Chain, etc. Thus, the company must give the importance in auditing the business operations to protect the infringement of human rights by any related persons throughout the supply chain.

### **Risk Management of the Company**

The Company has established a human rights policy that reflects its commitment to conduct business on the basis of respecting human rights. By requiring directors, all executives and employees must acknowledge and comply with the Company's human rights policy to prevent human rights violations of the Company's stakeholders throughout the supply chain and also procedure of Human Rights Due Diligence.



In addition, the company has established channels to receive feedback and suggestions from employees through “red suggestion boxes” placed in every branch. These boxes are also facilitated through the Employee Welfare Committee of each branch, established according to the Labor Protection Act B.E. 2541. This setup allows employees to discuss and negotiate appropriate welfare measures. Currently, all employees, accounting for 100 percent, have become members of the Welfare Committee. In the past year, there have been no human rights violations arising from the company’s business operations.

### (3) Corruption Risks

The company is well aware that Corruption is a top important problem that affects the country’s development very much. Throughout the past period, the company has adhered to business operations with integrity, integrity and transparency under the framework of good corporate governance, and realizes to concise internal control procedures, determining anti-corruption policy, corporate governance manual, Business Ethics and code of conduct as well as requiring directors, all executives and employees to be acknowledged and strictly followed.

#### **Risk Management of the Company**

In addition to adhering to the anti-corruption policy and business ethics, the company has established procedures for operating within a strict and appropriate internal control framework. The company conducts inspections and monitors operations through internal audit teams and branch management teams. Additionally, it provides channels for reporting and protective measures for complainants to prevent the risk of corruption and build confidence among all stakeholders. The company has also declared its commitment to participate in the Thai Private Sector Collective Action against Corruption (CAC) initiative, aiming to contribute to the efforts to address corruption issues. Furthermore, it invites business partners to join the network in combating corruption.

### **Emerging Risks**

#### **(1) Risk from Technological Change**

The advancement of technology has significantly impact on business operations and competition as play an important role to consumer’s behavior such as the increasing preferences of online purchasing or accessing more information through digital media, result many entrepreneurs to change their business models

#### **Risk Management of the Company**

To deal with Technological Change and higher competition, the company has adjusted business operational strategy into Retail business in form of Omni-Channel, developing a Click & Collect application for data connection between stores and online channel, including a variety of payment channels for customers to be easier accessible to products and services. In order that, the company has Innovation & System Development for developing programs and applications to respond the change of strategy or corporate operational policy in time without Outsourcing and having an advantage in operational cost.

In addition, the Company has policy to develop Roi-Et store where is the first store of the company to be the Original Digital Store, in order to increase the efficiency in management within store and reduce environmental impacts in long-term.

## (2) Cyber threats Risk

The Company has applied Information technology system to support the business operation to increase the efficiency of operations and competitive abilities. The operation connects with internet network, data storage and management via Cloud Technology, which some significant information such as trading information, or privacy information, result in higher risk from cyber threats causing the interruption of operating system or leaking of significant information. That may affect to business operation, image, reputation and trust of all stakeholders.

### **Risk Management of the Company**

The Company has established the Information Technology Security Policy to be framework in corporate governance and management including protection of trading information and privacy information such as Disaster Recovery Plan, Identify and Access right management in information technology, privacy data management policy, system development and data storage more efficient, along with giving knowledge and awareness in Cyber threats to employees. Furthermore, Data Center of the company has been certified by ISO/IEC27001, ISO/IEC20000-1, ISO 22301, and ISO50001, CSA STAR standard which are Information Security Management System (ISMS), Information Technology Service Management (ITSM), and Business Continuity Management: BCM, and Cloud Security Standards

## (3) Economic Environmental Risk

In the past year 2023, the overall economic landscape of the country continued to experience a slowdown in response to the global economic conditions. Fluctuations in the global financial markets, the political conditions of the new government, an increase in energy prices resulting in higher production costs, inflation, rising interest rates, exchange rate volatility, and high household debt levels have all contributed to a decrease in purchasing power. Additionally, the volatility of weather conditions has impacted agricultural production. All of these factors have collectively influenced the economic atmosphere of the country, affecting the overall sales and performance of companies.

### **Risk Management of the Company**

The company manages risk by closely monitoring the economic situation to deal with the impacts appropriately and promptly. This includes developing internal programs to closely track the operational performance of each branch, maintaining financial flexibility by ordering products based on sales trends, adjusting product offerings to meet customer needs in each area, utilizing financial tools, paying for imported goods in local currencies instead of U.S. dollars, adjusting service rates to align with operational costs, establishing new business partnerships to reduce dependence on specific sources, retaining existing customers, and expanding the customer base both domestically and internationally. These measures have allowed the company to maintain operational performance effectively.

### **Risks from adapting to a low-carbon society.**

“A low-carbon society” is one of the solutions to address the issue of global warming. It can reduce risks and severity by fostering a community where people collaborate to reduce greenhouse gas emissions. This involves a genuine commitment to lowering carbon emissions in various activities while concurrently creating a high quality of life and sustaining the natural environment for everyone to coexist sustainably.

Being environmentally friendly, or Eco-Friendly, is one approach to entering a low-carbon society. This involves a conscientious approach to products or services throughout their lifecycle, from sourcing raw materials, transportation, production or processing, packaging, distribution, marketing, usage, and disposal at the end of their life cycle. The entire process must minimize carbon emissions and environmental impact. The concept of transitioning into a low-carbon society

reflects a global trend, and failure to adapt to this trend may have an impact on overall business operations.

### **Risk Management of the Company**

The company manages risk by categorizing environmentally friendly products, or ESG products, and setting a target for ESG product sales to account for 40% of total revenue within the year 2025. This is to support responsible consumption and the transition to a low-carbon society. The proportion of revenue from the sale of environmentally friendly products or ESG has shown a continuous increase since 2021-2023 from 25.30%, 31.81%, and 33.73% respectively.

Furthermore, there is close monitoring of changes in the trend of environmentally friendly products to promptly respond to customer demands. This proactive approach aims to reduce the risk in the company's operations.

## **2.2.2 Risk to investment of security holders**

### **1. Risk from the major shareholders that holding shares more than 25% of total issued shares**

The Suriyawanakuls and SCG Distribution Co., Ltd are the major shareholders that holding shares more than 25% which held total 3,302,171,084 shares or 68.77% of the total issued shares, as of 31 December 2023. Therefore, the Suriyawanakuls and SCG Distribution Co., Ltd. can control almost total of the meeting's resolution, whether the appointment committees or requesting the approval for other matters from a majority of the shareholders' meeting, except for legal requirements or company regulations were specifying a 3 out of 4 vote from shareholders at a meeting. Consequently, the other shareholders may not have enough votes to check and balance the proposals from major shareholders.

### **Risk Management of the Company**

However, the Company has operated in accordance with Business Ethic, the Code of Conduct and good corporate governance principle by adhering on the equitable treatment of shareholders to protect the rights of shareholders and control the Company's operations with transparency and accountability.

## **2.2.3 Risk to investment in foreign security**

The Company does not have any foreign securities investments, thus there is no such risk involved.

### 3. Driving Business for Sustainability

#### Sustainable Development Report

Siam Global House Public Company Limited, “the Company” has prepared a sustainable development report to demonstrate its commitment to conducting sustainable operations that create value for society and the environment, along with conducting operations with integrity. The company has compiled a sustainable development report in accordance with the One Report (56-1 Form) and refers to compliance with the Global Reporting Initiative (GRI Standards). Additionally, the company considers sustainable development goals within the framework of The United Nations Sustainable Development Goals (SDGs).

The content of the sustainable development report for the year 2023 focuses on sustainability issues that all stakeholders give the importance and link to the vision and business operations of the company. The report covers all operational processes of the company, particularly Global House business in Thailand, which is the main business. The reporting period spans from January 1, 2023, to December 31, 2023.

This report has been reviewed by top executives before being presented for approval to the board of directors. Subsequently, the report has been presented for the consideration and approval of the company’s board of directors.

#### Inquire for additional information

Company Secretary

Siam Global House Public Company Limited (Head Office)

No. 232 Moo 19 T. Robmuang A. Muang, Roi-et 45000

Tel: 043-519777, Call center 1160

Email : [secretary@globalhouse.co.th](mailto:secretary@globalhouse.co.th)

Website : [www.globalhouse.co.th](http://www.globalhouse.co.th)

#### 3.1 Sustainability management policies and goals

To support the goal of conducting business with integrity for sustainable growth, the company adopts international standards for corporate social responsibility as a framework for defining strategies that consider environmental, social, and governance aspects (ESG). This aligns with the sustainable development goals of the United Nations (UN SDGs). The company has established a policy for sustainable development operations, prioritizing the analysis of sustainability contexts both internally and externally. Through impact analysis, and create balanced value across three dimensions: economic, social, and environmental, under good corporate governance. By integrating sustainable development concepts, the company fosters a holistic approach throughout the entire value chain, from sourcing products to storage and distribution, marketing and sales, product delivery, and post-sales services.



## Sustainable Management Policy



### Environmental

Strives to operate business by reducing environmental impacts, sourcing and innovate eco-friendly products and services, building and encouraging environmental consciousness to all stakeholders.



### Social

Emphasizes on conducting business with responsibility, taking human right into consideration, protect labor rights, occupational health and safety, creating good working environment, along with improving personal to be skillful and good citizens, applying the corporate expertise to present products and services for improving the people's quality of life in society.



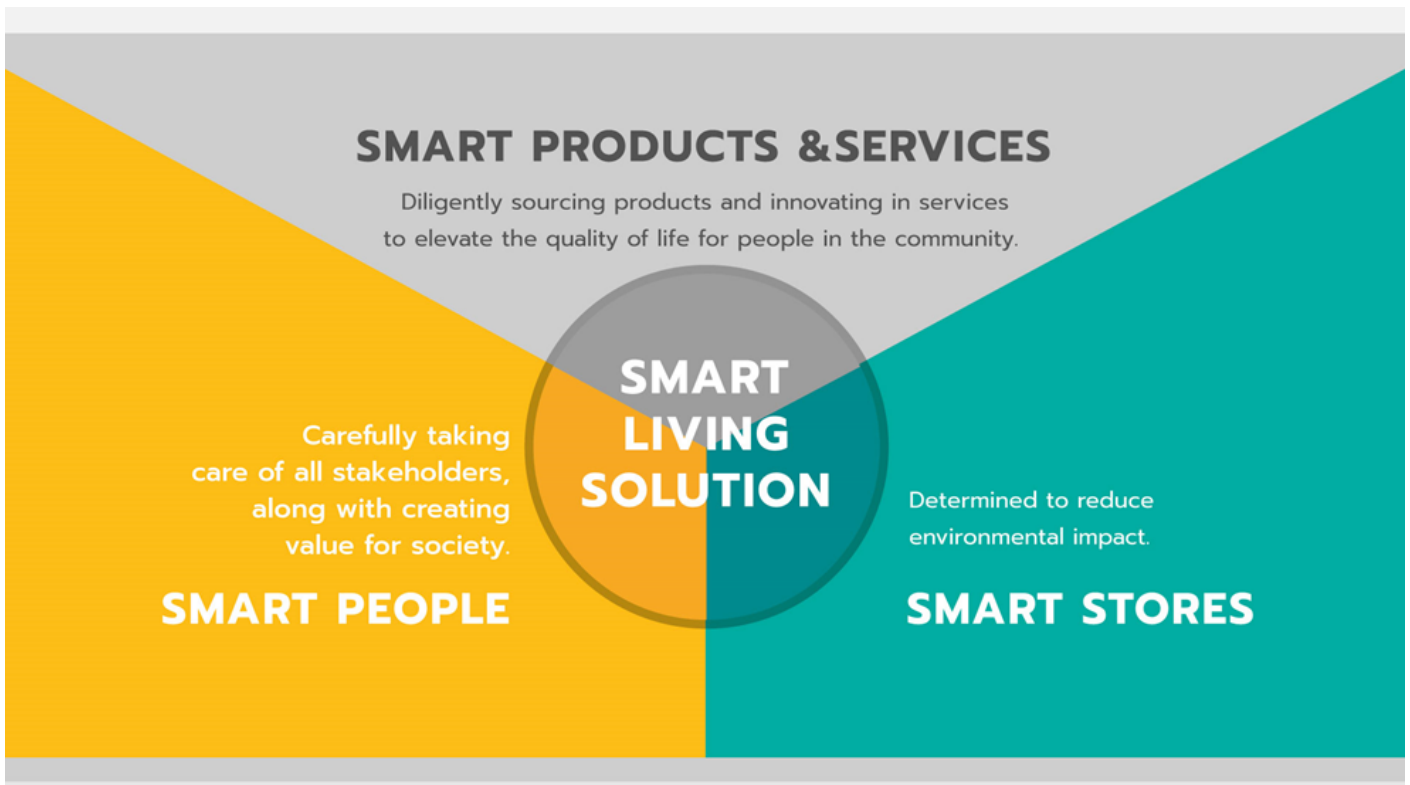
### Governance

Realizes to conduct business under good corporate governance principles, with ethics, comply with laws and related regulations, transparent disclosure of information and performance, managing risk to adapt to changes, finding opportunities that are suitable with business for the sustainable growth.



## Sustainable Development Strategy

Global House operate its business in accordance to the philosophy, vision and mission of the company to be quality and sustainable growth simultaneously delivery of good quality of life of people in society together with social responsibility “SMART LIVING SOLUTIONS” therefore, to achieve the target set out, the company has established the strategy to reach sustainability as follows;

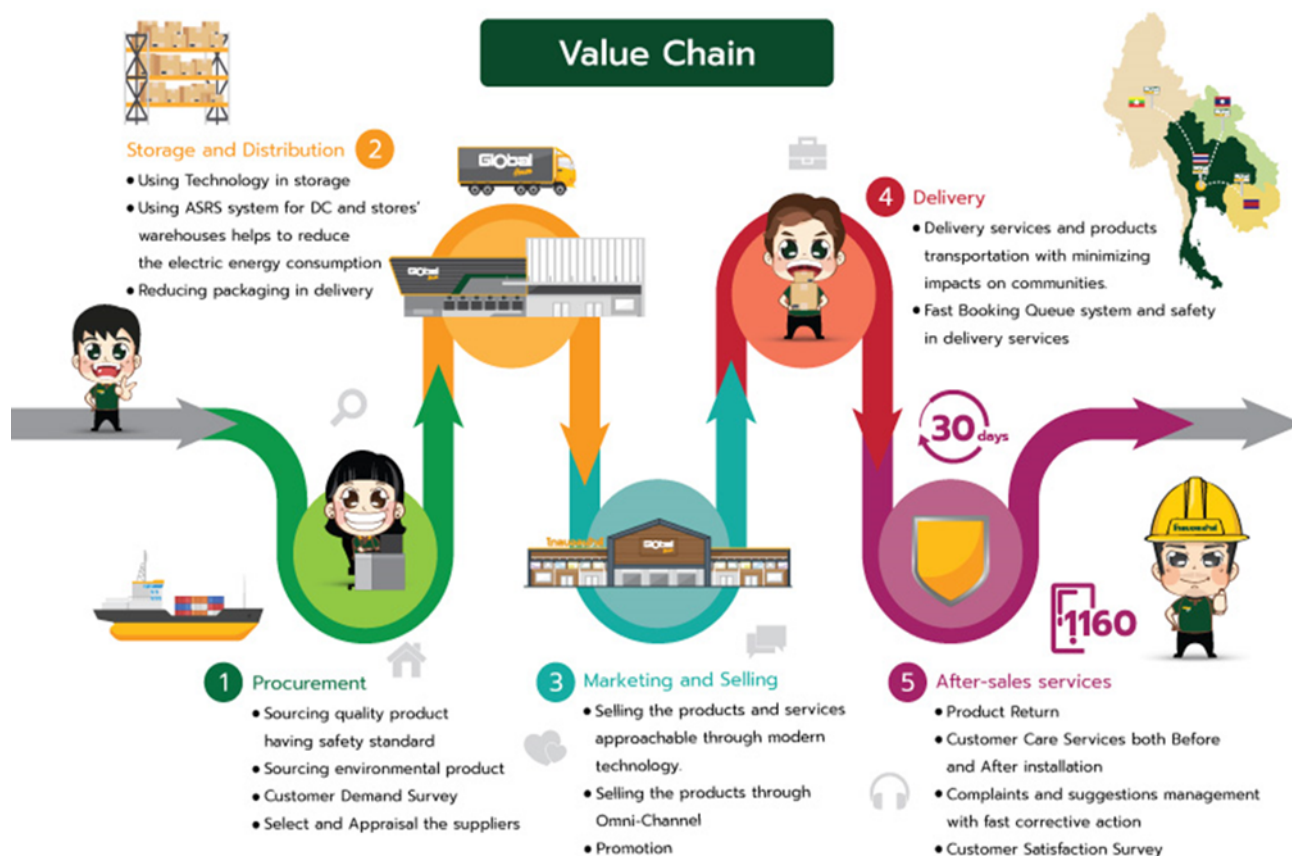


## 3.2 Impacts Management toward stakeholders in business value chain

### 3.2.1 Business Value Chain

#### Value Chain Management

The company has its intention to be creator of products and services innovation for habitation with supporting and improving the people's well-being in the society, together with social responsibility (Smart Living Solutions) The company gives the importance to all processes of business both Supply Chain and Value Chain, including operate business fairly and responsible to all stakeholders.



Value Chain	Stakeholders Through Value Chain							
	Customers	Employees	Suppliers	Community and Society	Governmental Sector	Shareholders	Creditors	Competitors
1		✓	✓		✓	✓	✓	
2		✓	✓	✓		✓		
3	✓	✓			✓	✓	✓	✓
4	✓	✓		✓		✓		
5	✓	✓	✓			✓		

### 3.2.2 Stakeholders Analysis in Business Value Chain

#### Stakeholders Engagement

The company has analyzed and identified the important stakeholders include gives the importance to all stakeholders' engagement both internal and external by communicating and listening its opinions through channels and take into account the stakeholder expectations to properly response their needs and expectations.

#### Operation with Stakeholders

Stakeholders	Expectation	Operation	Communication Channels
Customers	<ol style="list-style-type: none"> <li>1. Products responsible for the community, Society and Environment</li> <li>2. Good quality and reasonable price</li> <li>3. Safety products and services</li> <li>4. After-sales services</li> <li>5. Easy and convenient to access products and service</li> <li>6. Clearly communication in products details</li> <li>7. Complaints handling and management</li> </ol>	<ol style="list-style-type: none"> <li>1. Procurement of Eco Product</li> <li>2. Distribution the product having standard and safety</li> <li>3. Develop distribution channels of products and services</li> <li>4. Fast and Effective in complaints</li> <li>5. Treatments both before and after sales including giving service equally.</li> </ol>	<ol style="list-style-type: none"> <li>1. Customer Satisfaction Survey</li> <li>2. Call Center 1160</li> <li>3. website: <a href="http://www.globalhouse.co.th">www.globalhouse.co.th</a></li> <li>4. Electronic Media</li> </ol>
Employees	<ol style="list-style-type: none"> <li>1. Proper Compensation and welfares</li> <li>2. Good quality of life and safety at work</li> <li>3. Career Advancement and Security</li> <li>4. Improvement of skill, knowledge and ability in working</li> <li>5. Practice toward employees by adhering to human rights.</li> <li>6. Personal Data Retention</li> </ol>	<ol style="list-style-type: none"> <li>1. Employee Engagement Activities with the company</li> <li>2. Security and Career growth</li> <li>3. Receiving Fair compensation including good welfares</li> <li>4. Good and Safety in work environment.</li> <li>5. Receiving trainings in skills related to duties and responsibilities.</li> <li>6. Providing the policy of Occupational Health and Safety</li> </ol>	<ol style="list-style-type: none"> <li>1. Employee Satisfaction Survey</li> <li>2. Complaints through the Red box for each store</li> <li>3. Information Communication through Intranet or other channels</li> </ol>

Stakeholders	Expectation	Operation	Communication Channels
Suppliers	<ol style="list-style-type: none"> <li>1. Fair trade</li> <li>2. Increasing of Purchase Volume</li> <li>3. Suppliers Development</li> <li>4. Growth together in business</li> </ol>	<ol style="list-style-type: none"> <li>1. Operates business with ethics and code of conduct</li> <li>2. Cooperates to develop products</li> <li>3. Treats suppliers equally</li> <li>4. Have clearly purchasing process</li> <li>5. Follows the trading terms and conditions.</li> <li>6. Independent and Fair-trade competition</li> </ol>	<ol style="list-style-type: none"> <li>1. Policy and ethic in business operation</li> <li>2. website: <a href="http://www.globalhouse.co.th">www.globalhouse.co.th</a></li> </ol>
Community and Society	<ol style="list-style-type: none"> <li>1. Operate business with safety and social responsibility</li> <li>2. Participation and supporting in community's activities</li> <li>3. Community Improvement</li> <li>4. Employment/Hiring</li> </ol>	<ol style="list-style-type: none"> <li>1. Participate in activities for supporting community's culture.</li> <li>2. Encourage occupation of people in community</li> <li>3. Listening opinions and suggestions of community</li> <li>4. Save important ecology of the community around the store</li> </ol>	<p><b>Before Construction</b></p> <ol style="list-style-type: none"> <li>1. Area Survey and Public hearing with community</li> </ol> <p><b>After Construction</b></p> <ol style="list-style-type: none"> <li>1. Contact via the management team</li> <li>2. website: <a href="http://www.globalhouse.co.th">www.globalhouse.co.th</a></li> </ol>
Governmental Sector	<ol style="list-style-type: none"> <li>1. Law compliance</li> <li>2. Participation in the projects</li> </ol>	<ol style="list-style-type: none"> <li>1. Support and strictly comply with laws and regulations.</li> <li>2. Giving cooperation in government sector's activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Contact via the management team</li> <li>2. website : <a href="http://www.globalhouse.co.th">www.globalhouse.co.th</a></li> </ol>
Shareholders	<ol style="list-style-type: none"> <li>1. continuously growing performance</li> <li>2. Investment return</li> <li>3. Management with corporate governance and accountability</li> </ol>	<ol style="list-style-type: none"> <li>1. Comply with good corporate governance principle</li> <li>2. Develop communication channels with various shareholders/institutional investors.</li> </ol>	<ol style="list-style-type: none"> <li>1. Shareholder's Annual General Meeting</li> <li>2. Annual Registration Statement 56-1 form (One Report)</li> <li>3. Investors Relations</li> <li>4. website : <a href="http://www.globalhouse.co.th">www.globalhouse.co.th</a></li> <li>5. E-mail: <a href="mailto:ir@globalhouse.co.th">ir@globalhouse.co.th</a></li> </ol>



Stakeholders	Expectation	Operation	Communication Channels
Creditors	1. Cooperation in financial transaction. 2. Follows the conditions in agreement 3. Growth together in business	1. Strictly comply with conditions and agreement 2. Making a contract legally and transparent	1. Contact via the management team 2. website: <a href="http://www.globalhouse.co.th">www.globalhouse.co.th</a>
Competitors	1. Fair Competitions 2. Non infringement of intellectual property	1. Operates business with ethics and code of conduct 2. Fair and transparency in business competitions	1. Policy and ethic in business operation

### Materiality Assessment of sustainability issues

The company intends to operate its business by creating business value together with social and environmental responsibility including properly response to stakeholder expectations and can be assessed concretely. The company has proceeded with the materiality assessment process of sustainability as follow;

#### 1. Materiality Identification and Report Scope

The Company has considered by external factor analysis and sustainability context and social responsibility operations.

#### 2. Materiality Prioritization

The Company takes into account the sustainability issues to prioritize the materiality issues both opportunities and impacts of each issue to economic, social and environment which affect to the company's business operation and materiality and impacts to stakeholder's interest.

#### 3. Issue Verification

Propose issues from prioritization to the Sustainability and Corporate Governance Committee to consider review and approve the related matters for presenting in the Annual Report. In addition, the Company has assigned the related department to consider verifying the correctness and completeness of significant issues for covering economic, social, and environmental dimensions.

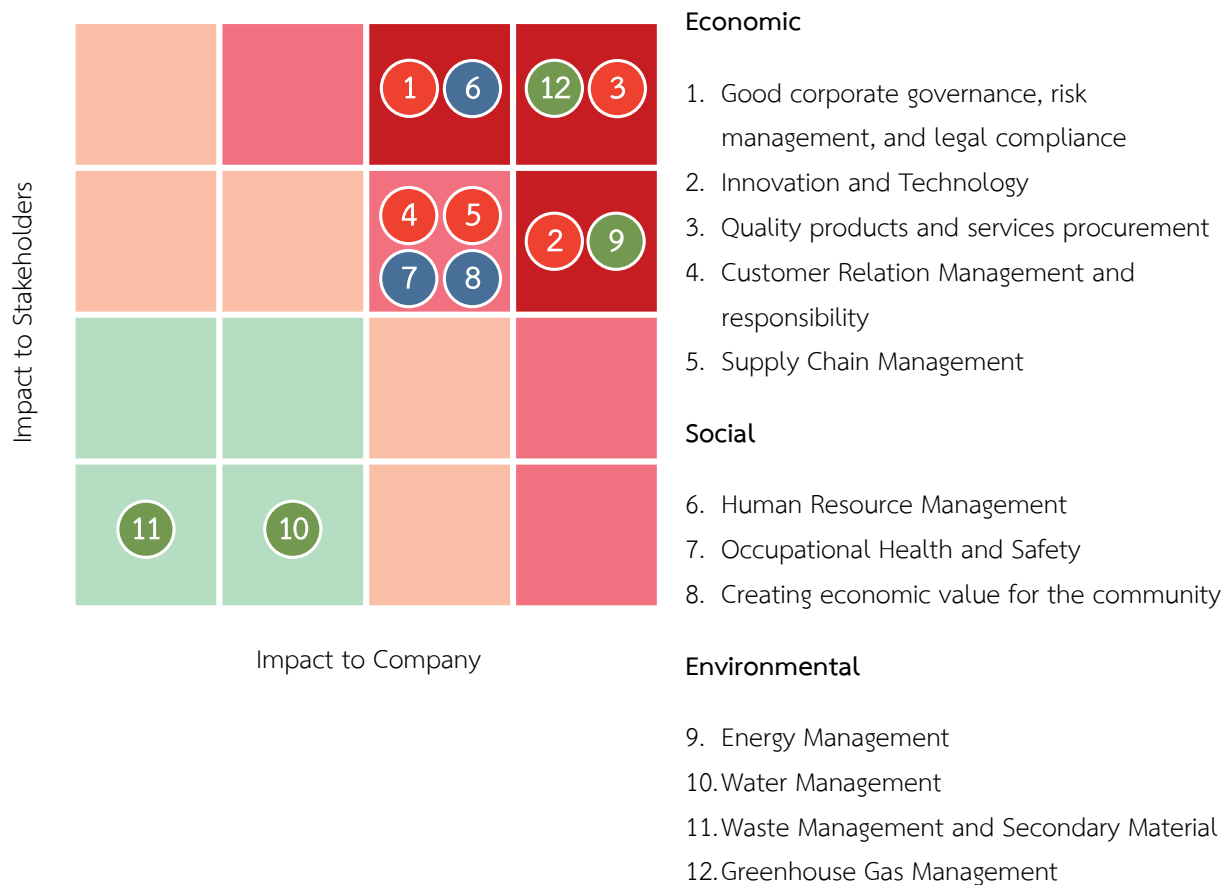
#### 4. Review for continuous improvement

The company listens to stakeholder's feedback in opinions and suggestions in order to continually improve and adjust the material of sustainable development report through various channels both internal and external the company.

## Sustainability Materiality Issue

Governance and Economic	Social	Environmental
<ul style="list-style-type: none"> <li>• Good corporate governance, risk management, and legal compliance.</li> <li>• Innovation and Technology</li> <li>• quality products &amp; services procurement.</li> <li>• Customer Relation Management and responsibility</li> <li>• Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resource Management</li> <li>• Occupational Health and Safety</li> <li>• Creating economic value for the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Energy Management</li> <li>• Water Management</li> <li>• Waste Management and Secondary Material</li> <li>• Greenhouse Gas Management</li> </ul>

## Sustainability Materiality Assessment Outcome 2023



## Scope and Impact of Materiality Issue

Materiality Issue	Scope and Impact to Stakeholders							
	Customer	Employees	Suppliers	Competitors	Shareholders	Community and Society	Governmental Sector	Creditors
Good corporate governance, risk management, and legal compliance	√	√	√	√	√	√	√	√
Innovation and Technology	√	√	√	√	√			√
Quality products and services procurement	√	√	√	√	√	√	√	√
Customer Relation Management and responsibility	√		√	√	√			
Supply Chain Management			√	√	√			
Human Resource Management		√	√		√	√	√	
Occupational Health and Safety	√	√	√		√		√	
Creating economic value for the community			√		√	√		
Energy Management			√		√	√	√	
Water Management			√		√	√	√	
Waste Management and Secondary Material			√		√	√	√	
Greenhouse Gas Management			√	√	√	√	√	√

## Sustainability Goal and performance

Economic Target and performance	2021	2022	2023	Target	Target Year
Increase the proportion of revenues of ESG product groups (Energy Saving group, Global Warming Reducing, Natural Resources Saving, Health Care Products, Disability & Elderly Care Products, products for New Normal Market (of total sales revenues)	25.30%	31.81%	33.73%	40%	2025
Increasing customer satisfaction- Product	93.30%	93.50%	93.10%	95%	2025
Increasing customer satisfaction - Service	98.20%	93.50%	92.80%	95%	2025
ESG Risk Assessment	69.39%	80.87%	77.91%	90%	2022
Employees Training-Supply Chain and Sustainability	-	-	-	100%	2025
Suppliers-Supply Chain and Sustainability	-	-	-	70%	2025
Environmental Target and performance	2021	2022	2023	Target	Target Year
The proportion of renewable energy consumption	52.15%	53.46%	53.96%	63%	2570
Solar power production quantity (kWh/year)	78,860,821	79,315,763	86,738,391.64	100,000,000	2570
Energy consumption per area decreased from the base year. (The base year 2018)	-7.72%	-0.83%	-4.40%	-7.00%	2570
Amount of Greenhouse Gas Emissions on scope1 and Scope2 per total revenue, has decreased from the base year (percentage) (The base year 2022)	-	-	-0.38%	-10.00%	2573
Reduced water consumption per store from the base year (The base year 2018)	-6.39%	4.74%	-8.16	-10.00%	2570
Water recycling volume	113,993.94	118,751.40	170,778.66	150,000	2570
The amount of waste sent to landfill (Metric tonne)		-	184	0	2573
Recycled waste quantity (Metric tonne)	2,563	2,431	4,450	-	2568
Increase of accumulated green space (square metre)	11,800	15,200	27,600	-	-



Social Target and performance	2021	2022	2023	Target	Long-term Target
<b>Employees Development</b>					
Development of knowledge and skills per total number of employees (%)	90%	91%	89%	>70%	Every year
Average number of training hours of all employees (hours per person)	8.39	8.08	8.27	>8.5	2025
Employee Engagement (%)	89.77%	90.21%	92.93%	≥90%	2025
<b>Safety</b>					
Lost time Injury Rate per store	1.35	1.33	1.27	<1.0	2025
Reduced lost time injury frequency rate (LTIFR)	3.94	3.83	3.98	<1.0	Every year
Work-Related Fatality rate (person)	0	2	0	0	Every year
Occupational illness frequency rate (OIFR) (person)	0	0	0	0	Every year
<b>Employment</b>					
The employment of the elderly (person)	31	52	55	50	2025
The employment of disabled persons (person)	101	105	102	120	2025
Number of technicians in Chang-D project (team)	2,500	2,050	2,100	2,800	2025
Number of small entrepreneurs or agriculturist (person)	28	33	37	40	2025

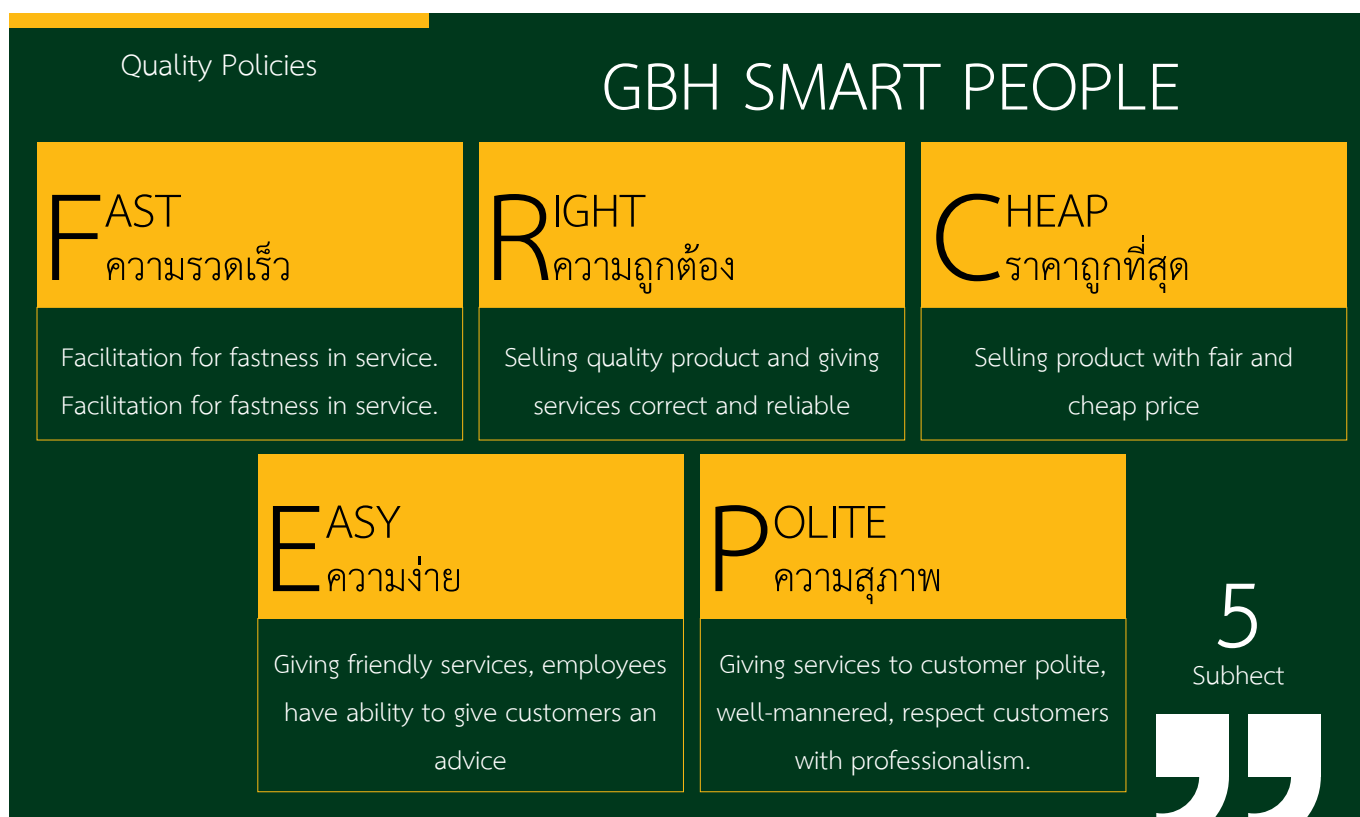
## Economic Sustainability Management

### Smart Products & Services

“Aims for selecting products and creating service innovation  
To improve people’s well-being in the society”

The company emphasizes on business operations with integrity and building customer satisfaction by giving the importance to quality products and services, together with readiness of employees “GBH Smart People” subject to 5 quality policies as follows;

Fast	Facilitation for fastness in service. Facilitation for fastness in service.
Right	Selling quality product and giving services correct and reliable
Cheap	Selling product with fair and cheap price
Easy	Giving friendly services, employees have ability to give customers an advice
Polite	Giving services to customer polite, well-mannered, respect customers with professionalism.



Good corporate governance  
risk management, and legal compliance



Corporate Governance

Target for the year 2025	
The Company's Corporate Governance rating is at Excellence by an internationally recognized institute.	
Key Operations in 2023	Key performance in 2023
<ol style="list-style-type: none"> <li>1. Approved the change in the sustainability and corporate governance committee and the committee structure, stipulating that the sustainability governance committee shall consist of independent directors exceeding 50% to enhance and elevate the company's sustainability efforts, as resolved at the Board of Directors meeting no. 5/2023.</li> <li>2. Conducted training on business ethics and code of conduct for employees.</li> </ol>	<ol style="list-style-type: none"> <li>3. Participation in the Corporate Governance Report (CGR) survey for the year 2023, conducted by the Thai Institute of Directors Association and the Stock Exchange of Thailand. The company received an assessment result at the "Excellent" level, equivalent to 5 stars, for the third consecutive year.</li> <li>4. The evaluation of the quality of the annual shareholders' meeting for the year 2023, receiving a full score of 100 points, falls within the criteria of "excellent and worthy of being an example." For the 5<sup>th</sup> consecutive years. This demonstrates that the company is committed to adhering to principles of corporate governance that consider the rights and equality of all shareholders. The company has set a goal to maintain the evaluation of shareholder meetings at the level of "excellent and worthy of being an example" continuously.</li> <li>5. 46.00% of employees at all levels have received training in business ethics and code of conduct.</li> <li>6. The Company has no complaints or disputes regarding the Code of Conduct.</li> </ol>

Management Guidelines

The company pushes forward to control the compliance to corporate governance policy, business ethics, Code of Conduct, and Anti-corruption policy, to be a part of regular working and adhere to comply for all the organization. And for promoting all employees to realize to legal working with related regulations, the Company has communicated through employee orientation training, internal communication channel "Share Point" and the company website.

## Good Corporate Governance Structure



## Sub-committees

The Company has sub-committee who has independence to perform duties under the responsibilities to the Board of Director, with important responsibilities which is composite of;

### Audit and Risk Management Committee

1. Review accuracy and adequacy of the Company's financial reporting according to the accounting standard, related laws with sufficient disclosure.
2. Consider disclosing the company's information in case of the Related-Party Transactions or transactions that may have any conflict of interest.
3. Review and provide advice for the appropriateness and effectiveness of the Company's internal control and internal audit systems according to the international standard by reviewing with the external auditor (accounting firm) and internal auditor.
4. Review the Company's compliance with the law on securities and exchange, Stock Exchange of Thailand (SET) regulations, or laws related to the Company's business.
5. Review and monitor the company's compliance with the company's anti-corruption policy.
6. Monitor the company's complaints handling procedure & management and whistle blowing regarding corruption from employees and external personnel.
7. Monitor the Company's risk management plan and manage risk to reduce the impact to the company's business including follow-up and compliance risk assessment as well as propose protective measures and risk reduction measures at the acceptable level to ensure that the company has sufficient and appropriate risk management.
8. Report major risk management outcomes to the board of director in case of any factors or important circumstances that may have significant impacts to the Company.



### Nomination and Remuneration Committee

1. Consider to suggest the structure, size, and compositions of the Board of Directors and Subcommittee properly with the size, type and complication of business.
2. Consider to establish the procedure and criteria in recruitment and selection the appropriate qualified person to take a position of directors and subcommittee with considering to the diversity of committee both knowledge, skill, experience, special ability relates to the business and beneficial to the company, for presenting to the Board of Directors and/or the Shareholder's Annual General Meeting for approval.
3. Consider the qualifications of the person who will be appointed to be an independent director to be suitable with the company's nature and having independence as stipulated by the criteria of the Securities Exchanges and Commission (SEC) the Stock Exchange of Thailand.
4. Control and monitor to arrange the director's development plan to build and develop knowledge, skill to the company's directors lead to having understanding in roles and duties of directors, knowledge about the company's business including arranging Board Skill Matrix for considering the diversity of directors to be appropriate with the company's business operation.
5. Control and monitor to arrange the orientation and give documents beneficial to the performance of new appointed directors including encouraging the directors to obtain training course "Director Accreditation Program (DAP)" of Thai institute of Directors for understanding in director's roles and duties.
6. Arrange and review the succession plan of the Chief Executive Director and top executives for preparing the successor in case of retirement by the Chief Executive Director and top executives or being unable to perform their duties, for continuously proceed the management of the company.
7. Consider the form and criteria for remuneration of directors and subcommittee such as regularly compensation, bonus, attendance fee, and any compensation in other forms both monetary and non-monetary in proper and sufficient level, to persuade and maintain the quality directors by comparing with other companies in the same nature to present to the Shareholder's Annual General Meeting for approval.
8. Consider the form and criteria for remuneration of Chief Executives Officer by considering to the appropriateness, sufficiency and fairness in order to create additional value with sustainability to the company and maintain the competent directors to be with the company, to present the Board of Director's meeting for approval.
9. Consider determining the subject and criteria in annual performance appraisal of the Chief Executives Officer, including consider the performance appraisal for specifying the compensation in fair and appropriate rate before presenting to the Board of Directors for approval.

### Sustainability and Corporate Governance Committee

1. Consider and determine the goal, policy, strategy, along with sustainability development operation plan, in accordance with business operation in economic, social, and environmental aspects, under the corporate governance principle.
2. Control the compliance to the policy, strategy, and sustainability development operational plan.
3. Control the disclosure of sustainability development information of the Company to stakeholders in form of 56-1 One Report and Sustainability Report.
4. Corporate with Risk Management working group to evaluate the risk management and mitigation in regard to the sustainability development.

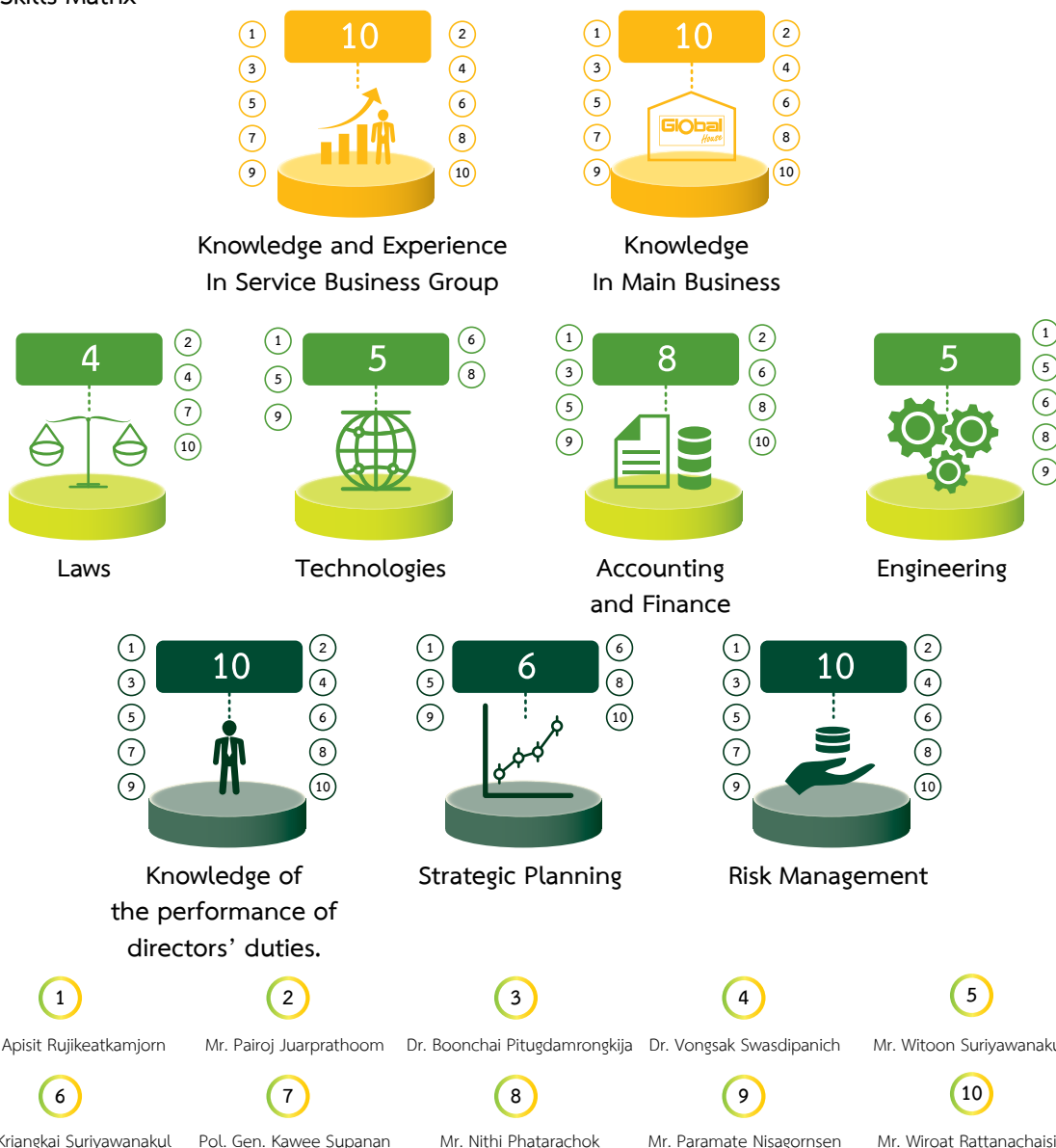
5. Consider, determine, review, and adjust the Climate Change strategy, including management of risk and likelihood from Climate Change.
6. Consider, determine, review, and adjust the policy of social, community, and environmental responsibility.
7. Consider, determine, review, and adjust the policy, corporate governance manual, business ethics, and code of conduct.
8. Consider, determine, review, and adjust the policy and practice guidelines regarding Anti-Corruption.

### Board of Directors' Structure

The Company has 10 directors of the Board, composite of 2 executive directors, 4 independent directors, and 8 non-executive directors.

Male 10 persons	Female 0 person		Average Tenure (Years) 6.70 years
Non-Executive Directors 8 persons	Executive Directors 2 persons	Independent Directors 4 persons	

### Board Skills Matrix



## Corporate Governance Report of Thailand Listed Companies 2023

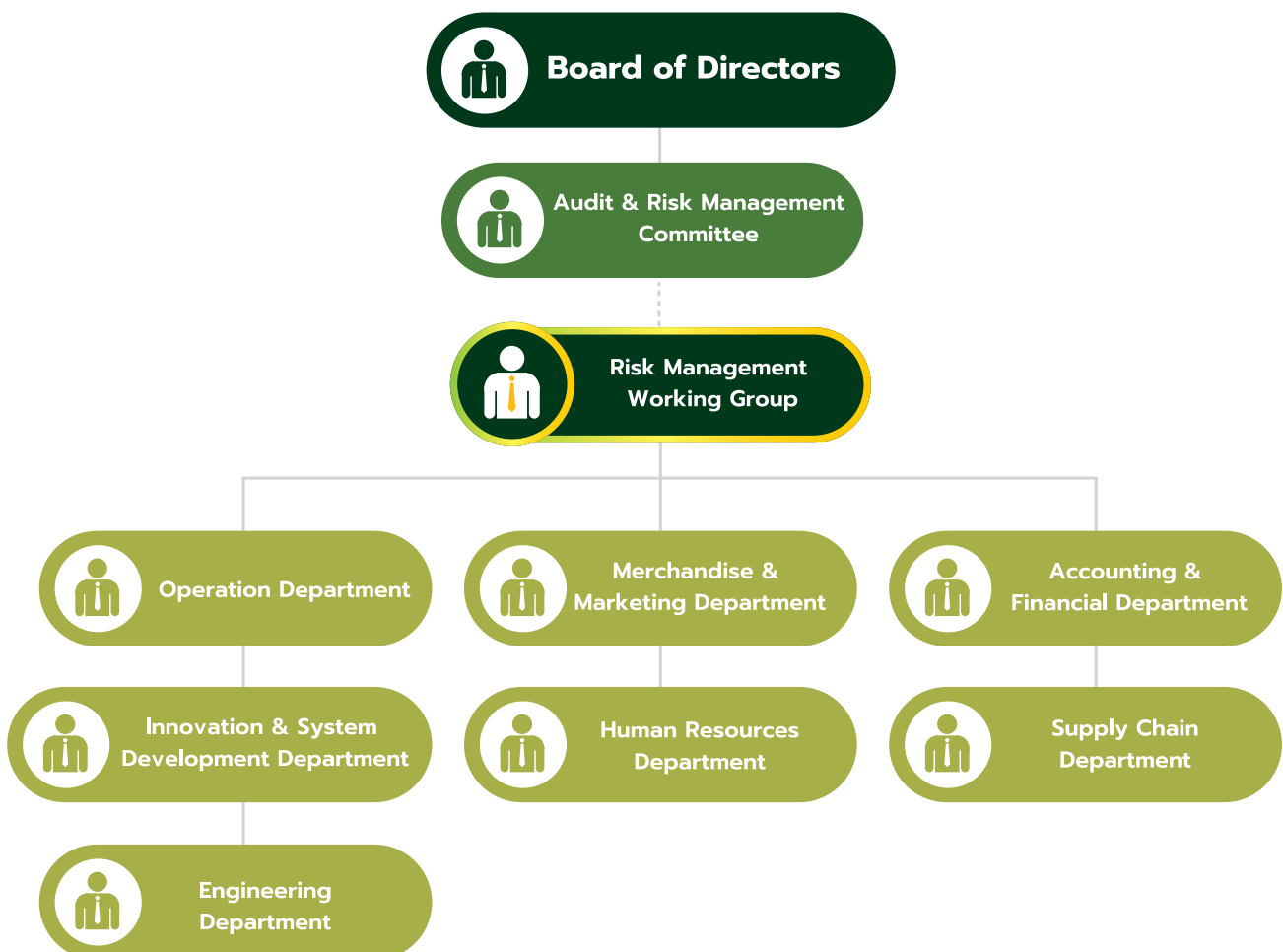


The company has received an "Excellent" 5-star rating in the Corporate Governance Report (CGR) assessment from the Thai Institute of Directors Association, in collaboration with the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), based on the corporate governance survey for the year 2023.

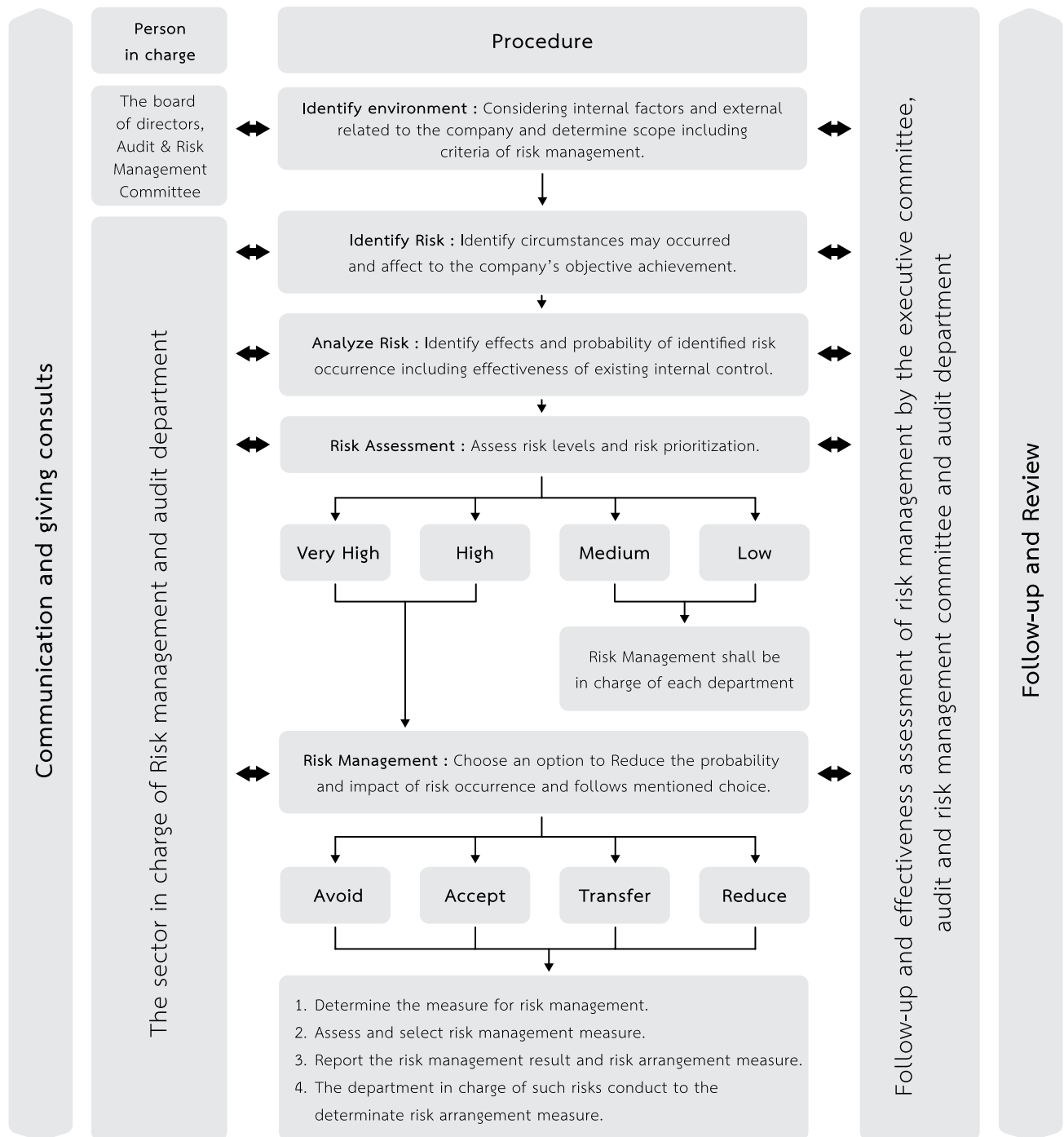
### Risk and Crisis Management

The Company realizes to the importance of risk management to be a part of good corporate governance by the Audit and Risk Management committee performs their duties to review the appropriateness and efficiency of risk management to ensure that the internal control and risk management have sufficient efficiency and report to the Board of Directors, as well as finding solutions that can increase the efficiency of risk management operations to be more comprehensive.

### Enterprise Risk Management Structure



## Risk Management Procedures



## Emerging Risks

Risk Factors		Business Impacts	Measure and Management Approach
<b>Risks from technological changes</b>			
1.	Business Operation	<ul style="list-style-type: none"> <li>• Conducting business more convenient.</li> <li>• The Company can communicate with suppliers and customers quickly.</li> <li>• Buying products and services accurately and quickly</li> </ul>	<ul style="list-style-type: none"> <li>• Developing shopping online on Marketplace</li> <li>• Developing the OR connectivity systems, VISA MASTERCARD</li> <li>• Developing Click &amp; Collect system to connect storefront data and online channels</li> </ul>
<b>Cyber Threats</b>			
1.	Access to personal data of stakeholders, that is, customers, suppliers, employees.	<ul style="list-style-type: none"> <li>• The Company must pay the indemnity to customers, employees, who are victims.</li> <li>• The Company might have to pay the indemnity in case of infraction (B.E. 2019).</li> <li>• Loss of reputation, Image, and trust of stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Training to employees</li> <li>• Authorize or specify the access rights of users</li> <li>• Set the policy and penalty</li> </ul>
2.	Leakage of the important and confidential information of the Company such as trading information, financial information.	<ul style="list-style-type: none"> <li>• This may result in the failure to meet the specified plan or targets, such as decreased revenue or profit, or may result in increased operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• Develop e-Tax system enabling the safe issuance of full tax documents.</li> <li>• Regularly check the system vulnerabilities.</li> </ul>
3.	Being attacked by potentially unwanted programs	<ul style="list-style-type: none"> <li>• This causes the company's sensitive data to be stolen</li> <li>• This causes the loss of important data.</li> <li>• This slows down the system of programs.</li> <li>• Risk to Data Ransomware.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing the contingency plan and data recovery tests.</li> <li>• Develop a plan to increase the efficiency of information technology systems.</li> <li>• Set up a data recovery agency when exposed to cyber threats.</li> <li>• Control access right and use of information systems.</li> <li>• Control the use of rights to install unwanted program</li> </ul>



Risk Factors		Business Impacts	Measure and Management Approach
4.	Being attacked by web applications.	<ul style="list-style-type: none"> <li>This causes the leakage of internal information</li> </ul>	<ul style="list-style-type: none"> <li>Control access right and use of information systems.</li> <li>Regularly update and test</li> </ul>
5.	Being attacked to disrupt the operation of the system	<ul style="list-style-type: none"> <li>This causes the program unavailable.</li> <li>This causes the server OS cannot work properly.</li> <li>This causes the transaction of the Company to be interrupted.</li> </ul>	<ul style="list-style-type: none"> <li>Design and develop program only on sandbox</li> <li>Data Backup</li> <li>Install Andy Virus Scans and Updates regularly.</li> <li>Using the safe Cloud Server.</li> </ul>
6.	Connecting Un-safe devices	<ul style="list-style-type: none"> <li>Risk of Viruses</li> <li>Information may loss.</li> <li>Risk of theft of important information.</li> </ul>	<ul style="list-style-type: none"> <li>Use network devices that can restrict access, permissions for unauthorized devices.</li> <li>Use an SSL connection to access websites.</li> </ul>
7.	Receiving Spam mail	<ul style="list-style-type: none"> <li>Risk of viruses because of incoming email attachments from malicious person or ransom programs.</li> <li>There are emails sent from our domain (your own website) with strange usernames to a lot of other peoples.</li> </ul>	<ul style="list-style-type: none"> <li>Control access right and use of information systems.</li> <li>Add an email filter.</li> <li>Set backlist emails.</li> </ul>
<b>Economic Environment Risk</b>			
1.	Exchange rate volatility and interest rate adjustments	<ul style="list-style-type: none"> <li>Increasing operational costs impact overall operational performance.</li> <li>Sales decline</li> </ul>	<ul style="list-style-type: none"> <li>Closely follow-up the economic situation to deal with the impact that occurs</li> <li>Maintaining the financial liquidity</li> <li>Adjust the product style to suit the specific needs of customers in each area</li> </ul>
<b>Risk form transitioning to a low-carbon society</b>			
1.	Business operation	<ul style="list-style-type: none"> <li>Sales decline due to changes in consumer product usage, with a focus on environmentally friendly products.</li> </ul>	<ul style="list-style-type: none"> <li>Expand the range of environmentally friendly products or ESG products, with a target to achieve 40% of total revenue from the sale of such products by the year 2025</li> <li>Closely follow-up environmentally friendly product trends to be able to respond to customer needs promptly.</li> </ul>

## Business Ethics and Code of Conduce

The Company aims for operating its business with morality by reviewing and establishing the Business Ethics and Code of Conduct for all employees since executives to employees, as well as partners and contractors to adhere to the practice of working responsibly and honestly, including not being involved in corruption, non-violation of human rights.

## Communicating, educating and raising awareness

The Company is committed to operate business with honesty, integrity, transparency, accountability, and do not directly or indirectly support or accept any form of corruption. Therefore, the Company has continuously organized the training about Anti-Corruption policy for directors, executives, and all employees, publicized the Anti-corruption policy to all stakeholders through the Company’s website, internal communications “Share Point” and Public Relations Board at all stores.

In 2023, employees receive communications on anti-corruption policy, Business Ethics and Code of Conduct total 5,051 people



## Code of Conduct on Anti-Corruption

Must comply with policy

Forbidden to request or receive benefits

Avoid giving or receiving something from people who contact for commercial purposes.

Avoid attending receptions or receptions from people who come to do business.



Shall not neglect or ignore any incident they witnessed which maybe considered corruption

The company must ensure fairness and protection for those who deny or report corruption.

Those who commit corruption as an offense must be considered according to the regulations

The Company must be aware of the importance and disseminate knowledge and understanding to other persons who are required to perform their duties.



## Cybersecurity and Information Management

The Company has established the Information Technology Security policy to define the principle and regulation in IT security management together with aims to raise awareness on cybersecurity and important information of the Company, as well as personal data protection which is a part of risks of the Company.

### Personal Data Protection

The company is aware of the importance of respecting individual rights and maintaining the security of personal data of customers, partners, and employees, The company has therefore established a Privacy Policy to inform individuals about the privacy policy, details of data collection, use, or disclosure in accordance with the Personal Data Protection Act 2019 (PDPA). Including the establishment of operational regulations with strict measures to keep personal data secure, to ensure that the personal data of customers, partners, and employees will be kept confidential. In this regard, if the company intends to use personal data, it must obtain consent beforehand and legally use. The company has implemented measures to elevate the protection of personal data as follows:

- Announcement of the implementation of processes that comply with PDPA (Personal Data Protection Act).
- Appointment of the Data Protection Officer: DPO, to handle personal data protection in accordance with legal requirements.
- Disseminate knowledge about the PDPA (Personal Data Protection Act) to employees at all levels.

### Data Privacy and Data Security statistics

Complaints related to personal data breach	2021	2022	2023
Number of complaints related to personal data breach - Customers	0	0	0
Number of complaints related to personal data breach - Suppliers	0	0	0
Number of complaints related to personal data breach - Employees	0	0	0

### Action Procedure after occurrence of data impacts

The Company have procedure of taking action with personal data breach by the Data Protection Officer: DPO will notify the Innovation & System Development to check the cause, the origin of leaking of information and the corrective action as well as report directly to the Board of Directors

## Anti-Corruption

### Management Guidelines

1. The Company intends to operate its business with honesty, integrity, transparency, accountability, and not support or accept all forms of corruption either directly or indirectly.
2. Stipulated the subsidiaries and joint venture to adhere Anti-Corruption policy to be principles of conduct the business operation.
3. Has publicized Anti-Corruption policy to all stakeholders through the company website, internal communication channel “Share Point”, public relation board of all stores and Annual Report

4. Adjust the practical guidelines to be in line with Anti-Corruption policy by campaign in organization for “Anti-Corruption PC-installation job”, employees and/or Product Consultant: PC are prohibited to subcontract for installation job without service channels of the company and communicate to all employees in all stores to be acknowledged and followed.
5. Provide the communication channel to receive complaints or whistleblowing about Corruption through Email or website of the company together with stipulate the protection measure for complainers or whistleblowers.

#### Key operations in 2023

1. Continuously organized the training about Anti-Corruption policy to directors, executives, and all employees.
2. Participated in *Thailand’s Private Sector Collective Action Coalition against Corruption* (CAC) to be a part of efforts to tackle corruption by Thailand's business sector.
3. Improved and Revised the Anti-Corruption policy and related practices to ensure clarity and visibility.
4. Issue an invitation letter to suppliers to join to be a network party in Thailand's Private Sector Collective Action Against Corruption (CAC) Project.

#### Key Performance in 2023

1. 46.00% of all employees have received the training and passed the Anti-Corruption test.
2. 100% of suppliers’ no.1 has received the communications and the training on Anti-Corruption.

#### Contribution to External Organizations and Associations

Unit : Baht

Activities	2020	2021	2022	2023
Lobbying, interest representation or similar	0.0	0.0	0.0	0.0
Local, regional or national political campaigns/organizations/candidates	0.0	0.0	0.0	0.0
Others (e.g. spending related to ballot measures or referendums)	0.0	0.0	0.0	0.0

During 2020 to 2023, the company did not provide any contributions to organizations; interest representation, local, regional, or campaigns, including expenditures related to lobbying, political contributions, or any form of support for political or business organizations.

#### Human Rights Management

##### Management Guidelines

The company has established the human rights policy in corporate governance manual and business ethics which are comprise of practices toward stakeholders both internal and external. By having all directors, executives and employees to adhere the practices to ensure that the business operation shall proceed with prudence, without any acts causing human right infringement either directly or indirectly. The company has publicized the mentioned policy through the company’s website, internal communication channel “Share Point” and employee training to be acknowledged and followed.

### Key operations in 2023

1. Screening and auditing partners regarding Human Rights that conducting its business fairly and no human right violations against its employees, together with provide Supplier Code of conduct and announce to be acknowledged
2. Providing Human rights education training for employees at all levels for understanding and participation in Human right protection in all activities of the Company.
3. Conducting Risk Assessment regarding Human Rights with partners no.1

### Key Performance in 2023

1. Non-discrimination and providing equal opportunities for employment, not discriminate against physical, gender, race, religious differences. The Company encourages and support careers of 105 disabled persons.
2. 46.00 % of all employees have been trained regarding Human rights.
3. 100 % of partners no.1 have been assessed the risk regarding Human Rights.
4. The Company has no complaints or disputes regarding Human Rights Infringement.

### Promoting Equal Opportunity and Diversity

#### Gender Diversity

Gender	Number(person)	%
Male	6,248	56.88
Female	4,737	43.12

#### Age Diversity

Age	Number(person)	%
Younger than 30 year	4,464	40.64
Between 30-50 year	5,863	53.37
Older than 50 year	658	5.99

#### Nationality Diversity

Nationality	Total Employees (%)	All management positions (%)
Cambodia	0.010	0.00
Philippines	0.010	0.00
China	0.010	0.00



#### Ethnic Diversity

Ethnic Group	Number(person)
Tai Yai	72
Tai Lue	2
White Pga K'nyau	24
Red Pga K'nyau	15
Lahu	6
Black Lahu	1
Akha	5



Religious Diversity		
Nationality	Number(person)	%
Buddhist	10,817	98.47
Christ	13	0.12
Islam	154	1.40
Other	1	0.010
Capability Building of Female Employees		
Share of Female Employees	Performance for 2023 (%)	Target 2025 (%)
Female employees per total number of employees	43.12	50
Female Executives in operation per total executive (Manager)	37.83	40
Female Executives in middle level per total executives (Directors, Deputy Directors)	42.86	45
Female Executives in revenue-generating functions	33.57	40
Female Executives in total executives’ level	33.33	40
Gender Pay Gap Analysis		
Indicator	Difference between men and women employees (%)	
Mean gender pay gap	8.34	
Median gender pay gap	4.04	
Mean bonus gap	11.35	
Median bonus gap	5.88	
Gender Pay Indicator		
Employee level	Average Women Salary	Average Men Salary
Executive level (base salary only)	0.93	1
Executive level (base salary + other cash incentives)	0.87	1
Management level (base salary only)	1.14	1
Management level (base salary + other cash incentives)	1.21	1
Non-management level (base salary only)	1.04	1

## People with Disability employment

	Full-time Employees 79 persons
	Employment of 3 Teachers for Roi - Et School for The Blind.
	Support for government lottery areas of 20 persons

## Human Rights Due Diligence Process

1	2	3	4	5
Determination	Assessment	Integration	Tracking and Reporting	Mitigation and Remediation
<ul style="list-style-type: none"> <li>Human Rights Policy</li> </ul>	<ul style="list-style-type: none"> <li>Identifying the scope of Human Rights issues</li> <li>Assessment of the risk level</li> <li>Prioritization of human rights issues</li> </ul>	<ul style="list-style-type: none"> <li>Human Rights Risk Assessment</li> <li>Human Rights Impact Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Improve management plans to deal with impacts and take corrective action efficiently</li> <li>Monitor and evaluate mitigation measures</li> <li>Disclose human rights performance to public annually</li> </ul>	<ul style="list-style-type: none"> <li>Remedies for those affected in case of human rights infringement</li> <li>Establish the department through a complaint's mechanism</li> </ul>

## Human Rights Impact Assessment

### Assessment of Actual and Potential Human Rights Impacts of Company Activities and Relationship

The Company performs assessment to identify the Human Rights risks issues in business operations and related persons that may get impacts from human right violation. Including Human Right Risk Assessment and Human Right Impact Assessment: HRIA.

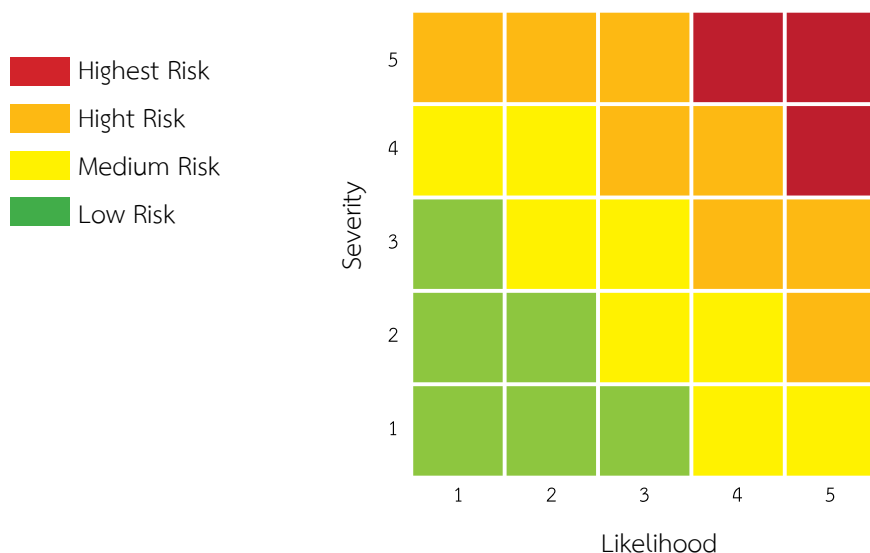
Human Rights risk assessment covers only for the business activities of the Company as follows: Product Operations, Service Operations, Product Distribution Operations, Store and Office Operations. And considering all stakeholders both internal and external that may get impacts directly or indirectly from the business activities of the Company throughout the value chain such as employees, customers, suppliers, shareholders, and communities, etc.

## Scoping the human rights issues

Labor Rights	Community and Environmental	Consumer Rights
<ul style="list-style-type: none"> <li>• Employment Conditions</li> <li>• Working Environment</li> <li>• Occupational health and safety</li> <li>• Non-discrimination</li> <li>• Freedom of association and collection bargaining</li> <li>• Forced Labor</li> <li>• Data Privacy of employees</li> </ul>	<ul style="list-style-type: none"> <li>• Standard of living and quality of life</li> <li>• Community Safety</li> <li>• Access to water sources</li> <li>• Acquisition of Land</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer health and safety</li> <li>• Data Privacy of Customer</li> <li>• Customer Non-Discrimination</li> </ul>

## Risk Assessment

The Company conducts human rights risk assessment by using 5x5 risk matrix to identify risk level of human rights issue, considering from 2 dimensions, that is; severity and likelihood, and divided risk of human rights issue into 4 levels as follows;



## Prioritization of Human right issues

The Company set the priority of the important human rights risks, which are the most severely impacted through related activities and other business relationships of the Company. In 2023, the Company has the important human rights risks 5 issues as a result from the risk assessment of business activities.

1. Customer Data Privacy
2. Employee Data Privacy
3. Occupational health and safety
4. Health and Safety in community
5. Health and Safety of consumers

## Preventive Measure and impact reduction on human right of high-risk issues

High Risk Issues	Preventive Measure and Impact Reduction	Integration and implement
Privacy of Customer Information	<ul style="list-style-type: none"> <li>• Privacy Policy</li> <li>• Appointment of the DPO and the personal data protection committee of the Company to establish the controlling measure and data protection in accordance with laws.</li> <li>• Collecting and processing information according to objective and consent.</li> </ul>	<ul style="list-style-type: none"> <li>• The Company policy</li> </ul>
Privacy of Employee Information	<ul style="list-style-type: none"> <li>• Complaints channel and taking corrective action immediately</li> </ul>	<ul style="list-style-type: none"> <li>• The Company policy</li> </ul>
Occupational Health and Safety of Employees	<ul style="list-style-type: none"> <li>• Occupational Health and Safety Policy</li> <li>• Job Safety Analysis (JSA) and specify the preventive measure.</li> <li>• Safety Manual and Personal Protective Equipment (PPE).</li> <li>• Occupational Safety, Health and Environment Committee (OSH&amp;E).</li> <li>• Safety training for all employees.</li> <li>• Whistle-blowing &amp; Complaints channels for employees.</li> </ul>	<ul style="list-style-type: none"> <li>• The Company policy</li> <li>• Security Operations Goals</li> <li>• Working standards of each section.</li> </ul>
Community Health and Safety	<ul style="list-style-type: none"> <li>• Compliance to the company standards for vehicle safety.</li> <li>• Regularly checking readiness of driver and vehicles.</li> <li>• Whistle-blowing &amp; Complaints channels for community.</li> </ul>	<ul style="list-style-type: none"> <li>• The Company policy</li> <li>• Working Standards of the Company.</li> </ul>
Consumer Health and Safety	<ul style="list-style-type: none"> <li>• The selection operation system and inspects quality products and services in accordance with the specified standards and is regularly reviewed.</li> <li>• Product guarantee, change – return within 30 days (according to the specified conditions)</li> <li>• Whistle-blowing &amp; Complaints channels for Consumers.</li> </ul>	<ul style="list-style-type: none"> <li>• The Company policy</li> <li>• Working Standards of the Company.</li> </ul>

## Freedom of Association

The company promotes and provides freedom of expression and integration for employees, as well as processes and channels for listening to opinions and concerns through various channels such as the Voice of Employee program, the call center system, and the complaint center. These channels cover various fields, including suggestions and opinions shared through the Welfare Committee, which is considered an important mechanism for employee participation.

The company has promoted the participation of employees in collective action and has the power to collectively bargain on various related issues. A welfare committee has been established to represent employees in consultations, recommend, inspect, and supervise welfare arrangements, including managing suggestions and issues related to welfare and the working environment.

The welfare committee will be nominated and selected by electing employees in each branch area, covering 100% of the staff, to act as employee representatives. The elected welfare directors will hold office for a term of 2 years and will hold meetings with branch executives and the company at least once a quarter in accordance with the Labor Protection Act B.E. 2541.

Currently, the company's welfare committee covers all branch areas, comprising a total of 83 committees and 504 members. By implementing guidelines to improve issues related to welfare and the working environment, aiming to support well-being and enhance the quality of life at work for all employees in a fair and equal manner.

In 2023, there were approved suggestion issues for additional actions as follows :

- Employee welfare: 168 issues
- Working environment: 103 issues
- Tools and equipment for work: 17 issues
- Employee activities: 132 issues

## Fair Labor Practice

The Company is committed to respect for human rights and fair Labor practice of employees, in alignment with relevant laws and policies under the Thai Labor Protection Act such as employment, wages, working hours, holidays, and welfare, as well as ensuring a good and safe working environment. Anyway, the Company provides the following welfares:

Welfare	Legal Entitlements	Welfare provided by the Company
Maternity Leave	98 days	98 days
Holidays	No fewer than 13 days	14 days
Annual Leaves	No fewer than 6 days	6-15 days
Personal Leaves	3 days	12 days

Furthermore, the company has allocated a variety of welfare benefits to employees to enhance the overall well-being while working with the company. These include leave days for male employees to care for newborns, financial assistance programs, stress-relief areas, breastfeeding rooms, and various life stability benefits such as Provident funds, life insurance, and financial aid in case of emergencies.



## Innovation and Technology



### Intention

The Company has intended to operate business to be modern by applying innovation and technology to continuous increase the efficiency in business operations and leading to business development in new styles.

### Management Guidelines

The Company has established Information Technology Policy which focuses on creating service innovation, including cooperation with business partners for improving services to efficiently respond customers need, as well as increasing the competitive potential in business.

### New POS (Point of Sales)

The company has developed a new POS (Point of Sale) software to expedite the issuance of tax invoices to customers. The processing time has been reduced from 20 seconds to 10 seconds. This new POS system is utilized in over 1,800 sales points nationwide, aiming to enhance customer satisfaction and make the workflow easier for our employees. And it can also support sales transactions with automated vending machines, having been tested with vending machines installed within the office, for selling beverages and snacks to employees. The software can manage back-office accounting systems and also calculates sales figures instantly. Additionally, the new POS eliminates the need to print discount coupons for customers and enhances the payment options available, providing greater convenience for customers.



## Shopping online on Click & Collect Application Development and Improvement Project

To expand distribution channels and enhance convenience in purchasing, and also various payment channels to respond the changed lifestyle of new generation.

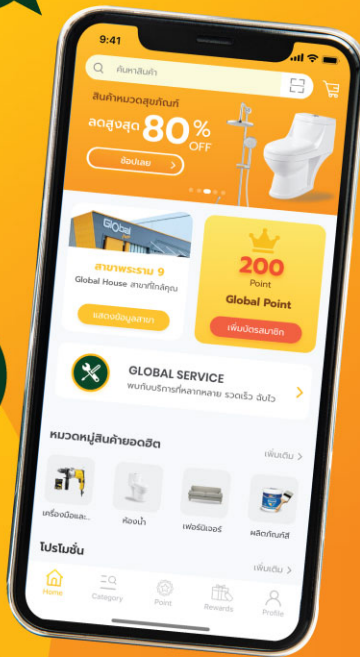
# Click & Collect

ช้อปง่ายได้ตลอด  
24 ชั่วโมง



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## Self-Check Out Development Project

The Covid-19 epidemic situation has resulted in change of customer's behavior and lifestyle, by social distancing to decrease the spread of disease, and change of new technologies. Thus, the company has realized the importance of technology using for fast service by applying Self-Service system to increase the efficiency and fastness of stores as well as giving services to respond the changed customers' lifestyle.





### Digital Solution Development Project in collaboration with Bank of Ayudhya (Krungsri)

The company has developed Digital Solution in collaboration with Bank of Ayudhya (Krungsri) to elevate the standard of payment methods at various retail channels nationwide and online platforms. This aims to provide convenience, speed, and security for both individual customers and business entities purchasing products and services from the company. The company has developed the payment solution to meet the diverse needs of customers, and respond the requirements of every customer group.

In 2023, the Company has continued to develop and expand payment channels for customers with the Krungsri Make a Pay solution, a new payment service option. This allows both merchants and end customers to conveniently, quickly, and efficiently carry out financial transactions. The company is dedicated to apply digital technology to develop business operations, providing increased convenience and speed for customers of all segments. As Global house, we have an online platform for both individual and business customers to choose and purchase products. Therefore, in addition to providing high-quality and diverse products, the process that Global house places great importance on is a payment system that is easy, convenient, fast, and secure. This led Global house to choose to use the Krungsri Make a Pay service, which has now expanded to the business customer segment. This expansion aims to enhance payment channels by integrating with the Krungsri Biz Online App, allowing business customers or merchants to easily make payments. The system is designed based on the study of actual customer usage behavior, eliminating the need for customers to fill-out their information as data is automatically retrieved. Simultaneously, the company can receive payments quickly and can instantly check the transaction amount. This helps reduce expenses in inventory management. The Make a Pay service is a payment acceptance solution that truly smoothen the digital journey for customers.



## Quality products & Services Procurement



### Intention

The Company intends to manage products and services to efficiently respond customers' needs including improve quality of life for people living in society.

### Strategy

1. Increasing channels to reach new products and services
2. Enhancing safety standards of products and services
3. Procuring products and improving services to reach consumer's needs

### Management Guidelines

The Company strives to search products and improve services to be quality standard in fair price under lifestyle changing in New Normal way of living which more realize to safety, purchasing behavior through online channels more, eco-friendly product trends, reaching the aging society, as well as increasing the efficiency in same-day delivery and installation service to efficiently respond customer needs.

### Operations in 2023 in aspect of quality products

#### Eco-friendly Products

The Company strives to provide and support the distribution of eco-friendly products with awareness of environmental impacts, and support the responsible consumption to customers. The Company has divided Eco-friendly products to be 4 groups as bellows;

ESG 1 Energy saving group, reducing global warming group, Natural resources saving group

ESG 2 Health Promotional Group

ESG 3 Elderly & Disability Care Products Group

ESG 4 Product group for responding New Normal way of living

### Performance

	2023
The proportion of sales revenue of ESG product group/total sales revenues	33.73%



### ESG 1 Energy saving group, reducing global warming group, Natural resources saving group

Environmental problems affected to climate change becoming a trend for consumers to be aware of using eco-friendly products. For supporting the responsible consumption for customers, the Company has provided eco-friendly products, energy saving product group, Promotion of Renewable Energy Products, global warming reducing products, and natural resource saving, etc.



### ESG 2 Health Promotional Group

Due to the Covid-19 pandemic situation stimulates people to realize more to health care, the Company has provided quality health promotional products, such as; Home Fitness Equipment, and Outdoor Sports Equipment inclusive of Good Hygiene Promotional Products in type of cleaning products, etc.



### ESG 3 Elderly & Disability Care Products Group

The year 2022, Thailand have reached the criterion of a “complete-aged society” which means the number of people aged 60 years and over, representing more than 20% of total populations. In order to satisfy the needs of elderly customers group, the Company has provided safety products proper with elderly and disability persons with CIT standards certified by the Construction Institute of Thailand, Ministry of Industry, such as; washbasin, basin faucets, toilets, bidet spray set, handrails, shower chair, etc.

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“ หวังว่าสำหรับผู้สูงอายุที่ต้องคำนึงถึง  
เรื่องความปลอดภัยเป็นหลัก  
และยังสามารถใช้งานได้ง่าย สะดวกสบาย ”

- ฝึกบวชชิตสูง ไม่เกาะกับการนั่งของของผู้สูงอายุ
- ที่นั่งสูงกับพื้น ควรสูงจากพื้น 43-45 cm  
ซึ่งเป็นระดับที่ผู้สูงอายุลุกนั่งได้อย่างสะดวก
- ก๊อกน้ำแบบหมุนเปิด ผู้สูงอายุหมุนข้อนิ้วมือไม่สะดวก
- ช่องประตู ควรกว้างไม่ต่ำกว่า 90 ซม.  
สำหรับ Wheelchair







#### ESG 4 Product group for responding New Normal way of living

Covid-19 outbreak situation has led to customers behavior changing in New Normal way of living which realizes more to safety, such as; social distancing, close-contact reducing, work from home, study from home, living activities at home more. Therefore, the Company has provided products to satisfy the changed needs and lifestyles of customers, which are available in present as follows;

- Home Décor Product Group; products for home decorations with family members, such as; decoration accessories, curtains, wallpapers, carpets, room dividers, sofa, recliner chairs, etc.
- Office supplies for working or studying from home products group, such as; working desks, chairs, gaming chairs, bookcases, etc.
- Cooking products group; small kitchen appliances for easy cooking such as air fryer, shabu-pot, and electric grill, etc.
- Internet of thing products group; products for remote monitoring through network such as smart closed-circuit television, smart desk lamps, smart switches, Smart LED Bulbs, etc.



## Checking the source and safety standards of products.

The company prioritizes the safety and quality of the products sold to customers. The product management department collaborates with suppliers or manufacturers to conduct regular inspections and ensures that the products are certified for safety by relevant government agencies and related organizations.

Additionally, there has been training on safety standards and the creation of product labels in accordance with the regulations of Office of the Consumer Protection Board (OCPB). This is to ensure that customers have access to product information, a matter that the company prioritizes greatly. In 2023, the company did not find any products or services that did not comply with safety and health standards based on customer complaints and relevant government departments. The company sells products that have been certified and quality-checked according to legal requirements. The products have undergone quality checks as mandated by the law and have been certified to meet safety standards as follows:

	Thai Industrial Standard (TIS)		European Conformity (CE)
	Food and Drug Administration (FDA)		American Society for Testing and Materials (ASTM)
	Number 5 Label		American National Standards Institute (ANSI)
	High-efficiency Label		European Standards (EN)
	AGA - The Australian Gas Association		DIN Standards (DIN)
	CIT Label of products for elders and people with disabilities such as grab bars and sanitary ware		British Standards (BSI)
	Thailand Trusted Quality		Forest Stewardship Council (FSC)
	Green Industry Label		DVGW Certificate (DVGW)

Anyway, If there are any issues regarding the products, the company has a product return policy within 30 days. In 2023, the company received 42 complaints about product satisfaction through the Call Center 1160. The company addressed and resolved all complaints completely, without any product recalls from customers.

## Operations in 2023 in aspect of quality services

### Omni Channel Shopping Online System

Presently, customers' lifestyle and requirements have been changed along with evolution of technology, leading customers to buy products through online channels more. Thus, the Company has developed the ordering system and Omni Channel, which is combined between shopping both online and offline to satisfy customers, plus with delivery service or ordering and get products by themselves at stores near home through Click & Collect service. Customers can make purchases through various channels, such as online branches, mobile applications, the customer service center at 1160, and the company's website.

### Product Installation Service

The Company has product installation service for increasing the customers' convenience when they buy products of, electrical appliances products group, toilet products, water filters, water tanks and pumps, finished kitchen products, gutters, electrical system and garages, etc. Including guarantee the quality of installation service within a maximum of 180 days and the Company has increased the efficiency of product installation service within a day for customers who buy products before 02.00 PM. for responding the needs and building customer's satisfaction.

# CHANGD

## ช่างดี บริการครบ จบเรื่องบ้าน

**CHANGD**  
ช่างดี บริการครบ จบเรื่องบ้าน

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## Customer Relation Management and responsibility



### Intention

The company intends to operate business fairly, consider to highest customers satisfaction by determining that employees must give product information and service truly, and not conceal material information that may lead to misunderstanding which affect to customer decision to purchase.

### Management guidelines

- (1) Continuous building customer engagement by approach and respond customer needs efficient.
- (2) Intend to deliver quality products and services for building good experience to customers.
- (3) Customer Satisfaction Survey and bring the result to adjust and improve products and service annually.
- (4) Improve online distribution channels to be easily accessible and more convenient.

### Operating

#### 1. Responsibilities toward customers

##### Pre-sales Service

- (1) The company adheres to fair marketing by providing customers the information relating to the products and services with reality and undistorted of important information that may lead to misunderstanding result in customer's making decision.
- (2) Employees must give promptly advices for product using and risk probability from using together with preventive measures of possible danger to customers.

##### After-sales Service

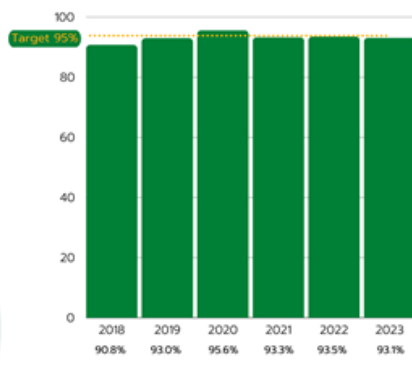
- (1) Delivery and Installation Service for electrical product groups, electrical system, floor tiles, doors, windows, wood floorings, laminate-floorings, water tanks, water pumps, gutters, cookware, toilets, and painting, according to terms and conditions of the company as well as warranty after installation.
- (2) Product repair services for House Brand products shall repair following to stipulated terms and conditions. For products having Brand owners, the company will be the coordinator in order to deliver product to Brand owners along with following-up the product repair until completed.
- (3) The company has determined the policy for goods return after-sale within period time not exceeding 30 days from the date of purchasing.

#### 2. Customer Satisfaction

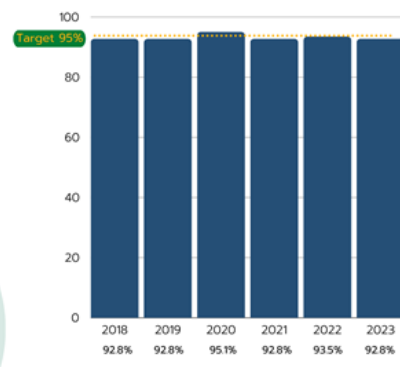
The Company has specified the customers' satisfaction survey process inclusive of customer comments handling process for taking the result to develop and improve products and services as well as continuous improving business operation process of the company and building customers' satisfaction to always use the company's services continuous.

## Customer Satisfaction

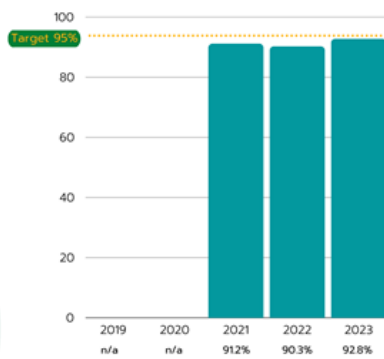
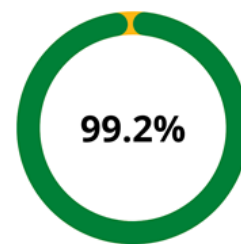
### Products



### Services



### Online

■ 99.2% Repeat Customer  
■ 0.8% Only one-time



## Supply Chain Management



### Supplier Code of Conduct

The Company has established the Supplier Code of Conduct to align suppliers and producers' business practices with the company's management guidelines. The Sustainability and Corporate Governance Committee has been tasked to continuously review and improve the Supplier Code of Conduct so that it corresponds to business changes, covering issues on human rights and labor, occupational health, safety and environment, and business ethics.

### Suppliers Selection Criteria

Procurement is important process to fix expenses and quality of product and service which the company shall bring to use in operation, so the company must have operation procedure beneficial for highest to the company with fairness, reasonability, transparency, and accountability. Besides, the company also gives the importance to trading partners on their supports for a mutual benefit and establishes good working relationship with trading partners/suppliers based on respect and mutual trust.

The company emphasizes the importance of screening suitable business partners/suppliers and ensures that the screening process and business practices towards the suppliers are fair and in accordance with the established criteria. The company supports conducting business with suppliers, manufacturers, and contractors ("Suppliers") who operate ethically, respect human rights, and are socially and environmentally responsible. This demonstrates the company's commitment to sustainable business practices. The selection criteria cover economic, environmental, and social dimensions (ESG) as follows:

- Having a good credit history and potential to be growth together with the company in long term.
- Having production process which concern to society and environment according to regulations by laws such as non-infringement of human rights, non-use illegal labor, and non-destructive environment.
- Produce or Distribute quality product and quality assurance.
- Delivery product in agreed quantity and timely.
- Supporting in promotion and after-sale services to customers.
- The company collaborates with suppliers in various aspects, including providing product samples, quotations, and other relevant information. It ensures that suppliers adhere to the Supplier Code of Conduct, which covers business ethics, labor and human rights, occupational health and safety, environmental considerations, and compliance with laws and regulations.

### Suppliers Risk Assessment

The company has analysis of purchasing history information of trading partners by considering from necessary details such as numbers of trading partners, purchased product group, value of purchasing, and source of trading partners, in order to analyze working procedure and risk management in Supply Chain.

## Supply Chain Management Goals

Supply Chain Strategies		Goals	Goal Years
Code of Conduct for Suppliers	Noticed	100%	2021
	Acknowledged	80%	2021
	Trainings	70%	2025
Risk Assessment	ESG Risk Assessment	90%	2022
Sustainability	Employees Training-Supply Chain and Sustainability	100%	2025
	Suppliers-Supply Chain and Sustainability	70%	2025

## Purchasing Information of Suppliers

Source product	Numbers (names)	Rate (%)
Thailand	682	77.94
Oversea	193	22.06

Furthermore, the company has classified important suppliers by selecting from Purchase volumes and suppliers with hard-to-find substitute products, in order to identify the important suppliers of the company and to be reference information in risk management causing from suppliers.

- SIGNIFICANT SUPPLIER means Supplier with high Purchase volume, hard-to-find substitute products, consider as these suppliers shall be classified as HIGH-RISK TIER 1SUPPLIER which need to pass the annual supplier evaluation
- NON- SIGNIFICANT SUPPLIER means Supplier with medium or low
- Purchase volume and medium or low risk level, not be classified as HIGH-RISK TIER 1SUPPLIER

## Critical Supplier Details

Types of Suppliers	Numbers (Names)	Rate (%)
Significant Supplier	38	4.34
Non- Significant Supplier	837	95.66

## Action Measure in the event that supplier's non-compliance in regulations

- Negotiate to resolve the problem with determining the problem scope and clearly period
- Viral warning and writing warning
- Termination of trade agreement
- Claim for damages

### Supplier Monitoring & Auditing/Assessment

The company has established a supplier code of conduct manual for supplier to be to serve as guidelines for conducting business. And there is a self-assessment for suppliers regarding their sustainability, covering issues related to the environment, society, and corporate governance (ESG). By suppliers conduct self-assessment through the GLOBAL SOFT system annually. Additionally, the procurement department has mandated regular on-site audits of suppliers every year through the GLOBAL SOFT system to verify the quality and sustainability practices of the suppliers.

The company has a process for supplier risks assessment and potential impacts that may affect the company's business operations, under the risk assessment criteria set by the company. Such as likelihood, impact, in various issues on sustainability aspects, covering corporate and governance, economic, social and environment, as well as business ethics, labor practices and human rights, occupational health and safety, environment management and community and social responsibility.

### Performance in 2023

- **ON SITE AUDIT:** The company conducts audits and supplier assessments in terms of quality and sustainability (ON SITE ESG AUDIT). This involves on-site assessment at supplier's place to examine the quality of products and their adherence to sustainable practices, including compliance with the supplier code of conduct. In 2023, The Company has audited 5 suppliers and found that all 5 suppliers complied with sustainability practices covering economic, social, and environmental dimensions, including there was no violations of the Suppliers Code of Conduct.
- **Supplier ESG Self-Assessment:** The Company has established Supplier ESG Self-Assessment by requiring domestic suppliers to conduct the assessment through Global Soft. In 2023, there is 491 companies of domestic suppliers has replied the Self-Assessment from total domestic suppliers 682 companies or equal to 71.99%

### Specify Credit Term Policy

The Company gives the importance to liquidity and Cash management by specifying the criteria and credit term processing for suppliers within 7-180 days, which considering from many factors such as business operation period, purchase value, product quality etc.

Credit term period information of the company according to actual average duration with details as below;

Details	2022	2022	2023
Account Payable Day	41 Day	38 Day	37 Day

### Suppliers Development

Since 2010 the company has applied the VMI system (Vendor Managed Inventory) which is the product management system by suppliers in order to increase the efficiency in product selling of suppliers with inventory management for the company. The important principle of VMI that is Suppliers can access to actual sales information of the company and inventory for each store, and then the suppliers can settle the production plan, delivery plan and promotion sale accurate and meet different requirements of each area. The company gives authority to suppliers

for opening purchase order and refill products for the company. Anyway, VMI will help to increase product sales of suppliers and increase an efficiency of supply chain for both suppliers and company, as well as respond customer needs consecutively.

### Green Procurement

The company recognizes that Green Procurement is a process or activity of the Company's social and environmental responsibility as the procurement is an important process for every business that plays a huge role in reducing environmental impact.

The Company has supported green procurement with a commitment to promote the procurement of Eco-friendly equipment, tools, and vehicles to reduce the environmental impact from the Company's activities. As well as sourcing Eco-friendly products and services to support responsible consumption and meet the needs of customers who want to consume Eco-friendly products.

### Performance

1. Procurement of Eco-friendly equipment, tools, and vehicles.
  - Purchasing the Electric Forklift for new stores instead of gas and oil type forklifts and replace forklifts of same stores that have reached the end-of-life by starting from 2020 onwards, the operation of electric forklifts will not affect the environment in terms of noise, smell and air pollution.
  - Purchasing the Electric Stacker for moving products in retail area of every store.
  - Hybrid Car, the Company has a policy to purchase Hybrid Car for Executives due to it is more environmentally friendly than gasoline cars.
2. Procurement of Eco-friendly products and services to support and meet the needs **of customers**. The company has categorized to be ESG products group which consist of energy-saving products, global warming reduction group, national resource saving group, health promotion group, products for the elderly and disabled persons, and products for the new lifestyles.

### Company's Buyers Officer Training

The Company provides capacity development trainings for buyer officers to effectively accommodate organizational changes. The company also makes communications about policies, Supplier Code of Conduct, regulations, and guidelines related to the procurement process and the application of information technology systems. This can appropriately and systematically create operational efficiency as well as the correct and rapid implementation of the procurement process using knowledge and information technology systems.



### 3.3 Sustainability Management in Environmental Dimension

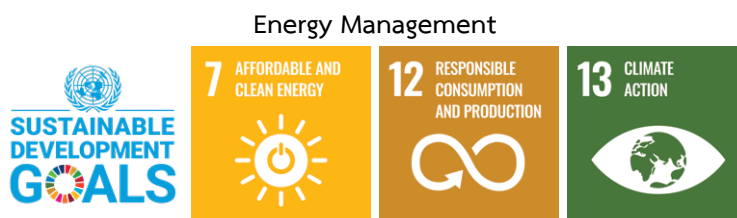
#### Smart Stores

#### “Aims for reduction of environmental impacts”

##### 3.3.1 Environmental Policy and Practices

The Company emphasizes on business operations and growth together with environmental management. Although the business operations have no direct impacts on the environment or produce pollution like factory, anyway, the company realizes to the importance of environmental care. Managing the efficient use of resources to reduce and prevent impacts on the environment causing from the operations of the company by setting “Environmental Policy” to be guideline in operations with environmental responsibility.

##### 3.3.2 Environmental Performance



##### Determination

The company has intention to operate its business simultaneously with efficient energy management, maintains to prevent the environmental impacts by adhering the Sustainable Resource Use Guidelines together with Climate Change Mitigation and Adaptation, which begins from designing the building structure, work process improvement, machine, equipment to conform to energy conservation.

##### Management guidelines

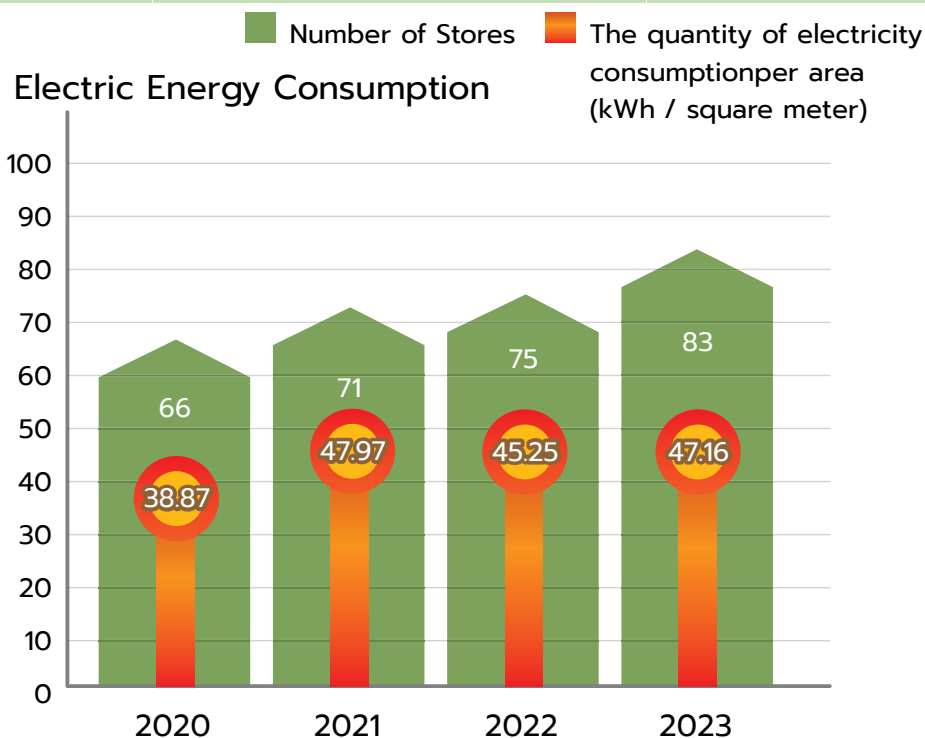
1. Operations under regulations, laws and international standard.
2. Since 2016, the company has policy to install Automated Storage & Retrieval System: ASRS (which is closed system, no lighting required in working result in reducing electricity consumption, besides of energy saving, the ASRS also helps to improve the efficiency in warehouse management)
3. In 2017, the company have changed the air-conditioning system from Misting Fans to be Air-Condition and improve lighting system inside the store which need to use more electric energy, then, have policy to install Solar Rooftop to generate electric energy from solar energy for energy saving in long term, and the company have already installed completely for all stores in 2019, resulted in reduction of operating expenses of the company. Moreover, in 2020, the company have developed the Air-condition control program causing more reduction of energy consumption.



## Operating Results

### Details of Electricity consumption from transmission line

Year	Numbers of Store	The quantity used for electric energy consumption (kWh)	The quantity used for electricity per area (kWh/square meter)
2021	75	72,367,475.00	47.97
2022	77	69,305,359.00	45.25
2023	83	74,017,211.48	47.16



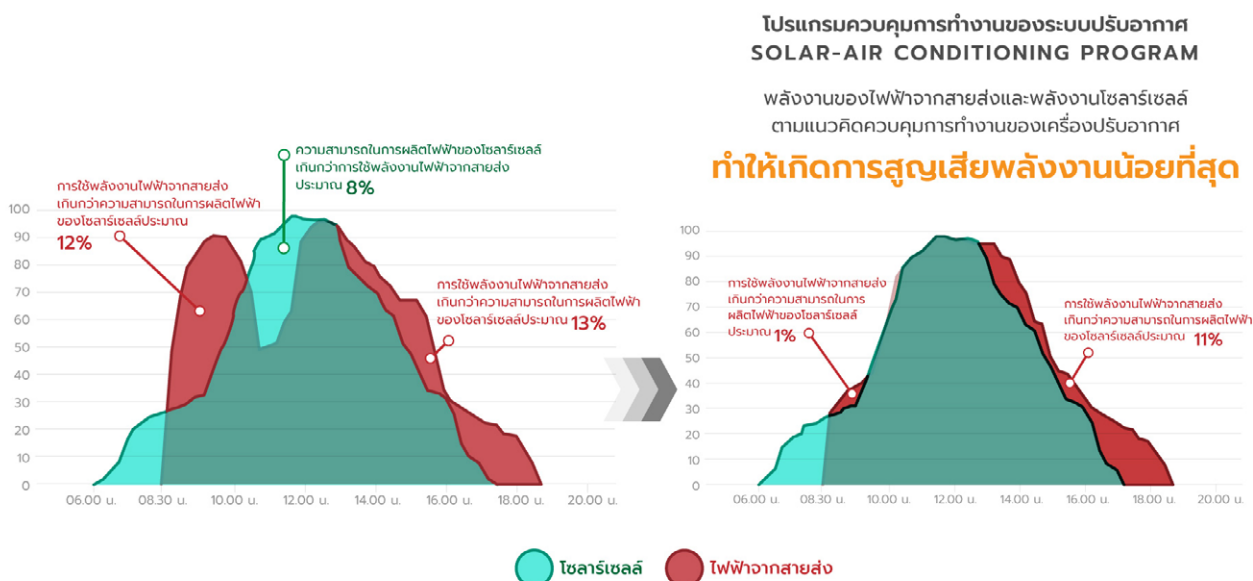
### Renewable Energy Consumption (Solar roof top)

Since the year 2017, the company has policy for renewable energy consumption, so the company starts the Solar Rooftop Installation Project. To generate electricity from solar energy, no effects on environment, as its clean energy and also helps to reduce the operating expenses. In 2023, the company has Solar Rooftop to generate its own electricity covered in all stores, totally 83 stores,

Year	Number of Stores	Accumulated number of installed store (Solar cell)	Generated Electricity Volumes (kWh/year)
2021	75	75	78,860,821
2022	77	77	79,611,969
2023	83	83	86,738,391.64

As present, the Company has changed the store into a modern trade store, air conditioning systems have been installed and utilized, accounting for approximately 60-70% of the total electricity consumption in the building. The operation of conventional air conditioning systems typically requires the highest energy consumption when starting the air conditioning units, followed by a decrease in energy consumption after running for 2-3 hours. Energy usage increases again in the afternoon until around 3 p.m. when it begins to decrease until the system is turned off. However, solar cells start producing a relatively small amount of energy in the morning and reach their peak production between 11:00 a.m. and 1:00 p.m. The operation of the air conditioning system and the energy generated by the solar cells result in energy loss that is not fully utilized efficiently.

Siam Global House is the first company to align the operational control of the air conditioning system with solar energy production. This innovative approach allows the captured energy to be efficiently utilized, leading to a reduction in electricity consumption of approximately 15-20%.



#### Thailand Voluntary Emission Reduction Program: T-VER

The company has registered its greenhouse gas reduction project under the Thailand Voluntary Emission Reduction Program (T-VER) according to the standards of the Greenhouse Gas Management Organization (TGO). The project, named “Solar PV Rooftop Project by GLOBAL HOUSE,” has participated in the voluntary greenhouse gas reduction initiative. In the year 2023, 29 branches have been registered under T-VER. It is anticipated that, on average, the registered projects will reduce greenhouse gas emissions by approximately 16,760 tons of carbon dioxide equivalent per year (tCO<sub>2</sub>eq/y). The carbon credits calculation period spans 7 years, starting from May 1, 2022, to April 30, 2029.

### Electric Power System Changing Project both Interior and Exterior

The company have action plan to improve lighting system both inside and outside the building which result to reduction of energy consumption for 109,893 kWh/year by the details of operations as below;

Project	Number Of Stores	Reduced Energy Volumes (kWh/Year)
Change street light around the building from Street Light 120 Watt to be Solar Cell system	6	46,675
Change Customer's Garage light from LED 20 Watt to be Solar Cell system	6	3,064
Change light in display tray from LED 14 Watt to be LED 10 Watt	6	39,168
Change Aisle light from TLD 36-Watt, 13 set to be LED 48-Watt, 4 set	6	15,994
Change Rack light from TLD 20 Watt to be LED 18 Watt	6	5,010

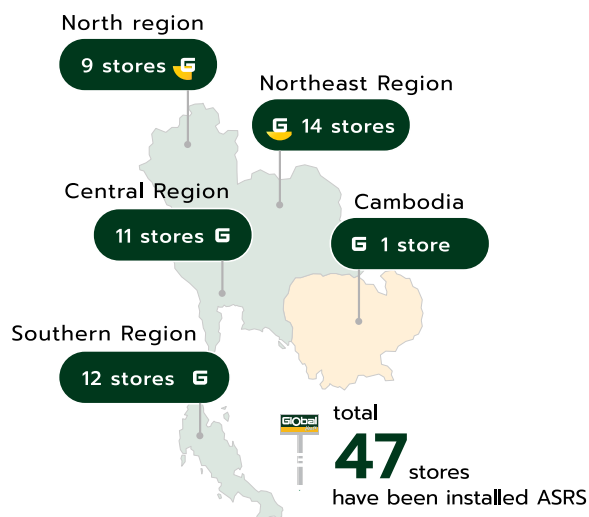
### Automated Storage & Retrieval System: ASRS

Since the Year 2016, the company has installed Automated Storage & Retrieval System: ASRS which is controlled by computer in all the system to increase rapidity, accuracy and efficiency in the warehouse management of the company. Besides, the ASRS is closed system; no lighting required to work, result to reduce electricity energy consumption result in the electric energy consumption has reduced. In 2023, the company has installed completely 47 stores.

### ASRS TO AUTOMATE STORE

## ASRS

### Automated Storage and Retrieval System





### Determination and Goal

The company gives the importance to efficient water consumption, from water supply, ground water and recycles water in the company's operation for realizing to the importance of water and energy conservation as well as maximizing the value.

### Management Guidelines

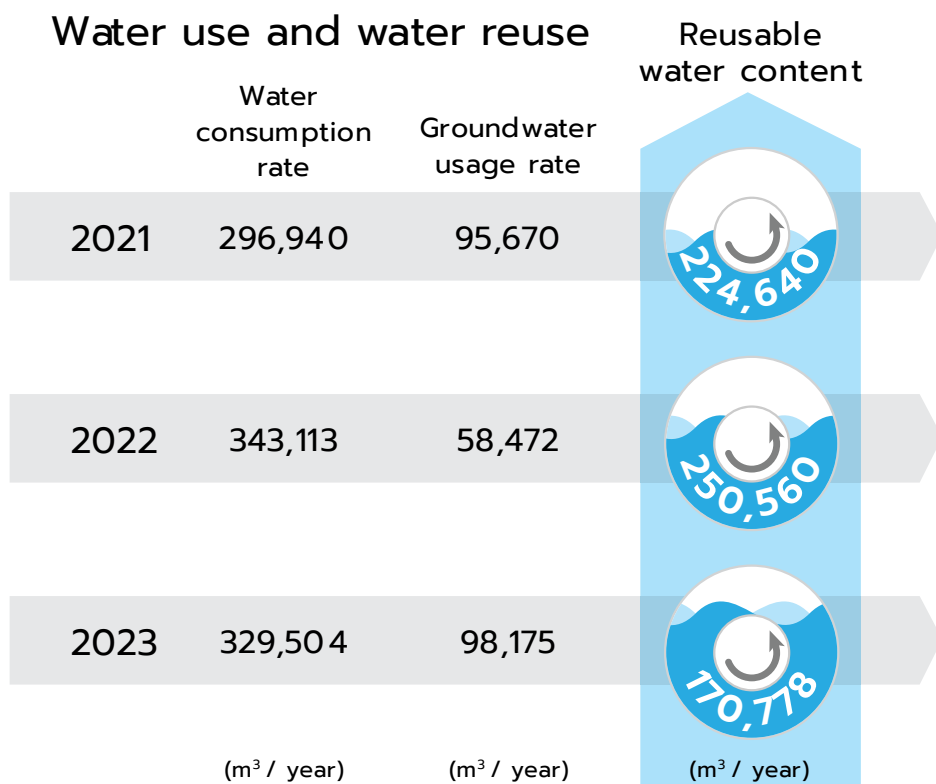
The company has water consumption management by mostly using within the building store and the staff canteen for cleaning. Anyway, the company attempts to reduce water consumption volumes by determining the Technic department to regularly calibrate water pipe, cleaning equipment and water meter in every month. For new store expansion and same-store renovation, the company has determined to install water-saving sanitary ware, urinal, and automatic faucet. In addition, the company operates the reduction of wastewater emission to environment project by recycling wastewater from stores through the wastewater treatment process to reuse in water the plants, can reduce the water consumption volumes from water supply and ground water by the following water consumption details during the year 2020-2022;

### Operating Result 2023

#### Water Consumption Statistic

	2021	2022	2023
Accumulated Number of stores	75	77	83
Accumulated Number of stores in water supply consumption	61	63	69
Accumulated Number of stores in ground water consumption	14	14	14
Accumulated Number of stores in water the plants system	26	29	44
Water Consumption Volumes separated by sources			
Accumulated water supply consumption volumes (m3/year)	296,940	343,113	329,504
Accumulated ground water consumption volumes (m3/year)	95,670	58,472	98,175
Total Volume of water consumption (m3/year)	392,610	401,585	427,680
Net rate of water consumption of store			
Water supply consumption rate/stores*	4,867	5,447	4,775
Ground water consumption rate/stores*	6,834	4,177	7,012
Water Recycling volumes (m3/year)	224,640	250,560	170,778
Accumulate Green Area (m2.)	11,800	15,200	27,600

Rate of water consumption 2021-2023





## Waste Management and Secondary Material



### Determination and Goals

The company has policy and guidelines for proper and systematic management of waste and garbage generated in the store, no effects to the community, environment and conform to the laws. The waste and garbage generated from the operations, customers and employees; the company aims for reducing scrap waste including campaign for reducing the use of plastic bag.

### Management Guidelines

The company efficiently manages waste by implementing proper waste separation and adopting a circular economy approach. This promotes the efficient use of resources. Since 2022, the company has organized campaigns and conducted training for employees on waste separation to enhance their knowledge, understanding, and awareness of the importance of effective waste management.

The company has conducted waste separation, which can be categorized into 3 types:

- **Recycled Waste:** This includes paper, cardboard, paper cartons, metal scraps, plastic bottles, glass bottles, and other metal scraps. The company processes and sells these items to local buyers, organizing an annual bidding.
- **General Waste:** This category encompasses plastic bags, plastic cups, tubes, foam boxes. The company arranges for separation and storage to facilitate disposal by municipal authorities following sanitary guidelines.
- **Wet Waste (Organic Waste):** This involves food scraps from the company’s cafeteria. The waste is separated and made available for employees interested in using it for animal feed or for creating organic compost.

Quantity of waste



Performance for 2023

Quantity of waste	2023 (tons)
Quantity of Recycled waste	4,450
Quantity of landfill waste	184
Quantity of food scraps	263
Quantity of total waste	4,852



### “Yak-laew-D” Projects. (Good sorting)

The Company recognizes the importance of promoting waste sorting from the source and correct management to the destination. Therefore, the “Yak-laew-D” project was organized to campaign and encourage employees to understand and realize the importance of waste sorting, waste reduction as well as recycling waste to bring waste into the management process for benefits again.

## Closed Loop Collaboration For Circularity

The company has collaborated with SCGC to lead the closed-loop recycling project for circularity that transforms used plastic within stores into eco-friendly plastic bags. With innovation of high-quality PCR from SCGC GREEN POLYMERTM, by returning used plastic back into the recycling process in a complete closed-loop manner, without any leakage to the external environment, emphasizing the utilization of resources for maximum benefits in line with the principles of the Circular Economy. The initiative promotes the use of eco-friendly plastic bags at Siam Global House Limited (Public Company) headquarters since October 2023 onwards.



## Greenhouse Gas Management



### Intention and Goals

The company is committed to be a part of tackling climate change, with well awareness that climate change is an issue that affects sustainability and human well-being. The worldwide has cooperated in reducing Greenhouse Gas (GHG) emissions to mitigate the impacts. In this regard, the Company gives the importance to the Carbon Footprint for Organization (CFO) assessment by starting to conduct the assessment in 2022 in order to know the amount of greenhouse gas generated from the company's activities. As well as monitoring the performance of activities following greenhouse gas emission reduction measures, and set the goal to reduce GHG emission by at least 10% from the base year (2022) within 2030.

### Risk and Opportunity

Risks	Impact	Opportunity
Physical Risks	<ul style="list-style-type: none"> <li>Customers and revenue have declined from temporary stores closure.</li> <li>Operating costs has increased.</li> </ul>	<ul style="list-style-type: none"> <li>Increased online sale channels.</li> <li>Installed ASRS system.</li> <li>Installed Solar Rooftop.</li> </ul>
Low Carbon Policy	<ul style="list-style-type: none"> <li>Operating costs has increased from compliance with carbon reduction policies.</li> </ul>	<ul style="list-style-type: none"> <li>Replaced equipment and tools with electrical systems such as Electric Forklift, Electric Vehicles to reduce Greenhouse Gas emissions.</li> </ul>
Technology & Marketing	<ul style="list-style-type: none"> <li>Customers tend to demand more Eco-friendly products and services, affected the same stores sales.</li> </ul>	<ul style="list-style-type: none"> <li>Having an opportunity to expand ECO Product market and create service innovations to reduce environmental impacts.</li> </ul>
Reputation Risk	<ul style="list-style-type: none"> <li>Expectations from stakeholders on the Company's environmental operations may affect the reputation and image.</li> </ul>	<ul style="list-style-type: none"> <li>Having an opportunity to build the good reputation and image and create value to Brand.</li> </ul>

### Management Approach

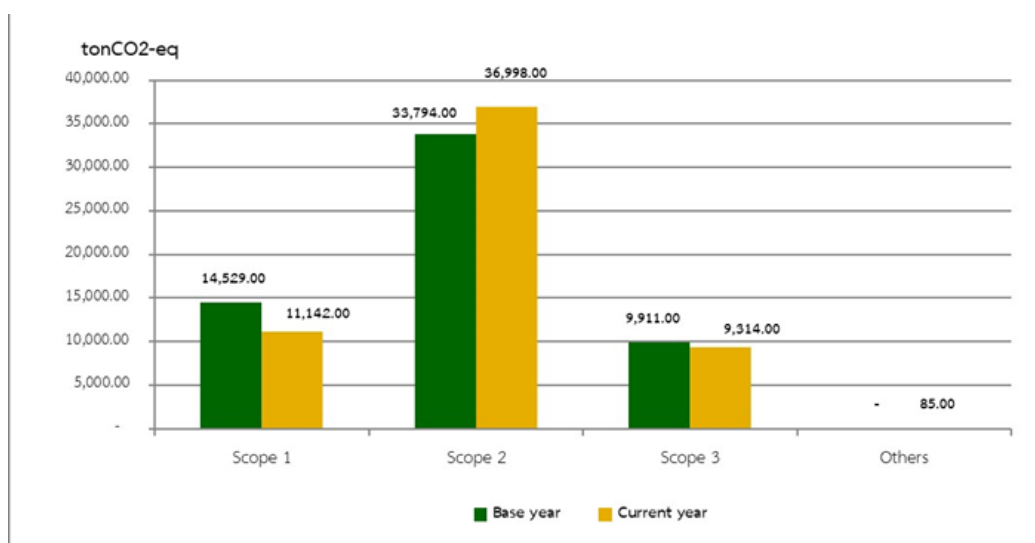
The Company operated retail business of construction materials and home decorative products which its activities required energy and natural resource consumption for customer service. The Company gives the importance to impacts from business activities causing GHG emissions, therefore emphasizes on operating for reducing GHG emission both direct way (Scope1) and indirect way (Scope 2) by setting the devices modification policy of equipment, tools and vehicles to be electric instead of fuel oil, and policy on the use of solar energy instead of electricity from transmission lines. As well as energy conservation measures by reducing electricity consumption, the source that generates the highest greenhouse gas emissions by 58% of all activities.

In 2022, the Company has started the Carbon Footprint for Organization (CFO) assessment or the amount of Greenhouse Gas emission from the company’s activities such as Fuel combustion, electricity consumption, waste management, and transportation, which shows the result in the form of tons of carbon dioxide equivalent. This makes to know the significant points of the company’s greenhouse gas emissions and will lead to effective management by the scope and results of the greenhouse gas emissions assessment as follows;

### Scope of Greenhouse Gas Emissions

Scope 1	Scope 2	Scope 3
<ul style="list-style-type: none"> <li>Gasoline/diesel oil volume for executive vehicles</li> <li>Diesel oil volume for delivery vehicles.</li> <li>Gasoline oil for Lawn movers</li> <li>LPG/Diesel/Gasoline Volume for Forklift</li> <li>Diesel fuel consumption of Generator/ Fire pump</li> <li>CO2 Fire Extinguishing Agent Consumption</li> <li>Refrigerant quantity for type of R32/ R410A/R407C/R134A/R404A/R401A</li> <li>Methane content from Septic tank</li> <li>Methane content from activated sludge wastewater treatment system</li> </ul>	<ul style="list-style-type: none"> <li>Electricity consumption</li> </ul>	<ul style="list-style-type: none"> <li>A4 70 grams/ A5 paper purchase quantity</li> <li>LDPE Handle Bag Purchase quantity</li> <li>Provincial Water Supply/Metropolitan Water Works Authority</li> <li>Acquisition of Gasoline / Benzene / Diesel / LPG / Electric</li> <li>Transportation of raw materials (paper, handle bag)</li> <li>Landfill Waste Management</li> <li>Employee's travel to the workplace</li> <li>Disposal of product residues (Tax invoice printing paper(A5) Paper handle bag)</li> <li>electricity consumption of tenant</li> </ul>

Greenhouse Gas Emission Details for 2023



Remark : The Company has conducted the Carbon Footprint for Organization (CFO) by using data from 1st January - 31st December 2023, and has passed the audit and review by “The specializes in environmentally friendly business strategies center” who is the CFO reviewer registered with the Thailand Greenhouse Gas Management Organization (Public Organization).

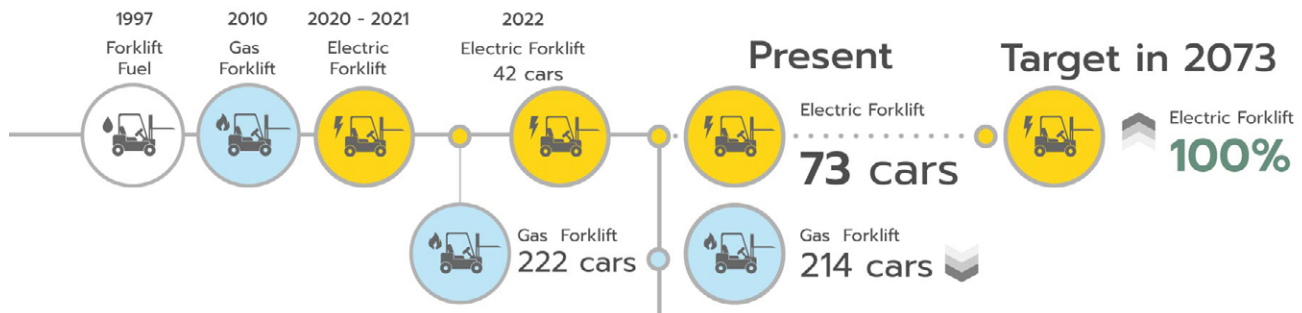
## Electric Forklift and Electric Stacker Using

Due to daily operating activities of stores about transferring products, picking and products storage, need to use Forklift to be convenient, fast and labor-saving, the Company has defined that Electric Stacker for using in area of home décor products and electric forklift for using in construction products.

Since the year 2020, the Company has policy of using Electric Forklift for new stores and replacement of Forklift fuel of same stores which was ended of life. Due to the company has realized that the fuel combustion was the cause of Greenhouse Gas, and air pollution, while the Electric Forklift and Electric Stacker have no environmental impacts.



### ELECTRIC FORKLIFT



## EV Charger Station installation project

The Company has installed EV Charger Station in service area of stores to support the use of renewable energy and reduce Greenhouse Gas causing from all stakeholders of the Company. At the end of 2023, the Company has EV Charger Station in number of 12 stores.



### EV Charger Station

The Company has installed EV Charger Station in service area of stores to support the use of renewable energy and reduce Greenhouse Gas causing from all stakeholders of the Company. At the end of 2021, the Company have EV Charger Station in number of 12 stores.

“

Promote to use Electric Vehicle (EV)  
Respond the policy of government sector for energy and environment conservation  
To bring Thailand into a low-carbon society.

”



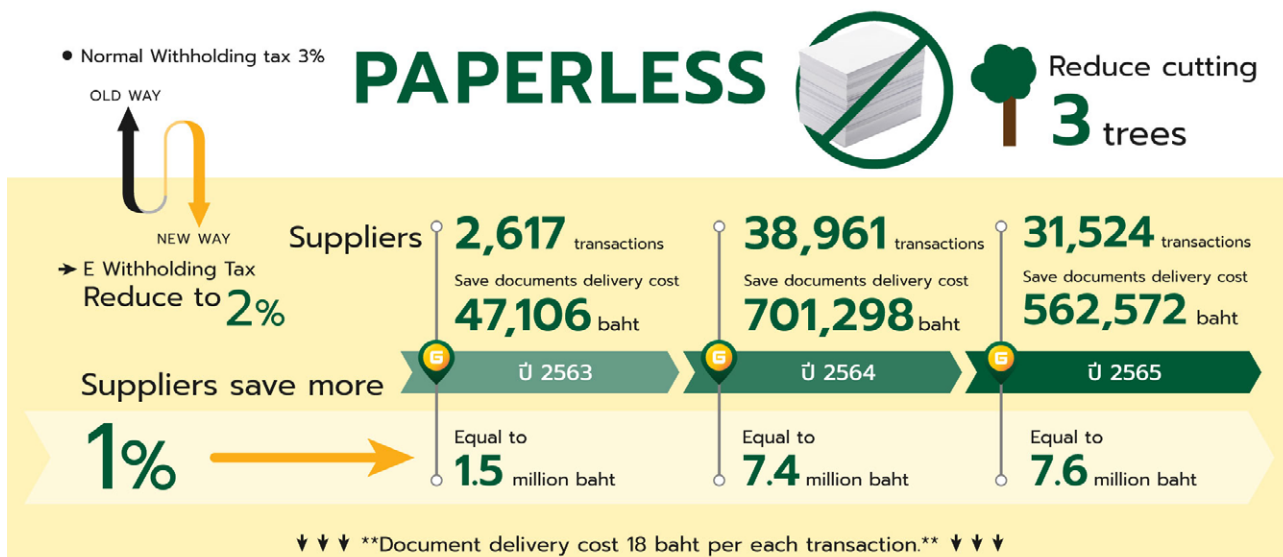
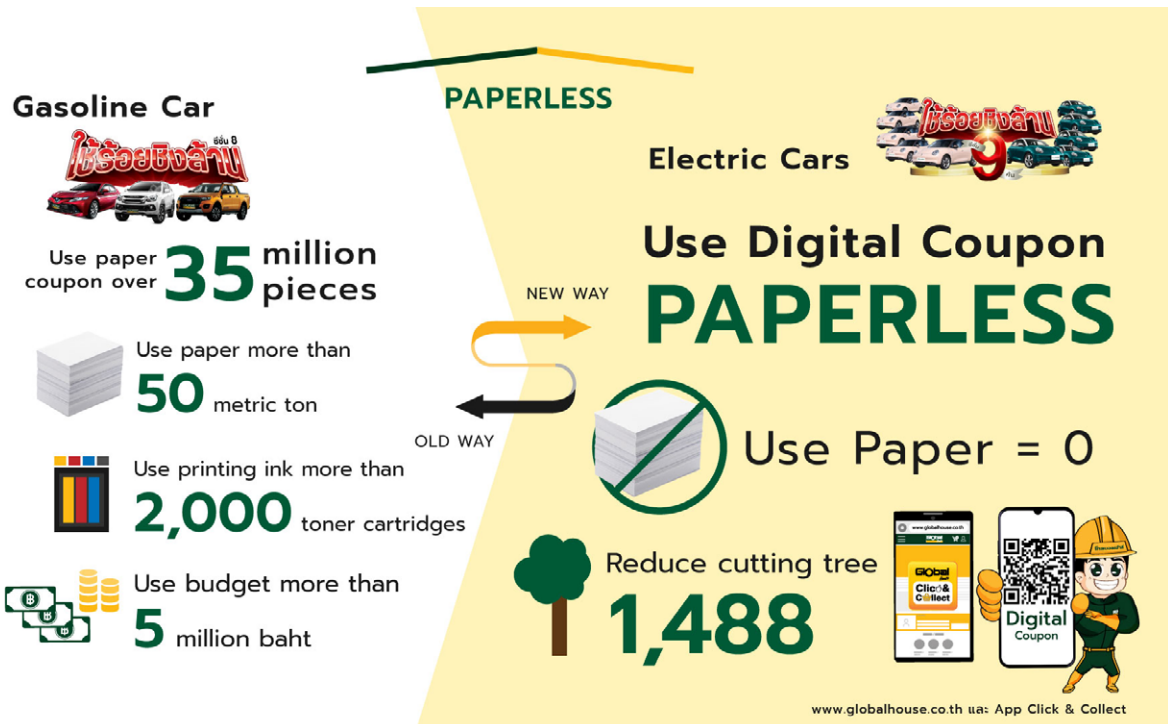
## Organizing the sale promotion by Digital system (Digital Lucky Draw)

In 2022-2023, the Company has adjusted the sale promotion activity “Chai Roi Ching Lan” season9 to be Digital system that can reduce A5 paper consumption for printing to be coupon by 28,687,572 pcs, and reduce fuel oil consumption for delivery coupon from all stores to the head office. The Company also changed the prizes to be Electric Vehicle of 9 cars instead of Gasoline car to support the driving into a low-carbon community.



## Activities for promoting employees to participate in energy and environment conservation

- Provide knowledge and training employees regarding environment including reduction method of Energy consumption by publicizing through corporate media such as Energy saving campaign signs, public relations board, and intranet, i.e.
- Publicize to all employees to participate in reduction of Energy consumption such as electric saving, water saving, including usually audit water pipes and equipment to be in good condition and efficient.
- Encourage the executives and employees to turn off air-conditioners and lighting during lunch time or being outside the room for a while.



### 3.4 Social Sustainability Management

#### Smart People

“Taking care all stakeholders together with social value creation”

#### 3.4.1 Social Policies and Practices

##### Human Rights Policy

The company realizes that respecting human rights is the important responsibility and concern with all stakeholders such as customers, employees, suppliers, creditors, communities related to the business operations of the company. Thus, the company has stipulated the human rights policy in accordance with laws in the country and international standard for instance, UN Guiding Principles on Business and Human Rights: UNGPs in order to apply to be corporate practices regard as responsibilities of directors, executives, and employees need to be acknowledged and comply by publicizing the policy on the company’s website and more information at below; <https://investor.globalhouse.co.th/en/sustainable-development/#sustainable-policy>

#### 3.4.2 Social Performance

##### Human Resource Management



Human Resources is important part in business operations to achieve goals and success including competitive advantage and sustainable growth

##### Management Guidelines

The company has intention to manage the human resources according to the good corporate governance principle by determining the personal strategy since recruitment, employee’s development and employee retention together with supporting employees equal for career growth and advancement without restrictions on gender, nationality, and religion. The company emphasizes on Knowledge and ability development as well as encourages employees to be good citizen with volunteer spirit, make public and social benefit following to the Human Resource Management Policy of the company “GBH Smart People”

#### 1. Employee Recruitments

With respect to the main operation plan focusing on continuous store expansion every year, cause the company must set the recruitment plan in advance to support operational activities. The company has stipulated the employment policy by promoting mainly local employment in area where the store is located for supporting local economic and labor development including internal recruitment for transfer to their hometown.

Furthermore, the company has promoted career building for disadvantaged peoples by giving the cooperation and supporting the employment policy of the government sector such as Elderly Employment, Disability Employment, New Graduated Employment (Co-payment Project), with the performance of the past years as follow ;

### Co-Payment Project

The Company has continuously supported and promoted the employment for new graduates. In 2023, the company has employed new graduates total 554 persons

Job description / Year	2022 (persons)	2023 (persons)
Information Technology Department	26	10
Supply Chain	9	9
Marketing Department	11	2
Inventory Management Department	14	4
Accounting & Financial Department	37	14
Human Resource Department	17	6
Operation Department	620	509
<b>Total</b>	<b>734</b>	<b>554</b>

### GBH happy mind near home

The company supports and gives employees an opportunity to transfer back to their hometowns under the “GBH happy mind near home” project, in order to encourage employees to back to take care of their family and happy work. In the year 2023, there are total numbers of employees who has joined this project 116 persons

Year	Total Numbers of Employees joined (persons)
2021	67
2022	63
2023	116

### Elderly Employment

To support the Aging Society, the company has encouraged Elderly Employment for people aged 60 or older and be ready to work by providing the proper work with elderly work capacity. In the year 2023, there are total 55 elders working at the company in total 38 stores.

Year	Elder Employees (persons)
2021	31
2022	52
2023	55

### Disability Employment

The company gives the importance and supports Disability Employment with respect to Empowerment of Persons with Disabilities Act, B.E. 2550 (2007) and the revised Disabilities Empowerment Act (No. 2), B.E. 2556 following to the article 33 and 35.

Anyhow, In 2023, the company employed people with disabilities in various departments and provided spaces for the sale of government lottery, employing a total of 102 individuals, represents 0.92% of the total workforce, which consists of 10,985 employees. The company has fully contributed funds to the disability welfare reserve fund to promote and enhance the quality of life for people with disabilities.

#### Details of disabled person employment

Disability Employment	2021	2022	2023
1. Full-time Employment follows the article 33	83	82	79
2. Disabilities Employment follows the article 35 (Total)	18	23	23
2.1 Providing area for lottery distribution	15	20	20
2.2 Hired to be Teacher for Roi Et Education School for the Blind	3	3	3

#### Employees Statistics 2023

##### The employee proportion separated by gender

Details	Male Employee		Female Employee		Total Employee (person)
	Quantity (person)	%	Quantity (person)	%	
Operation Employees					
• Staff level	4,654	58.84	3,255	41.16	7,909
• Management level/Store Executives	1,329	66.42	672	33.58	2,001
Center Support Employees					
• Staff level	152	21.56	553	78.44	705
• Manager level or higher	74	25.43	217	74.57	291
Disabled Employees	39	49.37	40	50.63	79
The proportion of employee's remuneration	57%		43%		

##### The employee proportion separated by age

	Quantity (person)	Percent/ Total Employees
Younger than 30 year	4,464	40.64
Between 30 - 50 year	5,863	53.37
Older than 50 year	658	5.99

### The employee proportion separated by years' experience

	Quantity (person)	Percent/ Total Employees
0-5 years	7,082	64.47
5-10 years	2,886	26.27
10-15 years	802	7.30
More than 15 years	215	1.96

Employee Hiring	2020	2021	2022	2023
Average Hiring Cost/FTE (Baht/person)	-	1,233.72	830.78	659.31
Percentage of Internal Hires (%)	-	8.3	18.60	18.58
Total number of new employee hires (person)	-	2,388	3,984	5,051

Information of new hire employees	2020	2021	2022	2023
<b>Gender</b>				
Male	-	1,512	2,523	3,026
Female	-	876	1,416	2,025
<b>Age</b>				
Under 30 years	-	1,598	2,670	3,217
Between 30-50 years	-	743	1,242	1,765
Over than 50 years	-	47	72	69
<b>Employee Level</b>				
Staff	-	2,209	3,742	4,625
Junior Management	-	164	233	401
Middle Management	-	15	9	19
Top Management	-	0	0	6
<b>Religious</b>				
Buddhist	-	2,358	3,934	4,987
Christian	-	29	45	3
Muslim	-	1	2	60
Others	-	0	3	1



## 2. Employees Training and Development

The company places importance on employee development to enhance their potential and increase efficiency in their work. Content selection for training courses is tailored to align with the nature of the business and is in line with external factors that may impact the business at that time.

	2021	2022	2023
Total trained employees (person)	10,074	10,077	10,575
Total hours of training (hours)	83,511	81,422	90,879
Total hours/person/year	8.29	8.08	8.59
Average number of hours/total working hours (FTE)	-	-	1.07
Training Value (Baht)	198,653.45	1,940,965.09	1,799,219.50

### Details of the Employee Training Course

Course Name	Male (Person)	Female (person)	Total	Total hours
• CEO walk & talk	84	48	132	924
• Management Guidelines for the year 2023 for Innovation & System Development department	90	44	134	938
• Management Guidelines for the year 2023 for Area Managers, Assistant Area Managers and Store Managers	47	34	81	1,165
• The Company's operational policy for the year 2023	76	48	124	744
• Enhance job skills for store managers and assistant store managers.	40	31	71	14,910
• Improve operational efficiency for the year 2023 and standards for managing in-store inventory.	483	337	820	5,182
• Corporate Culture and building Organization Awareness	126	102	228	1,596
• Build teamwork to improve the organization: We Are One	12	30	42	630
• One Team One Goal: Enhancing work capabilities for sustainable growth.	12	24	36	540
• Operation Management: Develop and increase the efficiency of store management.	71	56	127	901
• Professional Retail Business Strategy Planning	11	35	46	960
• Supplier Code of Conduct Training	12	48	60	420
• UX/UI website design and prototype with Figma	3	6	9	63
• Teamwork and efficient work	119	66	185	1,155
• Standards of sales, service and communication	4,320	2,841	7,161	49,044
• Occupational Safety Use of tools, equipment	164	4	168	2,974
• Product Knowledge	114	129	243	2,691
• HR Management and Happy Money: Financial planning in Salaryman Style	60	78	138	848
• Increase knowledge of wastewater treatment systems in the company	45	28	73	511



### Development and Enhancement Program for Store Managers.

The company aims to develop and enhance the capabilities of the store management team, which is a crucial mechanism in managing store operations, encompassing both sales and service aspects. Additionally, the company focuses on ensuring the effectiveness and success of the human resources team in each store. The development plans are outlined as follows:

Target group	Development Topics	Outputs and Benefits
High potential talent selected based on the past performance and qualified as specified criteria.	<ol style="list-style-type: none"> <li>The processes and management of every function in store. <ul style="list-style-type: none"> <li>Retail sale and structure sale department</li> <li>Store support and central department</li> </ul> </li> <li>Software systems and relevant tools.</li> <li>Role of store manager</li> <li>Team Management and development</li> <li>Real work training and guidance from senior executives.</li> </ol>	<ul style="list-style-type: none"> <li>Total 99 participants in 2023</li> <li>Over 1,890 man-days of training.</li> <li>The average annual sales generated per store are 388 million baht.</li> <li>% Employee Engagement Score (Leadership) over 90%</li> </ul>

### New Young Management Trainee Program

The Company promotes and creates opportunities for both fresh graduates and experienced employees who are eager to learn, practice, and develop themselves in the retail business field. This is aimed at enhancing their potential and preparing them for career growth, making them valuable assets for the store management team in the future.

- Started program since 2015 until 2023
- There are 8 classes at present, total 58 participants.
- Total 19 promoted employees in position of assistant stores manager and other departments.

Target Group	Development Topics	Outputs and Benefits
New employees qualified as specified criteria and have flexibility working in stores	<ol style="list-style-type: none"> <li>Retail Business working process in store</li> <li>Coaching and team management</li> <li>Preparing for the opening of a new store along with the support of the staff.</li> <li>Real working in assigned department</li> </ol>	<ul style="list-style-type: none"> <li>58 participants (Trainee Manager)</li> <li>5,220 man-days of training</li> <li>The growth rate of 32.75% for trainee managers in the profession, who have been appointed as store management level.</li> </ul>



### Collaboration project with educational institutions.

The company has expanded collaboration and development to the educational institutions continuously. In 2023, it entered into a Memorandum of Understanding (MOU) with Roi Et Rajabhat University and Mahasarakham Rajabhat University regarding joint production of graduates and cooperative education programs, as well as Cooperative Work Integrated Education: CWIE. By linking classroom knowledge with real-world work experiences within the organization, the aim is to develop the characteristics and skills of students to align with the requirements of business sector. Currently, more than 10 educational institutions from 7 fields of study participate in the support program and collaborate in producing graduates. Over 150 students are involved in internships and experiential learning from actual work environments.

Furthermore, the company has also engaged in sharing and exchanging experiences related to essential skills and attributes required in current business operations with educational institutions and other interested organizations. For instance, with Sakon Nakhon Rajabhat University and Roi Et Rajabhat University, the company collaborates to develop the skills of graduates in various fields to meet the future needs of the business sector.



### 3. Employee Retention

Employee is important part in business operation to be sustainable growth. The company gives the importance in employee retention to build the employee engagement in the organization by the following treatments;

#### Performance of the year 2023

##### 3.1 Employee's Compensation and Welfare Management

The Company defines the compensation and welfare management for employees with fairness, non-discrimination and being appropriated with economic condition and complies with working area in order to be adequate for employees' cost of living. Apart from salary payment is higher than the average rate as stipulated by laws, the company also provides additional other welfares for employees such as position allowance, cost of living, active payment, provident fund, accident insurance, uniform, loan, employee benefit fund, employee's fever gifts, maternity gifts, funeral grants for the employee's family person, etc.

- Reward gold medal to appreciate employees who has taken part to drive the company's operation more than 26 years for business growth and progress. In 2023, there are employees getting the gold medal with honor card as follow;

Years' experience	Numbers (person)	Reward
10 years	340	Golden Medal 25 St.
15 years	44	Golden Medal 50 St.
25 years	4	Golden Medal 2 Baht

**Remark :** Employees who has right to receive rewards need to be in the company's employee status only as at reward day and counting the years' experience since the beginning of work with the company.



- Salary Increment based on areas affected by the government's minimum wage adjustment in order to be in accordance with laws, be appropriated and fair in the organization. As well as building competitive ability with external labor market.



### 3.2 Other Benefits

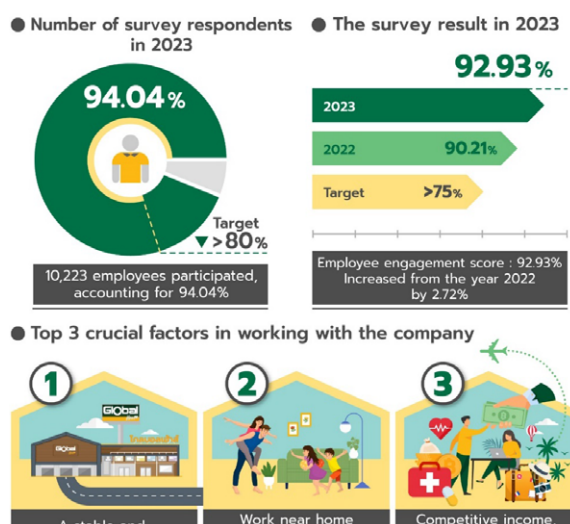
Beside of fair compensations and welfare for employees, the company also aims for employees having good quality of life and stability by providing credit with low interest rate for employees in order to relieve the financial problems, and liabilities which is important cause of employee's stress and may affect their quality of life and living including probably reduce the work efficiency. Furthermore, the company encourages the employees having their own residence by cooperating in loan project for employee welfare by the Islamic Bank of Thailand which there is total employees has participated in the project total 78 persons.

## 4. Evaluation and Employee Engagement

### 4.1 Performance Evaluation

The company establishes and formulates a performance evaluation policy, including evaluation criteria, utilization of evaluation results for compensation consideration, and relevant actions. The company conducts systematic performance evaluations, both quantitatively and qualitatively, using consistent standards every quarter through the HR Management system to ensure transparency and fairness. The evaluations adhere to the Management by Objectives as a standard evaluation format and incorporate additional dimensions for different job groups with diverse characteristics.

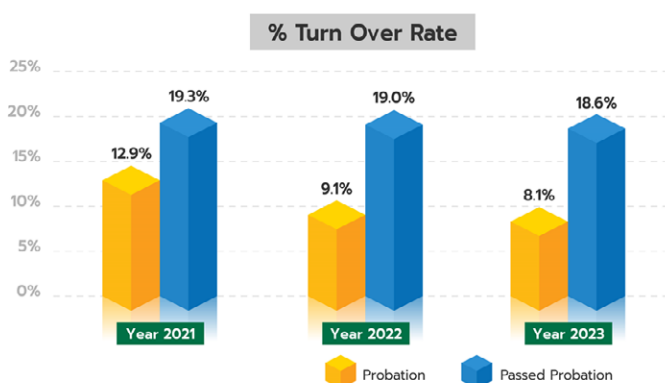
### 4.2 Employee's Engagement



The company conducted an Employee Engagement Survey as a channel for receiving feedback and suggestions from employees. The company analyzed the survey data and results to formulate plans for addressing relevant issues and communicated them to all employees throughout the organization. This aimed to enhance overall satisfaction and employee engagement with the organization. In 2023, the result of the employee engagement surveys has a score equal to 92.93%, higher than the set target and showing an increase of 2.72% compared to the results in 2022. In this survey, a total of 10,223 employees participated, accounting for 94.04% of the total number of employees. According to the survey results, the top 3 crucial factors for employee engagement in their work remain consistent with those in 2022. These factors are a

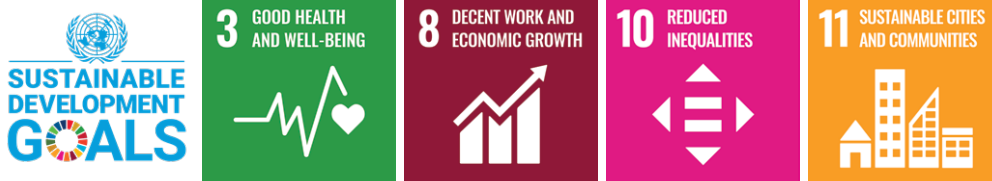
stable and reputable company, proximity of the workplace to home, and a good balance of family time with competitive income, rewards, and excellent benefits. In addition to the above-mentioned crucial factors, it was found that there were additional suggestions and feedback related to various issues. These inputs are beneficial for the company to consider and take appropriate actions, tailored to the specific areas and relevant units going forward.

### Employee Turnover Statistics



Remark : Voluntary Turnover rate

## Occupational Health and Safety



The company realized that good sanitation and safety in working environment will promote the efficiency in working and build trust to all stakeholders. Thus, the company gives the importance to the management guidelines for occupational health and working environment for safety to employees and all stakeholders.

### Determination and Goals

The company has intention to operate business without the occurrence of accidents by setting target “Zero Accident” to persuade employees realize to the importance and work carefully, without accidents which cause of injuries from the working in every activity of operations. By defining the relevant target as follow;

- Every year: 0 Fatality of Employees
- Every year: 0 Occupational Illness Frequency Rate of Employees
- Within 2025: Less than 1.0 Lost Time Injury Frequency Rate of Employees.

### Management Guidelines

The company has determined the safety management guidelines by taking the safety principle and occupational health to apply in operation activities as follows;

1. Comply with a laws, regulations, and guidelines with regard to health and safety either being noticed in present and going to be noticed in the future.
2. Risk assessment in activities related to the operations such as conflagration, product storage, machine using, forklift and equipment, chemicals, and electrical system, etc.
3. Determine the proper preventive measures and provide safety equipment completely, sufficient and always ready to use, by preparing the Personal Protective equipment: PPE, namely Back support, safety shoe, helmet, gloves, reflective vest for employees in all stores and determining to wear every time while working.
4. Build the organizational safety culture and encourage knowledge as well as cultivate consciousness regarding health and safety to employees and concerned persons through channels and activities such as training for giving knowledge, safety activities, public relation through various channels, etc.
5. Prepare an emergency plan for fire prevention and fire suppression and annual firefighting and evacuation fire drill by determining that all employees need to participate in the activities.

## Accident Statistic

Accident Rate	2022	2023
Number of stores (included DC)	78	84
Numbers of Loss Time Accident	104	106
Average Lost time Injury Frequency Rate per store <sup>1</sup>	1.33	1.27
Total Recordable Injuries Rate: TRIR	5.12	4.69
Injury Severity Rate: ISR (Excluding Fatalities) <sup>2</sup>	0	0
Lost time Injury Frequency Rate: LTIFR <sup>3</sup>		
• Employees	3.83	3.98
• PC staffs	0.63	1.05
• Contractor	n/a	4.57
Occupational Illness Frequency Rate: OIFR <sup>4</sup>	0	0
Number of Deaths <sup>5</sup> (person)		
Employees		
• Male	11	9
• Female	0	4
PC staffs		
• Male	3	2
• Female	1	1
Contractor		
• Male	n/a	n/a
• Female	n/a	n/a

- Remark :**
1. Average Lost time injury frequency rate per store = amount of accidents/number of stores.
  2. Injury Severity Rate (Excluding Fatalities) = number of lost time accident over 180 days / total working hours x 1,000,000
  3. Average Lost time injury frequency rate = number of accidents / total working hours X 1,000,000
  4. Number of times / total working hours
  5. As it is a force majeure, not an accident arising from the work of that year.

## Elevate the Occupational Health, Create a safe working environmental

The company recognizes the importance of safety management, aiming to be an organization free from work accidents, occupational diseases, and road accidents. In 2024, the company managed and implemented safety measures in accordance with legal requirements to ensure the safety of those involved in work activities. This included improvements and modifications to work areas, work processes, equipment, machinery, and the working environment to enhance overall safety. Additionally, the company emphasizes creating awareness and instilling a safety consciousness in all employees, encouraging their active participation in promoting workplace safety.

The company has established a policy for occupational safety practices, serving as guidelines for managing safety-related tasks in accordance with the company’s specified directions. This involves a safety committee, workplace safety officers, management levels, supervisors, professionals, and all employees collaborating to develop and drive the company’s safety practices towards continuous and sustainable improvement in line with the objectives set by the company to establish a safety culture and propel the company’s safety initiatives towards ongoing and sustainable development.

In 2023, the company has been actively involved in occupational safety, health, and environmental initiatives in the workplace. This includes promoting improvements and changes to the working environment, as well as encouraging the participation of all employees in the following company’s safety initiatives;

### 1. Participation in the “Outstanding Workplace in Labor Relations and Welfare” program.

The company recognizes the importance of labor relations management to create a safe workplace, value diversity, and provide equal opportunities for all employees. This includes reducing conflicts in benefits between the company and employees, fostering information exchange, creating a positive attitude, and sincerity in managing work. Additionally, the company places importance on developing welfare management systems beyond legal requirements for employees.

The company has participated in the aforementioned project and has received the “Outstanding Organization Award in Labor Relations and Welfare” continuously for over 10 years, with a total of 78 stores participating.



### 2. Participation in the “ Good practice model on road safety” project.

The company places importance on road safety issues and emphasizes the involvement of all stakeholders in preventing and reducing road accidents. This includes fostering awareness of road safety and traffic discipline, as well as taking collective responsibility to enhance safety in the traffic system and actively participate in preventing both loss of life and property.

The company participated in and received the “Good practice model on Road Safety” award for the year 2023. This award reflects the company’s excellent ability to manage road safety. The project’s indicators include ensuring 100% compliance with wearing helmets and seat belts. Moreover, the company has been successful in reducing road accidents to zero.





### 3. The project of cultivating a conscious mindset on occupational safety.

The company organizes the “Global House Safety Month” activity to instill conscious and knowledge of safety among all employees. This initiative aims to promote, communicate, and publicize safety consciousness in the workplace, fostering a sense of safety awareness in operations. The goal is for employees to recognize the importance of safety in their work and apply the knowledge gained from the activities to real-life situations that may arise during their works.



### 4. Safety Patrol Project

The company emphasizes creating awareness of safety behaviors and the working environment for employees and service users to reduce risks in working processes, working area and service areas. The company continuously develops and improves operations in this project, along with annual updates to prevent and eliminate potential risks before accidents occur.



#### Results and Benefits achieved

100% of all stores have fully implemented.  
Everyone is increasingly involved in safety operations.



## 5. Safety Talk communication project

The company promotes understanding, provides knowledge, and raises awareness among all employees regarding safety information related to themselves through communication methods. There is a talk before work to discuss safety matters. Additionally, employees are encouraged to participate in identifying risks and reviewing risk prevention methods in the work processes.

## 6. Kiken Yoshi Training (KYT)

KYT project has been ongoing for a long time that is carried out at every shift before starting the operations. The executives, managers, supervisors, and safety officers will be the persons who start giving knowledge about safety to operators or workers, along with giving suggestions in others related operations, such as giving services, correct and safe work procedures, areas that may be a safety risk in operations or in giving services. Including clarifying service issues, the solutions, and dealing with each situation, etc.





## 7. Employee Welfare Project

### 1. Relax area

Providing seating areas and book corners for relaxation and stress relief for employees during break times, including organizing activities to promote mental well-being and stress relief, such as making merit, and various festive activities, regularly every year.



### 2. Creativity in sports and health

Promoting exercise and sports competitions for employees both within and outside the company. Additionally, encouraging employees to take care of their health by organizing regular physical health check-ups and providing health education.





## 8. Family Welfare Project

**Breastfeeding** Preparing area and providing facilities for the ‘Mother’s Corner’ to facilitate breastfeeding, including postpartum visits to boost morale and motivation, and build a good relationship.



Prepare an area, playground, for the care and service of employees’ children and service users.

“Welfare for caring employees who give birth or take sick leave, including employees and families who have passed away, administered through the Welfare Committee and company representatives.”



## Community improvement for society



The Company realizes to the role of participation in social value creation, aims to enhance the people's quality of life and strengthen the economy of community, together with operates business by considering social responsibility, based on the balanced mutual value creation with stakeholders.

### Management Guidelines

The Company supports and promotes the use of business processing in creating multiple value to society and community through the projects and activities, such as; generating income for small entrepreneurs, promoting distribution channels for agriculturist group, and strengthening skills and knowledge to students for better quality of life, as well as promoting employees to participate in volunteer working with the communities.

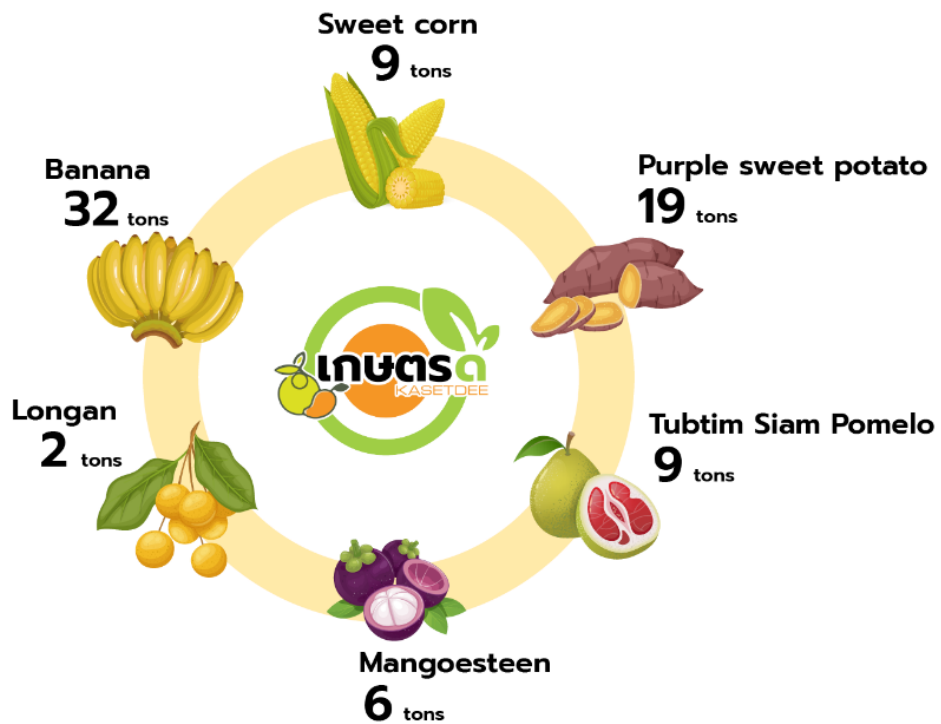
### Performance of the year 2023

#### 1. Promoting the distribution channels of products for agriculturist group through “Sharing Happiness, creating smile and Kasetdee Platform project”

Regarding economic conditions and circumstances affect farmers as they can sell fewer products. There are no areas for selling agricultural products, and some areas have oversupply of agricultural products. Therefore, the Company has established “Sharing happiness, creating smile project” to be a part to relieve problem of farmers. The Company purchases agricultural products in area of Nakhon Ratchasima province, such as; sweet corns, sweet potatoes, bananas, peanuts, and taros, etc. and distributes to “Happiness sharing area” of each store to provide consumers in different areas with the opportunity to access agricultural products that are good quality and safe for consumers in fair price, and also provide more than 10,000 of our employees at each store to consume goods. In addition, the Company also supports small courier entrepreneurs who registered through the Company's transportation service platform for more than 1,000 entrepreneurs to deliver products to its stores of the Company for all the year. Furthermore, the Company has developed “Kasetdee Platform” with its intention to be another channel to support and facilitate agriculturists or small entrepreneurs who are interested, to offer their agricultural products fast and efficient to the Company. Form the aforesaid projects, the Company supports and distributes agricultural products through “Kasetdee platform”







## 2. Promoting Hommali Rice distribution project for Kasetwisai Agricultural Cooperatives

Thung Kula Rong-Hai Hom Mali Rice is the excellent jasmine rice and product champion of Roi-et for long times, but agriculturists face the falling price of rice problem and the inability to export to foreign countries, resulting rice buffer stocks in Roi-Et area. Thus, to relieve rice buffer stocks problem of agriculturists, the Company have purchased Hom Mali Rice in 5 kg package, from Kasetwisai Agricultural Cooperatives, in number of 40,000 bags or 200 tons, and distributed to “Happiness Sharing Area” of all 82 stores over the country, which have received well feedback.

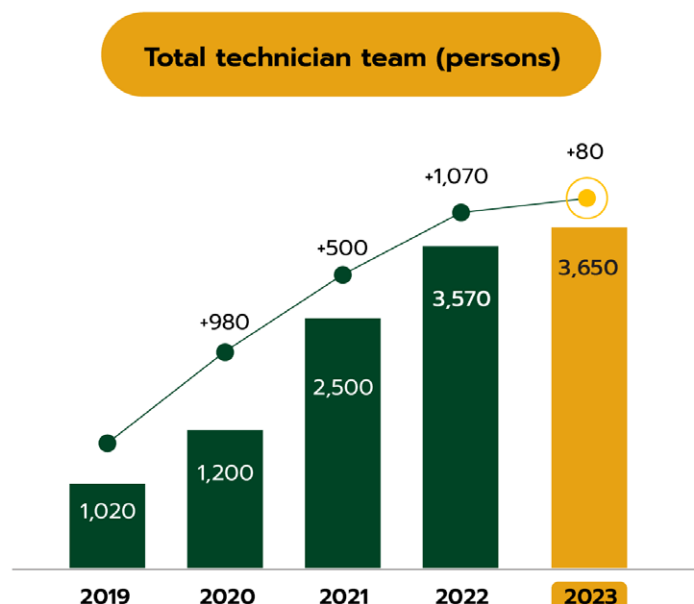




### 3. Generating Income for small entrepreneurs “Changdee Project”

The Company has continuously developed as it aims to be a part of improving quality of life and creating well-being for societies and communities where the company operates all 77 stores over the country. Thus, the Company has established “Changdee project” to provide opportunities for technicians or local small entrepreneurs to join the company. And throughout the time that we’ve provided opportunities to technicians or small entrepreneurs who operate installations by distributing over 70 installation services such as installation of electrical appliances, electrical system, toilets, water pump, solar cell, gutters, digital door locks, automatic door system, garages, kitchenwares, etc., to technicians and small entrepreneurs. Besides, the Company has cooperated with Business Partners; Mitsubishi, Samsung, Haier, Midea, C Hi-Tech, and SCG, etc.

Presently, there are total 2,100 teams of technicians who are interested to join the company for all 83 stores covering area of over 77 provinces. By 2023, the technicians can generate income from product installation service for more than 60,900 items. For each year, the technicians have developed and obtained the trainings from Department of Skill Development and also trainings from Business Partners’ Brands to increase skills for technicians. Besides, the Company has increased the installation technicians every year to be sufficient with customer’s needs.



Changdee Project		
Business Impact	Social Impact	
	Technicians	Customers
<ul style="list-style-type: none"> <li>Have technicians for supporting stores expansion.</li> <li>Support more services</li> <li>Help to push sales</li> <li>Have one stop service</li> <li>Increasing Product Sales</li> <li>Building customer satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>Always have jobs</li> <li>Have stable income</li> <li>Families have better wellbeing</li> <li>Work near home and closer to family.</li> <li>Got Extra Income from Part Time</li> <li>Stable career</li> </ul>	<ul style="list-style-type: none"> <li>Get installation service with quality standard.</li> <li>Relieve about cancellation of technicians.</li> <li>Get services on time</li> <li>Get installation warranty</li> <li>Get one stop service</li> <li>Get installation service in one day, and fast.</li> </ul>



### The Annual Awards Activity

The Company has organized the annual awards activities for the installation technicians who have excellent performance of each store, for giving them the morale and encouragement





## Corporate Social Responsibility (CSR)

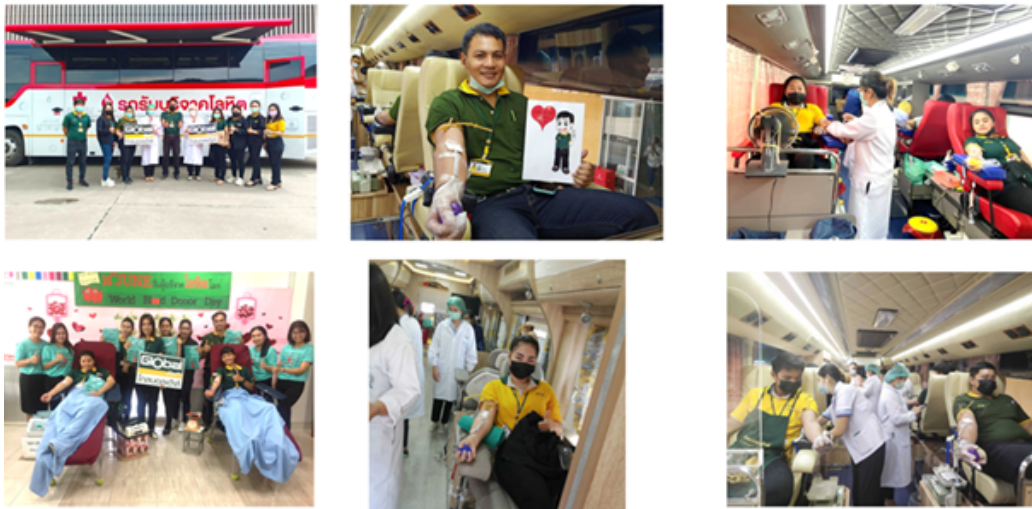
### Education and Youth

The company has provided goods to be used as educational materials for various educational institutions, including supporting opportunities for learning and quality education.



### Blood Donation Activities

The company promotes employee health care and boost immune system by organizing regular blood donation events for the Thai Red Cross Society every year.



### Religious Activities

The company promotes the participation of executives and employees in religious activities regularly. This includes organizing activities such as Kathin Robe offering ceremony, making merit on various occasions, donating money and providing goods for the construction and restoration of temples, parsonage, and meditation halls.







### Grant drinking water “LAMAYON” brand

To support various activities of both government and private sectors through stores.



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## 4. Management Discussion and Analysis : MD&A

### 4.1 Overview of the past operations

In 2023, businesses had to face the impacts of the global economic slowdown. Economic activities were pressured by the rising costs, increased debt burdens, and higher living expenses for households, which has resulted in a decrease in consumer purchasing power. For operations in 2023, the company continued to maintain the efficiency of revenue generation by controlling operational costs to remain competitive, inventory management to be appropriate with each area, and implementing digital systems to drive business under corporate governance principles, along with social and environmental care. The total revenue of the company and its subsidiaries was 33,013.75 million baht, a decrease of 8.24%, with a net profit of 2,678.14 million baht, a decrease of 23.61%, compared to the year 2022.

In terms of growth, the Company focuses on expanding its stores to cover more areas to deliver the value to customers under the slogan “Smart Living Solutions”, combining both online and offline channels. The Company has expanded more 6 stores; namely Phichit, Ranong, Phonthong (Roi-Et), Loeng Nok Tha (Yasothon), Kranuan (Khonkaen), and Chumphon. As a result, by the end of the year 2023, the total number of stores in the country reached 83, with 1 subsidiary store in Phnom Penh, Cambodia. Furthermore, in January 2024, the company opened an additional 1 store in Battambang (Cambodia).

In terms of store’s development, the company has renovated existing stores more 10 stores. These include stores in Kamphaeng Phet, Nong Khai, Chanthaburi, Chiang Rai, Phrae, Loei, Chonburi, Buriram, Trat, and Nakhon Ratchasima. This aims to modernize the appearance, enhance convenience, and create a more comfortable shopping experience for customers.

### 4.2 The Operating result and profit ability

In 2023, the total revenue and net profit of the company and its subsidiaries amounted to Baht 33,013.75 million and Baht 2,678.14 million, respectively. This represented a decrease of 8.24% and 23.61% compared to the year 2022. The decline was attributed to reduced sales due to the global economic slowdown, impacting consumer purchasing power across all regions, although the company opened more 6 new stores. However, the company continues to employ a diversified sales promotion strategy to consistently stimulate product sales, coupled with the utilization of inventory management policy, ordering products appropriately and aligning them with sales volumes in each area. The operational results in each aspect are as follows:

## (1) Revenue

Unit : Million Baht

List	2023		2022		2021	
	Number	%	Number	%	Number	%
1. Sales Revenue	31,827.87	96.41	34,749.78	96.59	33,010.21	96.76
Construction Material	11,570.89	35.05	13,509.86	37.55	16,286.41	47.74
Decorative Material	20,256.98	61.36	21,239.92	59.04	16,723.80	49.02
2. Other Income	705.89	2.14	692.89	1.92	610.61	1.79
3. Revenue from subsidiary	479.99	1.45	535.73	1.49	495.29	1.45
<b>Total Revenue</b>	<b>33,013.75</b>	<b>100.00</b>	<b>35,978.40</b>	<b>100.00</b>	<b>34,116.11</b>	<b>100.00</b>

In 2023, the company and its subsidiaries have total revenue of Baht 33,013.75 million, decreased by Baht 2,964.65 million or 8.24% from the year 2022. Revenue of the company can be categorized to sales revenue, other income, and revenue from subsidiaries, with details as follows;

- Sales Revenue was equal to Baht 31,827.87 million, decreased by Baht 2,921.91 million or 8.41%, consists of retail sales revenue from construction materials and decorative materials of the Company.
- Other income was equal to Baht 705.89 million, increased by Baht 13.00 million or 1.88%. This increase was primarily attributed to the increase of income from supplier's support, income from inventory management, and other service-related income.
- Revenue from subsidiary which is revenue from sales of products and services and other income of subsidiary in Cambodia and China, on behalf of Global House Cambodia Co., Ltd. and Guangxi Global House International Trade Co., Ltd., were Baht 479.99 million, decreased by Baht 55.74 million or 10.40%. Due to the global economic slowdown, has resulted in a decrease in demand for goods and services.

## (2) Cost of Sales and Gross Profit

In 2023, the Company and its subsidiaries have cost of sales amounted to Baht 24,039.99 million, decreased from the year 2022 of Baht 2,125.92 million or 8.12%. Gross profit was Baht 8,260.56 million, decreased from the year 2022 by Baht 843.87 million. Gross profit margin was 25.57%, with a decrease of 0.24 compared to the previous year due to a decline in sales revenue.

## (3) The selling, general, and administrative expenses (SG&A)

In 2023, the Company and its subsidiaries have SG&A of Baht 5,523.81 million, increased from the year 2022 by Baht 114.13 million or 2.11%. Such expenses were equal to 17.10% on sales, with details of expenses each group as below;

- Distribution cost was Baht 3,172.96 million, increased by 251.50 million or 8.61%. The main factors were the increase of salaries expense group of 6 new stores and various expenses related to the sale of products and services.

- Administrative expense was Baht 2,350.85 million, decreased by 137.37 million or 5.52%. The main factors contributing to the decrease stem from setting an allowance for obsolete and slow-moving inventories that has reduced in line with the budgeting policy used coupled with the inventory management policy of the Company, as aligned with accounting standards.

#### (4) Financial Cost

Financial cost for the year 2023 was Baht 281.92 million, increased from the year 2022 by Baht 89.04 million or 46.16%. Due to the increased interest rates in response to the prevailing economic adjustment and the upward adjustment policy on interest rates.

#### (5) Net profit

The operating result for the year 2023, the company and its subsidiaries have net profit of Baht 2,678.14 million, decreased by Baht 827.75 million or 23.61% when compared to the year 2022. And when consider the ratio of net profit on sales, was equal to 8.29%, decreased by 1.65% from the previous year.

#### (6) EBITDA

Earnings before interest, tax, depreciation, and amortization (EBITDA) for the year 2023 was Baht 4,799.51 million, increased from the year 2022 by Baht 965.27 million or 16.74%. Due to a decline in total revenue.

#### (7) Efficiency in Profitability

##### • Return on Equity : ROE

As at 31 December, 2023, Return on Equity was 11.74%, decreased from the previous year which had return on equity at 16.72% or decreased by 4.98%. Due to the Company has paid dividends in form of ordinary shares, resulting the proportion of shareholders has increased.

##### • Return on Assets : ROA

As at 31 December, 2023, Return on Asset was 6.85%, decreased from the previous year which had return on asset at 8.94% or decreased by 2.09% from a decline in net profit.

### 4.3 Asset Management Ability

As at 31 December, 2023, the Company and its subsidiaries have total assets of Baht 39,057.89 million, decreased by Baht 90.32 million or 0.23% from the previous year, as a result of changes in the significant transactions as follows;

- Cash and cash equivalent was decreased by Baht 94.74 million or equal to 8.26%
- Trade receivables and other receivables was increased by Baht 125.49 million or 19.88% due to the increase in other receivables resulting from operations related to sales support. As at 31 December, 2023, outstanding trade receivables aged over 12 months amounted to Baht 1.82 million and the company has already set *allowance for doubtful accounts* of Baht 2.70 million. And in 2023 the company had no bad debt.
- Inventories was decreased by Baht 1,607.13 million or 10.27% due to the policy adjustment of inventory management and purchasing policy to be in accord with economic condition and customers' demands in each area.

- Investment in joint venture was increased by Baht 143.04 million, or equal to 7.84% due to the profits generated from the business operations that the Company has invested through Global House International Co., Ltd, which is a joint venture between the company and SCG Distribution Co., Ltd, in 50.00% shareholding proportion.
- Investment in bonds was increased by Baht 20.18 million or 6.31% due to the company has invested in debentures of financial institutions and private companies, namely; Krung Thai Bank Public Co., Ltd., Ratchathani Leasing Public Co., Ltd., TPI Polene Public Co., Ltd., Sahakol Equipment Public Co., Ltd., and Muangthai Capital Public Co., Ltd. The Company will receive a return in form of interest rate at 3.23 to 4.90 per annum.
- Property, plant and equipment was increased by Baht 1,332.54 million or equal to 7.63% due to the increase of property, plant and equipment of new 6 stores.

## 4.4 Capital adequacy and liquidity

### 1. Cash Flows

The company and its subsidiaries have the capital management by preparing cash flow estimates to be used in working capital management for the sufficient liquidity and low financial costs. Comparing the cash flows for the year ended 31 December, 2023 with the same period of the year 2022 as below;

Unit : Million Baht

List	Consolidated Financial Statements		Separate financial statement	
	2023	2022	2023	2022
Cash From Operating Activities	5,813.32	4,650.37	5,677.55	4,574.92
Cash Used in Investing Activities	(2,182.95)	(1,673.75)	(2,061.89)	(1,659.27)
Net Cash (Used in) Financing Activities	(3,721.14)	(3,522.75)	(3,696.84)	(3,492.13)
Currency Translation Difference	(3.97)	(0.55)	-	-
<b>Net (Decrease) in Cash and Cash Equivalents</b>	<b>(94.74)</b>	<b>(546.68)</b>	<b>(81.18)</b>	<b>(576.48)</b>

As at 31 December 2023, the company and its subsidiaries have cash and cash equivalent of Baht 1,052.70 million, decreased by Baht 94.74 million from 31 December 2022 due to the following activities;

- Net Cash from Operating Activities in 2023 was Baht 5,813.32 million, generated from profit from operations before changes in operating assets and liabilities of Baht 4,734.67 million. And the increased working capital from changes in significant operating assets and liabilities, namely; inventories decreased by Baht 1,545.37 million, trade and other payables was increased by Baht 624.80 million, employee benefits expenses after resignation was increased by Baht 6.69 million and income tax expenses of Baht 712.49 million.
- Net Cash Used in Investing Activities in 2023 was Baht 2,182.95 million, mostly used for the acquisition of property, plant and equipment for the store expansion in 2023 and the following year. Additionally, funds were allocated for renovation of same stores of Baht 2,138.50 million, temporary investments in bank deposits amounted to Baht 54.41 million, and investment in debt securities amounted to Baht 40.00 million.



- Net Cash Used in Financing Activities in 2023 was Baht 3,721.14 million, due to short-term loans from the financial institutions was decreased by Baht 1,849.63 million, long term loans increased by Baht 1,000.00 million, repayment for long-term loans of Baht 1,361.72 million, and repayment of lease liability of Baht 48.71 million, and dividend payment of Baht 1,222.67 million.

## 2. Liquidity adequacy

In 2023, the company and its subsidiaries have stability and liquidity adequacy and solvency as below; Liquidity Ratio as at 31 December, 2023 was equal to 1.22 times, decreased from the previous year which had liquidity ratio at 1.29 times. This is due to the policy adjustment of product management and product purchasing, and the repayment of the short-term loans from the financial institutions, resulting current assets and current liabilities decreased by 8.03% and 3.73% respectively.

D/E Ratio as at 31 December, 2023 equal to 0.66 times, decreased from the previous year which had D/E ratio at 0.77 times. As a result of the repayment of short-term loans and long-term loans from the financial institutions and Interest Coverage Ratio as at 31 December 2023 at 17.04 times, decreased by 12.87 times from the same period of the year 2022. This is due to an increase in interest payments from the adjustment of the loans interest rate of financial institutions.

## 3. Sources of Funds

The company uses operating capital from sales revenue of goods and loans from financial institutions as follows;

- Sales Revenue, due to the company has a policy to sell products in cash, resulting a high revenue from cash sales. When compared to the total sales revenue from 2021-2023, there will be a proportion of cash sales at 97.64%, 97.34% and 97.30% respectively.
- Loans from the financial institutions consist of short-term loans, type of Promissory Note, and long-term loans as at 31 December 2023, amounted to Baht 7,625.82 million and Baht 3,270.48 million, respectively.

## 4. Shareholder's Equity

As at 31 December 2023, shareholder's equity was Baht 23,547.21 million, increased from the previous year by Baht 1,456.11 million or equal to 6.59%. This increase was a result of an increase in unallocated retained earnings that increased by Baht 1,206.69 million.

## 5. Capital Expenditure

In 2023, the Company has investment expenses for the acquisition of land, construction of buildings to expand new stores, and the modernization of same stores layouts to enhance customer convenience. The total investment amount spent was Baht 2,138.50 million, source of funds by cash generated from operations and loans from financial institutions.

## 4.5 Liabilities and Off-balance sheet obligations management

As at 31 December 2023, the Company and its subsidiaries have total liabilities of Baht 15,510.68 million, decreased from the previous year of Baht 1,546.44 million, or equal to 9.07%. As a result of changes of the following significant transactions;

- Short-term loan from the financial institutions decreased by Baht 1,849.63 million. It was due to the company made repayments of promissory notes upon their maturity.
- Trade and other payables increased by Baht 732.82 million due to the purchase of goods for sale.
- Long-term loan decreased by Baht 361.72 million due to the company made repayments of long-term loans as scheduled. Regarding the portion of long-term loans due within one year, amounting to Baht 2,195.48 million, the company plans to repay them from the cash flow generated from operations.
- Other Current liabilities decreased by Baht 3.85 million, from making a Forward contract for using in the operations.

In this regard, in 2023, the company has complied with the conditions and terms specified in the loan agreements with financial institutions. The repayment of both short-term and long-term loans has been completed as scheduled.

## 4.6 Factors which may impact the operations in the future.

The company is well aware that Environmental, Social, and Governance (ESG) factors can impact its future operations. Therefore, the company has reviewed its plans to align with the current situation, as follows:

1. The trend towards environmentally friendly products is gaining popularity. The company has adjusted by sourcing products that are environmentally friendly. Additionally, the company has categorized ESG (Environmental, Social, and Governance) products to support responsible consumption among customers and prevent missed opportunities in product sales, which could potentially impact overall operations. These categories include four types of products:
  - ESG1 products that is; Energy saving, Global warming and Natural resources saving products.
  - ESG2 products that is Healthcare and Well-being products.
  - ESG3 products that is products for elderly and disabled person.
  - ESG4 products that is products to support the new normal of living.

In 2023, the company had a revenue proportion from the sale of ESG products to total sales revenue of 33.73%, which increased from 31.81% in 2022.

2. The policy of collaborating to reduce greenhouse gas emissions has led to both the business sector and the government seeking ways to collectively achieve global temperature control goals.
  - The Company has adjusted its strategies, focusing on operations that minimize the impact on climate and the environment, including various activities of the company. The operational policy aims to reduce the organization's greenhouse gas emissions and is as follows:
  - The use of clean energy by installing Solar Rooftop systems at each branch to utilize clean energy as a substitute for electricity from transmission lines.

- The development of the “Solar - Air Conditioning” program to control the operation of the air conditioning system inside the stores in line with the electricity generated from Solar Rooftop. This is done to maximize the benefits, resulting in the company reducing electricity consumption from the grid by up to 20%.
- Management of electricity usage within stores by installing an IoT system to control the opening and closing of electrical systems within stores and offices, including the installation of a Photo Switch outside the building and converting lighting fixtures to solar-powered fixtures to reduce energy consumption from the grid.
- Changing forklifts from using fuel (both oil and gas) to an electric system, with a policy to completely transition to a 100% electric forklift fleet by the year 2030.
- Conducting the sales promotion campaign named “Use Roi Ching Lan” through digital systems, aiming to reduce paper usage and transportation of lucky draw coupons from stores to the head office. Additionally, giving away electric vehicles (EV) as prizes instead of fuel-powered cars for supporting the move towards a low-carbon society.

## 4.7 Key Financial Information

Details (Unit : Million Baht)		31 Dec. 2021	31 Dec. 2022	31 Dec. 2023
Statement of Income				
	Net Sales Revenue	33,498	35,270	32,301
	Transportation Income	117	190	178
	Other Income	501	518	535
	Total Revenues	34,116	35,978	33,014
	Cost of Goods Sold	25,067	26,166	24,040
	Distribution Costs	2,601	2,921	3,173
	Administrative Expenses	2,205	2,488	2,351
	Other Expense	1	-	-
	Profit from operating activities	4,242	4,403	3,450
	Finance costs	180	193	282
	Share of Profit of Joint Venture	81	120	135
	Profit before Income Tax	4,142	4,330	3,298
	Income Tax Expense	783	824	620
	Net Profit	3,359	3,506	2,678

Details (Unit : Million Baht)		31 Dec. 2021	31 Dec. 2022	31 Dec. 2023
Statement of Financial Position				
Total Assets		39,275	39,148	39,058
Current Assets		18,631	17,568	16,064
Cash and cash equivalents		1,694	1,147	1,053
Trade and other accounts receivable		674	632	757
Merchandises		15,998	15,747	14,038
Temporary Investment – Deposits at Financial Institutions		78	42	96
Non-current assets		20,831	21,580	22,994
Investment in joint venture		1,508	1,824	1,967
Investment in debt securities		100	320	340
Lease receivables		-	30	30
Land not use in operation		500	500	500
Property, plant and equipment		17,099	17,471	18,804
Right-of-use assets		1,283	1,232	1,179
Intangible assets		7	5	2
Deferred tax assets		138	189	200
Other non-current assets		198	9	91
Total liabilities		19,439	17,057	15,511
Current liabilities		16,011	13,629	13,120
Short-term loans from financial institutions		12,066	9,475	7,626
Trade and other accounts payable		2,543	2,311	3,043
Portion of Long-term loans maturing within a year		1,045	1,512	2,195
Portion of lease liabilities maturing within a year		18	18	24
Current Income Tax Payable		328	309	231
Other current liabilities		12	4	0.40
Non-current liabilities		3,427	3,428	2,390
Long-term loans		2,139	2,120	1,075
Lease liabilities		1,129	1,131	1,111
Deferred tax liabilities		11	8	5
Provisions for employee benefits		144	163	193
Other non-current liabilities		5	6	6
Shareholders' Equity		19,836	22,091	23,547
Equity attributable to equity holders of the parent		19,561	21,787	23,239
Non-controlling interest		275	304	308

Details (Unit : Million Baht)		31 Dec. 2021	31 Dec. 2022	31 Dec. 2023
Statement of Cash flows				
	Cash flows from operating activities	3,204	4,835	5,813
	Cash flows from investing activities	(2,603)	(1,858)	(2,183)
	Cash flows from financing activities	(143)	(3,523)	(3,721)
	Net increase (decrease) in cash and cash equivalents	470	(547)	(95)
	Cash and cash equivalents at end of year	1,694	1,147	1,053
Liquidity Ratio				
	Current Ratio (time)	1.16	1.29	1.22
	Quick Ratio (time)	0.15	0.13	0.15
	Current Ratio – Cash basis (time)	0.20	0.33	0.43
	Account Receivable Turnover (time)	50.01	54.04	46.53
	Account Receivable Day (day)	7.30	6.75	7.84
	Inventory Turnover (time)	1.65	1.64	1.62
	Inventory Day (day)	221.86	222.72	225
	Account Payable Turnover (time)	9.06	10.78	8.98
	Account Payable Day (day)	40.27	33.85	40.65
	Cash Cycle (Day)	188.89	195.62	192.54
Profitability Ratio				
	Gross Profit Margin (%)	25.17%	25.81%	25.57%
	Operation Profit Margin (%)	12.66%	12.48%	10.68%
	Other Revenue to Total Revenue (%)	1.81%	1.97%	2.16%
	Cash flow to Operation Profit (%)	75.54%	109.82%	168.50%
	Net Profit Margin (%)	9.85%	9.74%	8.11%
	Return on Equity (%)	18.13%	16.72%	11.74%
Efficiency Ratio				
	Return on Asset (%)	8.92%	8.94%	6.85%
	Return on Fixed Asset (%)	22.84%	22.51%	21.51%
	Asset Turnover (time)	0.91	0.92	0.84
Financial Policy Ratio				
	Debts to Equity Ratio (time)	0.98	0.77	0.66
	Interest Coverage Ratio (time)	30.97	29.91	17.04
	Interest Bearing Debt to EBITDA (time)	2.93	2.47	2.50
	Depreciation and Amortization (time)			
	Debt Service Coverage (time)	0.43	0.52	0.22
	Dividend Payout Ratio (%)	24.25%	33.45%	45.65%



### Tax reporting separated by country for the year 2023

Details	Thailand	Cambodia	China
Total Income	32,533.76 million Baht	474.86 million Baht	146.94 million Baht
Profit from operation before income tax	3,145.65 million Baht	19.56 million Baht	6.29 million Baht
Income tax expenses	615.30 million Baht	4.64 million Baht	0.11 million Baht
Actual Income tax paid	698.60 million Baht	13.89 million Baht	-
Corporate Tax Rate	20%	20.00%	-
Effective Tax Rate	20%	36.00%	-

Remark : Corporate Income Tax Rate of Thailand and Cambodia, equal to 20%

## 5. General Information and Other Key Information

### 5.1 General Information

Regulator	The Securities and Exchange Commission 333/3 Vibhavadi Rangsit Road, Chomphon, Chatuchak Bangkok 10900 Telephone 02-695-9999 Fax 02-695-9660
Regulator	The Stock Exchange of Thailand 93 The Stock Exchange of Thailand Building, Rachadapisek Road, Dindaeng Bangkok 10400 Telephone 02-009-9726-50 Fax 02-009-9807-8
Share Registrar	Thailand Securities Depository Company Limited 93 The Stock Exchange of Thailand Building, Rachadapisek Road, Dindaeng Bangkok 10400 Telephone 02-009-9000 Fax 02-009-9991
Auditor	M.R. & ASSOCIATES Co.,LTD 705-705 Chaopraya Tower 89, Soi Wat Suan Plue, Charoenkrung Road, Bangrak, Bangkok 10500 Telephone 02-630-7500 Fax 02-630-7506

### 5.2 Other key Information

-None-

### 5.3 Legal Dispute

As of December 31, 2023, The Company has no Legal Dispute

# PART 2

Corporate Governance

# GLOBAL HOUSE



## 6. Corporate Governance Policy

### 6.1 Corporate Governance Policy Overview

The Company has its intention to conduct business under the good corporate governance principles following to the practical guidelines of the Stock Exchange of Thailand. By realizing that the important factor for strengthening the efficient management with transparency and accountability, which can help to build the reliability and confidence to shareholders, investors, all stakeholders and related persons, and increase the competitive advantage that leads to sustainable business growth. Therefore, the Board of Directors has established the Corporate Governance Manual, Business Ethics, and Code of Conduct for directors, executives to adhere to be practical guidelines, by publicizing on the company's website: <https://investor.globalhouse.co.th/corporate-governance-th/> and on the Intranet.

Throughout the year 2023, The Company gives priority to the good governance, transparent management system, and the accountability to promote trust among shareholders, investors, and all relevant people. The company implements Code of Best Practices principles as the guidelines for business operation which involving the following 5 articles.

#### 1. Rights of Shareholders

The Company realizes and gives equal importance to the rights of shareholders by encouraging shareholders to exercise their rights and will not infringe on the rights of shareholders whether it is a fundamental right, receiving information appropriate, adequate, timely, as well as attending the meetings to fully vote and express opinions. The Company has formulated the corporate governance policy by considering to the rights of shareholders, by not limited to only the rights stipulated by law. In 2023, the Company has complied with the good corporate governance principles as follows;

##### Before the Meeting

1. The company has opened the opportunity for shareholders to submit questions about the company's operations and nominate individuals as directors in advance of the annual shareholders' meeting for the year 2023. This can be done through the company's website and the Stock Exchange of Thailand's system from October 3, 2022, to January 15, 2023. During this period, no shareholders have proposed names or submitted meeting agenda items in advance.
2. The company will ensure that information regarding the date, time, venue, and agenda of the meeting, as well as all relevant decision-making matters, is provided to shareholders well in advance and in a timely manner. The company has sent meeting invitations and accompanying documents in both Thai and English to shareholders at least 21 days in advance, including publishing them on the company's website since March 1, 2023. This proactive action is more than 30 days ahead of the meeting date. Additionally, the company sent meeting invitations to shareholders starting from March 20, 2023, to provide shareholders with sufficient time to review the meeting-related information. In the year 2023, the company has not called for an ordinary shareholders' meeting.
3. The Company has policy to encourage and facilitate the shareholders' attendance for shareholders including institutional investors by convening the shareholders' meeting at a conveniently accessible venue and sufficient to support the shareholders.

4. The company has informed shareholders of the various criteria used in the general meeting, including the voting process and the dissemination of such information on the company's website in advance of sending documents. This is done to provide shareholders with sufficient time to study the meeting-related information before receiving it in document format from the company.
5. The Company will facilitate shareholders to exercise their rights to attend shareholders' meeting and rights to vote fully and shall not take any actions that may limit the chance to attend shareholders' meeting.
6. The company has a policy to promote the participation of institutional investors, mutual funds, or securities custodians in shareholder meetings. The company coordinates with financial institutions or various funds to request cooperation in sending relevant documents related to the meeting in advance. This is done to allow the company to review the documents and evidence before the shareholder meeting.
7. In the event that minor shareholders and institutional shareholders were unable to attend the meeting, the company allows shareholders to delegate an independent director to vote. In 2023, the company has appointed Mr.Pairoj Juarprathoom, Dr. Boonchai itugdamrongkija, and Dr.Vongsk Swasdipanich to be independent directors, the proxy.

### Meeting Day

1. The Annual General Meeting of Shareholders for the year 2023 on April 11<sup>th</sup>, 2023, the company has encouraged shareholders to attend the meeting which convened the AGM at Siam Global house Public Co., Ltd, headquarter. The company facilitate to shareholders by providing shuttle bus from Roi-Et Bus terminal and Roi-Et airport to the meeting place, In addition, due to the COVID-19 pandemic situation, the company concerns about safety of shareholders and attendants, so the company has determined the practical guidelines for AGM's attendance as below;
  - Shareholders can exercise their rights in the shareholders' meeting by give a proxy to the company's independent director to attend the meeting and deliver the proxy letter with written evidence to the company at least 1 day prior to the shareholders' meeting date.
  - Shareholders in risk areas, the company suggests to give a proxy to other persons or independent directors to represent in the meeting's attendance.
  - Shareholders or proxy who intend to attend the meeting by themselves, the company will set the screening point area and reserve the right to attend in the meeting place, in case of risk contact persons, together with making approaches to attendants to wear face mask in the meeting's attendance.
2. The company provides the appropriate time and gives shareholders a chance to express their opinions and ask questions to the meeting about the matters related to the company. Furthermore, the company will conduct the meeting in accordance with the agenda outlined in the invitation letter.
3. The Voting in the shareholders' meeting, the company uses voting cards of each agenda item by applying barcode system in the counting of votes for more convenient, fast and efficient. Besides, the company also has representative to acts as witness in the counting of votes and has disclosed clearly the voting results in the report for shareholders approved, disapproved, and abstained of every agenda.
4. The meeting chairperson will explain the criteria used in the meeting, the voting process, and the allocation of meeting time appropriately. This includes providing an opportunity for all shareholders to ask questions, express opinions, and make various suggestions fully. This will be facilitated by the company's board of directors, audit committee, chairpersons of all sub-committees, relevant executives, auditors, and the company secretary who will attend the shareholder meeting to provide information or address any inquiries from shareholders to the fullest extent possible.



### After the Meeting

1. The company has disclosed the resolutions of the shareholder meeting along with the voting results for each agenda clearly through the Stock Exchange of Thailand's information system and on the company's website, after the date of the shareholder meeting resolution or on the next business day following the shareholder meeting. The meeting reports are also submitted to the Stock Exchange of Thailand and the Ministry of Commerce within 14 days, as well as being published on the company's website.
2. The company will regularly inform shareholders of the progress of its operations. This information will be communicated directly to shareholders through the company's website or via the Stock Exchange of Thailand's information system.
3. The company received a score of 100 points in the 2023 Annual General Meeting Checklist conducted by the Thai Investors Association, evaluating the quality of the company's ordinary shareholder meetings for the year 2022. This score is consistent with the previous year.

## 2. Equitable Treatment of Shareholders

The Company has policy to treat shareholders equally by assigning independent directors to be responsible for minority shareholders. The minority shareholders are able to suggest or express opinions to independent directors. The independent directors will consider the appropriate of each issue such as the complaint; the independent directors investigated and find appropriate resolution. Therefore, the shareholders able to propose any questions to be include in the agendas and nominating persons to be elected as directors via website of the Company [www.globalhouse.co.th](http://www.globalhouse.co.th)

In the Annual General Meeting of Shareholders, the Company conducted the meeting according to the agenda of the meeting and no agenda was added without prior notice to shareholders, as well as no shareholders propose agenda or nominate candidates to be elected as directors prior to the 2023 Annual General Meeting of Shareholders

## 3. Roles of Stakeholders

The company has considerate for the rights of all stakeholders involved the company including internal stakeholders who is shareholders, employee and board of director or external stakeholders who is competitor, Partners, customers, community and society etc. The company realized that the support and get the feedback as well as build a good relationship to the stakeholders will be good benefit for the operation and develop the company to grow and expand in the future. The company has provided the group to get the rights in equitable including comply with provision of the laws and regulation related as below.

### 1. Shareholders

The company emphasizes on being good representative of shareholders in business operating for building shareholders' satisfaction by taking into account on long term growth including good controlling system and good internal audit, transparent disclosure of information.

### 2. Customers

The company has its intention to give good services and build customer's satisfaction by providing quality products and services, do business honestly and fairly with customers, both pre-sales and after-sales services. Moreover, the company has customer satisfaction survey including handling complaint or taking customer suggestions to adjust and develop services continuous and building good relationship in long term business with customers.

### Guidelines to customers

- The company shall treat all customers equally with honest and fair.
- The company shall provide good products and quality services for customers.
- Executives and staffs must have knowledge and good understanding in the company's products and services as well as giving product information correctly and completely to customers.
- Executives and Staffs must study and try to understand thoroughly customer's needs before presenting products or services to customers in order to respond customers' needs correctly. Furthermore, they must always attend to seek knowledge and collect working experience for more efficiency in order to increase customer satisfaction.
- Executives and Staffs must treat customers politely, respect customers with gentle verbal.
- Executives and staffs must have good attitude to services job, have service-mind, give importance to service job and perform their duties fully, influence to service value and efficiency leads to be excellence on services.
- Executives and Staffs must respect decision and opinions of customers including not infringe personal right of customers.
- The company provides the department, system, or action process to listen suggestions, opinions, or complaints about products or other services by taking such matters into consideration to improve and resolve quickly within appropriate time.

### 3. Employees

The company will support potential development of human resource to maximize the benefit since the company realizes that employee is a part of main resource which is important in the organization's development to be growth. In order that, the company treats all employees equally, fairly, non-discrimination with giving appropriate compensation and welfares, conform with average compensation in the same business which include provident fund, activities encouragement for employees such as annual sports event, new year celebration activity, for employees to do activities together, maintain working environmental to be safety and sanitary as well as giving employees a chance to complain in case of any unfair actions as stipulated.

### 4. Suppliers

The company will treat suppliers with trading in good faith by holding fast to execution of a contract, commercial terms and commitment with suppliers in order to build good relationship in business beneficial to all parties. Furthermore, the company has established the policy and sustainable practical guidelines of suppliers, aim for its suppliers to comply accordingly. The company has stipulated the policy and practical guidelines to suppliers and disclosed information on the company website: <https://investor.globalhouse.co.th/sustainable-development-th/#sustainable-policy>

### 5. Competitive

The company will compete ethically with competitors, avoiding unfair competition practices to harm competitors. In 2023, there were no disputes or complaints between the company and commercial competitors.

### 6. Community, Society, Environment

The Company gives an importance to maintain environment in community around the company by energy saving campaign including business operation not against the traditions or not cause of damages to society.

## 7. Government Sector

The Company operates its business with moral, transparency and complies with the regulations of laws.

## 8. Creditors

The Company practices fairly towards creditors, comply with the agreements of contracts, manage loan follow the objective, control the repayment for capital and interest on due date including making a contract with creditors correctly and transparently according to the laws.

### Policy and Practical Guidelines

#### 1. Non-infringement of intellectual property

The Company has policy and guidelines about non-infringement of intellectual property by not doing to support any acts infringed the Intellectual Property or copyright as stated by intellectual property law. Anyway, in the event that the company has found any disputes related to intellectual property infringement, the company shall take action sharply and properly following, in order to terminate or cease access to anything alleged to be in violation.

#### 2. Human Rights Policy

The company realizes that respecting human rights is the important responsibility and concern with all stakeholders such as customers, employees, suppliers, creditors, communities related to the business operations of the company. Thus, the company has stipulated the human rights policy in accordance with laws in the country and international standard for instance, UN Guiding Principles on Business and Human Rights: UNGPs in order to apply to be corporate practices regard as responsibilities of directors, executives, and employees need to be acknowledged and comply.

#### 3. Risk Management Policy

The company has realized to the importance of risk management to be a part of good corporate governance and be the important base of helping the company to achieve the operation's objective, able to indicate the probably occurrence of incidents and impacts to the company and manage risk to be in acceptable level.

#### 4. Environmental Policy

The company has intention to operate business sustainable together with social responsibility with awareness and giving the importance to reduction of environmental impacts causing from the company's operation. However, the company has established the environmental management by efficient use of resource with its value realization, along with taking 3R principles (Reduce, Reuse, and Recycle) to be base in compliance and apply to maximize the benefit of the use of the company's resources.

#### 5. Tax Policy

The Company gives the importance in Tax management, Tax law compliance and Tax payment correctly for social responsibility and conforms with sustainable operating guidelines which emphasize on economic growth together with balanced social and environmental development

#### 6. Information Technology and Cyber Security Policy

The Company aims to create value for products and services to suit the needs of customers in each area, while managing costs and expenses of business operations to the appropriate level in order to the Company enable to deliver the highest value for products and services to customers. The Company also focuses on developing distribution channels, building customer relationships, working with business partners, along with the development of information technology systems and the human resource development, to support the growth and the creation of appropriate added value for the stakeholders and overall society. Thus, the Company has established the Information Technology and Cyber Security Policy to ensure the company's activities and the relevant laws.

## 7. Anti-Corruption Policy

The Company strives to operate business following the good corporate governance principles by giving the importance to Anti-Corruption, as well as adhering to the principles of integrity, morals, ethics, code of conduct, and good governance, managing with transparency and responsibility to all stakeholders. Therefore, the Company has established the “Anti-Corruption” policy to adhere to be distinctly practical guidelines in business operations and develop the organization to grow continuously and sustainably. Directors, executives and employees shall not act or accept any form of corruption, either directly or indirectly, covering all business of the Company in all categories and related departments. As well as requiring to check and review the compliance to the anti-corruption policy in order to prevent and against corruption problems of the company more clearly, by creating a corporate culture for everyone to be aware of the dangers of corruption, creating correct values and increase confidence to all stakeholders, to effectively combat corruption. The Company has announced and communicated to the Directors, Executives and employees to acknowledge and adhere to changes of the business, rules, regulations, and related Laws. In 2022, the Company has participated in the declaration of intent to join Thailand’s Private Sector *Collective Action Coalition against Corruption (CAC)* since 26 April 2022, and the Company is on process of submitting a proposal for certification of anti-corruption standards by CAC.

## 8. Prevention of Misuse of Insider Information Policy

The company is aware of the importance of preventing the company inside information. There is a policy prohibiting directors, executives, and employees from using inside information related to the company for personal benefit or relevant person in an unauthorized manner, or disclosing it to external parties without permission. The company considers this as a disciplinary offense, which has been publicly disclosed, including the penalties specified in the regulations and rules regarding the company’s operations. It has been published on the company’s internal website (Intranet) to inform the executives committee and employees in general.

This includes specifying that directors, executives, and employees who have access to inside information that is material and may affect or potentially affect the change in the company’s securities’ prices must refrain from trading the company’s securities for a period of at least thirty (30) days before the financial statements or the inside information is disclosed to the public. And within the 24-hour period following the public disclosure of such information by the company (Blackout Period), directors and top executives are required to notify the board of directors or those appointed by the board of directors at least 1 day in advance before engaging in securities trading.

## 4. Disclosure and Transparency

The Company realized the importance of disclosure with transparency including financial reports and general information complied with regulation of SEC and SET. As well as other information that affects to price of securities and decision making of investors and stakeholders. The Company will disclose information to shareholders or investors through SET and SEC including the Company’s website, newspapers for the shareholders access to information equally. In 2023 company disclosed the following information:

1. Board of Directors requires the financial report to show the financial status and performance as required by law according to the generally accepted accounting standard by appointing the audit and risk management committee who is responsible for reviewing financial report to be accurate, complete, and reliable.
2. The company has the disclosure policy for financial report, general information affecting the security price, which has impact on the decision-making of the investors and stakeholders of the company, to be complete, accurate, and timely.

3. Prepare a report on the responsibility of the Board of directors for financial reports
4. The Company disclosure additional information in the 56-1 One Report as follows;
  - Roles, duties and attendance of the board of Directors meeting and Sub-Committee.
  - Remuneration of directors and executives.
  - Disclosure directors' profile and training by individual.
  - Disclosure audit fee and other service in Annual Report.
5. The Company has disclosed the Invitation Letter of the Annual General Meeting 2023 via the Company's website on 1 March 2023 that the meeting held on 11 April 2023.
6. Disclosure the Code of Conduct on the Company's website for the Directors, executives and employees to adhere the guidelines.

### Information Dissemination Channels

The Company realized to disclosure of financial and operating results information that was accurate, completed, and transparent. The company provides the information dissemination channels as follows;

- Organized the investor relation unit to be communication channel for domestic investors and foreign investors.
- Arrange activities to meet investors both domestic and abroad.
- Published information in various such as press releases, news, advertising media and social media.
- Prepare publications to disseminate various information of the Company such as 56-1 One Report.
- Disseminate information to the employees via various electronic media such as intranet, email and social media.
- Disclosure information via the Company's website [www.globalhouse.co.th](http://www.globalhouse.co.th)

### 5. Responsibility of Board of Directors

1. The Board of Directors determined a corporate good governance policy in order to be guideline. As well as defined the roles, duties and responsibilities of the Board of Directors.
2. The Board of Directors determined a Code of Conduct and published on website by being as an honest policy for directors, executives and employees that must comply with the requirements.
3. The company's board of directors has clearly defined the vision and mission of the company to serve as a guiding framework for employees in achieving the specified goals. The board of directors reviews the vision and mission on an annual basis. And in the year 2023, it has been considered and deemed appropriate to maintain them unchanged.
4. The Board of Directors has approved the strategic plans and reviewed on an annual basis to be in line with the current economic. The management is the operator and reports the performance to the Board of Directors on a quarterly basis.

### Roles and responsibilities distribution between directors and management

The company distributes the roles and responsibilities between the Board of Directors and management clearly. Board of Directors is responsible for policy making and supervising the operation of management. Meanwhile, the management administrates the operation followed the policies. Therefore, Chairman of Board of Director shall not be the same person.



### Determination of number of registered company the director and CEO taking position of director

Board of Directors identifies the number of registered company the director can take the position of director to ensure the sufficient and efficient dedication to the company. Therefore, Board of Directors identifies that the director is able to hold the position of director in the other five registered companies at the maximum. For the Chief Executive Officer (CEO) who intends to assume directorship positions in other registered companies, approval must be obtained from the company's board of directors.

## 6.2 Business Ethics

The Company has established Business Ethics and Code of Conduct Manual and has annual review and revises regularly. There are operational principles regarding ethics for directors, executives, and all employees of the company and subsidiaries to be guidelines in working, conducting, giving the importance for customers, having social responsibility, as well as community and environment, not engage in politics, respecting on all stakeholders including human rights as stipulated by laws, respect human rights, anti-corruption, non-infringement of intellectual property. The company has publicized the aforesaid manual to the directors, executives, and all employees of the company, has provided training courses for giving knowledge and understanding concerning the right practical guidelines in working, building awareness and indoctrination to employees to follow and participate in activities leads to the operations of the company proceeds with quality, morality, transparency, and accountability.

(Business Ethics and Code of Conduct details are appeared on the company [www.globalhouse.co.th](http://www.globalhouse.co.th))

## 6.3 Major changes and developments of policy practices and corporate governance systems in the past year.

### 6.3.1 Major changes and developments regarding corporate governance

The Board of Directors recognizes the importance of developing a good corporate governance system and committed to enhance corporate governance standards to be comparable to leading companies, which will affect the sustainable growth of the company. Therefore, the Board of Directors has regularly reviewed the appropriateness and adequacy of the Company's corporate governance policies and practices to comply with business models and environments that might be changed. Resulting in 2023, the Company has received the corporate government assessment in "Excellence"  level for the 3<sup>rd</sup> consecutive years.

In 2023, the Board of directors has developed and enhanced the Company's corporate governance system which summarizes details of major changes and developments as follows;

- According to the resolution of the Board of Directors' meeting no. 5/2023, there was an approval to amend the composition of the sustainability and corporate governance committee. The amendment specifies that the committee should consist of more than 50% independent directors to enhance and elevate the company's operations in the areas of environment, society, and corporate governance (ESG). This aims to align with the goals and build confidence among all stakeholders.
- Reviewing the corporate governance manual, business ethics, and code of conduct to ensure more clarity and alignment with legal and regulatory standards.
- Implementing projects and various activities related to good corporate governance, business ethics, and sustainable development.

### 6.3.2 Applying Good Corporate Governance Code for listed companies 2017 (CG Code)

The Board of Directors gives the importance to the good Corporate Governance Code for listed companies 2017 as stipulated by the Securities and Exchange Commission (SEC). The Boards has approved to review and revise the Corporate Governance and Business Ethics Manual of the company to be up-to-date and conform to new principal, as well as apply properly with the company's business. For 2023, the company has followed CG Code as mentioned, exclude the following issues:

Unpracticed	Reason
The Chairman should be independent Director	Although the company's chairman is not independent director, but the Chairman performs his duties to govern the company with fairness and transparency, the company have adequate internal control system, checks and balances in operational machinery and transparent, adhere to good corporate governance code and perform his duties with always regard to benefits of stakeholders.

### 6.3.3 Practice information in other regards to the good corporate governance principles for support the various evaluations

The company has reviewed and operated to regularly enhance and improve its policy and a practical guideline follows the good corporate governance principle annually. The objective for keeping standard according to the corporate governance principles in the country and international level namely good corporate governance principles for listed companies as stipulated by the Securities and Exchange Commission and the Stock Exchange of Thailand, Corporate Governance Report of Thai Listed Companies – CGR by **Thai Institute of Directors Association (IOD)**

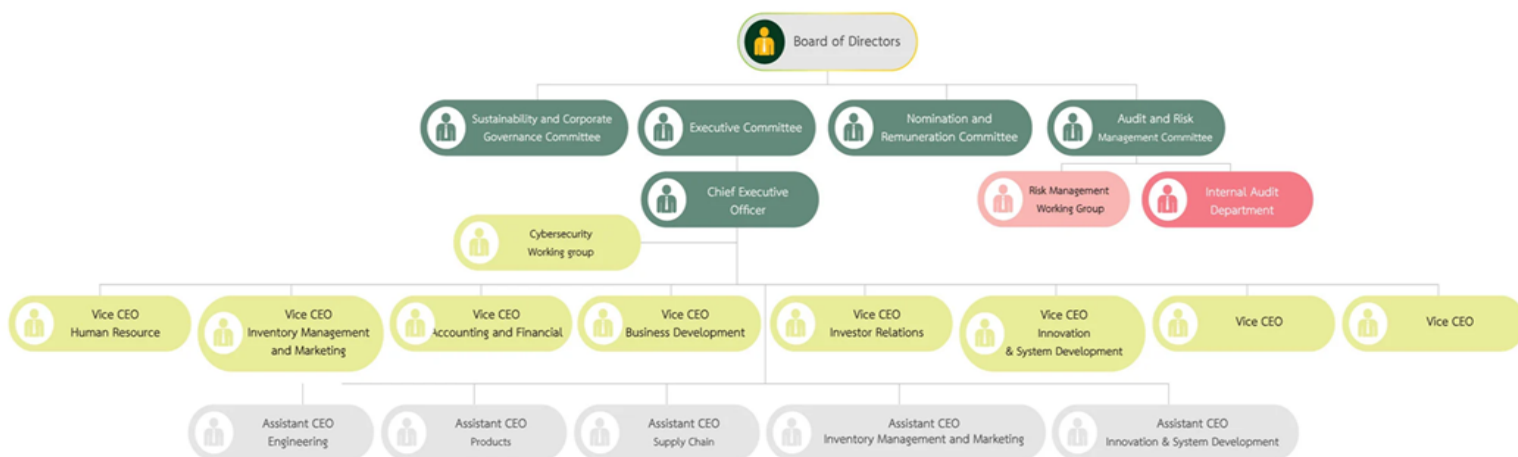
The company has been evaluated and awarded regarding corporate governance as below;

1. The Company received SET Awards 2023, in sustainability Excellence in kind of Highly Commended Sustainability Awards.
2. The Company received a SET ESG Rating of "AA" in Services group, from the announcement of the results of SET ESG Ratings 2023 and has been selected to be one of 193 listed companies which has been listed in Sustainable Stocks 2023 from the Stock Exchange of Thailand. Moreover, the Company has been included in the Thailand Sustainability Investment (THIS) index for the 3<sup>rd</sup> consecutive year since 2021.
3. The Company received Excellent CG Scoring or scoring of 5 from the program Corporate Governance Report of Thailand Listed Companies 2023 (CGR) organized by Thai Institute of Directors (IOD) and the Securities Exchange and Commission (SEC) and the Stock Exchange of Thailand (SET).
4. The Company received a full score of 100 points (5 TIA) "Excellent: Should be a Role Model" in the AGM Checklist assessment 2023, marking the 5<sup>th</sup> consecutive year for the Annual General Meeting Checklist of the company listed in the Stock Exchange of Thailand (SET), assessed by the Thai Investors Association.
5. The company has received Best Payments and Collections Solution awards from the success in developing Digital Solutions cooperated with Krungsri (Bank of Ayudhya PCL). The solution enhances efficiency of the payment system standard aiming to provide more convenience for customers who buy products and services at Global House with easier, faster and more safe payment channels by developing payment solutions to be in accordance with all form of demands and respond all Global House's customers' needs.

## 7. Corporate Governance Structure and Important Information of the Board of Directors, Sub-committees, Executives and Other Staffs

### 7.1 Corporate Governance Structure

Organizational chart as of 31 December 2023



### 7.2 Board of Directors information

As at 31 December 2023, the Board of Directors composite of 10 directors;

1. Executive Director 2 directors.
2. Non-Executive Director 8 directors (equal to 80% of all directors) and independent director 4 directors (equal to 40% of all directors)

#### 7.2.1 Composition of the Board of Directors

The Board of Directors consists of at least 5 Directors, not exceeding 15 Directors are appointed in the Shareholders' Meeting, (More than half of the number must be residence of Thailand and must have all the criteria and requirement of the laws and regulations).

## 7.2.2 Information of the Board of Directors and the Controlling Person

### Name of the Board of Directors

Name			Position
1.	Mr. Apisit	Rujikeatkamjorn	Chairman
2.	Mr. Pairoj	Juarprathoom	Director / Independent Director / Chairman of Audit & Risk Management Committee
3.	Dr. Boonchai	Pitugdamrongkija	Director / Independent Director / Chairman of the Sustainability and Corporate Governance Committee / Audit & Risk Management Committee
4.	Dr. Vongsak	Swasdipanich	Director/Independent Director / Audit & Risk Management Committee / Nomination & Remuneration Committee
5.	Pol.Gen. Kawee	Supanun	Director / Independent Director / Chairman of Nomination & Remuneration Committee / Sustainability and Corporate Governance Committee
6.	Mr. Witoon	Suriyawanakul	Director / Chairman of the Executive Committee / Nomination & Remuneration Committee
7.	Mr.Kriangkai	Suriyawanakul	Director / Sustainability and Corporate Governance Committee / Executive Director
8.	Mr. Nithi	Phatarachoke	Director / Executive Director
9.	Mr. Paramate	Nisagornsen	Director
10.	Mr.Wiroat	Rattanachaisit	Director

### Authorized Signatory Directors of the Company

- Mr. Witoon Suriyawanakul signing and affixed there to with the Company's official seal or
- Mr. Apisit Rujikeatkamjorn, Mr.Kriangkai Suriyawanakul, and Mr. Paramate Nisagornsen signing jointly two persons out of three and affixed there to with the Company's official seal.

### Appointment and Removal of Board Directors

- The appointment of Directors at the shareholders' meeting in compliance to regulations and corporate procedures as follows:
  - Each shareholder has the vote equivalent to one vote per one share held.
  - Each shareholder shall use all his/her voting rights under (1.1) to elect one person or more as the Director, but is not capable to share his/her varied voting rights to any person.
  - The person who receives the highest votes in a descending order would be elected as directors accordingly to the number of Directors allowed in such meeting. In the event of any person who has been elected in the lower order received equal votes but there will be over the number of allowance, the Chairman of such meeting shall have a casting vote.
- In the shareholder annual meeting, one third of directors must be retired. In case one third (1/3) of the number is impossible, use the nearest to one third of number of directors. The retired directors may be reelected. The longest directors in the Board will automatically be retired but may also be reelected.
- In the case where a director demands to resign, that person need to submit resignation letter to the company and will be considered effective once reached.
- In the event where a director is voted to dismiss prior to the completion term, the votes must be more than three in four (3/4) of the shareholders attending the meeting with the right to vote.

## Directors and Executive with the Authority to Control the Company, Subsidiaries and Joint Ventures.

Name			Siam Global House PCL.	Subsidiary and Joint Venture		
				Global House Cambodia Co., Ltd.	Guangxi Global House International Trade Co., Ltd.	Global House International Co., Ltd.
1.	Mr. Apisit	Rujikeatkamjorn	Chairman	Chairman		
2.	Mr. Witoon	Suriyawanakul	Director/CEO	Director	Executive Director	Chairman
3.	Mr. Kriangkai	Suriyawanakul	Director/Vice CEO	Director		
4.	Mr. Nithi	Phatarachoke	Director			
5.	Mr. Paramate	Nisagornsen	Director			Director
6.	Mr. Wiroat	Rattanachaisit	Director			Director
7.	Mr. Pairoj	Juarprathoom	Director			
8.	Dr. Vongsak	Swasdipnich	Director			
9.	Dr. Boonchai	Pitugdamrongkija	Director			
10.	Pol.Gen.Kawee	Supanun	Director			
11.	Mrs. Warunee	Suriyawanakul	Vice CEO			Director
12.	Mr. Anawat	Suriyawanakul	Vice CEO			Director
13.	Mr. Piphop	Vasanaarchasakul	Vice CEO			Director
14.	Ms. Chutikan	Srisaengchan	Vice CEO			
15.	Mr. Yuttana	Suriyawanakul	Vice CEO			
16.	Mr. Khemchat	Sungkakam	Vice CEO			
17.	Mr. Isara	Rujikeatkamjorn	Vice CEO			Director
18.	Mr. Pongkorn	Suriyawanakul	Assistant CEO			
19.	Mr. Pongpol	Tiapairatkulkit	Assistant CEO			
20.	Mr. Thapanat	Asawachulamanee	Assistant CEO			
21.	Ms. Wiphawee	Hongsamsipjed	Assistant Vice CEO			

### 7.2.3 Roles and responsibilities of Board of Directors

1. The company's board of directors is responsible for defining the vision, objectives, strategies, and goals for the company's business operations. Additionally, they are tasked with regularly reviewing the strategies and goals in the ongoing business operations.
2. The board of directors must fulfill their duties with responsibility, exercising due care, and demonstrating honesty and integrity towards the organization (duty of care and duty of loyalty). They are also responsible for ensuring that the operations comply with laws, regulations, and resolutions of the shareholder meetings, all for the maximum benefit and fairness to the stakeholders.



3. The company's board of directors must consider and establish business plans and annual budgets that align with the company's objectives and main goals. This involves allocating resources and controlling operations appropriately, including environmental analysis, various factors, and risks that may impact stakeholders.
4. The Board of director must monitor and ensure the implementation of the company's strategies, and keep track of performance measurement by requiring regular reporting of operational results. This includes the development and improvement of business operations, taking into consideration safety and health, social responsibility, and environmental concerns.
5. The board of directors must establish the charter of the Board of director, the corporate governance policy and code of conduct, to serve as guidelines for the company's directors, executives, and employees. This is to ensure that they adhere to these guidelines along with the company's regulations and rules, fostering fairness to the stakeholders.
6. The board of directors shall oversee and support the creation of innovations that bring benefits to the company, customers, business partners, society, and the environment.
7. The board of directors must ensure that the company has reliable accounting, financial reporting, auditing, risk management, internal control, and internal audit systems. Regular monitoring, performance evaluation, and regularly reviews of risk management and internal control systems should be conducted to ensure efficiency and effectiveness.
8. The board of directors must oversee the management of information technology and ensure the use of technology to enhance competitiveness. By operating on the basis of social and environmental responsibility.
9. The board of directors is responsible for overseeing the practices related to anti-corruption, and at the same time, promoting compliance among all employees with policies, laws, relevant regulations, and consistently monitoring adherence to anti-corruption policies.
10. The board of directors is responsible for overseeing the development of a succession plan for senior executives and ensuring regular annual performance evaluations for senior executives are conducted each year.
11. The board of directors must ensure that there is a performance evaluation of both the board as a whole and individual member at least once a year.
12. The board of directors must ensure continuous development of knowledge and skills in job performance by participating in training courses related to board duties or attending seminars and activities aimed at enhancing knowledge in the field of work on a regular basis.
13. The board of directors must review the charter of the Board of directors at least once a year

#### **Roles and responsibilities of Chairman of Board of Directors**

1. Supervise, monitor, and oversee the performance of the board of directors to ensure efficiency, in order to achieve the company's objectives and main goals.
2. Supervise and ensure that every member of the board of directors actively participates in promoting a corporate culture with ethics and good corporate governance.
3. Determining the agenda of the board of directors meeting through consultation with the CEO, to ensure that important matters are appropriately included in the meeting agenda.
4. Allocate sufficient time by controlling and conducting board meetings, including providing opportunities for all board members to discuss and express their opinions independently, to make effective decisions.

5. Fostering good relationships between executive directors and non-executive directors, as well as between the board of directors and the management team.
6. As the leader of shareholder meetings, ensure compliance with the agenda, company regulations, and laws. Provide equal opportunities for expressing opinions and ensure appropriate and transparent responses to shareholders' questions.

#### **Approval Authority of the Board**

1. To approve vision, mission objective and major policy such as the Corporate Government Policy, Code of Conduct, Risk Management Policy, Monitoring of Insider Trading Policy, Anti-corruption Policy, Internal Control Policy, Related Transaction Policy and Policy on Conflict of Interest
2. To approve procurement that exceeds the Executive committee's approval as authorized for each item.
3. To approve investment projects and major operations under the Company's objectives, articles of association, resolutions of the shareholders' meetings and relevant laws, and supervise the management to implement policies and plans as defined with efficiency and effectiveness.
4. To approve transaction under the Securities and Exchange Act, such as connected transactions, property acquisition, and disposal.
5. To approve the interim dividends payment to shareholders.

#### **The transactions that be approved by shareholders' meeting**

These transactions in following cases must be approved by the board of directors meeting and the shareholders' meeting with a vote not less than 3 of 4 of total votes of shareholders who attend the meeting and have the right to vote.

1. Selling or transferring all or significant amount of shares
2. Buying or receiving shares from other companies in the name of the Company
3. Signing, changing, or canceling of lease of company in significant amount.
4. Altering or changing of memorandum or regulations
5. Fundraising, Fund reducing, issuing corporate bond, merging or closing

#### **Term of Office as a Board Director of the Company**

1. In the Annual General Meeting of Shareholders, one-third of the directors at the time being shall resign from the position. If the number of the director cannot be divided into three portions, the number closest to the one-third is applied. Those who are vacated may resume the position.
2. Director shall vacate the position in case of death, resignation, lack of qualifications, or having incompatibility according to Securities and Exchange law, resolution from the shareholders' meeting, or the judicial order.
3. The company determines the year of the office term of the director to comply with Public Limited Companies Act, B.E.2535. Currently, there are 10 directors who will be holding the position for three years.
4. Independent directors have a maximum consecutive tenure of up to 9 years without any exceptions, starting from their first term upon being selected as independent directors.

## 7.3 Information of Sub-Committee

### 7.3.1 Structure and Composition of Sub-committee

The Structure and Composition of Sub-committee consist of 4 committees, that is executive committee, Audit and risk management committee, Nomination and Remuneration Committee and Sustainability and Corporate Governance Committee by details as follow;

#### 1. Executive Directors

Executive Directors must be the Directors of the Company appointed by the Board of Directors. The Board of Directors considers the number of the Executive Directors and the Board of Director will appoint one Chairman of Executive Director.

Name			Position
1.	Mr. Witoon	Suriyawanakul	Chairman of the Executive Committee
2.	Mr. Anavat	Suriyawanakul	Executive Director
3.	Mrs. Warunee	Suriyawanakul	Executive Director
4.	Mr. Kriangkai	Suriyawanakul	Executive Director
5.	Mr. Nithi	Phatarachoke	Executive Director
6.	Mr. Yutthana	Suriyawanakul	Executive Director
7.	Ms. Chutikan	Srisaengchan	Executive Director

#### Functions and Responsibilities of Executive Directors

1. Plan and manage company's operation according to the frameworks and policies assigned by the Board of Directors.
2. Lay out strategies and directions for the company under the framework and boundary of goals and objective of the business and/or policy of business.
3. Propose appropriate investment and/or fundraising plans to the Board of Directors and/or the Shareholder's meetings.
4. Consider and approve business consultants necessary to business operations.
5. Have authority in any resource allocation, procurement, leasing, renting, and utilization as approved by the Board of Directors.
6. Have the authority to approve asset purchases and procurement, expense on operation, expense of selling and administrative and capital expenditure according to the contracts. Detail of authorities is in accordance to the structure of Authorization.
7. Approval of expense on operation, expense of selling and administrative and capital expenditure according to the budget approved by the Board of Directors. Detail of authorities is in accordance to the structure of Authorization.
8. Approval of loans from banks, corporations, and/or other institutions according to the budget approved by the Board of Directors. Detail of authorities is in accordance to the structure of Authorization.

However, the above approval of executive committee shall not include the approval of transaction that the executive committee or person who may have conflict of interest in any other ways with the Company or its subsidiaries (if any, in the future). By the aforesaid transaction need to present to the Board of director's meeting and/or the shareholder's meeting (as the case maybe) to consider approval such transaction according to the article of association or stipulated by related laws.

#### Approval Authority table

Type of Transactions	Approval Authority		
	Executive	Chief Executive Officer	Vice CEO
Sale – Purchase Movables (Per time)	250 million Baht	75 million Baht	5 million Baht
Sale – Purchase Real Estate (per time)	500 million Baht	100 million Baht	5 million Baht
Purchasing equipment, machines and vehicles for operation (per month)	Follows regularly business operation	Follows regularly business operation	Follows regularly business operation

**Remark :** Due to the quantity of purchasing of equipment and materials for distribution during each period, depends on selling conditions, necessarily, or using requirement including the suitability of price range. Therefore, there are period of bulk purchasing, the company could not specify the exactly purchasing credit line. However, the company adhere the company's criteria in management and regular price.

## 2. Audit and Risk Management Committees

Audit and Risk Management Committee must be the Director of the Company appointed by the Board of Directors and must have the requisite qualifications in compliance with the rules of the Securities Exchange Commission and Stock Exchange of Thailand, the relevant laws, rules or other regulations. It must also consist of at least 3 persons with at least 1 person with knowledge, capability and experience in Accounting and Finance.

Name			Position
1.	Mr. Pairoj	Juarprathoom	Chairman of Audit & Risk Management Committee (Independent Directors)
2.	Dr. Boonchai	Pitugdamrongkija	Member of Audit & Management Committee (Independent Director)
3.	Dr. Vongsak	Swasdipanich	Member of Audit & Management Committee (Independent Director)

**Remark :** Mr. Pairoj Juarprathoom, have well knowledge about accounting and financial management.

#### Authority and Duties Scope of the Risk Management Committee

##### Compliance monitoring, internal audit

1. Review accuracy and adequacy of the Company's financial reporting according to the accounting standard, related laws with sufficient disclosure.
2. Consider disclosing the company's information in case of the Related-Party Transactions or transactions that may have any conflict of interest.

3. Review and provide advice for the appropriateness and effectiveness of the Company's internal control and internal audit systems according to the international standard by reviewing with the external auditor (accounting firm) and internal auditor.
4. Review the Company's compliance with the law on securities and exchange, Stock Exchange of Thailand (SET) regulations, or laws related to the Company's business.
5. Review and monitor the company's compliance with the company's anti-corruption policy.
6. Monitor the company's complaints handling procedure & management and whistle blowing regarding corruption from employees and external personnel.

#### **Risk management**

1. Monitor the Company's risk management plan and manage risk to reduce the impact to the company's business including follow-up and compliance risk assessment as well as propose protective measures and risk reduction measures at the acceptable level to ensure that the company has sufficient and appropriate risk management.
2. Report major risk management outcomes to the board of director in case of any factors or important circumstances that may have significant impacts to the Company.

#### **Others**

1. Consider, select and nominate the Company's auditor, including consider the appropriate remuneration by considering from an independence, performance and experience of an auditor for the board of director to propose the shareholder's annual general meeting.
2. Prepare a corporate governance report of the audit and risk management committee by disclosing in the Company's Annual Report, which must be signed by the Chairman of the Audit and Risk management Committee and consist of opinions in compliance with Stock Exchange of Thailand (SET) regulations.
3. Consider and independence of the internal audit, including gives an advice to the board of directors.
4. Consider and review the Audit Committee Charter as deemed necessary and appropriate.
5. Perform any other duties as assigned by the Board of Directors.

#### **Tenure and Termination of tenure**

1. Audit and Risk Management Directors have directorship tenure in accord with board of director's tenure by termination of directorship according to the occasion on the Shareholder's Annual General Meeting.
2. Termination of directorship when the director lacks of qualifications, or resignation, or the board of director's Meeting resolved to dismiss.

### **3. Nomination and Remuneration Committees**

Nomination and Remuneration Committee must be the Directors of the Company appointed by the Board of Directors and must have the requisite qualifications in compliance with the rules of the Securities Exchange Commission and Stock Exchange of Thailand, the relevant laws, rules or other regulations. It must also consist of at least 3 persons with at least 1 Independent Director.



Name			Position
1.	Pol.Gen. Kawee	Supanun	Chairman of the Nomination and Remuneration Committees (Independent Directors)
2.	Dr. Vongsak	Swasdipanich	Member of the Nomination and Remuneration Committees (Independent Directors)
3.	Mr. Wittoon	Suriyawanakul	Member of the Nomination and Remuneration Committees

## Functions and Responsibilities of the Nomination and Remuneration Committees

### Nomination Practices

1. Consider to suggest the structure, size, and compositions of the Board of Directors and Subcommittee properly with the size, type and complication of business.
2. Consider to establish the procedure and criteria in recruitment and selection the appropriate qualified person to take a position of directors and subcommittee with considering to the diversity of committee both knowledge, skill, experience, special ability relates to the business and beneficial to the company, for presenting to the Board of Directors and/or the Shareholder's Annual General Meeting for approval.
3. Consider the qualifications of the person who will be appointed to be an independent director to be suitable with the company's nature and having independence as stipulated by the criteria of the Securities Exchanges and Commission (SEC) the Stock Exchange of Thailand.
4. Control and monitor to arrange the director's development plan to build and develop knowledge, skill to the company's directors lead to having understanding in roles and duties of directors, knowledge about the company's business including arranging Board Skill Matrix for considering the diversity of directors to be appropriate with the company's business operation.
5. Control and monitor to arrange the orientation and give documents beneficial to the performance of new appointed directors including encouraging the directors to obtain training course "Director Accreditation Program (DAP)" of Thai institute of Directors for understanding in director's roles and duties.
6. Arrange and review the succession plan of the Chief Executive Director and top executives for preparing the successor in case of retirement by the Chief Executive Director and top executives or being unable to perform their duties, for continuously proceed the management of the company.

### Remuneration Practices

7. Consider the form and criteria for remuneration of directors and subcommittee such as regularly compensation, bonus, attendance fee, and any compensation in other forms both monetary and non-monetary in proper and sufficient level, to persuade and maintain the quality directors by comparing with other companies in the same nature to present to the Shareholder's Annual General Meeting for approval.
8. Consider the form and criteria for remuneration of Chief Executives Officer by considering to the appropriateness, sufficiency and fairness in order to create additional value with sustainability to the company and maintain the competent directors to be with the company, to present the Board of Director's meeting for approval.
9. Consider establishing the subject and criteria in annual performance appraisal of the Chief Executives Officer, including consider the performance appraisal for specifying the compensation in fair and appropriate rate before presenting to the Board of Directors for approval.

#### Other Practices

1. Perform any other duties related to the nomination and remuneration as assigned by the Board of Directors.
2. Consider to review the Nomination and Remuneration Committee Charter as necessary and appropriate.

#### Tenure and Retirement

1. Nomination and Remuneration Directors have tenure of office followed in the tenure of the Board of Directors by retirement from the tenure shall be along with the agenda in the Annual General Shareholders' meeting. However, the retired director may be re-appointed to continually take a position.
2. The retirement upon lacking qualifications of Audit & Risk Management Director according to this charter or resignation or the shareholders' meeting passed a resolution to leave.

#### 4. Sustainability and Corporate Governance Committee

The Sustainability and Corporate Governance Committee consists of at least 3 members, with more than 50% of them being independent directors. These members are selected from the board of directors and/or senior executives of the company to assist and support the board of directors in establishing policies related to environmental, social, and governance (ESG) operations and corporate social responsibility. To ensure that business operations are transparent, fair, and build confidence in all stakeholders, including effective implementation of sustainable practices. This serves as a guideline to foster sustainable growth for the company. The committee will consider appointing members with suitable qualifications to serve as the Chairman of the Sustainability and Corporate Governance Committee. Additionally, the current members of the Sustainability and Corporate Governance Committee are as follows:

Name			Position
1.	Dr. Boonchai	Pitakdamrongkija	Chairman of the Sustainability and Corporate Governance Committee (Independent Director)
2.	Pol.Gen. Kawee	Supanun	Sustainability and Corporate Governance Committee (Independent Director)
3.	Mr. Kiangkai	Suriyawanakul	Sustainability and Corporate Governance Committee

#### Duties, Authorities and Responsibilities of the Sustainability and Corporate Governance Committee

##### Sustainability

1. Consider and determine the goal, policy, strategy, along with sustainability development operation plan, in accordance with business operation in economic, social, and environmental aspects, under the corporate governance principle.
2. Control the compliance to the policy, strategy, sustainability development operation plan, through the working group who has been assigned.
3. Control the disclosure of sustainability development information of the Company to stakeholders in form of 56-1 One Report and Sustainability Report.
4. Corporate with Risk Management working group to evaluate the risk management and mitigation in regard to the sustainability development, including conducting the Materiality Maps.
5. Consider, determine, review, and adjust the Climate Change strategy, including manages risk and likelihood from climate change according to the compliance to the Climate Change strategy.

6. Consider, determine, review, and adjust the policy of Corporate Social Responsibility: CSR, to present to the Board of Directors to consider approve, including control the compliance to the Corporate Social Responsibility: CSR policy.

#### Corporate Governance

1. Consider, determine, review, and adjust the policy, corporate governance manual, business ethics, and code of conduct, to be in accordance with regulations of government sectors and organizations in charge of corporate governance. In order to present to the Board of Directors to consider approve, including control the compliance to such corporate governance manual, business ethics, and code of conduct
2. Consider, determine, review, and adjust the policy and practice guidelines regarding Anti-Corruption, to present to the Board of Directors to consider approve, including control the compliance to such policy and practice guidelines regarding Anti-Corruption.

#### Others

1. Perform others as deem appropriate to achieve the set goal of sustainability and corporate governance development of the Company or as assigned by the Board of Directors.

#### Tenure of office

The Sustainability and Corporate Governance Directors, who has been selected by the Board of Directors and independent directors, shall have tenure pursuant to the tenure of the Company's directors. By the nomination and remuneration committee shall consider selecting the Company's directors, independent directors, and some executives of the Company, and present to the Board of Directors to consider the appointment of the Sustainability and Corporate Governance Directors position.

## 7.4 High-level Executives

### 7.4.1 Name and executive position

The Company's executives 13 persons as at 31 December 2023

Name			Position
1.	Mr. Wittoon	Suriyawanakul	Chief Executive Officer
2.	Mr. Anavat	Suriyawanakul	Vice CEO - Inventory Management and Marketing
3.	Mrs. Warunee	Suriyawanakul	Vice CEO - Human Resource
4.	Mr. Yuttana	Suriyawanakul	Vice CEO – Investor Relations
5.	Ms. Chutikan	Srisaengchan	Vice CEO - Accounting and Financial
6.	Mr. Piphop	Vasanaarchasakul	Vice CEO - Business Development
7.	Mr. Khemchat	Sungkakam	Vice CEO - Innovation & System Development
8.	Mr. Isara	Rujikeatkamjorn	Vice CEO
9.	Mr. Kriangkai	Suriyawanakul	Vice CEO
10.	Mr. Pongkor	Suriyawanakul	Assistant CEO - Engineering
11.	Mr. Pongkol	Tiapairatkulkit	Assistant CEO
12.	Mr. Thapanat	Asawachulamanee	Assistant CEO - Innovation & System Development
13.	Ms. Wiphawee	Hongsamsipjed	Assistant Vice CEO

### Authority of Chief Executive Officer

The Managing Director has authority to manage the Company as assigned by the Board of Directors and shall strictly and carefully manages the Company according to the framework and corporate governing policy, and maintains the best interest of the Company and shareholders. Roles and responsibilities are detailed as follows:

1. Manage, monitor, and control normal operations of the company.
2. Manage the company as assigned by the Board of Directors.
3. Manage and oversee the overall operation of the company according to the policy stipulated by the Board of Directors.
4. Approval of expense on operation, expense of selling and administrative and capital expenditure according to the plans and budget stipulated by the Board of Directors. Detail of authorities is in accordance to the structure of Authorization.
5. Have the authority to approve asset purchases and procurement, expense on operation, expense of selling and administrative and capital expenditure according to the contracts. Detail of authorities is in accordance to the structure of Authorization.
6. Consider, plan, and prioritize business strategies and fundraising for the company to propose for approval to the Board of Directors.
7. Have the authority to employ, dismiss, and lay off any employee at any level.
8. Have the authority to open and close any of company's saving account at any institutions to facilitate the operation of the company.
9. Propose for approval any appropriate consultants necessary for the company to the Board of Directors.

However, the Managing Director is unable to approve transaction that himself or person who may have conflict of interest in any other ways with the Company or its subsidiary. Any other roles other than stated above are out of Authorization, except for being entrusted at the Board of Directors' meeting in a case-by-case manner.

### 7.4.2 Policy of remuneration for CEO and Top executives

The Board of Directors has established the remuneration policy for CEO and top executives in appropriate level and fair in accordance with duties and responsibilities, objectives and goals of the company's operation both in short term and long term as well as annual performance appraisal by considering from different factors as below;

- Operating result of the company by considering from financial outcomes indicators such as EBITDA, net profit, return on investment for the operation of the company, etc.
- Turnovers comparison with other companies in same business.
- Business Development Capacity and efficiency improvement in operation to be better.
- Operating result in environmental, social, and corporate governance.

The company has procedure to consider appropriate remuneration with transparency by the short-term remuneration includes salary, bonus, and other privileges. For the long-term remuneration includes provident fund, and retirement pension.

### 7.4.3 Numbers of total remuneration of CEO and top executives

In the year 2020-2022, Details of remuneration payment for the company executives 11 persons are as follow;

#### Cash Remuneration

	2021	2022	2023
Salary	46,075,800.00	50,519,800.00	50,956,800.00
Bonus	38,952,900.00	25,133,550.00	23,988,000.00
Social Security	46,800.00	50,400.00	72,000.00
<b>Total</b>	<b>85,075,500.00</b>	<b>75,703,750.00</b>	<b>75,016,800.00</b>

#### Other Remuneration

	2021	2022	2023
Provident Fund	1,232,159.00	1,046,030.00	1,550,630.00
Retirement Compensation	15,455,661.60	-	-
<b>Total</b>	<b>16,687,820.60</b>	<b>1,046,030.00</b>	<b>1,550,630.00</b>

## 7.5 Employee's information

### 7.5.1 Total Employee Details

The number of Staffs during year 2021-2023

Employees	2021	2022	2023
<b>Company Employees</b>			
• Head Office	431	459	461
• Branch	9,524	9,674	10,524
<b>Subsidiary Employees</b>	158	159	180
<b>Total</b>	<b>10,113</b>	<b>10,292</b>	<b>11,165</b>

**Remark :** The number of staffs had included staff of new stores that will operate next year.

#### Details of main employees

Employee Details	2021	2022	2023
Product Management and Marketing	102	122	114
Supply Chain	162	176	227
Engineering	5	5	5
Innovation & System development	83	92	100
Accounting & Financial department	316	334	348
Human Resource department	182	183	190
Management department	11	6	12
Operation department	9,094	9,215	9,989
<b>Total Employee</b>	<b>9,955</b>	<b>10,133</b>	<b>10,985</b>
<b>Total Stores</b>	<b>75</b>	<b>77</b>	<b>83</b>



### 7.5.2 Change in Number of Employee with Significance

The company's number of employees has continuously increased since 2021 onwards, due to the company has expanded more stores by details as follow;

	2021	2022	2023
Number of stores	75	77	83
Number of employees	9,955	10,133	10,985

### 7.5.3 Employee Remuneration

The consideration of remuneration for the employees, the company has paid remuneration in accordance with the Company's performance each year and also considering from the competency assessment of individual employees and the performance of each segment to be in accord with performance both in short term and long term. In addition, the Company has provided the provident fund for employees care in long term.

#### (1) Short-term employee benefits

The Company has determined the employee compensation in salary, bonus, social security fund contribution, special compensation relevant to professional skills and performance, etc. which the Company has a performance assessment system every quarter (total 4 times per year). And take the assessment results to consideration of bonus payments and annual adjustment, including adjustment of promotion and remuneration according to the qualifications and abilities. In addition, the Company has special adjustments during year for employees with excellent performance and qualifications as specified.

#### Staffs Remuneration

(Unit : Thousand Baht)

Staff Remuneration	2021	2022	2023
Salary	1,376,521.64	1,570,822.27	1,641,718.81
Bonus	195,774.88	244,544.02	200,551.18
Social Security	80,122.54	98,691.26	151,364.29
<b>Total</b>	<b>1,652,419.06</b>	<b>1,601,057.56</b>	<b>1,993,634.28</b>

**Remark :** The number of employees in 2021-2023 which include employees who resigned

## (2) Provident Fund

The Company has provided the provident fund as the benefit for employees with the objective to promote long-term savings of the Company's employees, which will allow them to have reserve money for retirement or resignation for paying contributions to the provident fund that the employees can choose the accumulated rate at 3 to 15 percent of wages, including choose an investment program as appropriate. The Company pays the contributions to the fund according to the years' experience of employees at 3 to 7 percent of wages as follow.

Employment Period (Year)	The Company's Contribution Rates (Percentage of wages)
Less than 5 years	3
From 5 years but less than 10 years	4
From 10 years but less than 15 years	5
More than 15 years	7

In the year 2023, the company has details about provident fund as below;

Number of employees who joined PVD	The proportion of employees who joined PVD / Total employees	Total Amount of the company
9,724 persons	88.62 %	54,439,901 Baht

In addition, the Company has policy to support the provident fund committee of the company to select the fund manager who participated in compliance to the investment governance code with responsible investment management, considering to environmental, Social, and Governance (ESG), well compliance to the investment governance code, which is investment guidelines leading to investment management by considering to the highest benefit of provident fund members, that is; the company's employees in long term.

### 7.5.4 Remuneration for Non-Monetary Term

Since 2011, IAS 19: Employee Benefits announce that has to keep Additional Expense in reserve for the employees who will be retired and/or quit (These payments are the policy by Department of Labor Protection and Welfare). The Additional Expense in the year 2023 the company reserve amount 834,948.40 Baht.

## Human Resource Management Policy

Siam Global House Public Company Limited gives priority to "The value of human resources" according to the company policy and practices in the business for long time. In addition to the developing the ability of work and increase their ability to operate business. The company has also focused and pay attention to create environment of workplace for the employees' healthy, that lead to the creation of good performance by 5 parts as follow;

### 1. The structure of employees

The Company gives priority to the public and people who disadvantaged around the store location. Then the company promotes the employment in the area, through the process of recruitment by board. Including of the student's supporting in order to training for workforce.

## 2. The rights and equality of employees

The company adheres to the principle of respect equality and the ability of employees to the company's code of conduct by instilling employees since starting of work comprehensive of human rights. The company focuses on quality of employees' life by providing the training and opportunity in the company's activities. It also supports the employees to develop their skill continuously.

## 3. The compensation and benefits management

The company manages compensation and benefits under the merit system and focus on the ability of each employee, including career path with the self- improvement. The welfare, the company base on appropriate and benefit of most employees which accordance with situation and capabilities of company.

## 4. The management of occupational health and safety

The company is committed to a policy regarding occupational health and safety of employees as a core principle, setting the goal of "Zero Accidents". The regulatory measures cover safety established business partner, third party and surrounding community.

## 5. The employee's development

The company continues to improve and develop curriculum and employee's development in accordance with the environment and business practices, in order to provide employees with knowledge and ability to effective performance. The company has set guidelines for employee development to enhance performance such as follows;

- E-learning system for self – learning continuously.
- Skill Base system for employees in each function of work.
- The development by on the job training and mentor.
- The trainee management project by learning the function and actual work.
- The executive program development by selecting the potential employees to training in the learning center at head office

In addition, the Company has policy to apply the information technology and software for developing and improving the working process of human resource management and employee care. Examples: HR Management System, Time Management System, Business Intelligence System for high efficiency and flexible to business operation.

### Major labor disputes during the past 3 years

During 2021-2023, the company has no labor disputes.

## 7.6 Other important details

### 7.6.1 Name list of assigned persons to be directly responsible for controlling accounting, Company Secretary and Manager of Internal Audit

#### 1. Assigned Person to be directly responsible for controlling accounting

Mrs. Supat Sutthi, the position of director of accounting department, who is qualified follow the criteria as stated on the announcement by the department of business development, has been appointed to be controlling person of the company's accounting, has duties to clarify details related to the accounting correctly, completely according to the accounting standard and financial report standard. The profile with details of assigned person to be directly responsible for controlling the accounting, has disclosed on attachment 1

#### 2. Company Secretary

On 15 February 2012, the Board of Directors has resolution to appoint Ms. Siriwan Na-Nan manager of Audit Department as the secretary of the Board of Directors.

##### Authority of Secretary of the Board of Directors:

1. Arrange and maintain documents as follow;
  - Director registration
  - Notice calling for the Board of Directors Meeting, Minutes of the Board of Directors Meeting and the Annual Report of the Company
  - Notice calling for the Shareholders Meeting and Minutes of the Shareholders Meeting.
2. Maintain the report on interests which have been reported by the directors or executives.
3. Manage other matters as stipulated by the Capital Market Supervisory Board.
4. Facilitate for activities of the Board of Directors.
5. Coordinate with relevant person in order to be in compliance with the resolution of the Board of Directors.

Anyway, details and qualifications of Company Secretary has disclosed on attachment 1

#### 3. Manager of Internal Audit

The Company emphasizes the importance of the internal control system, leading to the establishment of an internal audit; clearly define the scope of responsibilities and authorities for effective operations. In order to ensure a balanced and appropriate oversight, the internal audit will take responsibility for auditing the company's internal control systems and risk management. They will also directly report the audit results to the company's Audit Committee.

Therefore, the Board of Director has appointed Miss. Siriwan Na-nan to take a position of Manager of Internal Audit of the company because the educational background, work experience in internal audit, trainings, and have understanding in business operation of the company, which is deemed to be appropriated to perform such duties proper and adequate. Anyway, the consideration to approve the appointment, dismissal, removal the person in the position of Internal Audit manager of the company need to get approval from the Audit Committee.

Anyhow, the details and qualifications of internal audit manager has disclosed in attachment 3

### 7.6.2 Investor Relations department

The Company requires investor relations to communicate important information to investors, analyst, and general interested person. The information provided by the Company will be accurate, complete, transparent and timely. You can contact the Investor Relations at:

**Mr. Yutthana Suriyawanakul**

**Address :** 232 Moo 19 Rob Muang, Muang, Roi Et 45000

**Tel :** 043-519-777

**Fax :** 043-511-492, 043-519-649

**E-mail :** IR@globalhouse.co.th

**Website :** www.globalhouse.co.th

In 2023, the company presented operational results, strategic information, and other data to shareholders, investors, and securities analysts both domestically and internationally. This initiative received strong support from the company's senior management, who allocated time to participate in investor relations activities. To provide information and the direction of the company's operations through various activities as below;

1. Hosting the Opportunity Day, totaling 4 times, organized by the Stock Exchange of Thailand. This event attracted shareholders, securities analysts, investors, and mass media participation.
2. Participation in Virtual Meetings, totaling 14 times, involving institutional investors both domestically and internationally.
3. Participation in Analyst Meetings with securities firms and funds, both domestic and international, totaling 12 times.

### 7.6.3 Auditor Fee

#### 1. Audit Fee

In 2022, the company has remuneration for Audit Fee to Mr. Methee Rattanasrimetha, Certified public accountant no. 3425 or Miss.Waraporn Wareesawetsuwan, Certified public accountant no.5087 or Mr. Akkaradech Pleansakul, Certified public accountant no. 5389 or Miss.Kornthip Wanichwisetkul, Certified public accountant no.6947. of MR & Associates Co., Ltd, to be the auditor for the company, by determining the remuneration for Audit Fee for the year 2023, in amount of 4,050,000 Baht, exclude other expenses

#### 2. Non-Audit Fee

The Company and subsidiaries have no other services charges beside of audit fee to the auditor.



## 8. Report on Key Performance Results of Corporate Governance

### 8.1 Summary of the compliance results of the board of directors in the previous year

#### 8.1.1 Nomination, development and performance assessment of the committee

##### 1. Selection and Nomination of Directors

##### (1) Independent Directors

##### Selection and Nomination of Independent Directors

Regarding independent directors' nomination, the company determines selection criteria of an appropriate individual in accordance with the Company nomination procedure to be nominated as the Director, consists of qualifications of independent directors referring to the company's definition of independent directors as same as the SEC and SET regulations. The company has independent directors 4 persons, in the proportion of 1 Director from totaling of 3 directors An Independent director has tenure of position not exceeding 9 years, at present, no independent director holding position of director exceeding the specified tenure, as below;

Name			Position	Tenure (Date in position - 2023)
1.	Mr. Pairoj	Juarprathoom	Independents Director	4 years 8 months
2.	Pol.Gen. Kawee	Supanun	Independents Director	4 years 8 months
3.	Dr. Boonchai	Pitugdamrongkija	Independents Director	4 years 8 months
4.	Dr. Vongsak	Swasdipanich	Independents Director	7 years 8 months

##### Definition of Independent Directors

In according to the corporate governance of the Company's policy and comply with the rules of the Stock Exchange of Thailand. The Company has defined of independent director as follow:

Independent Director means the director, who is independent in expressing his opinion to the operation of the Company, must be a person who has no involvement or interest to the result of operation either directly or indirectly.

##### Independent Director's qualification

- (1) Holds no more than 1% of all shares with voting rights of the Company, its affiliates, its associated companies, or its juristic persons. This is inclusive of shares held by anyone who is affiliated with them.
- (2) Does not have management participation in the Company, employees, staff, consultant with monthly salary, or Entities with Controlling Authority over the Company within 2 years prior to be appointed as an Independent Director, unless in case of termination of government official or an advisor to a government agency which is a Major Shareholder or an Entity with Controlling Authority less than 2 years.
- (3) Not a person having blood relationship or legal registration of directors or executive directors.
- (4) Has no business relationship with the Company or being significant shareholders, controlling persons of juristic persons who have a trading transaction with the company with the amount over or equal to 20

million Baht or 3% of net tangible assets (NTA) of the Company, whichever is lower during previous 2 years.

- (5) Not a person who is an auditor of the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder or an Entity with Controlling Authority, and, not a Significant Shareholder within 2 years prior to be appointed as an Independent Director.
- (6) Not a person rendering any professional service or a Significant Shareholder, an Entity with Controlling Authority over the Company or a partner to such professional service provider who is paid more than Two Million Baht in service fee within two years prior to his/her appointment as an Independent Director.  
\*However, a person being unqualified from No.4 and No. 6, can be an independent director if only the board of directors shows that the board has considered the issue in accordance with the Section 89/7 under Securities & Exchange Act B.E. 2535 regulation and found that there is no interference in the independent opinion, and the following information shall be disclosed in the notice of shareholders meeting under the agenda considering the appointment of Independent Director.
- (7) Not a person who is nominated to be the representative of directors, major shareholders, or any other related person to major shareholders.
- (8) Do not operate the same and competitive business with the business of the company, or its subsidiaries, or holds shares for more than 1% of the total shares, or is not an executive director, employee, staff, advisor who receives salary, an Entity with Controlling Authority over the mentioned business.
- (9) Is not any otherwise which is unable to have the independent opinion regarding the business operation of the company.
- (10) An independent director can be an independent director for affiliates of the company but the audit director has been prohibited to be a director for the parent company, a Subsidiary, or a subsidiary listed company.
- (11) After being appointed as the independent director, such independent director may be assigned by the Board of Directors to make decision in respect of collective decisions involving the business of the Company, the Parent Company, a Subsidiary, a Joint venture / Associated Company, a Subsidiary of Equal Level, a Major Shareholder or an Entity with Controlling Authority, where it will not be deemed that such Independent Directors are Directors involved with the administration.

## **(2) Nomination and Appointment of Directors and Senior Management**

### **1. Selection and Nomination of Director**

#### **Criteria in selection and nomination of directors**

The company has appointed the Nomination and Remuneration Committee to consider and nominates candidates for directorship by considering the criteria from business and strategy of the company for determining the qualifications in accordance with business operation strategy. Considering the requisite qualifications and establishing Board Diversity policy considering by skills, competency, expertise, knowledge and ability in particular fields related to the business of the Company without restrictions on age, gender, region, or any restrictions. The company also considers by knowledge, competency and experiences related to the business to be in accordance with the business operation strategy by selecting those from the director pool database from Thai Institute of Director (IOD). Anyway, the appointed directors or executives of the company shall be qualified according to the Public Limited Companies Act B.E.2535 and relevant laws and regulations.

## Nomination and Appointment of the board of directors

The nomination and appointment of the director must be considered by the selection criteria of the Nomination and Remuneration Committee and must be approved by the shareholder's annual general meeting. The company allow all shareholders to nominate qualified persons to be elected as directors of the Company through the company's website channel in advance since 15 October 2022 until 15 January 2023 and the voting procedure on election of directors will use ballot individually by criteria and method as follow;

1. Each shareholder has the vote equivalent to one vote per one share held
2. Each shareholder shall use all his/her voting rights under No. 1 to elect one person or more as the Director, but is not capable to share his/her varied voting rights to any person.
3. The person who receives the highest votes in a descending order would be elected as directors accordingly to the number of Directors allowed in such meeting. In the event of any person who has been elected in the lower order received equal votes but there will be over the number of allowances, the Chairman of such meeting shall have a casting vote.

## 2. Nomination and Appointment of the Chief Executive Officer

The company has nomination policy to be appointed as the Chief Executive Officer of the company and subsidiary with appropriateness and transparency to ensure that the appointed Chief Executive Officer will be professional by the nomination and remuneration committee will responsible for nomination of Chief Executive Officer with procedure and criteria as follow;

### Procedure of nomination of Chief Executive Officer

- The nomination committee nominates the suitable person from the appropriate qualified person who is selected from internal (the person in the company) and external (the person outside the company).
- The nomination committee will select the person who has knowledge, abilities, and experience beneficial to the business operation or the nominee proposed by the board of directors or the highest executives of the company.
- After selected the appropriated person, the nomination committee will nominate such person to the board of directors to consider the appointment.

### Criteria for nomination of Chief Executive Director

- The qualifications of Chief Executive Director need to be the person who has knowledge, competency, experience in management and experience in business operation related to the company's business, expertise beneficial to the company's business according to the business operation strategy without restrictions on gender, age, nationality, etc.
- Has leadership, good vision, morality and ethics including has positive attitude to the company, able to dedicate sufficient beneficial to the business operation of the company.
- Has work experience with transparency including not possessing prohibited characteristics under the notification of the Securities and Exchange Commission and nominate to the board of directors to consider the appointment.

### High Executive Succession Planning

For preparing for the future, the company has succession planning policy by the requisite skills improvement plan for the successor to fill a key role in the company and subsidiaries. Anyway, the succession plan will be monitored by executive director committee by supporting from the human resource department. The nomination and remuneration committee of the company shall determine the succession plan of the highest executives of the company and subsidiaries to ensure continuity and smooth functioning of the business operation by regularly review mentioned plan every year.

### The Board Diversity Policy

The Board of directors has set the diversity in structure of the Board of directors' policy for persons who will be directors, considering by their professional skills, expertise, knowledge and ability in particular fields related to the business of the Company. Also, they shall be able to devote their time to perform their works and responsibilities without restrictions on age, gender, religion, or any restrictions in order to be the factors that support the balance in thinking and quality of work which are beneficial for the business' operation.

In addition, the Board of Directors has required the qualifications and skills necessary for the selection of directors (Board Skill Matrix), comprising of engineering, marketing strategy and competition, accounting and financial, economics, legal, risk management, government administration, and other aspects which are in line with the Company's business goal.

## 2. Development for the directors committee and executives

The Committee determines guidelines for development of Directors and Executives as follow;

1. The Board of Directors promote and support directors to attend training course or seminars in order to accumulate knowledge that will benefit the company annually at least 1 person. The Board of Directors assigned the secretary of the Board of Directors to collaborate and notify directors of upcoming training courses and seminars.
2. The company has policy to organize orientation to every newly direct or in order to acknowledge the roles, duty and responsibility and nature of business. By presenting information, manual of the code of conduct and company's Articles of Association. Including training programs for newly directors held by Thai Institute of Directors (IOD).
3. The Board of Directors assigns the Chairman of the Executive Directors to acknowledge about the development plans and prepare a succession plan in case incapable of performing duties.
4. The Board of Directors Form Directors' development project and the Chairman of Executive Director report back the progress every year and assess in conjunction with the succession plan.

The Company has directors who have full of knowledge and abilities, and always acquire new knowledge and do understanding in role of director. All directors have been trained by Thai Institute of Directors, including attended the training, seminar, and factory visiting to develop knowledge in business operation. In 2023, there are the directors who have attended the training and seminar as the following;

Directors		Position	Course	Training Date
Mr. Pairoj	Juarprathoom	Director Chairman of Audit and Risk Management Committee Independent Director	Detection of Accounting Irregularities in Fast Growing Business : The Role of Audit Committee	2 August 2023
Dr.Boonchai	Pitugdamrongkija	Director Audit and Risk Management Committee Independent Director	Detection of Accounting Irregularities in Fast Growing Business : The Role of Audit Committee	2 August 2023
		/Chairman of the Sustainability and Corporate Governance Committee	Hot Issue for Directors : Climate Governance No. 3 / 2023	24 October 2023
Ms. Siriwan	Na-nan	Company Secretary	Anti-Corruption: The Practical Guide รุ่น ACPG 65 / 2023 by Thai Institute of Directors Association	6-7 November 2023



At present, there are the following directors who have been trained in course relating to the duty *performance* of director by Thai Institute of Directors (IOD);

Directors		Position	Course
Mr. Apisit	Rujikeatkamjorn	Chairman	<ul style="list-style-type: none"> <li>• Director Accreditation Program 21/2004</li> <li>• Director Accreditation Program 27/2004</li> <li>• Finance for Non-Finance Director (FND) 24/2005</li> <li>• Understanding the Fundamental of Financial Statements Program (UFS) 5/2006</li> <li>• Audit Committee Program 22/2008</li> <li>• The Role of Chairman Program 26/2011</li> <li>• Director Certification Program 166/2012</li> </ul>
Mr. Pairoj	Juarprathoom	Director/ Chairman of Audit & Risk Management Committee/ Independent Director	<ul style="list-style-type: none"> <li>• Director Accreditation Program 161/2019</li> </ul>
Dr. Boonchai	Pitugdamrongkija	Director/ Member of Audit & Risk Management Committee/ Independent Director	<ul style="list-style-type: none"> <li>• Director Certification Program 155/2012</li> </ul>
Pol.Gen. Kawee	Supanun	Director/ Chairman of Nomination & Remuneration Committee/ Independent Director	<ul style="list-style-type: none"> <li>• Director Accreditation Program 129/2016</li> </ul>
Dr. Vongsak	Swasdipanich	Director/ Independent Director/ Member of Audit & Risk Management Committee / Member of Nomination & Remuneration Committee	<ul style="list-style-type: none"> <li>• Director Accreditation Program 134/2017</li> </ul>
Mr. Witoon	Suriyawanakul	Director/Chairman of the Executive Committee/ Member of Normination & Remuneration Committee	<ul style="list-style-type: none"> <li>• Director Accreditation Program 68/2008</li> </ul>
Mr.Kriangkai	Suriyawanakul	Director/Executive Director	<ul style="list-style-type: none"> <li>• Director Accreditation Program 188/2021</li> </ul>
Mr. Nithi	Phatarachoke	Director/Executive Director	<ul style="list-style-type: none"> <li>• Director Accreditation Program 140/2017</li> </ul>
Mr. Paramate	Nisagornsen	Director	<ul style="list-style-type: none"> <li>• Director Certification Program 258/2018</li> </ul>
Mr. Wiroat	Rattanachaisit	Director	<ul style="list-style-type: none"> <li>• Director Certification Program 163/2019</li> </ul>

### 3. The performance assessment of the Board of Directors, Sub-Committee and Executives

The Company assess annually of the Board of Directors, Sub-Committee and Executives by assessment in 3 forms such as Board of Directors Assessment form, Sub-Committee Assessment form and Individual Assessment form. The Company's secretary sent assessment form to all directors to assess the performance of the Board of Director and Sub-Committee. Then the secretary collected and summarize the performance assessment before submit to the chairman, which has criteria of performance assessment be in line with the Stock Exchange of Thailand as follows;

1. Performance assessment form of Board of Directors by group cover 6 main categories;
  - Structure and qualifications of the Board of directors
  - Roles, duties and responsibilities of the Board
  - Board of Directors' meetings
  - Performances of the duties of directors
  - Relationship with management
  - Self-development of directors and development of executives
2. Performance assessment form of Sub-Committee by group cover 3 main categories;
  - Structure and qualifications of Sub-Committee
  - Sub-Committee's meeting
  - Roles, duties and responsibilities of Sub-Committee
3. Performance assessment form of Board of Directors and Sub Committee by individual (self-assessment) cover 3 main categories;
  - Structure and qualifications of directors
  - Directors' meeting
  - Roles, duties and responsibilities of directors

The method of scoring as a percentage from the full score of each item is as follows;

Over 90 %	= Excellent
81 - 89 %	= Very Good
66 - 80 %	= Good
50 - 65 %	= Satisfactory
Under 50 %	= Poor

#### The performance assessment results of the Board of Directors and Sub-Committee In 2023

	Board-Committee Assessment		Individual Assessment	
	Scored	Rating	Scored	Rating
Board of Directors	95.83%	Excellent	95.68%	Excellent
Audit and Risk Management Committees	95.00%	Excellent	96.97%	Excellent
Nomination and Remuneration Committees	96.05%	Excellent	94.70%	Excellent
Sustainability and Corporate Governance Committee	95.83%	Excellent	95.46%	Excellent

The overall result of the 2023 Board Assessment indicates an average rating of “Excellent” both Board of Directors & Sub-Committee Assessment and Individual Assessment. The Board of Director will consider assessment result for improving the performance in the future.

#### 4. The Performance Assessment of Executives In 2023

The Nomination and Remuneration Committee will assess performance of executives by considered from business operation result, business operation according to the Board of Directors’ policy, abilities to business development and improving the business’s operation efficiency yearly. With the overall of economic and social situation that have criteria according to the Stock Exchange of Thailand by separate 3 parts as follows;

1. Progressive of Business Plans
2. Performance Measurement
3. CEO Development

#### Performance and key performance indicators of CEO and executives

The Company evaluates the performance of chief executive officers and executives annually using the Key Performance Indicators (KPI) cover the following indicators: Financial returns, Relative financial indicators compared to companies in the same industry, and non-financial indicators.

In this regard, the company will evaluate performance aligned with the 5 core policies and 5 organizational cultures for sustainable growth. The details of the key performance indicators (KPIs) are as follows:

Aspect	Key Performance Indicators (KPIs)
Financial	<ul style="list-style-type: none"> <li>• Revenue</li> <li>• Net Profit</li> <li>• Gross Profit Margin</li> <li>• Other financial KPIs for Return on Equity (ROE)</li> <li>• Same Store Sales Growth rate</li> </ul>
Business Development	<ul style="list-style-type: none"> <li>• Opening new branches and/or expanding the business</li> <li>• Renovation</li> </ul>
Customer and Stakeholder	<ul style="list-style-type: none"> <li>• Customers Satisfaction</li> <li>• The increasing customer base in each sales channel</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• The addition of a digital store</li> <li>• List of products that customers receive through the Click &amp; Collect</li> </ul>
Sustainability (ESG)	<ul style="list-style-type: none"> <li>• Sustainability Performance <ul style="list-style-type: none"> <li>› SET ESG Ratings 2023</li> <li>› Development of CSA (Corporate Sustainability Assessment -S&amp;P Global)</li> <li>› Survey result of (CGR: Corporate Governance Report of Thai Listed Companies)</li> </ul> </li> </ul>

Regarding the assessment performance result for Chief Executive Officer of the year 2023 indicates an average rating of “Excellent”. Anyway, the assessment result will be considered and determined to increase the remuneration of Chief Executive Officer and approved by the board of directors.

### 8.1.2 Meeting Attendance and remuneration of Individual directors

#### 1. Board of directors' meeting

The company's board of directors has established quarterly meetings, and it is required that directors attend these meetings regularly to receive updates and collectively makes decisions regarding the company's operations. During each meeting, the company has set a policy for the minimum number of attendees at these meetings, requiring the presence of at least 2 of 3 directors for the meeting to be considered officially convened. Each director must attend no less than 75% of the total number of meetings held each year. Resolutions at the meetings must have the approval of at least 2 of 3 directors. The company will schedule the meetings in advance each year, by notifying the board of directors for 2024 meeting's schedule in December 2023. To allow the board of directors' sufficient time for preparation and understanding of the meeting agenda, the company's secretary will send meeting invitations, along with the agenda and supporting documents, at least 5 business days prior to the meeting day, unless there are exceptional circumstances that prevent timely provision of information or in the case of emergency meetings.

## Statistics of the meetings for year 2023

Name		Position	Meeting (Numbers of attendance times / Numbers of total meetings)				
			Board of Director's meeting			Annual General Meeting	Non-executive directors' Meeting
			Total	In person	E-Meeting		
Mr. Apisit	Rujikeatkamjorn	Chairman	6 / 6	4 / 6	2 / 6	1 / 1	1 / 1
Mr. Pairoj	Juarprathoom	Director / Independent Director / Chairman of Audit & Risk Management Committee	6 / 6	-	6 / 6	1 / 1	1 / 1
Dr. Boonchai	Pitugdamrongkija	Director / Independent Director / Chairman of the Sustainability and Corporate Governance Committee / Member of Audit & Risk Management Committee	6 / 6	-	6 / 6	1 / 1	1 / 1
Dr. Vongsak	Swasdipanich	Director / Independent Director / Member of Audit & Risk Management Committee / Member of the Nomination and Remuneration Committee	6 / 6	-	6 / 6	1 / 1	1 / 1
Pol.Gen. Kawee	Supanun	Director / Independent Director / Chairman of the Nomination and Remuneration Committee / Sustainability and Corporate Governance Committee	6 / 6	3 / 6	3 / 6	1 / 1	1 / 1
Mr. Witoon	Suriyawanakul	Director / Chairman of the Executive Committee / Member of the Nomination and Remuneration Committee	6 / 6	6 / 6	-	1 / 1	
Mr. Kriangkai	Suriyawanakul	Director / Sustainability and Corporate Governance Committee/ Executive Director	6 / 6	1 / 6	5 / 6	1 / 1	
Mr. Nithi	Phatarachoke	Director / Executive Director	6 / 6	-	6 / 6	1 / 1	
Mr. Paramate	Nisagornsen*	Director	5 / 6	-	5 / 6	1 / 1	
Mr. Wirot	Rattanachaisit	Director	6 / 6	-	6 / 6	1 / 1	

**Remark :** \* Mr. Paramate Nisagornsen did not attend the board of directors meeting no. 2/2023.



### The Non-Executive Director Meeting

The non-executive director meeting was held on Friday, October 6, 2023, at 10:00 AM in the 5th-floor meeting room of Siam Global House Public Company Limited. There were 5 non-executive directors attending the meeting. The agenda of the meeting covered the following topics:

- Economic conditions that may have an impact on business operations.
- Audit and monitoring of compliance with the Personal Data Protection Act.

## 2. Remuneration of Individual Director

### The policy for remuneration of the Board of Directors and Sub-Committee

The Nomination and Remuneration Committee shall consider to determine fairly and properly the format and criteria of remuneration for the board of directors and sub-committee by comparing with other companies in same business, scope of authority, responsibilities, expected benefits from each director, and performance appraisal of directors both group committee and individuals, operating results of the company in each year, and presenting opinions to the Board of Directors in order to consider presenting to the shareholder's meeting for consideration to approve onwards.

#### 1. Cash Remuneration

Director's remuneration is the remuneration for giving advice to employees of the company and attendance fee for each meeting. The company use the remuneration criteria as same as other companies in the same industry. The resolution of the Annual General Meeting of Shareholders 2023 on 11 April, 2023 approved the remuneration for the directors with amount of not exceeding Baht 24,000,000 The directors' remuneration consists of the monthly remuneration only directors who are not employees of the Company, attendance fee of all director committees and bonus at the rate of 0.70% of dividend paid to shareholders. Details of remuneration payment for the Board of Directors and sub-committee for the year 2023 are as follows;

Monthly Remuneration	
• The Chairman	70,000 Baht / person / month
• Director	35,000 Baht / person / month
Attendance fee for the Board of director	
• The Chairman	40,000 Baht / person / time
• Director	35,000 Baht / person / time
Attendance fee for the Sub Committee*	
• The Chairman	30,000 Baht / person / time
• Director	25,000 Baht / person / time

**Remark :** \* The Sub-committee consists of audit and risk management committee, nomination and remuneration committee and Sustainability and Corporate Governance Committee.

## Detail of Remuneration Directors 2023

Unit : Baht

Name		Position	Monthly Remuneration	Meeting Allowances	Bonus	Total
Mr. Apisit	Rujikeatkamjorn	Chairman	840,000.00	280,000.00	2,253,567.00	3,373,567.00
Mr. Pairoj	Juarprathoom	Director / Independent Director / Chairman of Audit & Risk Management Committee	420,000.00	365,000.00	1,602,050.00	2,387,050.00
Dr. Boonchai	Pitugdamrongkija	Director / Independent Director / Chairman of the Sustainability and Corporate Governance Committee / Member of Audit & Risk Management Committee	420,000.00	375,000.00	1,127,310.00	1,922,310.00
Dr. Vongsak	Swasdipanich	Director / Independent Director / Member of Audit & Risk Management Committee / Member of the Nomination and Remuneration Committee	420,000.00	395,000.00	604,517.00	1,419,517.00
Pol.Gen. Kawee	Supanun	Director / Independent Director / Chairman of the Nomination and Remuneration Committee / Sustainability and Corporate Governance Committee	420,000.00	305,000.00	1,127,310.00	1,852,310.00
Mr. Witoon	Suriyawanakul	Director / Chairman of the Executive Committee / Member of the Nomination and Remuneration Committee	-	260,000.00	-	260,000.00
Mr. Kriangkai	Suriyawanakul	Director / Sustainability and Corporate Governance Committee / Executive Director	-	235,000.00	-	235,000.00
Ms. Chutikan	Srisaengchan*	Sustainability and Corporate Governance Committee / Executive Director	-	25,000.00	-	25,000.00
Mr. Nithi	Phatarachoke	Director / Executive Director	420,000.00	210,000.00	604,517.00	1,234,517.00
Mr. Paramate	Nisagornsen	Director	420,000.00	175,000.00	509,462.00	1,104,462.00
Mr. Wiroat	Rattanachaisit	Director	420,000.00	210,000.00	475,267.00	1,105,267.00

**Remark** \* Miss Chutikan Srisaengchan has resigned from the position of sustainability and corporate governance committee member, and Pol. Gen. Kawee Supanan has been appointed as a replacement committee member, effective November 25, 2023.

## 2. Other Remuneration

- None -

### 8.1.3 The corporate governance of subsidiary and joint venture

In Corporate Governance of subsidiaries and associates, the company shall appoint directors or executives of the company to be company's representative for setting the policy and operating business to be in line with the policy of the parent company. And the objective for highest benefits of such subsidiaries or associates, the representative appointing in management is authority of the company's executives to perform duties following to their authorities, for protecting highest benefit of the company and direct report to the executives. In case of important transaction, must report directly for asking approval from the Board of Directors.

The company has policy for Disclosure of acquisition and disposal of assets, connected transactions between listed companies, subsidiaries cover all associates in parent company, according to the notice of Stock Exchange of Thailand including accounting control and supervision of subsidiaries to accumulate and finalize the financial statement in time.

### 8.1.4 Monitoring to Ensure Compliance with Corporate Governance Policy and Guidelines on Good Corporate Governance

In addition, the Company monitors to ensure compliance with corporate governance in other 4 issues as follows:

#### 1. Preventing Conflicts of Interests

Board of Directors sets the policy for conflict of interest bases on the principle that any decision-making on business operation shall be taken for the highest benefits of the company and avoid the action leading to conflict of interest.

- Person related to or connected to the considering issue shall inform the company about the relationship or the connection to the issue, and shall not take part in the consideration, or has any authority to approve the transaction.
- Audit Committee shall propose the connected transactions and the transaction with the conflict of interest which is considered carefully to the Board of Director.
- The company shall follow the criteria of SET strictly about pricing and conditions to the person that potentially have conflict of interest as same as to the outsider, and send the report at the time required by SET.
- Executives, employees, families, and the residents in the same residency shall not run the business or any activity that misleads the public to understand that it is the business or activity that has conflict of interest with the company directly and indirectly.
- Executives and employees shall not cooperate with the family member or the intimate person to operate business or activity that may lead to the conflict of interest directly or indirectly. To avoid the potential inappropriateness, the relationship of family member or other people that may lead to conflict of interest should be disclosed to the supervisor in written.

However, in 2023, there were no misconducts or violations by the directors, executives, and employees concerning conflicts of interest or actions that contradicted relevant policies, regulations, and laws.

## 2. The Misuse of Inside Confidential Information for Personal Gain

The company's board of directors oversees the use of internal data to ensure compliance with laws and good corporate governance principles. They have established a policy for preventing the misuse of Inside Confidential Information for Personal Gain, which includes the following guidelines:

- (1) Provide knowledge to the directors and executives about their duties in reporting their securities holdings, as well as those of their spouses, cohabiting partners, and underage children, to the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) in accordance with Section 59 and penalties under Section 275 of the Securities and Exchange Act of 1992 (including subsequent amendments). This includes reporting the acquisition or disposal of their own securities, as well as those of their spouses, cohabiting partners, and underage children, to the SEC and SET in accordance with Section 246 and specifying the penalties under Section 298 of the Securities and Exchange Act of 1992 (including subsequent amendments).
- (2) Directors and executives of the company, as well as their spouses or cohabiting partners and underage children, are required to prepare and disclose reports on securities holdings and changes in securities holdings to the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) in accordance with Section 59 of the Securities and Exchange Act of 1992 (including subsequent amendments). Additionally, they are to submit a copy of these reports to the company on the same day as the submission to the SEC and SET.
- (3) It is stipulated that directors, executives, employees, and employees of subsidiaries who have access to internal information deemed significant that may impact or potentially impact changes in the securities' prices must refrain from trading the company's securities for a period of at least thirty (30) days before the financial statements or such internal information are disclosed to the public. Furthermore, within 24 hours after the company has disclosed such information to the public, and during this time frame, individuals associated with the disclosed information must not reveal it to others until it has been reported to the Stock Exchange of Thailand.
- (4) Directors and top executives are required to notify the board of directors or the designated committee at least 1 day in advance before engaging in securities transactions.
- (5) Directors, executives, and employees of the company and its subsidiaries are prohibited from using inside information of the company, which is not disclosed to the public and may have an impact on the company's securities' price, for the purpose of buying, selling, offering to buy, offering to sell, or inducing others to buy or sell the company's securities or other securities (if any). This prohibition applies whether directly or indirectly, and regardless of whether such actions are taken for personal benefit or the benefit of others. Moreover, they are prohibited from disclosing such information to others for them to take such

actions, whether or not they personally receive any compensation or benefit from it.

- (6) Directors, executives, and employees of the company and its subsidiaries are prohibited from disclosing inside or confidential information of the company, as well as confidential information about the company's business partners that they have learned in the course of their duties, to external parties. This prohibition applies even if such disclosure does not cause any damage to the company and its business partners. Moreover, they are required to use such information for the sole purpose of benefiting the company's business. Directors, executives, and employees are strictly prohibited from using confidential information and/or internal information of the company for their own benefit or the benefit of others, whether directly or indirectly, and regardless of whether they receive any compensation or not.

In the past year, 2023, the company secretary sent an email to relevant individuals informing them in advance of the Blackout Period, and it was found that no directors, executives, or employees involved in trading securities during the company-specified trading suspension period. Additionally, in the year 2023, there were no instances of directors and executives trading securities using inside information, and there were no violations of the criteria for trading securities set by the Securities and Exchange Commission.

### Penalty Measure

The Company has implemented measure of penalty to misuse of inside information, according to the Public Limited Companies Act B.E. 2535 (as amended) and relevant other regulations for transparency and treating all stakeholders fairly.



## Details of shareholding of the Board of Directors and Top Executives as at 31 December 2023

	Name		Position	A number of shareholdings		
				31 Dec 2023	31 Dec 2022	Increase/ (Decrease)
1.	Mr. Apisit	Rujikeatkamjorn	Chairman	-	-	-
2.	Mr. Pairoj	Juarprathoom	Director / Independent Director / Chairman of Audit & Risk Management Committee	-	-	-
3.	Dr. Boonchai	Pitugdamrongkija	Director / Independent Director / Chairman of the Sustainability and Corporate Governance Committee / Audit & Risk Management Committee	-	-	-
4.	Pol.Gen. Kawee	Supanun	Director / Independent Director / Chairman of Nomination & Remuneration Committee / Sustainability and Corporate Governance Committee	-	-	-
5.	Dr. Vongsak	Swasdipanich	Director / Independent Director / Audit & Risk Management Committee / Nomination & Remuneration Committee	-	-	-
6.	Mr. Witoon	Suriyawanakul	Director / Chairman of the Executive Committee / Nomination & Remuneration Committee	30,656,492	28,470,233	2,186,259
7.	Mr. Kriangkai	Suriyawanakul	Director / Sustainability and Corporate Governance Committee / Executive Director	557,246,411	534,956,555	22,289,856
	Spouse and minor children			62,970	60,452	2,518
8.	Mr. Nithi	Phatarachoke	Director / Executive Director	-	-	-
9.	Mr. Paramate	Nisagornsen	Director	-	-	-
10.	Mr. Wiroat	Rattanachaisit	Director	-	-	-
11.	Mrs. Warunee	Suriyawanakul	Vice-CEO / Executive Director	22,827,157	21,702,871	968,539
12.	Mr. Anavat	Suriyawanakul	Vice-CEO / Executive Director	11,212,705	10,244,166	968,539
	Spouse and minor children			217,031,041	207,990,952	9,040,089

	Name			A number of shareholdings		
				31 Dec 2023	31 Dec 2022	Increase/ (Decrease)
13.	Mr. Yutthana	Suriyawanakul	Vice-CEO / Executive Director	47	46	1
14.	Ms. Chutikan	Srisaengchan	Vice-CEO / Executive Director	1,259,116	1,208,752	50,364
15.	Mr. Piphop	Vasanaarchasakul	Vice-CEO	-	-	-
16.	Mr. Isara	Rujikeatkamjorn	Vice-CEO	11,370,747	10,477,918	892,829
17.	Mr. Khemchat	Sungkakam	Vice-CEO	153	147	6
18.	Mr. Pongkorn	Suriyawanakul	Assistant-CEO	199,378	191,403	7,975
19.	Mr. Pongpol	Tiapairatkulkit	Assistant-CEO	135	130	5
20.	Mr. Thapanat	Asawachchulamanee	Assistant-CEO	162	156	6
	Spouse and minor children			17	17	-
21.	Ms. Wiphawee	Hongsamsipjed	Assistant-Vice CEO	154	175	(21)

**Remark :** The numbers of shares that increase in 2023 mostly from the stock dividend payment.

### 3. Anti-Corruption

The Company strives to operate business following the good corporate governance principles by giving the importance to Anti-Corruption, as well as adhering to the principles of integrity, morals, ethics, code of conduct, and good governance, managing with transparency and responsibility to all stakeholders. Therefore, the Company has established the “Anti-Corruption” policy to adhere to be distinctly practical guidelines in business operations and develop the organization to grow continuously and sustainably. Directors, executives and employees shall not act or accept any form of corruption, either directly or indirectly, covering all business of the Company in all categories and related departments. As well as requiring to check and review the compliance to the anti-corruption policy in order to prevent and against corruption problems of the company more clearly, by creating a corporate culture for everyone to be aware of the dangers of corruption, creating correct values and increase confidence to all stakeholders, to effectively combat corruption. The Company has announced and communicated to the Directors, Executives and employees to acknowledge and adhere to changes of the business, rules, regulations, and related Laws. In 2022, the Company has participated in the declaration of intent to join Thailand’s Private Sector Collective Action Coalition against Corruption (CAC) since 26 April 2022, and the Company is on process of submitting a proposal for certification of anti-corruption standards by CAC.

#### Guidelines and Risk Assessment

The Company emphasizes all employees and product consultants (PC) must comply with anti-corruption and business ethics policy by not being involved in all forms of corruptions whether by direct or indirect way. The Company has set up the internal control and audit process in all aspects regarding to the corruption risk management, including the assessment of potential risks. In addition, encouraging all employees and PC to attend the trainings, and promote to related persons for the comprehension of such policy. Employees and PC must not ignore any corruptions, including imposing the penalties for employee or PC who are involved in corruption.

## Communication and Publicity

The company shall communicate and publicize Anti-corruption policy to the company's employees and all stakeholders of the company to build the understanding and support regarding anti-corruption through channels as follow;

- Internal Communication by orientation for new directors and employees, training, sessions or seminars, as well as internal public relations within the company's workplaces and intranet channel.
- External Communication through the company's website and the annual report (56-1 One Report)

## Monitoring of the Practice, Notification and Reporting of Anti-Corruption

Directors' executives and employees are responsible for acknowledge and understanding that good corporate governance policy. And guidance in practice for promotes effective implementation, administration and good governance. The company has set communication channels to complaint from stakeholders that directly to the Board or Director (Whistle Blowing)

## 4. Whistleblowing

The company has determined the practical guidelines regarding whistleblowing or complaints handling to be in accordance with Anti-Corruption policy. Besides, the company gives all stakeholders a chance to inform complaints or whistleblowing to the company in various channels as prescribed by the company.

### Whistleblowing Measures and Channels

Channels for receiving complaints or clues		Person in charge
Letter	232 Moo 19, Robmuang, Muang, Roi-Et 45000	Internal Audit Department
Email	secretary@globalhouse.co.th	Company Secretary
Website	<a href="https://globalhousenews.com/whistleblower-with-complaints/">https://globalhousenews.com/whistleblower-with-complaints/</a>	Company Secretary
Telephone	Call Center 1160	Company Secretary



### Procedures after receiving of complaints or whistleblowing

1. The Audit and Risk Management Committee shall consider and verify information or facts received from complainants or whistleblowers and report to the Board of Directors to consider the penalty or resolve such problem.
2. Period time for investigation within 7 days after the date receiving whistleblowing or complaints.

### Protection of Whistleblowers or Complainants

1. A whistleblower or complainants can choose to remain anonymous if deem not to disclose one's identity. The Company will keep a whistleblowers information confidential.
2. Whistle-blowers are to be suitably and fairly considered.
3. Whistle-blowers or Those who cooperate in the process of investigating complaints will be protected from unfair treatment, job reassignment, or any punishment. Unless such complaints will be dishonest intention.

### Remediation and Corrective Action

In the event that employees or stakeholders are damaged. The Company listens to comments or complaints and will immediately resolve any complaints or impacts. As well as seeking preventive measures to prevent such incidents from happening again and will consider appropriate compensation for the victims based on the cause and effect of the matter on a case-by-case basis.

In 2023, the company has received reports of whistle-blowing and complaints in 3 cases. These cases involved violations of the company's anti-corruption policy and measure. All complaints have been thoroughly investigated and resolved without any pending issues. Additionally, the company has conducted a review of measures and implemented additional actions in the workflow process, as well as communicated with relevant parties, to prevent the recurrence of such incidents.

### Report on Whistleblowing

Issue	2023			Corrective Action Plan
	No. of complaints	On correction process	resolved	
Violations of laws outside the company.	1	0	1	<ul style="list-style-type: none"> <li>• The company has appointed an investigation committee to gather information and ensure fairness for all parties.</li> <li>• The company is considering the misconduct and has notified the employees involved to be informed of the wrongdoing.</li> <li>• To prevent the recurrence of legal violations, the company has communicated its anti-corruption policy to all employees and has reviewed and implemented additional measures.</li> </ul>
Embezzlement of company assets.	2	0	2	<ul style="list-style-type: none"> <li>• The company has formed an investigation committee to gather information and ensure fairness for all parties.</li> <li>• The company is considering the misconduct and has informed employees involved to acknowledge the wrongdoing. Additionally, an agreement has been reached for compensation to the company, or acknowledgment of the wrongdoing and acceptance of legal punishment.</li> <li>• To prevent the recurrence of such misconduct, the company has reviewed and improved work procedures to avoid such violations in the future.</li> </ul>

## 8.2 Report of Audit Committee during the past year

### 8.2.1 Number of Audit Committee Meetings

In 2023, the Audit Committee held a total of 4 meetings, with the Members attending every meeting as follows :

	Name		Position	Number of Attendance
1.	Mr. Pairoj	Juarprathoom*	Chairman of Audit & Risk Management Committee	4 / 4
2.	Dr. Boonchai	Pitugdamrongkija*	Member of Audit & Risk Management	4 / 4
3.	Dr. Vongsak	Swasdipanich*	Member of Audit & Risk Management	4 / 4

**Remark :** \* Independent Director

### 8.2.2 Report of Audit Committee

(Appear in Enclosure No.6 Audit & Risk Management Committee)

## 8.3 Report of Other Sub-Committees

### 8.3.1 Number of Sub-committee Meetings

#### 1. Nomination and Remuneration Committee

In 2023, the Nomination and Remuneration Committee held a total of 2 meetings, with the Members attending every meeting as follows :

	Name		Position	Number of Attendance
1.	Pol.Gen.Kawee	Supanun*	Chairman of the Nomination and Remuneration Committee	2 / 2
2.	Dr. Vongsak	Sawasdipanich*	Member of the Nomination and Remuneration Committee	2 / 2
3.	Mr. Witoon	Suriyawanakul	Member of the Nomination and Remuneration	2 / 2

**Remark :** \* Independent Director



## 2. Sustainability and Corporate Governance Committee

In the year 2023, the Sustainability and Corporate Governance Committee held one meeting, with the following committee members in attendance :

Name			Position	Number of Attendance
1.	Dr. Boonchai	Pitakdamrongkija*	Chairman of the Sustainability and Corporate Governance Committee (Independent Director)	1 / 1
2.	Pol.Gen.Kawee	Supanun	Sustainability and Corporate Governance Committee (Independent Director)	0 / 0
2.	Mr. Kriangkai	Suriyawanakul	Sustainability and Corporate Governance Committee	1 / 1
3.	Ms. Chutikan	Srisaengchan	Sustainability and Corporate Governance Committee	1 / 1

**Remark :** \* Independent Director, Pol.Gen.Kawee Supanan has taken a position of a committee member, replacing Miss Chutikan Srisaengchan, on November 25, 2023.

## 3. Executive Committee

In 2023, Executive Committee held a total of 9 meetings, with the Members attending every meeting as follows :

Name			Position	Number of Attendance
1.	Mr. Witoon	Suriyawanakul	Chairman of the Executive Committee	9 / 9
2.	Mr. Anavat	Suriyawanakul	Executive Director	9 / 9
3.	Mrs. Warunee	Suriyawanakul	Executive Director	9 / 9
4.	Mr. Nithi	Phatarachoke	Executive Director	-
5.	Mr. Yutthana	Suriyawanakul	Executive Director	9 / 9
6.	Ms. Chutikan	Srisaengchan	Executive Director	9 / 9
7.	Mr. Kriangkai	Suriyawanakul	Executive Director	9 / 9

### 8.3.2 Performance of other sub-committees

1. Disclosed on report of Nomination and Remuneration Committee
2. Disclosed on report of Sustainability and Corporate Governance Committee

## 9. Internal Control and Related Transactions

### 9.1 Internal Control

The Board of Directors assigned to the Audit & Risk Management Committee that consist of 3 independent directors who not employees of the Company and their responsibilities for reviewed the accuracy of financial report and effectiveness of internal control system.

The Board of Director meeting 1 / 2024 on 9 February 2024, the directors and the Audit Committee evaluated the adequacy of internal control system. The Board of Directors' opinion that the internal control system was adequate and appropriated to nature of business and accordance with COSO (The Committee of Sponsoring Organization of the Tread way Commission) as follow;

#### 1. Organization and Environment

The committee agreed that the company has clear organization chart and specified scope of authority and responsibility of each department. The business goal is clearly stated. The Management and administrator considered and defined business target and strategies, The Company is confident that it can carry out operations effectively, and policies and regulations can be adapted accordingly to environment.

The Board of Directors approved the code of conduct manual and published to website and intranet of the Company in order to be guideline for directors' executives and staffs to adhere. For the policy of employees, the company was training all employees to develop skill and reviewed operation to be in the same line. Furthermore, also educated employees to love organization and provide best environment and welfares, as well as defined standard of performance assessment and fairly compensation.

#### 2. Risk Management

The committee agrees that the company has regularly considered and risk assessment that impact on operations. The Management committee have meeting with all relevant departments every months to acknowledge and follow up the result of operation and closely tracking for setting risk management to control the risk to be at acceptable level.

#### 3. Operational Control

The committee agrees that the company has specified the scope of authority and detail of approval in each level clearly. There is completely separated duty and responsibility for approval, account booking and information technology for examine each other.

#### 4. Information Technology and Communication System

The committee agree that the company emphasis on Information Technology. There is development and improvement about operation system for more efficient and support internal control system.

For the communication between executive officers and employees, the company has developed internal communication channels for more effectively, for employees are aware of policies and procedures. Furthermore, the company has mandated that every branch conducts Kiken Yoshi Training (KYT) to get information regularly in order to operate in the same line.

## 5. Monitoring System

The committee agrees that the company has specified to meeting with all relevant departments every months to acknowledge and follow up regularly. Furthermore, specifying to Internal Audit Department directly reported audit's result and evaluated of internal control system of units to Management Committee and Audit and Risk Management Committee so that internal auditors can perform independently

The committee's opinion of the internal control system all 5 components is sufficient, appropriate and provided staffs to perform on internal control to be effective. The management has focused on the understanding of internal control with training on supervisors to optimize the performance.

With respect to handling and safeguarding of the company's assets, the executives committee assigned the policy to the Accounting and Financial department to be in charge of regularly checking and counting the company's assets for verifying the accuracy and completeness of the company's assets.

Furthermore, from the auditing of the financial statements for the year 2023, the Auditors don't have given any notices of internal control system for accounting, as deemed to be materiality to the opinions to the financial statements for the year 2023. Plus, the Company has risk management which are ready to deal with all situations.

### The opinion of Audit and Risk Management Committee

The Audit and Risk Management Committee agree with the Board of Directors that the internal control system has adequate and appropriate with the Company's business, satisfactory level, acceptable of risk management, accounting system and accuracy of financial reports and complied with the regulations related to the Company's business.

### Internal Audit Manager

The Audit and Management Committee had appointed Ms. Siriwan Na-Nan to be the Internal Audit Manager. She has educated and experienced in internal audit and trained related courses of internal audit including also understanding of the Company's operations. As a result, it is appropriate to appoint her to perform such duties.

The Audit and Risk Management Committee is responsible for approving the appointment, dismissal and transfer of the Internal Audit manager. By qualifications of person who takes the position of Internal Audit Manager as attachment no.3

## 9.2 Related Transactions

In 2023, the company have related transactions with related parties by such transactions have value and benefits as deemed regular trade as general market price or following to agreed contract (as details in Clause 4 of Notes to financial statements for the year end 31 December 2021). And the Audit Committee have considered the occurred related transactions and have opined that the transactions are reasonable with correctly disclosure of information and conform with the declaration of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commissions (SEC).

For 2021-2023, the company have related transactions with personal who may have conflict of interest which the Audit committee have considered the occurred related transactions, and have an opinion that it's deemed reasonable with the following details;

Unit : Million Baht

Company / Relationships	Transactions	2023	2022	2021
1. Inter Concrete Industry Co., Ltd. (Inter Concrete)				
Have mutual 3 directors and such directors are major shareholders of Inter Concrete by holding share of 80.82% that is;	Revenue from sales of goods (As of 31 Dec)	8.13	7.47	6.85
1. Mr. Witoon Suriyawanakul 2. Mr. Anawat Suriyawanakul 3. Ms. Warunee Suriyawanakul				
An opinion of the Audit Committee: This transaction is reasonable and being in line with general business and being the same price with market price (wholesale price)				
2. Siam global engineering Co., Ltd. (Global Engineering)				
Have a mutual director; Mr. Anawat Suriyawanakul and 3 company's directors are shareholders of Global Engineering by combined shareholding 29.65%, that is;	Revenue from sales of goods	4.60	13.78	4.30
	Purchase of fixed assets	-	9.32	191.73
	Other expenses	-	-	0.24
	Management fee expense (As of 31 Dec)	-	0.05	0.35
1. Mr. Witoon Suriyawanakul 2. Mr. Anawat Suriyawanakul 3. Ms. Warunee Suriyawanakul				
An opinion of the Audit Committee: This transaction is reasonable and being in line with general business and being the same price with market price (wholesale price)				
3. SCG Distribution Co., Ltd Major Shareholder				
	Revenue from sales of goods	0.05	0.03	-
	Other income	11.32	3.31	4.56
	Distribution management income	0.99	1.04	1.26
	Purchase of merchandises	1,007.87	1,136.78	1,193.44
	Management fee expense	9.10	9.38	9.27
	Volume incentives (As of 31 Dec)	48.82	68.14	56.65
An opinion of the Audit Committee: This transaction is reasonable and being in line with general business and being the same price with market price (wholesale price)				

Unit : Million Baht

Company / Relationships	Transactions	2023	2022	2021
4. Subsidiaries group of SCG				
Distribution Ltd	Revenue from sales of goods	0.11	0.13	0.01
	Other income	0.54	0.41	0.41
	Purchase of merchandises	38.72	279.01	124.50
	(As of 31 Dec)			
An opinion of the Audit Committee: This transaction is reasonable and being in line with general business and being the same price with market price (wholesale price)				
5. Siam Cement Public Company				
Limited, subsidiaries and other businesses related to Siam Cement Public Company Limited	Revenue from sales of goods	6.67	8.39	9.34
	Other income	6.19	5.76	4.08
	Distribution management income	0.63	1.08	5.95
	Purchase of merchandises	631.52	858.09	870.93
	Volume incentives	25.93	31.01	21.08
	Management fee expense	1.14	0.57	0.22
	(As of 31 Dec)			
An opinion of the Audit Committee: This transaction is reasonable and being in line with general business and being the same price with market price (wholesale price)				
6. Global House International Co., Ltd (GBI)				
Joint Venture	Other income	0.24	0.24	0.24
	Interest income	-	-	0.07
(As of 31 Dec)				
An opinion of the Audit Committee: This transaction is reasonable and being followed in agreed price and being followed in agreed rate.				
7. Souvanny Homecenter Public Company				
Associate of Global House International Co., Ltd	Revenue from sales of goods	-	-	0.24
	Other income			
	(As of 31 Dec)	0.33	0.23	0.23
An opinion of the Audit Committee: This transaction is reasonable and being in line with general business and being the same price with market price (wholesale price)				
8. Pro 1 Global Co., Ltd.				
Associate of Global House International Co., Ltd	Other income	1.09	-	0.58
	(As of 31 Dec)			
An opinion of the Audit Committee: This transaction is reasonable and being followed in agreed price				
9. PT Caturkarda Depo Bangunan Tbk				
Associate of Global House International Co., Ltd	Other income	3.00	-	-
	(As of 31 Dec)			
An opinion of the Audit Committee: This transaction is reasonable and being followed in agreed price				



Unit : Million Baht

Company / Relationships	Transactions	2023	2022	2021
10. Global House (Cambodia) Co., Ltd. Subsidiary	Interest income (As of 31 Dec)	5.25	-	-
An opinion of the Audit Committee: This transaction is reasonable and being followed in agreed rate.				
11. Guangxi Global House International Trade Co., LTD Subsidiary	Purchase of merchandises (As of 31 Dec)	135.14	43.89	-
An opinion of the Audit Committee: This transaction is reasonable and being in line with general business and being the same price with market price				
12. Subsidiary Shareholders group in Cambodia	Rental expense Lease income (As of 31 Dec)	23.69 2.43	30.93 2.44	28.65 -
An opinion of the Audit Committee: This transaction is a reasonable transaction and is a contractual price.				

#### Audit Committee Commendations

From the meeting of the Audit Committee No.1/2024 on 9 February 2024, audit committee commented on the related transaction between the company and person which may cause conflict of interest or will cause conflict of interest in the future follow Notification of Capital Market Supervisory Board. The meeting resolved unanimously that this related transaction was reasonable and fair price and benefits the company's business. Transaction prices are charged at fair market price like the transactions with other outside parties and no objective to siphon profits between the company and that person

#### Procedure to Approve the Related Transaction

From the meeting of the Board No.4/2008 on 11 August 2008, the board approved on the case of entering into any deal or contract between the company and director, manager or any related person which may cause conflict. Transaction prices are charged at fair market price like the transactions with other outside parties and no objective to siphon profits between the company and that person. In the case of normal deal, administrative section can process normally under the Meeting's resolution. Moreover, the company will prepare the summary report for the higher than 10 million Bath deal for every quarter and also report to the meeting for not-over 10 million Bath deal every quarter.

In the case of related transaction which may cause conflict, the audit committee will give opinion on the necessity of related transaction. If the audit committee does not have the expertise to consider the transaction, the Company will provide an independent expert or the Company's auditor to give opinion on that transaction to use as guidance for the Board, the audit committee or the shareholders. Moreover, the Company must comply with the laws concerning securities and exchange, rules, notification, order and regulation of the SET, the person who has conflict of interest in the connected transaction will not have the right to vote.

### Policy or Guidelines for Treating Future Related Transactions

If the company have to make the transaction with person who may cause conflict of interest or will cause conflict of interest in the future, the company will give policies on the necessity of related transaction and the appropriate pricing of that transaction and consider the conditions to be in line with the general business in this industry and compare the price with the transaction done with a third party or the market price. In addition, the company will provide an independent expert or the Company's auditor to give opinion on that transaction to use as guidance for the Board.

The future related transaction the directors must comply with various established regulations and must not approve any transactions that they or persons who may have conflicts of interest in any other manner with the Company and must disclose such transactions to the Board of Directors to consider. Moreover, the Company must comply with the laws concerning securities and exchange, rules, notification, order and regulation of the SET. This includes adhering to the requirements regarding disclosing interconnected transactions and engaging in the acquisition or disposition of assets of the company or its subsidiaries. The company will also refrain from conducting transactions with related companies that are not part of the regular business operations of the company moving forward.

In the case of related transaction between Siam Global House Public Company Limited and person who may cause conflict in the future, the audit committee will give opinion on the necessity of related transaction. If the audit committee does not have the expertise to consider the transaction, the Company will provide an independent expert or the Company's auditor to give opinion on that transaction to use as guidance for the Board, the audit committee or the shareholders. The company will disclose such transactions in the financial statements that have been audited by the company's external auditors, as well as in the Form 56-1 One Report, the annual report.

### Investor Protection

In the order to protect the investor, the transaction which may cause conflict of interest in the future has to review by the audit committee in the meeting to ensure that the related transactions are conducted fairly and in line with appropriate pricing policies. Moreover, the company must comply with the laws concerning securities and exchange, rules, notification, and regulation of the SET and follow the rule of transaction disclosure.



The Company has policy to continuously renovate stores as soonest,  
along with procuring eco-friendly products and services

To deliver value to meet the highest satisfaction of customers.

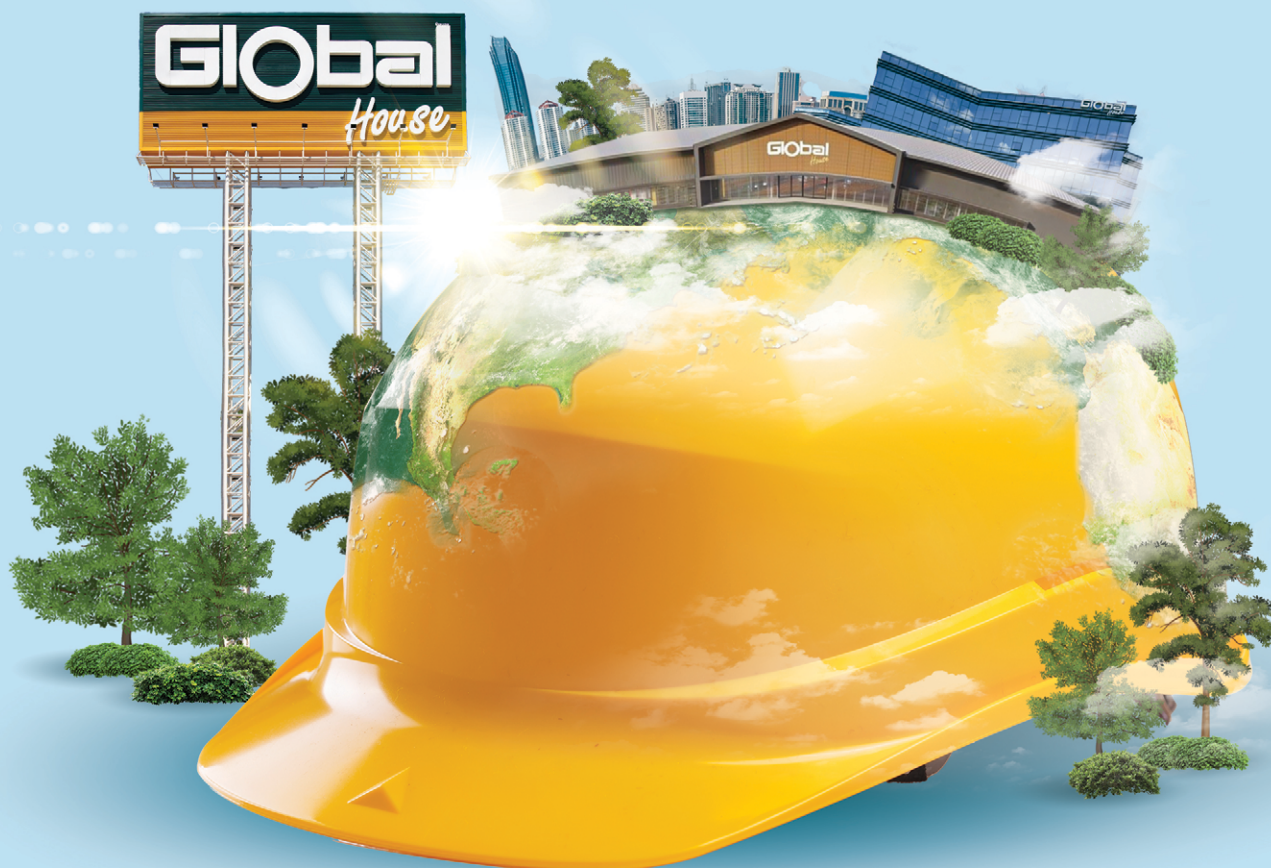




# PART 3

## Financial Statements

# GLOBAL HOUSE



## Report on the Responsibilities of the Board of Directors to the Financial Report

The Board of Directors is responsible for the consolidated financial statements of Siam Global House Public Co., Ltd. and financial information appearing in the annual report. The financial statements have been prepared in accordance with generally accepted accounting standards, by selecting mentioned the appropriated policies and regularly comply, carefully considering and reasonable estimates in preparation including disclosure of the important information adequately in the notes to the financial statements. The auditors of the Company are M.R. & ASSOCIATES CO., LTD., who has audited the financial statements and express unqualified opinions in the report of auditors.

The Board of Directors provides for the maintenance of risk management and internal control systems to reasonably ensure that accounting records are accurate, completed, and sufficient to maintain the assets and to identify weaknesses in order to prevent corruption or significant unusual actions.

In this regard, the Board of directors has appointed the Audit and Risk Management Committee which consist of 3 Independent directors, perform their duties to control the financial report, review the internal control system, and internal audit to be appropriated and efficient. By the opinion of the Audit and Risk Management Committee appears in the report of the Audit and Risk Management Committee that has already disclosed in this Annual Report.

The Board of Directors has opinions that the Company's internal control and internal audit system are adequate and appropriate and provide reasonable assurance that the Company's financial for the year ended 31 December 2022 presents the financial position, results of operations and cash flow accurately, true and fairness in all material respects aligned with financial reporting standards.



(Mr. Apisit Rujikeatkamjorn)  
Chairman of the Board



## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

### Financial Statements

For the Year Ended December 31, 2023

and Report of Certified Public Accountant

M.R. & ASSOCIATES CO., LTD.

Certified Public Accountants

## REPORT OF CERTIFIED PUBLIC ACCOUNTANT

To the Shareholders and Board of Directors of Siam Global House Public Company Limited

### Opinion

I have audited the consolidated financial statements of Siam Global House Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at December 31, 2023, and the consolidated statement of comprehensive income, consolidated statement of changes in shareholders' equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies. I have also audited the separate financial statements of Siam Global House Public Company Limited, which comprise the separate statement of financial position as at December 31, 2023, and the separate statement of comprehensive income, separate statement of changes in shareholders' equity and separate statement of cash flows for the year then ended, and notes to the separate financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of Siam Global House Public Company Limited and its subsidiaries as at December 31, 2023, and their consolidated financial performance and their consolidated cash flows for the year then ended in accordance with Thai Financial Reporting Standards. Also, the accompanying separate financial statements present fairly, in all material respects, the financial position of Siam Global House Public Company Limited as at December 31, 2023, and its financial performance and its 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 Consolidated and Separate 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 Matter

Key audit matter is the matter that, in my professional judgment, was of most significance in my audit of the consolidated and separate financial statements of the current period. This matter was addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on this matter.

### Valuation of merchandises

The Group has various categories of products with large numbers of inventory items. The merchandise balance is material to the financial statements. As disclosed in Notes 3 and 6, merchandises are valued at the lower of cost and net realizable value. During the year, the Group reviews their merchandises values by comparing their cost against their net realizable value. Any loss on decline in value of merchandises was charged to expense for the year. The Group has established a policy to provide an allowance for obsolete and slow-moving inventories based on the physical condition and life cycle of inventory in each category. This involves significant management judgment and estimation.

My audit procedures included inquiring the management who is responsible for this to obtain the method and assumptions used in establishing the policy to provide an allowance for decline in value of merchandises. I obtain understanding of and evaluate the appropriateness of the Company's accounting policy and review the consistency of the application of the policy. I randomly test the accuracy of the inventory aging analysis report prepared by management. I also randomly test of loss on decline in value of merchandises and test the calculation of the allowance for obsolete and slow-moving inventories according to the defined policy.

### **Other Information**

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

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

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

When I read the aforesaid other information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to audit committee in order that they shall acknowledge and arrange the correction on such misstatement as appropriate.

### **Responsibilities of Management and Audit Committee for the Consolidated and Separate Financial Statements**

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

In preparing the consolidated and separate 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.

Audit committee is responsible for overseeing the Group's financial reporting process.

## Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate 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 judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate 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 consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate 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 audit committee 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 audit committee with a statement that I have complied with relevant Ethics requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with audit committee, I determine that matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and is therefore the key audit matter. I describe the matter 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.

(Mr. Methee Ratanasrimetha)

Certified Public Accountant  
Registration No. 3425

M.R. & ASSOCIATES CO., LTD.

Bangkok

February 9, 2024



SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
STATEMENTS OF FINANCIAL POSITION  
AS AT DECEMBER 31, 2023 AND 2022

ASSETS

		In Baht			
		Consolidated		Separate	
		financial statements		financial statements	
Note		2023	2022	2023	2022
<b>CURRENT ASSETS</b>					
Cash and cash equivalents		1,052,704,125	1,147,439,477	953,103,471	1,034,288,258
Trade and other accounts receivable					
- Related parties	4	24,224,569	27,390,717	27,168,688	37,600,158
- Others	5	732,655,107	603,995,151	699,800,906	587,886,024
Current portion of lease receivable	4	84,238	24,056	-	-
Current portion of long-term loan					
to related party	4	-	-	37,500,000	-
Merchandises	6	14,038,370,573	15,645,504,621	13,718,342,970	15,305,127,476
Investments in debt securities					
due within one year	7	120,222,657	-	120,222,657	-
Current investment - deposit at bank	8	96,072,056	41,975,225	-	-
<b>Total current assets</b>		<b>16,064,333,325</b>	<b>17,466,329,247</b>	<b>15,556,138,692</b>	<b>16,964,901,916</b>
<b>NON-CURRENT ASSETS</b>					
Investments in debt securities	7	220,048,739	320,088,087	220,048,739	320,088,087
Lease receivable	4	29,624,952	29,753,890	-	-
Investments in subsidiaries	9	-	-	304,844,950	304,844,950
Investment in joint venture	10	1,967,414,285	1,824,374,069	1,641,435,000	1,641,435,000
Long-term loan to related party	4	-	-	112,500,000	-
Land not use in operation	11	500,357,431	500,357,431	500,357,431	500,357,431
Property, plant and equipment	12	18,803,698,808	17,471,160,650	18,337,143,182	17,191,425,731
Right-of-use assets	13	1,179,456,694	1,231,987,748	658,432,669	681,111,186
Intangible assets	14	2,443,308	5,105,064	2,443,274	4,920,603
Deferred tax assets	15	199,834,624	188,927,506	184,971,360	175,291,749
Other non-current assets	6	90,678,494	110,128,378	90,678,494	110,128,378
<b>Total non-current assets</b>		<b>22,993,557,335</b>	<b>21,681,882,823</b>	<b>22,052,855,099</b>	<b>20,929,603,115</b>
<b>TOTAL ASSETS</b>		<b>39,057,890,660</b>	<b>39,148,212,070</b>	<b>37,608,993,791</b>	<b>37,894,505,031</b>

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

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

## STATEMENTS OF FINANCIAL POSITION

AS AT DECEMBER 31, 2023 AND 2022

## LIABILITIES AND SHAREHOLDERS' EQUITY

	Note	In Baht			
		Consolidated		Separate	
		financial statements		financial statements	
		2023	2022	2023	2022
<b>CURRENT LIABILITIES</b>					
Short-term loans from financial institutions	16	7,625,820,084	9,475,446,355	7,625,820,084	9,475,446,355
Trade and other accounts payable					
- Related parties	4	89,570,212	55,266,751	83,970,067	55,875,286
- Others	17	2,953,872,178	2,255,353,450	2,854,032,395	2,213,046,565
Current portion of long-term loans	16	2,195,483,333	1,511,826,667	2,195,483,333	1,511,826,667
Current portion of lease liabilities	18	23,942,649	18,570,083	12,779,040	8,662,302
Income tax payable		231,216,611	308,625,160	231,107,702	303,949,408
Other current liabilities		398,306	4,251,490	398,306	4,251,490
<b>Total current liabilities</b>		<b>13,120,303,373</b>	<b>13,629,339,956</b>	<b>13,003,590,927</b>	<b>13,573,058,073</b>
<b>NON-CURRENT LIABILITIES</b>					
Long-term loans	16	1,075,000,000	2,120,373,333	1,075,000,000	2,120,373,333
Lease liabilities	18	1,111,232,347	1,131,204,775	496,776,267	502,736,585
Deferred tax liabilities	15	5,443,265	7,675,973	4,529,545	5,756,332
Provisions for employee benefits	19	192,935,179	162,523,211	192,935,179	162,523,211
Other non-current liabilities		5,770,069	6,002,998	5,650,000	5,450,000
<b>Total non-current liabilities</b>		<b>2,390,380,860</b>	<b>3,427,780,290</b>	<b>1,774,890,991</b>	<b>2,796,839,461</b>
<b>Total liabilities</b>		<b>15,510,684,233</b>	<b>17,057,120,246</b>	<b>14,778,481,918</b>	<b>16,369,897,534</b>

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

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

## STATEMENTS OF FINANCIAL POSITION

AS AT DECEMBER 31, 2023 AND 2022

## LIABILITIES AND SHAREHOLDERS' EQUITY (Continued)

		In Baht			
		Consolidated		Separate	
		financial statements		financial statements	
Note		2023	2022	2023	2022
<b>SHAREHOLDERS' EQUITY</b>					
Share capital	20				
Authorized share capital		5,001,809,096	4,801,743,807	5,001,809,096	4,801,743,807
Issued and paid-up share capital		5,001,802,864	4,801,736,733	5,001,802,864	4,801,736,733
Share premium	21	4,739,295,827	4,739,295,827	4,739,295,827	4,739,295,827
Retained earnings					
Appropriated for legal reserve	22	526,182,751	484,182,751	526,182,751	484,182,751
Unappropriated		13,012,124,449	11,805,431,355	12,533,109,296	11,467,495,232
Other components of shareholders' equity		(40,204,887)	(43,106,324)	30,121,135	31,896,954
<b>Equity attributable to equity holders of the parent</b>		23,239,201,004	21,787,540,342	22,830,511,873	21,524,607,497
Non-controlling interest		308,005,423	303,551,482	-	-
<b>Total shareholders' equity</b>		<b>23,547,206,427</b>	<b>22,091,091,824</b>	<b>22,830,511,873</b>	<b>21,524,607,497</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>					
		39,057,890,660	39,148,212,070	37,608,993,791	37,894,505,031

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

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
STATEMENTS OF COMPREHENSIVE INCOME  
FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

		In Baht			
		Consolidated		Separate	
		financial statements		financial statements	
	Note	2023	2022	2023	2022
<b>REVENUES</b>	4				
Net sales	27	32,300,551,497	35,270,335,628	31,827,871,548	34,749,780,489
Transportation income		178,146,602	190,160,310	177,836,240	189,836,131
Other income	23	535,054,052	517,904,846	528,054,681	503,057,637
<b>Total revenues</b>		<b>33,013,752,151</b>	<b>35,978,400,784</b>	<b>32,533,762,469</b>	<b>35,442,674,257</b>
<b>EXPENSES</b>	24				
Cost of goods sold	4	24,039,989,057	26,165,907,248	23,720,889,724	25,814,156,173
Distribution costs	26	3,172,962,247	2,921,461,233	3,128,697,139	2,880,925,992
Administrative expenses	4, 26	2,350,848,370	2,488,220,603	2,272,622,845	2,413,097,222
<b>Total expenses</b>		<b>29,563,799,674</b>	<b>31,575,589,084</b>	<b>29,122,209,708</b>	<b>31,108,179,387</b>
<b>Profit from operating activities</b>		<b>3,449,952,477</b>	<b>4,402,811,700</b>	<b>3,411,552,761</b>	<b>4,334,494,870</b>
Finance costs		(281,921,943)	(192,883,096)	(261,087,458)	(171,572,335)
(Loss) reversal of loss on impairment of financial assets		(4,816,712)	781,875	(4,816,712)	781,875
Share of profit of joint venture		134,978,384	119,543,198	-	-
<b>Profit before Income Tax</b>		<b>3,298,192,206</b>	<b>4,330,253,677</b>	<b>3,145,648,591</b>	<b>4,163,704,410</b>
Income tax expense	15	(620,051,404)	(824,357,362)	(615,297,747)	(814,731,945)
<b>PROFIT FOR THE YEAR</b>		<b>2,678,140,802</b>	<b>3,505,896,315</b>	<b>2,530,350,844</b>	<b>3,348,972,465</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
Items that will not be reclassified subsequently to profit or loss					
- Actuarial gain (loss) on defined benefit plan		(2,219,774)	4,437,309	(2,219,774)	4,437,309
- Share of other comprehensive income of joint venture		358,449	(3,741,434)	-	-

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

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
STATEMENTS OF COMPREHENSIVE INCOME (Continued)  
FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

		In Baht			
		Consolidated		Separate	
		financial statements		financial statements	
Note		2023	2022	2023	2022
	- Income tax relating to components of other comprehensive income that will not be reclassified to profit or loss	443,955	(887,462)	443,955	(887,462)
		(1,417,370)	(191,587)	(1,775,819)	3,549,847
	Items that will be reclassified subsequently to profit or loss				
	- Currency translation differences of subsidiaries	(5,641,563)	19,346,095	-	-
	- Share of other comprehensive income of joint venture (Currency translation differences)	7,703,383	(97,359,527)	-	-
		2,061,820	(78,013,432)	-	-
	<b>Other comprehensive income for the year</b>	<b>644,450</b>	<b>(78,205,019)</b>	<b>(1,775,819)</b>	<b>3,549,847</b>
	<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>2,678,785,252</b>	<b>3,427,691,296</b>	<b>2,528,575,025</b>	<b>3,352,522,312</b>
	<b>Profit (loss) attributable to:</b>				
	Equity holders of the parent	2,671,429,874	3,486,867,326	2,530,350,844	3,348,972,465
	Non-controlling interests	6,710,928	19,028,989	-	-
		<b>2,678,140,802</b>	<b>3,505,896,315</b>	<b>2,530,350,844</b>	<b>3,348,972,465</b>
	<b>Total comprehensive income attributable to:</b>				
	Equity holders of the parent	2,674,331,311	3,399,345,364	2,528,575,025	3,352,522,312
	Non-controlling interests	4,453,941	28,345,932	-	-
		<b>2,678,785,252</b>	<b>3,427,691,296</b>	<b>2,528,575,025</b>	<b>3,352,522,312</b>
	<b>Earnings per share attributable to equity holders of the parent (Baht)</b>	<b>0.5341</b>	<b>0.6971</b>	<b>0.5059</b>	<b>0.6696</b>

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



## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

### STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

In Baht												
Consolidated financial statements												
		Other components of shareholders' equity										
		Retained earnings			Currency translation differences	Actuarial gain (loss) on defined benefit plan	Share of other comprehensive profit of joint venture	Total other components of shareholders' equity	Equity attributable to equity holder of the parent	Non controlling interest	Total shareholder's equity	
Note	Issued and paid-up share capital	Share premium	Appropriated for legal reserve	Unappropriated								
	4,801,736,733	4,739,295,827	484,182,751	11,805,431,355	(75,003,278)	31,896,954	-	(43,106,324)	21,787,540,342	303,551,482	22,091,091,824	

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

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY  
FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

In Baht												
Consolidated financial statements												
		Retained earnings			Other components of shareholders' equity							
		Issued and paid-up share capital	Share premium	Appropriated for legal reserve	Unappropriated	Currency translation differences	Actuarial gain on defined benefit plan	Share of other comprehensive profit (loss) of joint venture	Total other components of shareholders' equity	Equity attributable to equity holder of the parent	Non controlling interest	Total shareholder's equity
Note												
	Balance as at January 1, 2022	4,601,671,149	4,739,295,827	484,182,751	9,690,030,767	12,327,097	28,347,107	4,993,167	45,667,371	19,560,847,865	275,205,550	19,836,053,415
	Profit for the year	-	-	-	3,486,867,326	-	-	-	-	3,486,867,326	19,028,989	3,505,896,315
	Other comprehensive income for the year	-	-	-	-	(87,330,375)	3,549,847	(3,741,434)	(87,521,962)	(87,521,962)	9,316,943	(78,205,019)
	Total comprehensive income for the year	-	-	-	3,486,867,326	(87,330,375)	3,549,847	(3,741,434)	(87,521,962)	3,399,345,364	28,345,932	3,427,691,296
	Stock dividends	200,065,584	-	-	(200,065,584)	-	-	-	-	-	-	-
	Dividends	-	-	-	(1,172,652,887)	-	-	-	-	(1,172,652,887)	-	(1,172,652,887)
	Transfer of fair value reserve of investments in equity designated at fair value through other comprehensive income due to change of investment	-	-	-	1,251,733	-	-	(1,251,733)	(1,251,733)	-	-	-
	Balance as at December 31, 2022	4,801,736,733	4,739,295,827	484,182,751	11,805,431,355	(75,003,278)	31,896,954	-	(43,106,324)	21,787,540,342	303,551,482	22,091,091,824

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

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

## STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

In Baht

		Separate financial statements				
Note	Issued and paid-up share capital	Share premium	Retained earnings		Other components of shareholders' equity	
			Appropriated for legal reserve	Unappropriated	Actuarial gain (loss) on defined benefit plan	Total shareholders' equity
<b>Balance as at January 1, 2023</b>	4,801,736,733	4,739,295,827	484,182,751	11,467,495,232	31,896,954	21,524,607,497
Profit for the year	-	-	-	2,530,350,844	-	2,530,350,844
Other comprehensive income for the year	-	-	-	-	(1,775,819)	(1,775,819)
Total comprehensive income for the year	-	-	-	2,530,350,844	(1,775,819)	2,528,575,025
Stock dividends	200,066,131	-	-	(200,066,131)	-	-
Dividends	-	-	-	(1,222,670,649)	-	(1,222,670,649)
Appropriation for legal reserve	-	-	42,000,000	(42,000,000)	-	-
<b>Balance as at December 31, 2023</b>	<b>5,001,802,864</b>	<b>4,739,295,827</b>	<b>526,182,751</b>	<b>12,533,109,296</b>	<b>30,121,135</b>	<b>22,830,511,873</b>

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

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY  
FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

		In Baht					
		Separate financial statements			Other components of		
		Retained earnings		shareholders' equity	Total		
Note		Issued and paid-up share capital	Share premium	Appropriated for legal reserve	Unappropriated	Actuarial gain on defined benefit plan	shareholders' equity
	<b>Balance as at January 1, 2022</b>	4,601,671,149	4,739,295,827	484,182,751	9,491,241,238	28,347,107	19,344,738,072
	Profit for the year	-	-	-	3,348,972,465	-	3,348,972,465
	Other comprehensive income for the year	-	-	-	-	3,549,847	3,549,847
	Total comprehensive income for the year	-	-	-	3,348,972,465	3,549,847	3,352,522,312
	Stock dividends	200,065,584	-	-	(200,065,584)	-	-
	Dividends	-	-	-	(1,172,652,887)	-	(1,172,652,887)
	<b>Balance as at December 31, 2022</b>	4,801,736,733	4,739,295,827	484,182,751	11,467,495,232	31,896,954	21,524,607,497

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

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

## STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

In Baht

	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
<b>Cash flows from operating activities</b>				
Profit for the year	2,678,140,802	3,505,896,315	2,530,350,844	3,348,972,465
Adjustments for				
Depreciation and amortization	1,223,122,774	1,245,876,082	1,170,987,333	1,190,748,417
Decrease of merchandises				
to net realizable value	10,651,207	25,221,694	10,651,207	25,221,694
Increase in allowance for obsolete and				
slow-moving inventories	48,517,770	181,240,344	48,151,014	180,631,658
Increase in allowance for impairment of				
other non-current assets	153,199	-	153,199	-
Provisions for employee benefits	34,885,145	27,098,249	34,885,145	27,098,249
Interest income	(25,504,299)	(15,587,196)	(23,511,285)	(8,980,001)
Interest expense	281,473,968	192,676,361	260,118,732	170,593,609
Increase (decrease) in allowance for				
impairment of expected credit losses	4,816,711	(781,875)	4,816,711	(781,875)
Unrealized gain on exchange rate	(2,935,623)	(7,501,516)	(2,935,623)	(7,501,516)
Gain on sale of fixed assets	(4,634,379)	(1,560,809)	(4,634,379)	(1,560,809)
Loss on write-off fixed assets	1,097,256	221,026	1,097,256	221,026
Gain on remeasurements of investments				
in debt securities	(183,309)	(88,087)	(183,309)	(88,087)
Gain from sublease	-	(3,601,508)	-	-
Gain from insurance claim	-	(5,985,315)	-	(5,985,315)
Share of profit of joint venture	(134,978,384)	(119,543,198)	-	-
Income tax expense	620,051,404	824,357,362	615,297,747	814,731,945
	4,734,674,242	5,847,937,929	4,645,244,592	5,733,321,460
<b>Changes in operating assets and liabilities</b>				
Trade and other accounts receivable	(128,786,366)	(13,668)	(107,705,203)	(12,227,402)
Merchandises	1,545,370,724	156,000,789	1,527,982,285	175,971,768
Other non-current assets	(243,327,985)	(98,553,729)	(243,327,985)	(98,553,729)
Trade and other accounts payable	624,799,965	(353,531,091)	560,451,773	(333,670,113)
Payment of post-employment benefits	(6,692,951)	(4,022,881)	(6,692,951)	(4,022,881)
Other non-current liabilities	(228,818)	552,738	200,000	100,000
Income tax paid	(712,492,412)	(897,997,161)	(698,601,896)	(886,001,450)
<b>Net cash provided by operating activities</b>	5,813,316,399	4,650,372,926	5,677,550,615	4,574,917,653

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



SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
STATEMENTS OF CASH FLOWS (Continued)  
FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

	In Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
<b>Cash flows from investing activities</b>				
Interest received	21,225,334	12,636,982	22,947,360	8,228,212
Decrease (Increase) in current investments	(54,408,891)	35,742,039	-	-
Increase in long-term loans to related party	-	-	(150,000,000)	-
Proceeds from sale of fixed assets	6,341,701	3,880,099	6,341,701	3,880,099
Proceeds from insurance claim	-	49,922,903	-	49,922,903
Cash received from lease receivables	2,390,953	2,408,861	-	-
Proceeds from sale of investment in debt security	20,000,000	-	20,000,000	-
Increase in property, plant and equipment	(2,138,497,510)	(1,255,265,287)	(1,921,182,620)	(1,202,060,147)
Increase in right-of-use assets	-	(3,839,865)	-	-
Increase in computer software	-	(601,916)	-	(601,916)
Increase in investment in joint venture	-	(298,635,000)	-	(298,635,000)
Increase in investments in debt instruments	(40,000,000)	(220,000,000)	(40,000,000)	(220,000,000)
<b>Net cash used in investing activities</b>	<b>(2,182,948,413)</b>	<b>(1,673,751,184)</b>	<b>(2,061,893,559)</b>	<b>(1,659,265,849)</b>
<b>Cash flows from financing activities</b>				
Interest paid	(238,408,156)	(153,440,976)	(238,408,156)	(153,440,976)
Decrease in short-term loans				
from financial institutions	(1,849,626,271)	(2,590,608,506)	(1,849,626,271)	(2,590,608,506)
Increase in long-term loans	1,000,000,000	1,727,000,000	1,000,000,000	1,727,000,000
Repayment of long-term loans	(1,361,716,667)	(1,278,236,667)	(1,361,716,667)	(1,278,236,667)
Repayment of lease liabilities	(48,715,045)	(54,808,359)	(24,420,100)	(24,192,820)
Dividends paid	(1,222,670,649)	(1,172,652,887)	(1,222,670,649)	(1,172,652,887)
<b>Net cash used in financing activities</b>	<b>(3,721,136,788)</b>	<b>(3,522,747,395)</b>	<b>(3,696,841,843)</b>	<b>(3,492,131,856)</b>
Currency translation difference	(3,966,550)	(550,014)	-	-
<b>Net decrease in cash and cash equivalents</b>	<b>(94,735,352)</b>	<b>(546,675,667)</b>	<b>(81,184,787)</b>	<b>(576,480,052)</b>
Cash and cash equivalents at beginning of year	1,147,439,477	1,694,115,144	1,034,288,258	1,610,768,310
<b>Cash and cash equivalents at end of year</b>	<b>1,052,704,125</b>	<b>1,147,439,477</b>	<b>953,103,471</b>	<b>1,034,288,258</b>
<b>Supplementary disclosures of cash flow information:</b>				
<b>a. Cash and cash equivalent at end of year</b>				
Cash in hand	138,029,037	85,743,830	136,849,353	83,570,117
Current accounts at banks	100,317,597	122,086,978	54,765,978	43,899,297
Saving deposits at banks	814,357,491	939,608,669	761,488,140	906,818,844
	<b>1,052,704,125</b>	<b>1,147,439,477</b>	<b>953,103,471</b>	<b>1,034,288,258</b>

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

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
STATEMENTS OF CASH FLOWS (Continued)  
FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

	In Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
<b>b. Non-cash transaction</b>				
Purchases of property, plant and equipment				
for which no cash has been paid	103,802,837	118,533,935	103,761,210	118,575,859
Stock dividends	200,066,131	200,065,584	200,066,131	200,065,584
Increase in right-of-use asset and				
lease liability from the new lease	6,785,016	-	6,785,016	-
Transfer of other non-current assets to				
property, plant and equipment	262,624,670	184,665,976	262,624,670	184,665,976
Adjustment on change of lease agreement	4,217,135	-	-	-
Transfer of right-of-use assets to				
lease receivables	-	25,904,864	-	-
Transfer of investment in equity securities				
to investments in associates	-	1,251,733	-	-
Transfer of property, plant and equipment to				
right-of-use assets	-	3,231,930	-	-
Transfer of property, plant and equipment to				
intangible assets	-	618,800	-	618,800

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

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

### Notes to the financial statements

December 31, 2023 and 2022

#### 1. GENERAL

Siam Global House Public Company Limited, “the Company”, is incorporated in Thailand. The Company was listed on the Stock Exchange of Thailand on August 19, 2009.

The Company is engaged in merchandising of construction and decoration materials and equipment.

The registered office is 232 Moo 19, Tambol Robmuang, Amphur Muang Roi-Et, Roi-Et.

As at December 31, 2023, the Company has a total of 83 branches operating in other provinces and its head-office is located at Amphur Roi-et, Roi-Et. The Company has a Distribution Center (DC Wang-noi) located in Amphur Wang-noi, Phra Nakhon Si Ayutthaya. The total of value added tax registration operating branch is 84 branches. (December 31, 2022 : 78 branches)

#### 2. BASIS FOR PREPARATION OF FINANCIAL STATEMENTS

The accompanying financial statements are prepared in Thai Baht, which is the core functional currency, and in the Thai language in accordance with the financial reporting standards in Thailand including interpretations and guidelines promulgated by the Federation of Accounting Professions (“TFAC”), applicable rules and regulations of the Securities and Exchange Commission and announcements from the Department of Business Development. Accordingly, the accompanying financial statements are intended solely to present the financial position, financial performance, and cash flows in accordance with the financial reporting standards in Thailand.

Except as otherwise disclosed in the significant accounting policies, the accompanying financial statements have been prepared under the historical cost convention.

Starting from January 1, 2023, the Group has adopted Conceptual Framework for Financial Reporting, Thai Accounting Standards (TAS), Thai Financial Reporting Standards (TFRS), Thai Accounting Interpretation (TSIC), Thai Financial Reporting Interpretation (TFRIC) and the accounting guidance, revised by TFAC, which became effective from the accounting period starting on or after January 1, 2023, whereby this revision, in overall, is for the Thai financial reporting standards to be more explicit and appropriate. Notwithstanding, there is a significant change relating to recognition in TAS 16 “Property, Plant and Equipment” that proceeds before intended use of property, plant and equipment shall be recognized as revenue together with related cost in profit or loss while such items were previously regulated to be recognized as deduction to cost of property, plant and equipment.

Furthermore, TFAC issued several revisions of TAS, TFRS and the accounting guidance with effective from the accounting period starting on or after January 1, 2024 and also issued the new TFRS 17 “Insurance Contracts” to supersede TFRS 4 that will become effective for the accounting period starting on or after January 1, 2025. Thus, the Group has not yet adopted these new and revision TAS, TFRS and the accounting guidance in the preparation of the accompanying financial statements and has no policy to early adopt before the effective period. Management has preliminarily assessed and believed that there will be no material effect to the financial statements of the Group upon adoption.

The Group disclosed information for the year ended December 31, 2022 for being the comparative information in the financial statements for the year ended December 31, 2023 in the form of corresponding figures.

For convenience of the readers, an English translation of the financial statements has been prepared from the Thai language statutory financial statements that are issued for domestic financial reporting purposes.

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### 3. SIGNIFICANT ACCOUNTING POLICIES

#### Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”) and interests in joint venture. Significant intra-group transactions between the Company and its subsidiaries and joint venture are eliminated on consolidation.

Subsidiary is the entity controlled by the Group. Control exists when the Group has the power, directly or indirectly, to govern the financial and operating policies as well as variable returns from a company so as to obtain benefits from its activities. The financial statements of subsidiary are included in the consolidated financial statements from the date that control commences until the date that control ceases. Accounting policies of subsidiary are transformed as deemed necessary to uniform for the similar policies.

Changes in a parent’s ownership interest in subsidiary that do not result in the loss of control are accounted for within equity. When an entity loses control of subsidiary, any gain or loss is recognized in the profit or loss. Any investment retained in the former subsidiary is measured at its fair value at the date when control is lost.

#### Use of Estimates

In order to prepare financial statements in conformity with the Thai financial reporting standards, management needs to make estimates and set assumptions that affect income, expenditure, assets and liabilities in order to disclose information on the valuation of assets, liabilities and contingent liabilities. Actual outcomes may, therefore, differ from the estimates used.

The estimates and underlying assumptions used in the preparation of these financial statements are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The significant estimates and underlying assumptions used in preparation of these financial statements which may be affected by significant uncertainty are as follows :

- Net realizable value and estimate of allowance for obsolete and slow-moving inventories.
- Useful lives and residual values of plant and equipment, right-of-use assets and intangible assets.
- Consideration of the right to renew the lease and the discount rates of the lease liabilities.
- Expected periods that deferred tax assets will be realized.
- Assumptions used in calculation of liability for post-employment benefits.
- Fair values and fair value measurements of financial assets, financial liabilities and other financial instruments.

#### Cash and Cash Equivalents

Cash and cash equivalents are carried in the statement of financial position at cost that include cash on hand and cash at financial institutions. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with original maturity of three months or less and without restriction of use or being collateral and that are subject to a low or an insignificant risk of change in value.

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Restricted deposits at banks were presented as a separate item under non-current assets in the statements of financial position.

**Trade and Other Accounts Receivables and Allowance for Impairment of Expected Credit Loss**

Trade and other accounts receivables are carried at the original invoice amount or at the amount due net of allowance for expected credit loss (if any).

The Group recognizes allowance for impairment of expected credit loss in accordance with the policy described in the financial instruments section.

**Lease Receivables**

Leased receivables are carried at the outstanding value of finance leases net of the amount of unearned income from finance leases and net of allowance for expected credit loss (if any).

**Merchandises**

Merchandises are valued at the lower of cost and net realizable value. Net realizable value is the selling price in the ordinary course of business, less marketing, distribution and other expenses which are necessary for sale of goods.

Cost of inventories is determined by the weighted average method. Cost of inventories comprise all purchase cost and costs directly attributable to the acquisition of the inventory less all attributable discounts.

Volume incentives received from the supplier are accounted for as a reduction of the value of inventories and recognized in profit or loss when the related inventories are sold.

An allowance for loss is made for all deteriorated, damaged, obsolete and slow-moving inventories.

**Investments in Joint Venture and Subsidiaries**

Investments in joint venture and subsidiaries in the separate financial statements are accounted for using the cost method net of impairment losses (if any). Dividend income is recognized when it was declared.

**Property, Plant and Equipment**

Land and land not used in operation are stated at cost less allowance for impairment (if any). Plant and equipment are stated at cost less accumulated depreciation and allowance for impairment (if any). When assets are retired or disposed of, their carrying amounts are eliminated from the accounts and any gain or loss resulting from their retirement or disposal is included in the statement of comprehensive income. Costs of asset dismantlement, removal, and restoration (if any) are included as part of asset cost and subject to depreciation.

Depreciation is charged to the statement of comprehensive income on a straight-line method over the useful lives of each part of an item of assets. Depreciation is taken into account separately when each component is significant. Depreciation methods, residual values, and useful lives are reviewed at least at each financial year-end and adjusted as appropriate. The residual value of an asset is currently estimated at the present expected value of the asset if the asset is already of the age and in the condition expected at the end of its useful life. The useful lives of the assets are as follows

:

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Land improvements	10	years
Buildings	30	years
Building improvements	5, 10 and 17	years
Furniture, fixtures and office equipment	5, 6, 10, 20 and 30	years
Computer equipment	3	years
Transportation	5	years

No depreciation is provided on land and assets under construction.

### Right-of-use Assets

The Group measures right-of-use asset at cost less accumulated depreciation and allowance for impairment (if any) with adjustment pertaining to re-measurement of lease liabilities (if any).

At the commencement date of the lease, cost of the right-of-use asset comprised (1) the amount of initial measurement of lease liability, (2) any lease payments made at or before the commencement of the lease, less any lease incentives received, (3) any initial direct costs incurred by the lessee (if any) and (4) an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease (if any and being material).

Depreciation is charged as expense in profit or loss and calculated by the straight-line method attributable to the related lease terms as follows:

Land	6 - 30 years
Building space	3 years

### Intangible assets

Intangible assets are stated at cost less accumulated amortization and impairment losses (if any).

#### Amortization

Amortization is charged as part of administrative expenses in the statement of comprehensive income on the straight-line method over the estimated useful life of each type of intangible asset of 3-5 years. Intangible assets with an indefinite useful life (if any) are not amortized but are tested for indication of impairment at each reporting date. Amortization methods, residual values, and useful lives are reviewed at least at each financial year-end and adjusted if appropriate.

### Impairment of Non-financial Assets

The carrying amounts of the assets of the Group are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts (the higher of asset's fair value less costs to sell or value in use) shall be estimated. The review is made for individual assets or for the cash-generating unit.



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In case that the carrying amount of an asset exceeds its recoverable amount, the Group recognizes the impairment losses by reducing the carrying amount of the asset to its recoverable amount and by recording the devaluation in the statement of comprehensive income. The reversal of the recognized impairment losses is recorded as part of other income when there is an indication that the impairment losses recognized for the assets no longer exist or have decreased. The reversal of the impairment losses shall not exceed the carrying amount of the asset, net of depreciation or amortization, that would have been determined had no impairment losses been recognized for the asset in prior years.

#### **Trade and Other Accounts Payables**

Trade and other accounts payables are stated at cost.

#### **Lease Liabilities**

At the commencement date of the leases, the Group measures lease liability at the present value of the lease payments that are not paid at that date. The lease payments shall be discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group's incremental borrowing rates (average interest rates on borrowings with similar term and characteristics to the underlying asset) shall be used. The lease payments that are not paid comprised (1) fixed payments (less any lease incentives receivable, (2) variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date (if any), (3) amounts expected to be payable under residual value guarantees (if any), (4) exercise price of a purchase option if it is reasonably certain to exercise that option (if any) and (5) payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate the lease (if any).

After the commencement date, the Group shall measure the lease liability by (1) increasing the carrying amount to reflect interest on the lease liability (if any), (2) reducing the carrying amount to reflect the lease payments made (if any) and (3) re-measuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised in-substance fixed lease payments (if any). Interest on lease liability and variable lease payments not included in the measurement of the lease liability is charged as expense in profit or loss.

Lease fees attributable to short-term lease (not exceeding 12 months from commencement date) and lease of low-value asset are charged as expense in profit or loss on a straight-line basis over the related lease terms.

Deferred interest expenses which are presented net with finance lease liabilities will be amortized to finance costs over the term of the lease using the effective interest rate method. Each payment of finance lease liabilities is divided into principal and interest.

#### **Employee Benefits**

##### **Short-term benefits**

Salaries, wages, bonuses and contributions to social securities fund are recognized as expense upon their occurrences and on accrual basis.

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**Other long-term employee benefits**

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognized in the statements of comprehensive income.

**Post-employment benefits**

Obligations on defined contribution plan which is the provident fund are recognized as an expense in the statement of comprehensive income when contribution to the fund on an accrual basis.

Obligations on post-employment benefits which are defined benefit plan that will be settled to the employees upon retirement or termination are calculated by estimating the amount of future benefits that employees have earned in return for their service in the prior and current periods. The benefits are discounted using the project unit credit method to determine present value of obligations. The calculation is annually performed, or at least every three years, by the qualified actuary. Expenses from the estimated liability for post-employment benefits comprise current service cost and interest cost, which are recognized as profit or loss whereas actuarial gain/loss on measurement is recognized as other comprehensive income or loss in the statement of comprehensive income.

**Provisions**

A provision is recognized in the statement of financial position when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and, where appropriate, the risks specific to the liability.

**Warranties**

A provision for warranties is recognized when the underlying products or services are sold. The provision is based on historical warranty data and a weighting of all possible outcomes against their associated probabilities.

**Foreign Currencies**

**Foreign Currency Transactions**

Transactions in foreign currencies are translated to Thai Baht at the foreign exchange rates ruling at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to Thai Baht at the foreign exchange rates ruling at that date. Foreign exchange differences arising on translation are recognized in the statement of comprehensive income.

Non-monetary assets and liabilities measured at cost in foreign currencies are translated to Thai Baht using the foreign exchange rates ruling at the dates of the transactions.

**Foreign entity**

Assets and liabilities of foreign entity are translated to Thai Baht at the exchange rates ruling at the end of reporting period (the closing rate).

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Revenues and expenses of foreign entity are translated to Thai Baht at the exchange rates ruling at the dates of the transactions.

Differences arising on foreign currency translation or conversion are recognized as other comprehensive income or loss and separately presented as other component of equity until the subject foreign currency investment is disposed.

### **Fair Value Measurements**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Principal market is the market with the greatest volume and level of activity for the asset or liability. Market participants comprise buyers and sellers in the principal or most advantageous market for the asset or liability whereby market participants are independent of each other, knowledgeable and having a reasonable understanding, able to enter into a transaction for the asset or liability, and willing to enter into a transaction for the asset or liability.

To increase the consistency and comparability in fair value measurements and related disclosures in the financial statements, the fair value hierarchy is categorized into 3 levels with respect of the inputs to valuation techniques used to measure the fair value. The fair value hierarchy gives the highest priority to quoted prices (unadjusted) in active markets for identical assets or liabilities (“Level 1 inputs”), secondary priority to other observable inputs (“Level 2 inputs”), and the lowest priority to unobservable inputs (“Level 3 inputs”).

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2 inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 inputs are unobservable inputs for the asset or liability.

### **Financial Instruments**

#### **Recognition and measurement**

The Group initially measures financial assets at fair value, plus transaction costs in case of financial assets that are not measured at fair value through profit or loss. Financial assets shall be classified and measured with respect to the business model on asset management and characteristics of the asset’s contractual cash flows which is divided into three categories i.e. amortized cost, fair value through other comprehensive income, and fair value through profit or loss. Upon changes in business model on financial asset management are known, the affected financial assets shall be considered for proper reclassification.

Except for derivative liabilities, the Group initially measures financial liabilities at fair value net of transaction costs. Financial liabilities shall be classified and measured at amortized cost except for financial liabilities measured at fair value through profit or loss (such liabilities include derivative liabilities). Reclassification of financial liabilities is prohibited.

#### **Classification and measurement**

Assets classified and measured at amortized cost

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

### Notes to the financial statements (continued)

December 31, 2023 and 2022

- Cash and cash equivalents
- Trade receivables and other receivable (including advances and refundable deposits or guarantees excluding prepaid expense)
- Lease receivables
- Long-term loan to related party
- Investments in debt securities
- Current investment - deposit at bank

Assets classified and measured at fair value through other comprehensive income - none

Assets classified and measured at fair value through profit or loss

- Derivative assets (other current assets)
- Investments in debt securities : Structured debenture of Krung Thai Bank Pcl. (See Note 7.)

Liabilities classified and measured at amortized cost

- Short-term borrowings from financial institutions
- Trade payables and other payables (including accruals and repayable guarantees excluding deposits received and advances received from sales)
- Long-term borrowings from financial institutions.
- Lease liabilities

Liabilities classified and measured at fair value through profit or loss

- Derivative liabilities (other current liabilities)

#### Impairment

Impairment loss from the expected credit loss of financial assets shall be recognized under General approach in the following stages :

- Stage 1 (performing): the 12-month expected credit loss shall be recognized in profit or loss. Interest income (if any) shall be calculated base on gross carrying amount without netting the expected credit loss.
- Stage 2 (under-performing): upon significant rise in credit risk and not being at low level, the entity shall recognize the full lifetime expected credit loss in profit or loss. Interest income (if any) shall be calculated based on the same principle to Stage 1.
- Stage 3 (credit-impaired): upon significant rise in credit risk of financial asset that is considered as credit impaired, the entity shall recognize the full lifetime expected credit loss in profit or loss. Interest income (if any) shall be calculated from amortization cost base on gross carrying amount net of the allowance for impairment.

For trade receivables and contract assets, the entity is able to adopt simplified approach by recognizing the full lifetime expected credit loss for financial assets considered as aforesaid. In consideration and measurement of expected credit loss for both General approach and Simplified approach, the historical credit loss shall be combined with the forward looking information pertaining to the assets and significant factors relating to economic environment. For receivables, the Group categorizes population by focusing on the aging balances whereby the past records were captured for historical credit loss of approximately 1 year.

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#### Hedge accounting

Hedge accounting is aimed for reflecting the impacts in the financial statements that are caused in risk management activities using the financial instruments on management of exposures to the risks and such risks shall affect profit or loss and/or other comprehensive income. Relationships and related accounting treatment of hedge accounting are divided into three categories i.e. fair value hedge, cash flows hedge, and hedge of net investment in foreign entity.

Derivative financial instruments are used to manage fair value risk exposed by change in foreign exchange rates arising from operating activities. Derivatives are not intended to use for trading purpose.

However, derivatives that do not qualify for hedge accounting are accounted for as trading instruments. Derivatives are recognized initially at fair value and then are re-measured at fair value. Gain or loss on re-measurement to fair value is recognized as profit or loss.

The fair value of derivatives is the quoted market price at the statement of financial position date, which is the Level 2 inputs of the fair value hierarchy whereby such price is the present value of the quoted derivative price where market approach was used as valuation technique and core information used in evaluation was the adjusted exchange rates in market to fit for the issued instrument which was computed by bank who was the counterparty.

#### Revenue Recognition

Revenue is recognized when it is probable that the economic benefits associated with the transaction will flow to the Group, the amount of the revenue as well as related cost can be measured reliably whereby there is consideration about characteristics, amount, timing as well as uncertainty of revenue and contractual cash flows from contract with customer.

Sales are recognized, at a point in time, net of discounts such as deduction of trade discounts, sales return, rebate on award redemptions when delivery has taken place and transfer of significant risks and rewards as well as control of goods to the buyer has been completed. No revenue is recognized if there is continuing management involvement with the goods or there are significant uncertainties regarding recovery of the consideration due, associated costs or the probable return of goods.

Transportation income is recognized over time.

Service income is recognized at a point in time when the Group has completely rendered service to the customer and on an accrual basis.

Interest income is recognized over time on a time proportion basis that reflects the effective yield on the asset if significant.

Rental income on the assets which is operating lease is recognized over time on a straight-line basis over the lease term.

Other income is recognized on an accrual basis.

#### Expense Recognition

Expenses are recognized on an accrual basis.

#### Income Tax

Income tax on profit and loss for the year recognized by the Group in the statements of comprehensive income consisted of current tax and deferred tax.

**SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
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**Current Tax**

Current tax is the amount of tax payable or recoverable which is calculated from taxable profit or loss for the year, using tax rates enacted at the statement of financial position date, and any adjustment to tax payable in respect of previous years (if any).

**Deferred tax**

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Temporary differences are not recognized for the initial recognition of assets and liabilities that affect neither accounting nor taxable profit to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realization or settlement of the carrying amount of assets and liabilities, at the tax rates that are expected to apply to the period when the deferred tax asset is realized or the tax liability is settled based on tax rates that have been enacted as at the statement of financial position date.

A deferred tax asset is recognized only to the extent that it is probable that future taxable profit will be available against which the asset can be utilized. Deferred tax asset are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

**4. RELATED PARTY TRANSACTIONS AND BALANCES**

Related parties are those parties controlled by the Company or have power control over the Company, directly or indirectly, or have significant influence over the financial or operating policies of the Company.

The related parties consisted of :

Company and party	Relationships	Percentage of Holding	
		2023	2022
The Siam Cement Public Company Limited	Parent company of SCG Distribution Co., Ltd.	-	-
SCG Distribution Co., Ltd.	Major shareholder	32.94	32.94
SCGJWD Logistics Public Co., Ltd., SCG Experience Co., Ltd., SCG International Corporation Co., Ltd., and Nexter Digital and Solution Co., Ltd.	Subsidiaries of SCG Distribution Co., Ltd.	-	-



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Company and party	Relationships	Percentage of Holding	
		2023	2022
SCG Ceramics Public Co., Ltd., Nawaplastic Industries Co., Ltd., Siam Sanitary Ware Industry Co., Ltd. and related parties to The Siam Cement Public Company Limited	Subsidiaries of The Siam Cement Public Company Limited		
Global House (Cambodia) Co., Ltd. (Incorporated in Kingdom of Cambodia)	Subsidiary	55	55
Guangxi Global House International Trade Co., Ltd. (Incorporated in People's Republic of China)	Subsidiary	100	100
Global Concrete Co., Ltd.	Co-shareholders and director	-	-
Siam Global Engineering Co., Ltd.	Co-shareholders and director	-	-
Siam Global Asset Co., Ltd.	Co-shareholders and director	-	-
Wiboon Panich Roi-Et Partnership Ltd.	Co-shareholders and director	-	-
Inter Concrete Industry Co., Ltd.	Co-shareholders and director	-	-
Atmos Asset Co., Ltd.	Co-shareholders and director	-	-
Global House International Co., Ltd.	Joint venture	50	50
Souvanny Home Center Public Company Limited (Incorporated in Lao People's Democratic Republic)	Associate of Global House International Co., Ltd.	-	-
Pro 1 Global Co., Ltd. (Incorporated in Republic of the Union of Myanmar)	Associate of Global House International Co., Ltd.	-	-
PT Caturkarda Depo Bangunan Tbk. (Incorporated in Republic of Indonesia)	Associate of Global House International Co., Ltd.	-	-
Lok Chum Teav Kim Heang, Combodian	A shareholder of subsidiary	-	-
Malai Sakor Phum Varaman Co., Ltd.	Company of a shareholder of subsidiary in Cambodia	-	-

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Company and party	Relationships	Percentage of Holding	
		2023	2022
Key management personnel	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive otherwise) of the Company.	-	-

The pricing policies for particular types of transactions are explained further below :

Type of Transactions	Pricing Policies
Revenue from sales of goods	Market price (wholesale price)
Other income	Agreed price
Distribution management income	Agreed rate
Interest income	Agreed interest rate
Lease income	Negotiated agreement
Purchase of merchandises	Market prices
Volume incentives	Vary on purchase volume
Management fee expense	Agreed price
Rental expense	Negotiated agreement
Purchase of fixed assets	Market price

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

Significant transactions for the years ended December 31, 2023 and 2022 with related parties were as follows :

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
<b>Joint Venture</b>				
Other income	240	240	240	240
<b>Subsidiaries</b>				
Purchase of merchandises	-	-	135,136	43,888
Interest income	-	-	5,250	-
<b>Related companies</b>				
Revenue from sales of goods	20,432	29,897	19,561	29,859
Other income	22,731	9,905	22,477	9,712
Distribution management income	1,615	2,115	1,615	2,115
Gross amount (lease income) received for lease receivables	2,427	2,444	-	-
Purchase of merchandises	1,683,376	2,280,021	1,813,245	2,273,872
Volume incentives	74,755	99,150	74,755	99,150
Management fee expense	10,232	9,995	10,232	9,995
Purchase of fixed assets	3,953	9,322	-	9,322
<b>Related person</b>				
Revenue from sales of goods	304	2,024	304	2,024
Other income	5	-	5	-
Gross amount (lease fee) paid for lease liabilities	23,690	30,928	-	-
<b>Remuneration of key management</b>				
Short-term benefit				
Salary, bonus and others				
- employment management	70,765	71,407	70,765	71,407
- non-employment management	12,084	12,085	12,084	12,085
Meeting remuneration	2,835	2,915	2,835	2,915
Total short-term benefits	85,684	86,407	85,684	86,407
Post-employment benefits	1,958	1,656	1,958	1,656
Total	87,642	88,063	87,642	88,063

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

Balances as at December 31, 2023 and 2022 with related parties were as follows :

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
<b>Trade and other accounts receivable</b>				
<b>Trade accounts receivable</b>				
Related parties	1,208	2,506	1,171	2,498
Related person	2	303	2	303
	1,210	2,809	1,173	2,801
<b>Other accounts receivable</b>				
Joint venture	240	240	240	240
Subsidiary	-	-	2,982	10,217
Related parties	22,774	24,342	22,774	24,342
	23,014	24,582	25,996	34,799
<b>Total</b>	<b>24,224</b>	<b>27,391</b>	<b>27,169</b>	<b>37,600</b>

The trade accounts receivable are aged as follows :

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Current	1,047	2,609	1,010	2,601
Overdue:				
Not over 3 months	163	200	163	200
<b>Total</b>	<b>1,210</b>	<b>2,809</b>	<b>1,173</b>	<b>2,801</b>

	In Thousand Baht	
	Consolidated financial statements	
	2023	2022
<b>Lease receivables</b>		
- Due for payments within one year	2,630	2,409
- Due for payments after one year but within five years	10,520	10,599
- After 5 years	60,074	63,173
<b>Total</b>	<b>73,224</b>	<b>76,181</b>
<u>Less</u> unearned finance income	(43,515)	(46,403)
Lease receivables - net	29,709	29,778
<u>Less</u> current portion	(84)	(24)
<b>Net</b>	<b>29,625</b>	<b>29,754</b>

**SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**Notes to the financial statements (continued)**  
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Balances as at December 31, 2023 and 2022 of the long-term loan to related party presented by due for repayment was as follows :

	In Thousand Baht	
	Separate financial statements	
	2023	2022
<b>Long-term loan to subsidiary</b>		
Current portion of long-term loan	37,500	-
Long-term loan	112,500	-
Total	150,000	-

Movements during for the years ended December 31, 2023 and 2022 of long-term loan to related party were as follows :

	In Thousand Baht	
	Separate financial statements	
	2023	2022
Balance as at January 1,	-	-
Increase	150,000	-
Balance as at December 31,	150,000	-

As at 31 December 2023, the Company has long-term loan to a subsidiary amounting to Baht 150 million. The loan is due to be repaid within 5 years, payable every 6 months on June 20th and December 20th. The first repayment of principal will be on June 20, 2024 and the last repayment will be on December 20, 2027 with interest rate of 8.35 % per annum. The interest is due for payment at each month-end.

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
<b>Trade and other accounts payable</b>				
<b>Trade accounts payable</b>				
Subsidiary	-	-	1,988	608
Related parties	83,845	54,875	81,775	54,875
	83,845	54,875	83,763	55,483
<b>Other accounts payable</b>				
Related parties	5,702	376	184	376
Related person	23	16	23	16
	5,725	392	207	392
Total	89,570	55,267	83,970	55,875

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

**Agreement with related party**

The subsidiary had entered into two land rental agreement with a related party for a period of 30 years expiring in March 2047 and August 2050. The subsidiary is committed to pay a monthly rental as stipulated in agreement (totaling U.S. Dollar 31.3 million). The subsidiary must comply with conditions indicated in the agreements.

The subsidiary made a sublease agreement on a partial of land with a related company for the period of 28 years 2 months, due in March 2047. Related company is committed to pay a monthly rental as stipulated in agreement (totaling U.S. Dollar 2.5 million).

**5. TRADE AND OTHER ACCOUNTS RECEIVABLE - OTHERS**

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Trade accounts receivable	119,578	86,536	119,323	83,781
<u>Less</u> allowance for impairment				
of expected credit losses	(2,699)	(2,338)	(2,699)	(2,338)
Net	116,879	84,198	116,624	81,443
Other accounts receivable				
• Accrued volume incentives	235,016	209,243	235,016	209,243
• Accrued income from supplier	151,251	145,917	151,140	145,808
• Deposits for purchase of Merchandises	38,735	36,922	26,158	31,883
• Prepaid expenses	29,230	20,081	27,549	19,433
• Accrued service income	24,684	14,912	24,684	14,912
• Input value added tax	21,884	19,578	16,559	15,432
• Provision for sales returns	19,841	25,913	19,468	25,436
• Value added tax receivables	9,187	965	-	-
• Others	90,404	46,266	87,059	44,296
	620,232	519,797	587,633	506,443
<u>Less</u> allowance for impairment				
of expected credit losses	(4,456)	-	(4,456)	-
Net	615,776	603,995	583,177	587,886
Total	732,655	603,995	699,801	587,886



**SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**Notes to the financial statements (continued)**  
**December 31, 2023 and 2022**

As at December 31, 2023 and 2022, the Group had outstanding balance of trade accounts receivable - others, aged as follows :

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Current	105,319	74,766	105,064	72,300
Overdue:				
Not over 3 months	10,838	7,288	10,838	6,999
Over 3 months to 6 months	1,090	863	1,090	863
Over 6 months to 12 months	508	1,285	508	1,285
Over 12 months	1,823	2,334	1,823	2,334
Total	119,578	86,536	119,323	83,781
Less allowance for impairment of expected credit losses	(2,699)	(2,338)	(2,699)	(2,338)
Net	116,879	84,198	116,624	81,443

## 6. MERCHANDISES

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Merchandises	14,289,070	16,056,620	13,969,622	15,717,542
Less cost reduction to net realizable value	(10,696)	(25,222)	(10,696)	(25,222)
Less allowance for obsolete and slow-moving inventories	(306,550)	(258,055)	(305,092)	(256,941)
Less volume incentives	(209,382)	(213,927)	(209,382)	(213,927)
Net	13,762,442	15,559,416	13,444,452	15,221,452
Goods in-transit	275,929	86,089	273,891	83,675
Total	14,038,371	15,645,505	13,718,343	15,305,127

During the years 2023 and 2022, the Group recorded allowance for obsolete and slow-moving inventories amounting to Baht 48.5 million and Baht 181.2 million, respectively, presented as a part of administrative expenses and recorded the cost reduction of merchandises to net realizable value amounted to Baht 10.7 million and Baht 25.2 million, respectively, presented as a part of cost of goods sold.

As at December 31, 2023 and 2022, the Group had classified remaining inventories available for use in future branch construction amounting to Baht 81.37 million and Baht 101.39 million, respectively, to be presented as other non-current assets.

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

## 7. INVESTMENTS IN DEBT SECURITIES

As at December 31, 2023 and 2022, the Group had outstanding balance of investments in debt securities in the consolidated and separate financial statements, as follows :

	Interest rate		In Thousand Baht	
	(Per annum)	Maturity date	2023	2022
Investments in debt securities				
due within one year				
Debenture of Muangthai Capital				
Public Company Limited	3.23%	March 13, 2024	50,000	-
Structured debenture of				
Krung Thai Bank				
Public Company Limited				
Interest rate Index				
(Level 2 inputs of fair value				
Hierarchy)		August 21, 2024	20,223	-
Debenture of Sahakol Equipment				
Public Company Limited	4.90%	November 12,	50,000	-
		2024		
			120,223	-

	Interest rate		In Thousand Baht	
	(Per annum)	Maturity date	2023	2022
Investments in debt securities				
Debenture of Muangthai Capital				
Public Company Limited	3.23%	March 13, 2024	-	50,000
Debenture of Sahakol Equipment				
Public Company Limited	4.90%	November 12, 2024	-	50,000
Debenture of Krung Thai Bank				
Public Company Limited	3.25%	April 12, 2032	10,000	10,000
Debenture of Ratchathani Leasing				
Public Company Limited	3.26%	December 15, 2025	50,000	50,000
Debenture of TPI Polene				
Public Company Limited	4.10%	June 30, 2027	50,000	50,000
Structured debenture of				
Krung Thai Bank				
Public Company Limited				
J.P. Morgan 4% VT Mozaic				
XRP 1% Decrement Index				
(Level 2 inputs of fair value				
Hierarchy)				
		May 19, 2025	10,049	10,088

**SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**Notes to the financial statements (continued)**  
**December 31, 2023 and 2022**

Debtenture of TPI Polene				
Public Company Limited	4.25%	November 15, 2026	50,000	50,000
Debtenture of TPI Polene				
Public Company Limited	4.50%	November 15, 2027	50,000	50,000
Total			<u>220,049</u>	<u>320,088</u>

#### 8. CURRENT INVESTMENT - DEPOSIT AT BANK

As at December 31, 2023 and 2022, the subsidiary in Cambodia has deposit at bank with maturity over 3 months amounted to Baht 96.1 million and 42.0 million, respectively and bear interest ranging from 4.5% to 6.7% per annum and 3.6% to 6.7% per annum, respectively.

#### 9. INVESTMENTS IN SUBSIDIARIES

As at December 31, 2023 and 2022, the detail of investments in subsidiaries in the separate financial statements were as follows :

Company	Ownership interest (%)		In Thousand Baht			
			Paid-up capital		Cost method	
	2023	2022	2023	2022	2023	2022
Global House (Cambodia) Co., Ltd.	55	55	521,320 (1)	521,320 (1)	287,765	287,765
Guangxi Global House International Trade Co., Ltd.	100	100	17,080 (2)	17,080 (2)	<u>17,080</u>	<u>17,080</u>
Total					<u>304,845</u>	<u>304,845</u>

(1) Paid-up capital amounted to U.S. Dollars 16.0 million.

(2) Paid-up capital amounted to CNY 3.5 million.

#### 10. INVESTMENT IN JOINT VENTURE

As at December 31, 2023 and 2022, the detail of investment in joint venture was as follows :

Company	Ownership interest (%)		In Thousand Baht					
			Paid-up capital		Equity method		Cost method	
	2023	2022	2023	2022	2023	2022	2023	2022
Global House International Co., Ltd. ("GBI")	50	50	3,282,870	3,282,870	1,967,414	1,824,374	1,641,435	1,641,435

**SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**Notes to the financial statements (continued)**  
**December 31, 2023 and 2022**

Significant consolidated financial information of GBI and associate companies (PT Caturkarda Depo Bangunan Tbk, Souvanny Home Center Plc. and Pro 1 Global Co., Ltd.) were as follows :

	In Thousand Baht	
	2023	2022
<u>The consolidated statements of financial position as at December 31,</u>		
Current assets	76,485	62,953
Investment in associate		
- Souvanny Home Center Plc	853,108	831,643
- Pro 1 Global Co., Ltd.	1,258,862	1,079,979
- PT Caturkarda Depo Bangunan Tbk	1,747,546	1,675,479
	3,859,516	3,587,101
Current liabilities	371	340
<u>The consolidated statements of comprehensive income for the year ended</u>		
<u>December 31,</u>		
Share of profit of associate	275,542	285,678
Other income	576	669
Profit for the year	269,956	239,086
Share of profit of joint venture (50%)	134,978	119,543

## 11. LAND NOT USE IN OPERATION

The Company has a plot of land on the road under the Udon Ratthaya Expressway, Bang Phut Subdistrict, Pak Kret District Nonthaburi with area of approximately 143 rai acquired in 2009 at a price of Baht 500.4 million to support the branch expansion plan. Currently, the land is not used for the purposes as mentioned earlier because some of the said land is in the line of expropriation for the operation of the Pink Line electric train project, Si Rat - Muang Thong Thani Station. The Company is waiting for clarity from the Mass Rapid Transit Authority of Thailand before planning and implementing the use of this plot of land for the Company's business operations. Therefore, the Company has decided to transfer such land at aforesaid carrying amount, from "Property, plant and equipment" to "Land not use in operation" which is separately presented in the statements of financial position as of December 31, 2023 and 2022. The latest value of such land, appraised in 2023 based on appraisal price of relevant government agency, amounting to approximately Baht 994.4 million.

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

## 12. PROPERTY, PLANT AND EQUIPMENT

	In Thousand Baht					
	Consolidated financial statements					
	Land and land improvements	Buildings and building improvements	Furniture, fixtures and equipment	Vehicles	Construction in progress and advance for purchase of land	Assets for development
Cost						Total
Balance as at January 1, 2022	7,561,698	11,546,060	3,916,246	489,048	275,686	18,689
Additions	589,464	52,714	141,875	25,153	749,443	-
Transfers - net	51,665	303,328	126,810	-	(481,985)	-
Transfer to right-of-use assets	-	-	-	-	(3,232)	-
Transfer to intangible assets	-	-	-	-	(619)	-
Disposals/write - off	(29)	(4,041)	(45,769)	(12,838)	-	-
Currency translation differences	607	8,655	2,001	221	168	-
Balance as at December 31, 2022	8,203,405	11,906,716	4,141,163	501,584	539,461	18,689
Additions	274,249	18,326	253,621	36,789	1,921,939	-
Transfers - net	105,176	895,561	335,988	-	(1,336,725)	-
Disposals/write - off	(923)	(9,457)	(95,773)	(10,462)	-	-
Currency translation differences	(137)	(1,946)	(469)	(50)	(407)	-
Balance as at December 31, 2023	8,581,770	12,809,200	4,634,530	527,861	1,124,268	18,689
						27,696,318

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

In Thousand Baht

	Consolidated financial statements					
	Land and land improvements	Buildings and building improvements	Furniture, fixtures and equipment	Vehicles	Construction in progress and advance for purchase of land	Assets for development
						Total
<b>Accumulated depreciation</b>						
Balance as at January 1, 2022	685,680	3,225,595	2,406,262	379,115	-	11,766
Depreciation charge for the year	123,343	636,051	382,827	45,809	-	466
Disposals/write - off	(5)	(3,865)	(43,428)	(12,839)	-	-
Currency translation differences	190	1,795	960	135	-	-
Balance as at December 31, 2022	809,208	3,859,576	2,746,621	412,220	-	12,232
Depreciation charge for the year	122,060	638,492	366,067	40,407	-	467
Disposals/write - off	(887)	(9,415)	(93,046)	(10,462)	-	-
Currency translation differences	(56)	(533)	(292)	(40)	-	-
Balance as at December 31, 2023	930,325	4,488,120	3,019,350	442,125	-	12,699
						8,892,619

## Net book value

At December 31, 2022	7,394,197	8,047,140	1,394,542	89,364	539,461	6,457	17,471,161
At December 31, 2023	7,651,445	8,321,080	1,615,180	85,736	1,124,268	5,990	18,803,699



SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

		In Thousand Baht					
		Separate financial statements					
Cost		Land and land improvements	Buildings and building improvements	Furniture, fixtures and equipment	Vehicles	Construction in progress and advance for purchase of land	Assets for development
							Total
Balance as at January 1, 2022		7,543,933	11,292,899	3,857,499	482,593	270,107	18,689
Additions		589,464	52,714	141,046	25,153	696,925	-
Transfers - net		51,665	303,328	126,762	-	(481,755)	-
Transfer to intangible assets		-	-	-	-	(619)	(619)
Disposals/write - off		(29)	(4,041)	(45,769)	(12,838)	-	(62,677)
Balance as at December 31, 2022		8,185,033	11,644,900	4,079,538	494,908	484,658	18,689
Additions		274,036	18,326	239,654	35,669	1,719,882	-
Transfers - net		105,176	895,489	335,502	-	(1,336,167)	-
Disposals/write - off		(923)	(9,457)	(95,773)	(10,462)	-	-
Balance as at December 31, 2023		8,563,322	12,549,258	4,558,921	520,115	868,373	18,689
							27,078,678

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

		In Thousand Baht				
		Separate financial statements				
		Land and land improvements	Buildings and building improvements	Furniture, fixtures and equipment	Vehicles	Construction in progress and advance for purchase of land
						Assets for development
						Total
<b>Accumulated depreciation</b>						
Balance as at January 1, 2022		680,128	3,173,122	2,378,181	375,160	-
Depreciation charge for the year		121,507	618,651	372,982	44,474	-
Disposals/write - off		(5)	(3,865)	(43,428)	(12,839)	-
Balance as at December 31, 2022		801,630	3,787,908	2,707,735	406,795	-
Depreciation charge for the year		120,238	622,187	356,969	39,184	-
Disposals/write - off		(887)	(9,415)	(93,046)	(10,462)	-
Balance as at December 31, 2023		920,981	4,400,680	2,971,658	435,517	-
						12,699
						8,741,535
<b>Net book value</b>						
At December 31, 2022		7,383,403	7,856,992	1,371,803	88,113	484,658
At December 31, 2023		7,642,341	8,148,578	1,587,263	84,598	868,373
						6,457
						5,990
						17,191,426
						18,337,143

As at December 31, 2023 and 2022, property, plant and equipment of the Group included costs of leased land improvements, buildings and building improvements of the leased land of Baht 1,558.5 million and Baht 1,559.0 million, respectively. At the same dates, accumulated depreciation amounted to Baht 532.7 million and Baht 450.1 million, respectively. The leased land being presented as right-of-use assets in Note 13.

The gross carrying amounts of fully depreciated fixed assets that are still in use as at December 31, 2023 and 2022 amounted to Baht 3,590.0 million and Baht 3,101.7 million, respectively.

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

## 13. RIGHT-OF-USE ASSETS

	Consolidated financial statement (In Thousand Baht)		
	Land	Building space	Total
<b>Cost</b>			
Balance as at January 1, 2022	1,526,645	3,280	1,529,925
Additions	3,840	-	3,840
Transfer from property, plant and equipment	3,232	-	3,232
Transfer to lease receivables	(27,595)	-	(27,595)
Currency translation differences	22,066	(198)	21,868
Balance as at December 31, 2022	1,528,188	3,082	1,531,270
Additions	-	6,785	6,785
Adjust	(4,217)	-	(4,217)
Currency translation differences	(4,810)	(99)	(4,909)
Balance as at December 31, 2023	1,519,161	9,768	1,528,929
<b>Accumulated depreciation</b>			
Balance as at January 1, 2022	247,012	246	247,258
Depreciation charge for the year	50,201	922	51,123
Transfer to lease receivables	(1,690)	-	(1,690)
Currency translation differences	2,606	(15)	2,591
Balance as at December 31, 2022	298,129	1,153	299,282
Depreciation charge for the year	49,874	1,082	50,956
Currency translation differences	(729)	(37)	(766)
Balance as at December 31, 2023	347,274	2,198	349,472
<b>Net book value</b>			
At December 31, 2022	1,230,059	1,929	1,231,988
At December 31, 2023	1,171,887	7,570	1,179,457

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

	Separate financial statements (In Thousand Baht)		
	Land	Building Space	Total
<b>Cost</b>			
Balance as at January 1, 2022			
and as at December 31, 2022	881,169	-	881,169
Additions	-	6,785	6,785
Balance as at December 31, 2023	881,169	6,785	887,954
<b>Accumulated depreciation</b>			
Balance as at January 1, 2022	170,784	-	170,784
Depreciation charge for the year	29,274	-	29,274
Balance as at December 31, 2022	200,058	-	200,058
Depreciation charge for the year	29,274	189	29,463
Balance as at December 31, 2023	229,332	189	229,521
<b>Net book value</b>			
At December 31, 2022	681,111	-	681,111
At December 31, 2023	651,837	6,596	658,433

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

14. INTANGIBLE ASSETS

	In Thousand Baht		
	Consolidated financial statement		
	Computer software	Other intangible assets	Total
<b>Cost</b>			
Balance as at January 1, 2022	40,102	6,729	46,831
Additions	602	-	602
Transfer from property, plant and equipment	619	-	619
Currency translation differences	33	-	33
Balance as at December 31, 2022	41,356	6,729	48,085
Write - off	-	(6,729)	(6,729)
Currency translation differences	(7)	-	(7)
Balance as at December 31, 2023	41,349	-	41,349
<b>Accumulated amortization</b>			
Balance as at January 1, 2022	33,154	6,209	39,363
Amortization charge for the year	3,336	260	3,596
Currency translation differences	21	-	21
Balance as at December 31, 2022	36,511	6,469	42,980
Amortization charge for the year	2,408	260	2,668
Write - off	-	(6,729)	(6,729)
Currency translation differences	(13)	-	(13)
Balance as at December 31, 2023	38,906	-	38,906
<b>Net book value</b>			
At December 31, 2022	4,845	260	5,105
At December 31, 2023	2,443	-	2,443

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

	In Thousand Baht		
	Separate financial statements		
	Computer software	Other intangible assets	Total
<b>Cost</b>			
Balance as at January 1, 2022	39,126	6,729	45,855
Additions	1,221	-	1,221
Balance as at December 31, 2022	40,347	6,729	47,076
Write - off	-	(6,729)	(6,729)
Balance as at December 31, 2023	40,347	-	40,347
<b>Accumulated amortization</b>			
Balance as at January 1, 2022	32,552	6,209	38,761
Amortization charge for the year	3,134	260	3,394
Balance as at December 31, 2022	35,686	6,469	42,155
Amortization charge for the year	2,218	260	2,478
Write - off	-	(6,729)	(6,729)
Balance as at December 31, 2023	37,904	-	37,904
<b>Net book value</b>			
At December 31, 2022	4,661	260	4,921
At December 31, 2023	2,443	-	2,443



SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

## 15. INCOME TAX

Details of deferred tax assets and deferred tax liabilities as at December 31, 2023 and 2022 were as follows:

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
<b>Deferred tax assets</b>				
Allowance for obsolete and slow-moving inventories	61,018	51,688	61,018	51,688
Volume incentives	41,876	42,785	41,876	42,785
Employee benefits	38,587	32,505	38,587	32,505
Lease agreement	37,011	34,036	22,374	20,625
Provisions	10,691	17,640	10,557	17,476
Other	10,651	10,274	10,559	10,213
<b>Total</b>	<b>199,834</b>	<b>188,928</b>	<b>184,971</b>	<b>175,292</b>
<b>Deferred tax liabilities</b>				
Provision for sales returns	3,894	5,087	3,894	5,087
Taxable depreciation over book depreciation	1,496	2,572	582	652
Other	53	17	53	17
<b>Total</b>	<b>5,443</b>	<b>7,676</b>	<b>4,529</b>	<b>5,756</b>

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

## Income tax expense

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Income tax expense	632,837	877,284	625,760	864,378
Movement in temporary difference	(12,786)	(52,927)	(10,462)	(49,646)
Net	620,051	824,357	615,298	814,732
<b>Reconciliation of income tax expense</b>				
Profit before income tax	3,298,192	4,330,254	3,145,649	4,163,704
Applicable tax rate	5% and 20%	20%	20%	20%
Income tax using the corporate tax rate	658,695	866,051	629,130	832,741
Additional deductible expenses for tax purposes	(81,881)	(40,724)	(26,450)	(30,218)
Share of profit of joint venture	(26,996)	(23,909)	-	-
Others	83,019	75,866	23,080	61,855
Income tax on taxable profit	632,837	877,284	625,760	864,378
Increase in deferred tax assets	(10,906)	(50,557)	(9,679)	(47,628)
Decrease in deferred tax liabilities	(2,233)	(2,895)	(1,227)	(1,131)
Income tax attributable to other comprehensive income	444	(887)	444	(887)
Currency translation differences	(91)	1,412	-	-
Income tax presented in statement of comprehensive income	620,051	824,357	615,298	814,732

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

## 16. CREDIT FACILITIES

As at December 31, 2023, the Group has agreements with various local financial institutions for the credit facilities which are unsecured as follows :

	In Thousand	
	U.S. Dollars	Baht
Multi-type working capital (Short-term loan, letter of credit, trust receipts and letter of guarantee)	-	12,848,000
Short-term loan	-	7,600,000
Long-term loan	-	7,700,000
Bank overdraft	-	120,000
Letter of credit and trust receipts	-	6,320,000
Forward contract	72,770	4,020,000
Letter of guarantee	-	171,400
Total	72,770	38,779,400

### Short-term loans from financial institutions

	In Thousand Baht	
	Consolidated/ separate financial statements	
	2023	2022
Trust receipts	825,820	477,979
Short-term loans from financial Institutions	6,800,000	8,997,467
Total	7,625,820	9,475,446

Short-term loans from financial institutions comprise of promissory notes from various local banks and bear interest ranging from 1.99% to 2.71% per annum in 2023 and 0.80% to 1.58% per annum in 2022.

### Long-term loans

As at December 31, 2023 and 2022, the Group had the periods to maturity of the long-term loans from two financial institutions in the consolidated and separate financial statements, as follows:

	In Thousand Baht	
	2023	2022
Within one year	2,195,483	1,511,827
After one year but within five years	1,075,000	2,120,373
Total	3,270,483	3,632,200

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

Details of long-term loans are as follows :

	In Thousand Baht	
	2023	2022
Loan from the first bank		
• Credit line of Baht 500 million <i>repayable in semi-annual</i> installment of Baht 83.3 million (interest THOR plus rate of 0.18% per annum), ending May 2024	83,333	250,000
Loan from the second bank		
• Credit line of Baht 2,000 million <i>First withdrawal of Baht 530</i> million repayable in semi-annual installment of Baht 53 million (interest THOR plus rate of 0.85% per annum), ending December 2024	159,000	212,000
• Credit line of Baht 2,000 million <i>Second withdrawal of Baht 1,021</i> million repayable in semi-annual installment of Baht 102 million and last installment of Baht 204 million (interest THOR plus rate of 0.85% per annum), ending December 2024	408,440	510,550
	In Thousand Baht	
	2023	2022
• Credit line of Baht 1,200 million <i>First withdrawal of Baht 400</i> million repayable in semi-annual installment of Baht 40 million (interest THOR plus rate of 0.85% per annum), ending December 2024	120,000	160,000
• Credit line of Baht 1,200 million <i>Second withdrawal of Baht 300</i> million repayable in semi-annual installment of Baht 30 million (interest THOR plus rate of 0.85% per annum), ending December 2024	90,000	120,000
• Credit line of Baht 1,200 million <i>Third withdrawal of Baht 500</i> million repayable in semi-annual installment of Baht 50 million and last installment of Baht 100 million (interest THOR plus rate of 0.85% per annum), ending December 2024	200,000	250,000
• Credit line of Baht 2,000 million <i>First withdrawal of Baht 964</i> million repayable in semi-annual installment of Baht 163.9 million and last installment of Baht 144.6 million (interest THOR plus rate of 1% per annum), ending September 2024	308,480	636,240

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

	In Thousand Baht	
	2023	2022
<ul style="list-style-type: none"> <li>Credit line of Baht 2,000 million Second withdrawal of Baht 727 million repayable in semi-annual installment of Baht 123.6 million and last installment of Baht 232.6 million (interest THOR plus rate of 1% per annum), ending September 2024</li> </ul>	356,230	603,410
<ul style="list-style-type: none"> <li>Credit line of Baht 1,000 million First withdrawal of Baht 600 million repayable in semi-annual installment of Baht 60 million (interest THOR plus rate of 1% per annum), ending April 2027</li> </ul>	420,000	540,000
<ul style="list-style-type: none"> <li>Credit line of Baht 1,000 million Second withdrawal of Baht 400 million repayable in semi-annual installment of Baht 50 million (interest THOR plus rate of 0.9% per annum), ending April 2026</li> </ul>	250,000	350,000
<ul style="list-style-type: none"> <li>Credit line of Baht 1,000 million repayable in semi-annual installment of Baht 125 million (interest THOR plus rate of 0.8% per annum), ending June 2027</li> </ul>	875,000	-
Total long-term loans	3,270,483	3,632,200
Less current portion	(2,195,483)	(1,511,827)
Net	1,075,000	2,120,373

Loans from banks contain certain restrictions on maintenance of financial ratios.

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

## 17. TRADE AND OTHER ACCOUNTS PAYABLE - OTHERS

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Trade accounts payable	2,317,255	1,610,183	2,235,527	1,589,058
Other accounts payable				
- Construction payable	296,849	206,488	296,807	206,488
- Retention	91,313	84,017	84,188	84,017
- Accrued expenses	81,802	78,612	77,843	76,726
- Advance subsidy income	43,588	44,472	43,588	44,472
- Provision for customer loyalty programmes	27,672	54,799	27,558	54,701
- Provision for sales returns	25,783	33,406	25,226	32,681
- Deposit received for goods	17,556	14,938	14,147	14,004
- Value added tax payable	-	67,569	-	67,562
- Others	52,054	60,869	49,148	43,338
	636,617	645,170	618,505	623,989
Total	2,953,872	2,255,353	2,854,032	2,213,047

## 18. LEASE LIABILITIES

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Lease liabilities				
- Due for payments within one year	59,876	55,050	28,442	24,435
- Due for payments after one year but within five years	240,447	234,794	111,675	105,363
- After 5 years	1,351,729	1,410,977	579,520	607,123
Total	1,652,052	1,700,821	719,637	736,921
<u>Less</u> deferred interest	(516,877)	(551,046)	(210,082)	(225,522)
Lease liabilities - net of deferred interest	1,135,175	1,149,775	509,555	511,399
<u>Less</u> current portion	(23,943)	(18,570)	(12,779)	(8,662)
Net	1,111,232	1,131,205	496,776	502,737



SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

The Group had expenses relating to leases recognized as profit or loss for the years end December 31, 2023 and 2022 as follows ;

	In Thousand Baht	
	2023	2022
Interest expense relating to lease liabilities	36,626	38,118
Expense relating to leases with lease term less than 1 year	2,423	2,908

19. PROVISIONS FOR EMPLOYEE BENEFITS

	In Thousand Baht		
	Consolidated / Separate financial statements		
	Post-employment Benefits	Other long-term benefits	Total
At January 1, 2023	124,162	38,361	162,523
Current service cost	16,659	6,065	22,724
Interest cost	4,129	1,044	5,173
Remeasurements of other long-term benefits	-	6,988	6,988
Expense recognized in profit or loss	20,788	14,097	34,885
Transaction recognized in other comprehensive income			
- Actuarial loss on defined benefit plan	2,219	-	2,219
Employee benefits paid during the year	(2,519)	(4,173)	(6,692)
<b>At December 31, 2023</b>	<b>144,650</b>	<b>48,285</b>	<b>192,935</b>

	In Thousand Baht		
	Consolidated / Separate financial statements		
	Post-employment benefits	Other long-term benefits	Total
At January 1, 2022	110,536	33,349	143,885
Current service cost	16,570	5,735	22,305
Interest cost	3,051	688	3,739
Remeasurements of other long-term benefits	-	1,054	1,054
Expense recognized in profit or loss	19,621	7,477	27,098
Transaction recognized in other comprehensive income			
- Actuarial gain on defined benefit plan	(4,437)	-	(4,437)
Employee benefits paid during the year	(1,558)	(2,465)	(4,023)
<b>At December 31, 2022</b>	<b>124,162</b>	<b>38,361</b>	<b>162,523</b>

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

Actuarial loss (gain) recognized in other comprehensive income arising from :

	In Thousand Baht	
	2023	2022
Change in financial assumptions	4,979	(9,220)
Experience adjustments	(2,760)	4,783
Total	2,219	(4,437)

Significant assumptions used in calculation of liability for post-employment benefits are as follows :

Discount rate	2.74% - 3.14% per annum in 2023 and 2.84%-3.44% per annum in 2022
Salary increase rate	6.0% per annum in 2023 and 2022
Employee turnover rate	5.73% - 34.38% per annum in 2023 and 2022
Mortality rates	Based on Thai Mortality Table

## Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the increase (decrease) in defined benefit obligation as at December 31, 2023 by the amounts shown below :

	Change Rate	In Thousand Baht	
		Increase	Decrease
Discount rate	0.5%	(9,918)	10,741
Salary increase rate	1.0%	17,064	(14,768)
Employee turnover rate	20%	(32,195)	43,707

## 20. SHARE CAPITAL AND DIVIDENDS

## Share capital

	In Baht Par Value	In Thousand Shares / In Thousand Baht			
		2023		2022	
		Number	Amount	Number	Amount
Authorized					
At January 1,					
- ordinary shares	1	4,801,744	4,801,744	4,601,683	4,601,683
Capital decrease	1	(7)	(7)	(12)	(12)
Capital increase	1	200,072	200,072	200,073	200,073
At December 31,					
- ordinary shares	1	5,001,809	5,001,809	4,801,744	4,801,744
Issued and fully paid-up					
At January 1,					
- ordinary shares	1	4,801,737	4,801,737	4,601,671	4,601,671
Stock dividend	1	200,066	200,066	200,066	200,066
At December 31,					
- ordinary shares	1	5,001,803	5,001,803	4,801,737	4,801,737

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

### Notes to the financial statements (continued)

#### December 31, 2023 and 2022

At the annual general meeting of the shareholders of the Company held on April 11, 2023, the shareholders passed the following resolutions :

- (a) decrease authorized share capital from Baht 4,801,743,807 (4,801,743,807 ordinary shares at Baht 1 par value) to Baht 4,801,736,733 (4,801,736,733 ordinary shares at Baht 1 par value). The Company registered the capital decrease with the Ministry of Commerce on April 18, 2023;
- (b) increase authorized share capital from Baht 4,801,736,733 (4,801,736,733 ordinary shares at Baht 1 par value) to Baht 5,001,809,096 (5,001,809,096 ordinary shares at Baht 1 par value). The 200,072,363 million new ordinary shares were reserved for stock dividend. The Company registered the capital increase with the Ministry of Commerce on April 19, 2023.

At the annual general meeting of the shareholders of the Company held on April 8, 2022, the shareholders passed the following resolutions :

- (c) decrease authorized share capital from Baht 4,601,683,147 (4,601,683,147 ordinary shares at Baht 1 par value) to Baht 4,601,671,149 (4,601,671,149 ordinary shares at Baht 1 par value). The Company registered the capital decrease with the Ministry of Commerce on April 21, 2022;
- (d) increase authorized share capital from Baht 4,601,671,149 (4,601,671,149 ordinary shares at Baht 1 par value) to Baht 4,801,743,807 (4,801,743,807 ordinary shares at Baht 1 par value). The 200,072,658 new ordinary shares were reserved for stock dividend. The Company registered the capital increase with the Ministry of Commerce on April 22, 2022.

#### Dividends

At the annual general meeting of the shareholders of the Company held on April 11, 2023, the shareholders approved the appropriation of dividends of Baht 0.30 per share, amounting to Baht 1,422.7 million, from the net profit of 2022. The dividend distributed to the shareholders comprise of stock dividend on the basis of 24 ordinary shares for 1 stock dividend amounting to Baht 200.1 million (200.1 million ordinary shares at Baht 1 par value) and cash dividend of Baht 1,222.6 million on May 11, 2023. The Company registered the increase in paid-up share capital with the Ministry of Commerce on May 11, 2023.

At the annual general meeting of the shareholders of the Company held on April 8, 2022, the shareholders approved the appropriation of dividends of Baht 0.30 per share, amounting to Baht 1,372.7 million, from the net profit of 2021. The dividend distributed to the shareholders comprise of stock dividend on the basis of 23 ordinary shares for 1 stock dividend amounting to Baht 200.1 million (200.1 million ordinary shares at Baht 1 par value) and cash dividend of Baht 1,172.6 million on May 6, 2022. The Company registered the increase in paid-up share capital with the Ministry of Commerce on May 6, 2022.

#### 21. SHARE PREMIUM

The share premium is set up under the provision of Section 51 of the Public Companies Act B.E. 2535, which requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("share premium"). The share premium is not available for dividend distribution.

## SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## Notes to the financial statements (continued)

December 31, 2023 and 2022

## 22. LEGAL RESERVE

The legal reserve is set up under the provisions of Section 116 of the Public Companies Act B.E. 2535. Section 116 requires that a company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account (“legal reserve”), until this account reaches an amount not less than 10% of the registered authorized capital. The legal reserve is not available for dividend distribution.

For the year 2023, the Company had set aside the statutory reserve of Baht 42 million from profit for the year.

## 23. OTHER INCOME

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Subsidy income	256,322	223,021	254,703	221,135
Distribution management income	109,401	100,006	109,401	100,006
Other service income	93,645	77,797	93,637	77,779
Interest income	25,504	15,587	23,511	8,980
Gain on exchange rate	18,525	51,313	17,957	50,868
Insurance claim income	-	13,911	-	13,911
Other	31,657	36,270	28,846	30,378
Total	535,054	517,905	528,055	503,057

## 24. EXPENSES BY NATURE

Significant expenses by nature are as follows :

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Changes in merchandises	1,750,487	(192,188)	1,742,799	(257,977)
Purchase of merchandises	22,505,445	26,505,927	22,065,778	26,091,696
Employee costs	2,472,256	2,325,496	2,434,134	2,292,326
Depreciation and amortization	1,223,123	1,245,876	1,170,987	1,190,748
Utility expenses	463,692	375,392	449,116	361,185
Marketing, advertising and sale promotion expenses	293,102	235,907	290,632	232,974
Finance costs	281,922	192,883	261,087	171,572
Management remuneration	87,642	88,063	87,642	88,063

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
Notes to the financial statements (continued)  
December 31, 2023 and 2022

## 25. EARNINGS PER SHARE

Earnings per share for the years ended December 31, 2023 and 2022 are determined by dividing the profit for the year by the weighted average number of ordinary shares outstanding during the period, after adjusting the number of ordinary shares in proportion to the change in the number of shares as a result of the increase in share capital arising from the issue of a stock dividend of 200.1 million shares on May 11, 2023. The number of ordinary shares of the prior period has been adjusted as if the stock dividend had been issued at the beginning of the earliest period reported as follows :

	In Thousand Baht / In Thousand Shares			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Profit attributable to equity holder of the parent	2,671,430	3,486,867	2,530,351	3,348,972
Weighted average number of ordinary shares outstanding	5,001,803	5,001,803	5,001,803	5,001,803
Earnings per share (Baht)	0.5341	0.6971	0.5059	0.6696

## 26. PROVIDENT FUNDS

The Company has established contributory provident funds for their employees. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at the rate of 3% - 15% of their basic salaries and by the Company pays contributions according to the employee's age at the rate of 3% - 7% of their basic salaries. The provident funds are registered with the Ministry of Finance as juristic entities under the Provident Fund Act B.E. 2530 and are managed by licensed Fund Managers.

The Company's contributions to the fund for the years 2023 and 2022 amounting to approximately Baht 56.0 million and Baht 51.9 million, respectively, were recorded as part of distribution costs amounting to approximately Baht 46.2 million and Baht 43.1 million in 2023 and 2022, respectively, and administrative expenses amounting to approximately Baht 9.8 million and Baht 8.8 million in 2023 and 2022, respectively, in the statements of comprehensive income.

**SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**Notes to the financial statements (continued)**  
**December 31, 2023 and 2022**

## 27. SEGMENT INFORMATION

The Group is engaged in merchandising of construction and decoration materials and equipment, therefore, management considers that the Group had only one business segment.

The Group's segment revenues based on the geographic location of customers for the years ended December 31, 2023 and 2022 were as follows :

	In Thousand Baht			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Thailand	31,666,638	34,584,517	31,666,638	34,584,517
Kingdom of Cambodia	623,751	684,922	161,060	165,263
Republic of the Union of Myanmar	9,634	897	173	-
Republic of Indonesia	528	-	-	-
Total	32,300,551	35,270,336	31,827,871	34,749,780

Information on key customers (customers whose transactions exceeding 10% of total balance of transactions) for the years ended December 31, 2023 and 2022.

The Group had no transaction with any key customer. Accordingly, the accompanying financial statements do not include information relating to key customers.

## 28. DISCLOSURES OF FINANCIAL INSTRUMENTS AND FAIR VALUE MEASUREMENT

The Group is exposed to normal business risks relating to liquidity risk, credit risk, foreign currency risk and interest rate risk. The Group has used derivative financial instruments for hedging against the foreign currency risk without intention for trading or speculation purposes. The Group had no significant change in risk management policy relating to financial instruments during 2023 and 2022.

### Liquidity Risk

The Group manages its liquidity risk by maintaining a level of cash and cash equivalents as well as management of current assets and current liabilities and short-term and long-term sources of fund as deemed adequate to finance the operations of the Group and to mitigate the effects of fluctuations in cash flows and the lack of financial liquidity.

### Credit Risk

Credit risk is the risk that a customer or counterparty is unable or unwilling to meet its financial and contractual commitments. To mitigate this risk, the Group periodically monitors and assesses the financial viability of customers and counterparties.

Carrying amount of receivables presented in the statements of financial position is the maximum exposure to credit risk.



**SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**Notes to the financial statements (continued)**  
**December 31, 2023 and 2022**

**Foreign Currency Risk**

The Group has significant business transactions internationally, majority is importation of merchandises for local sales, giving rise to exposure to fluctuations in foreign currencies. In practical, the Group mitigates this risk by using the forward exchange contracts (buy) in the appropriate timing and situations.

As at December 31, 2023 and 2022, the Group had buy and sell forward exchange contracts as follows :

	In Thousand			
	Foreign Currency		Fixed Baht	
	2023	2022	2023	2022
Forward exchange contracts - buying				
• CNY	10,000	-	48,307	-
Forward exchange contract - selling				
• U.S. Dollar	-	11,546	-	403,004

In addition, the fair values of forward exchange contracts outstanding as at December 31, 2023 and 2022 were as follows :

	In Thousand Baht	
	2023	2022
Forward exchange contract - buying		
• CNY	47,909	-
Forward exchange contract - selling		
• U.S. Dollar	-	398,752

As at December 31, 2023 and 2022, the Group had significant outstanding non-hedged foreign currency assets amounting to U.S Dollars 1.9 million and U.S Dollars 0.5 million, respectively, and had significant outstanding non-hedged foreign currency liabilities amounting to U.S. Dollars 0.1 million and CNY 3.5 million, respectively.

**Interest Rate Risk**

Interest rate risk arises from the fluctuation of market interest rates in the future, which may have a negative effect to current and future operations and cash flows of the Group. The Group's management believes that the interest rate risk is minimal because the Group deposits at banks, lease receivables, long-term loan to related party, current investment - deposit at bank, investments in debt instruments, short-term loans and financial lease bear interest at the floating market interest rates or fixed rates that approximate the market interest rates.

**Fair Value Measurements**

The following method and assumptions were used by the Group in estimating fair values of financial assets and financial liabilities :

Cash and cash equivalents, trade and other accounts receivables, lease receivables, long-term loan to related party, current investment - deposit at bank, investments in debt securities, trade and other account payables, short-term and long-term loans and lease liabilities had carrying amounts approximate their fair values due these financial assets and financial liabilities are cash-based or will mature in short-term period whereas the rest bear interest at the floating or fixed rates which approximate market interest rates (Level 2 inputs of fair value hierarchy).

**SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**Notes to the financial statements (continued)**  
**December 31, 2023 and 2022**

## 29. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that they have an appropriate financial structure and preserves the ability to continue their business as a going concern.

As at December 31, 2023 and 2022, the Group's debt-to-equity ratio were 0.66 : 1 and 0.77 : 1, respectively, and the Company's debt-to-equity ratio were 0.65 : 1 and 0.76 : 1, respectively.

## 30. COMMITMENTS

As at December 31, 2023, the Group had :

- (a) commitment to construction agreements for building and machinery with two local companies amounting to Baht 780.5 million, and
- (b) unused letters of credit totaling CNY 9.9 million (equivalent to Baht 49.4 million), U.S. Dollars 0.2 million (equivalent to Baht 6.2 million) and Baht 19.2 million.

## 31. EVENT AFTER THE REPORTING PERIOD

At the Board of Directors' meeting held on February 9, 2024, the Board of Directors passed the following resolutions :

- (1) to pay the dividend for the 2023 operations totaling Baht 1,072.61 million to the shareholders. The dividend comprise stock dividends on the basis of 25 ordinary shares for 1 stock dividend amounting to Baht 200.07 million (200.07 million ordinary shares at Baht 1 par value) and cash dividend of Baht 872.54 million. The dividend payment will be further proposed to the Annual General Meeting of the Company's shareholders for approval in April 2024.
- (2) decrease authorized share capital from Baht 5,001,809,096 (5,001,809,096 ordinary shares at Baht 1 par value) to Baht 5,001,802,864 (5,001,802,864 ordinary shares at Baht 1 par value).
- (3) increase authorized share capital from Baht 5,001,802,864 (5,001,802,864 ordinary shares at Baht 1 par value) to Baht 5,201,874,978 (5,201,874,978 ordinary shares at Baht 1 par value). The 200.07 million new ordinary shares were reserved for stock dividend as mentioned in (1).

## 32. APPROVAL OF FINANCIAL STATEMENTS

These financial statements have been approved for issue by the Company's Board of Directors on February 9, 2024.

# ATTACHMENTS

# GLOBAL HOUSE



# Attachment 1

Information of Directors, Management, Controlling Person, Financial Controller,  
Accounting Controller, and Company Secretary

Information of Directors and Executives



### 1. Mr. Apisit Rujikeatkamjorn

**Age** 78 Years **Nationality** Thai

**Position** Chairman

**Appointed as the Director on** 26 February 2008

**Executive Term until December 2023 : 15 Years**

Term of Office			Education / Training
1 <sup>st</sup> Term	26 February 2008	- 28 April 2011	<ul style="list-style-type: none"> <li>Master of Engineering, Lamar University, Texas, USA</li> <li>Bachelor of Engineering Program in Civil Engineering, Khon Kaen University</li> </ul>
2 <sup>nd</sup> Term	28 April 2011	- 4 April 2013	
3 <sup>rd</sup> Term	4 April 2013	- 22 April 2015	
4 <sup>th</sup> Term	22 April 2015	- 30 April 2018	
5 <sup>th</sup> Term	30 April 2018	- 7 April 2021	
6 <sup>th</sup> Term	7 April 2021	- Present	
Training by the Thai Institute of Directors Association (IOD)			The Brief Working Experience in 5 years
<ul style="list-style-type: none"> <li>Director Accreditation Program 21 / 2004 and 27 / 2004</li> <li>Finance for Non - Finance Director 24 / 2005</li> <li>Understanding the Fundamental of Financial Statements Program (UFS) 5 / 2006</li> <li>Audit Committee Program 22 / 2008</li> <li>The Role of Chairman Program 26 / 2011</li> <li>Director Certification Program 166 / 2012</li> </ul>			2008 - Present • Chairman, Siam Global House PCL.
			2012 - Present • Chairman, Sea Oil, PCL
			2014 - Present • Chairman, Asia Green Energy PCL. • Chairman, Asia Bio Mass PCL.
			2015 - Present • Chairman, D.T.C Enterprise Co., LTD
			2017 - Present • Chairman, LAO Agro Tech Public Company Limited. • Chairman, Global House (Cambodia) Co., Ltd
<b>Training in 2023</b> - None -			<b>Shareholding (%)</b> Held personally : - None - Held by spouse or minor children : - None -
<b>Director position listed company :</b> 4 Companies  <b>Director position other non-listed company :</b> 3 Companies			<b>Family Relationship among Directors and Executives</b> Mr. Isara Rujikeatkamjorn's father.
Industry Experience and Expertise in business			
<ul style="list-style-type: none"> <li>Knowledge and Experience in service business group</li> <li>Knowledge and Experience in retail business of construction materials.</li> <li>Knowledge and Experience in Accounting and Finance</li> <li>Knowledge and Experience in Technologies</li> </ul>		<ul style="list-style-type: none"> <li>Knowledge and Experience in Engineering</li> <li>Knowledge in Risk Management</li> <li>Knowledge in Strategic Planning</li> </ul>	



## 2. Mr. Witoon Suriyawanakul

**Age** 65 Years **Nationality** Thai

**Position** Director / Executive Director / Nomination & Remuneration Committee  
/ CEO

**Appointed as the Director on** 10 May 2017

**Executive Term until December 2023 : 14 Years**

Term of Office			Education / Training	
1 <sup>st</sup> Term	4 April 2008	- 30 April 2009	<ul style="list-style-type: none"><li>• Honorary Doctoral Degree of Economics, Rajabhat Maha Sarakham University</li><li>• Honorary Doctoral Degree of Business Administration, Rajabhat Roi Et University</li><li>• Master of business Administration, Khon Kaen University</li><li>• Bachelor of Engineering Program in Civil Engineering, Khon Kaen University</li></ul>	
2 <sup>nd</sup> Term	30 April 2009	- 18 April 2012		
3 <sup>rd</sup> Term	18 April 2012	- 9 April 2014		
4 <sup>th</sup> Term	9 April 2014	- 28 April 2016		
5 <sup>th</sup> Term	10 May 2017	- 24 April 2020		
6 <sup>th</sup> Term	24 April 2020	- Present		
Training by the Thai Institute of Directors Association (IOD)			The Brief Working Experience in 5 years	
<ul style="list-style-type: none"><li>• Director Accreditation Program 68 / 2008</li></ul>			1997 - Present	<ul style="list-style-type: none"><li>• Director, Inter Concrete Industry Co., Ltd</li><li>• Director, Siam Global Asset Co., Ltd</li></ul>
			2008 - Mar2016	<ul style="list-style-type: none"><li>• Director / Executive Director / Nomination &amp; Remuneration Committee / CEO, Siam Global House PCL</li></ul>
			2015 - Present	<ul style="list-style-type: none"><li>• Chairman, Global House International Co., Ltd</li></ul>
			2017 - Present	<ul style="list-style-type: none"><li>• Director / Executive Director / Nomination &amp; Remuneration Committee / CEO, Siam Global House PCL</li></ul>
			2017 – Present	<ul style="list-style-type: none"><li>• Director, Global House Cambodia Co., Ltd</li></ul>
			2021 - Present	<ul style="list-style-type: none"><li>• Executive Director, Guangxi Global House International Trade Co., Ltd.</li></ul>
Training in 2023 - None -			Shareholding (%) : 0.61% Held personally : 0.61% Held by spouse or minor children : - None -	
Director position listed company : 1 Company Director position other non-listed company : 5 Companies			Family Relationship among Directors and Executives Mrs. Warunee Suriyawanakul’s husband Mr. Anavat Suriyawankul’s brother Mr. Kriangkai Suriyawanakul’s father	
Industry Experience and Expertise in business				
<ul style="list-style-type: none"><li>• Knowledge and Experience in service business group</li><li>• Knowledge and Experience in retail business of construction materials.</li><li>• Knowledge and Experience in Accounting and Finance</li><li>• Knowledge and Experience in Technologies</li></ul>			<ul style="list-style-type: none"><li>• Knowledge and Experience in Engineering</li><li>• Knowledge in Risk Management</li><li>• Knowledge in Strategic Planning</li></ul>	





### 3. Mr. Kriangkai Suriyawanakul

**Age** 35 Years **Nationality** Thai

**Position** Director / Sustainability and Corporate Governance Committee  
/ Executive Director / Vice CEO

**Appointed as the Director** 30 October 2021

**Executive Term until December 2023** : 2 Years

Term of Office	Education / Training
1 <sup>st</sup> Term    30 October 2021    -    11 April 2023 2 <sup>nd</sup> Term    11 April 2023                -    Present	<ul style="list-style-type: none"><li>• Master of Logistics and Supply chain Management, The University of Nottingham (First Class Honor)</li><li>• Bachelor of Engineering, Thammasat University</li><li>• Bachelor of Engineering Engineering, the University of Nottingham (First Class Honor)</li></ul>
Training by the Thai Institute of Directors Association (IOD)	The Brief Working Experience in 5 years
<ul style="list-style-type: none"><li>• Director Accreditation Program 188 / 2021</li></ul>	Dec2017 - Jan2021 <ul style="list-style-type: none"><li>• Assistant CEO Supply Chain Siam Global House PCL.</li></ul>
	2017 - Present <ul style="list-style-type: none"><li>• Director, Global House Cambodia Co., Ltd</li></ul>
	Feb2021 - Present <ul style="list-style-type: none"><li>• Vice CEO of Siam Global House PCL.</li></ul>
	Nov2021 - Present <ul style="list-style-type: none"><li>• Director / Executive Director of Siam Global House PCL.</li></ul>
	Apr2022 - Present <ul style="list-style-type: none"><li>• Director, Sustainability and Corporate Governance Committee of Siam Global House PCL.</li></ul>
<b>Training in 2023</b> <ul style="list-style-type: none"><li>• Subsidiary Governance Program SGP 2 / 2022</li><li>• Research on the implement of Personal Data Protection Act B.E. 2562</li></ul>	<b>Shareholding (%) :</b> 11.14% Held personally : 11.14% Held by spouse or minor children : 0.00%
<b>Director position listed company :</b> 1 Company  <b>Director position other non-listed company :</b> 1 Company	<b>Family Relationship among Directors and Executives</b>  Mr. Witoon - Mrs. Warunee Suriyawanakul’s son
Industry Experience and Expertise in business	
<ul style="list-style-type: none"><li>• Knowledge and Experience in service business group</li><li>• Knowledge and Experience in retail business of construction materials.</li><li>• Knowledge and Experience in Accounting and Finance</li><li>• Knowledge and Experience in Technologies</li></ul>	<ul style="list-style-type: none"><li>• Knowledge and Experience in Engineering</li><li>• Knowledge and Experience in Logistics and Supply Chain</li><li>• Knowledge in Risk Management</li><li>• Knowledge in Strategic Planning</li></ul>



#### 4. Mr. Nithi Patarachoke

**Age** 60 Years **Nationality** Thai

**Position** Director / Executive Director

**Appointed as the Director** 23 November 2012

**Executive Term until December 2023** : 11 Years

Term of Office		Education / Training
1 <sup>st</sup> Term	23 September 2012 - 22 April 2015	<ul style="list-style-type: none"><li>• Master of finance and Operations Management University of Chicago, USA</li><li>• Bachelor of Engineering Chulalongkorn University</li><li>• Advanced Management Program (AMP) Harvard University, USA</li><li>• National Defence Course (NDC)</li><li>• Senior Executive Program, Capital Market Academy</li><li>• The Cullinan: The Making of the Digital Board Course</li></ul>
2 <sup>nd</sup> Term	22 April 2015 - 30 April 2018	
3 <sup>rd</sup> Term	30 April 2018 - 7 April 2021	
4 <sup>th</sup> Term	7 April 2021 - Present	
Industry Experience and Expertise in business		
<ul style="list-style-type: none"><li>• Knowledge and Experience in service business group</li><li>• Knowledge and Experience in retail business of construction materials.</li><li>• Knowledge and Experience in Accounting and Finance</li><li>• Knowledge and Experience in Technologies</li></ul>		<ul style="list-style-type: none"><li>• Knowledge and Experience in Engineering</li><li>• Knowledge in Risk Management</li><li>• Knowledge in Strategic Planning</li></ul>

Training by the Thai Institute of Directors Association (IOD)	
• Director Accreditation Program 140 / 2017	
The Brief Working Experience in 5 years	
2015 - 2023	• Director, Global House International Co., Ltd.
2018 - 2020	• Director, The Federation of Thai Industries
2018 - 2021	• Managing Director, SCG Cement-Building Materials Co., Ltd. and Vice-President-Living Solution and Housing Products Business, The Siam Cement PCL.
2018 - 2023	• Chairman of the Board of Director/Chairman of the Executive Committee/Member of the Nomination, Remuneration and Corporate Governance Committee, SCG Ceramics PCL.
2018 - 2020	• President Commissioner, PT Keramika Indonesia Assosiasi Tbk*
2019 - 2023	• President Commissioner, PT Kokoh Inti Arebama Tbk Indonesia*
2022 - 2023	• Managing Director, SCG Foundation
2012 - Present	• Managing Director, Cement and Building material business, Siam Cement PCL.
2019 - Present	• Director/Executive Director, Siam Global House PCL
2020 - Present	• President, Quality Construction Products PCL.
2021 - Present	• Director, Thai-Lao Association for Friendship
2022 - Present	• Chairman, Thailand Management Association (TMA) • Corporate Governance Committee, • Bank of Thailand
2022 - Present	• President, SCGJWD Logistics PCL.
Present	• Vice President, SCG Décor PCL. • Independent Director, Amata Corporation PCL. • Advisor to the President & CEO, SCG • President and Director in subsidiaries, affiliated companies, and other companies of SCG outside the Stock Exchange of Thailand, as assigned.”
Remarks * Listed Company in Indonesia	

Training in 2023 - None -

Shareholding (%) :

Held personally : - None -

Held by spouse or minor children : - None -

Director position listed company : 4 Companies

Director position other non-listed company : 16 Companies

Family Relationship among Directors and Executives : - None -



# 5. Mr. Paramate Nisagornsen

**Age** 56 Years **Nationality** Thai

**Position** Director

**Appointed as the Director** 9 November 2018

**Executive Term until December 2023 : 5 Years**

Term of Office			Education / Training
1 <sup>st</sup> Term	9 September 2018	- 24 April 2020	<ul style="list-style-type: none"><li>• Master of Science in Management, Massachusetts Institute of Technology, USA</li><li>• Bachelor of Engineering (Electrical Engineering), King Mongkut’s University of Technology North Bangkok</li><li>• Certificate of Advanced Management Program (AMP) Harvard Business School, USA</li><li>• Senior Executive Program, Capital Market Academy</li><li>• National Defence Course (NDC)</li></ul>
2 <sup>nd</sup> Term	24 April 2020	- 11 April 2023	
3 <sup>rd</sup> Term	11 April 2023	- Present	
Industry Experience and Expertise in business			
<ul style="list-style-type: none"><li>• Knowledge and Experience in service business group</li><li>• Knowledge and Experience in retail business of construction materials.</li><li>• Knowledge and Experience in Accounting and Finance</li><li>• Knowledge and Experience in Technologies</li></ul>			<ul style="list-style-type: none"><li>• Knowledge and Experience in Engineering</li><li>• Knowledge in Risk Management</li><li>• Knowledge in Strategic Planning</li></ul>

### Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program 258 / 2018

### The Brief Working Experience in 5 years

2018 - 2021	• Vice President-Regional Business, Cement and Building material business, Siam Cement PCL.
2020 - 2021	• President Commissioner, PT Keramika Indonesia Assosiasi Tbk*
2022 - 2023	• Vice President-SCG Home Business, Cement and Building material business, Siam Cement PCL.
2023	• Vice President-SCG Distribution and Retail Business, Cement and Building material business, Siam Cement PCL.
2018 - Present	• Director, Siam Global House PCL.
2020 - Present	• Director, Global House International Co., Ltd. Commissioner, PT Catur Sentosa Adiprana Tbk*
2020 - Present	• President Commissioner, PT Kokoh Inti Arebama Tbk*
Present	<ul style="list-style-type: none"> <li>• Assistant Managing Director–Central management, Siam Cement PCL.</li> <li>• President and Director in subsidiaries, affiliated companies, and other companies of SCG outside the Stock Exchange of Thailand, as assigned</li> </ul>
Remarks * Listed Company in Indonesia	

Training in 2023 - None -

Director position listed company : 2 Companies

Director position other non-listed company : 3 Companies

Shareholding (%)

Held personally : - None -

Held by spouse or minor children : - None-

Family Relationship among Directors and Executives : -None



# 6. Mr. Wiroat Rattanachaisit

**Age** 53 Years **Nationality** Thai

**Position** Director

**Appointed as the Director** 23 November 2022

**Executive Term until December 2023** : 1 Years

Term of Office		Education / Training	
1 <sup>st</sup> Term	23 November 2022 - Present	<ul style="list-style-type: none"><li>• Bachelor Degree Faculty of Business Administration, University of the Thai Chamber of Commerce</li><li>• Advanced Management Program (AMP) Harvard Business School, USA</li></ul>	
Training by the Thai Institute of Directors Association (IOD)		The Brief Working Experience in 5 years	
<ul style="list-style-type: none"><li>• Director Accreditation Program 163 / 2019</li><li>• Ethical Leadership Program 25 / 2022</li><li>• Director Certification Program (DCP) 329 / 2022</li></ul>	2018	<ul style="list-style-type: none"><li>• Managing Director-Distribution and e-Channel, SCG Cement-Building Materials Co., Ltd.</li></ul>	
	2019	<ul style="list-style-type: none"><li>• Head of Distribution and Retail Business, SCG Cement-Building Materials Co., Ltd.</li></ul>	
	2020 – 2022	<ul style="list-style-type: none"><li>• Country Director-Indonesia, SCG</li></ul>	
Training in 2023	2022 - 2023	<ul style="list-style-type: none"><li>• Cement and Building Material Business, Siam Cement PCL.</li></ul>	
Senior Executive Program, Capital Market Academy	2023	<ul style="list-style-type: none"><li>• Vice President-Regional CBM Business Cement and Building Material Business, and Vice President-Housing Products and Solution Business, Siam Cement PCL.</li></ul>	
Shareholding (%)	2022 - Present	<ul style="list-style-type: none"><li>• Vice President-Living Solution Business, Cement and Building Material Business, Siam Cement PCL.</li></ul>	
Held personally : - None -	Present	<ul style="list-style-type: none"><li>• Director, Global House International Co., Ltd</li><li>• Managing Director, SCG Smart Living and Managing Director, SCG Distribution and Retail, Siam Cement PCL.</li><li>• President and Director in subsidiaries, affiliated companies, and other companies of SCG outside the Stock Exchange of Thailand, as assigned</li></ul>	
Held by spouse or minor children : - None -			
Director position listed company : 1 Company			
Director position other non-listed company 39 Company			
Family Relationship among Directors and Executives			
- None -			
Industry Experience and Expertise in business			
<ul style="list-style-type: none"><li>• Knowledge and Experience in service business group</li><li>• Knowledge and Experience in retail business of construction materials.</li><li>• Knowledge and Experience in Accounting and Finance</li><li>• Knowledge and Experience in Technologies</li></ul>		<ul style="list-style-type: none"><li>• Knowledge and Experience in Engineering</li><li>• Knowledge in Risk Management</li><li>• Knowledge in Strategic Planning</li></ul>	





### 7. Mr. Pairoj Juarprathoom

**Age** 66 Years **Nationality** Thai

**Position** Director / Independent Director

/ Chairman of Audit & Risk Management Committee

**Appointed as the Director** 23 April 2019

**Executive Term until December 2023** : 4 Years

Term of Office		Education / Training	
1 <sup>st</sup> Term	23 April 2019 - 8 April 2022	<ul style="list-style-type: none"><li>• Master Degree Graduate School of Public Administration, National Institute of Development Administration (NIDA)</li><li>• Bachelor Degree Faculty of Commerce and Accountancy, Chulalongkorn University</li><li>• Bachelor Degree School of Law, Sukhothai Thammathirat University</li><li>• Advance Executive Program<sup>6</sup>, Office of the Civil Service Commission (OCSC)</li><li>• Advance Certificate Course of Good Governance for Medical Executive<sup>6</sup>, The Medical Council of Thailand and King Prajadhipok’s Institute</li></ul>	
2 <sup>nd</sup> Term	8 April 2022 - Present		
Training by the Thai Institute of Directors Association (IOD)		The Brief Working Experience in 5 years	
<ul style="list-style-type: none"><li>• Director Accreditation Program 161 / 2019</li></ul>		2015 - 2016	<ul style="list-style-type: none"><li>• Director Regional Revenue Office 9</li></ul>
		2016 - 2017	<ul style="list-style-type: none"><li>• Director Regional Revenue Office 5</li></ul>
		2017	<ul style="list-style-type: none"><li>• Deputy Director-General of the Revenue Department</li></ul>
		2018	<ul style="list-style-type: none"><li>• Plan and Policy Analyst, Advisory Level</li></ul>
		2019 - Present	<ul style="list-style-type: none"><li>• Director / Independent Director / Chairman of Audit &amp; Risk Management Committee, Siam Global House PCL</li></ul>
		2019 - 28 Aug 2023	<ul style="list-style-type: none"><li>• Director / Independent Director / Chairman of Audit Committee, KTB General Services and security Co., Ltd</li></ul>
<b>Training in 2023</b> <ul style="list-style-type: none"><li>• Detection of Accounting Irregularities in fast Growing Business: The Role of Audit Committee</li></ul>		<b>Shareholding (%)</b> Held personally : - None - Held by spouse or minor children : - None -	
<b>Director position listed company :</b> 1 Company <b>Director position other non-listed company :</b> 1 Company		<b>Family Relationship among Directors and Executives</b> - None -	
Industry Experience and Expertise in business			
<ul style="list-style-type: none"><li>• Knowledge and Experience in service business group</li><li>• Knowledge and Experience in retail business of construction materials.</li><li>• Knowledge and Experience in Accounting and Finance</li></ul>		<ul style="list-style-type: none"><li>• Knowledge and Experience in laws</li><li>• Knowledge in Risk Management</li></ul>	



## 8. Dr. Boonchai Pitugdamrongkija

**Age** 69 Years **Nationality** Thai

**Position** Director / Independent Director / Chairman of the Sustainability and Corporate Governance Committee / Audit & Risk Management Committee

**Appointed as the Director** 23 April 2019

**Executive Term until December 2023** : 4 Years

Term of Office		Education / Training	
1 <sup>st</sup> Term	23 April 2019 - 8 April 2022	<ul style="list-style-type: none"><li>• Doctor of Manage Degree Graduate School (Business Management), Suan Dusit University</li><li>• Master Degree Faculty of Economics, Thammasat University</li><li>• Bachelor Degree Faculty of Economics and Business Administration, Kasetsart University</li><li>• Capital Market Academy (CMA.16), Stock Exchange of Thailand</li><li>• Towards High Potential Leaders Project, Office of the Civil Service Commission</li><li>• Leading Change for Executive of Excise Department 2<sup>nd</sup> Generation, NIDA</li><li>• GSB Middle Management Leadership Program2007, Nanyang Technological University</li><li>• Advance Executive Program 45, Office of the Civil Service Commission (OCSC)</li><li>• Strategy for Improving Directors Effectiveness, Kellogg School of Management</li><li>• Middle Management Professional Development, Revenue Canada</li><li>• Program Tax Analysis and Revenue Forecasting, Harvard University</li></ul>	
2 <sup>nd</sup> Term	8 April 2022 - Present		
Training by the Thai Institute of Directors Association (IOD)		The Brief Working Experience in 5 years	
<ul style="list-style-type: none"><li>• Director Certification Program 155 / 2012</li></ul>		2009 - 2010	<ul style="list-style-type: none"><li>• Deputy Director, General of the Excise department</li></ul>
		2011 - 2014	<ul style="list-style-type: none"><li>• Advisor of Excise Tax Strategic Plan</li></ul>
<b>Training in 2023</b> <ul style="list-style-type: none"><li>• Detection of Accounting Irregularities in fast Growing Business: The Role of Audit Committee</li><li>• Hot Issue for Directors: Climate Governance 3 / 2023 (Thai IOD)</li></ul>		2019 - Present	<ul style="list-style-type: none"><li>• Director / Independent Director / Audit &amp; Risk Management Committee, Siam Global House PCL</li></ul>
		2020 – Present	<ul style="list-style-type: none"><li>• Independent Director / Audit Committee, Precise Corporation PCL</li></ul>
		Apr2022 - Present	<ul style="list-style-type: none"><li>• Chairman of the Sustainability and Corporate Governance Committee of Siam Global House PCL.</li></ul>
<b>Shareholding (%) :</b> Held personally : - None - Held by spouse or minor children : -None-		<b>Director position listed company :</b> 1 Company <b>Director position other non - listed company :</b> 1 Company <b>Family Relationship among Directors and Executives :</b> - None -	
Industry Experience and Expertise in business			
<ul style="list-style-type: none"><li>• Knowledge and Experience in service business group</li><li>• Knowledge and Experience in retail business of construction materials.</li><li>• Knowledge and Experience in Accounting and Finance</li></ul>		<ul style="list-style-type: none"><li>• Knowledge and Experience in laws</li><li>• Knowledge in Risk Management</li></ul>	



### 9. Dr. Vongsak Swasdipanich

**Age** 72 Years **Nationality** Thai

**Position** Director / Independent Director / Audit & Risk Management Committee  
/ Nomination & Remuneration Committee

**Appointed as the Director** 11 May 2016

**Executive Term until December 2023** : 7 Years

Term of Office		Education / Training	
1 <sup>st</sup> Term	11 May 2016 - 24 April 2017	<ul style="list-style-type: none"><li>• D.Litt.PA, St Clements University, UK</li><li>• MPA Public Affairs, Kentucky State University USA</li><li>• Bachelor of Art (Political Sience), Chiang Mai University</li><li>• Thailand National Defence College (NDC44)</li><li>• Executives Planned High Level of NIDA</li><li>• Executives of Interior level 8 &amp; level 9, Dumrongrachanupharp Institute, Ministry of the Interior</li><li>• The Leader of Bangkok Course 3</li></ul>	
2 <sup>nd</sup> Term	24 April 2017 - Present		
Training by the Thai Institute of Directors Association (IOD)		The Brief Working Experience in 5 years	
<ul style="list-style-type: none"><li>• Director Accreditation Program 134 / 2017</li></ul>		2008 - 2011	<ul style="list-style-type: none"><li>• Director- General of Department of Provincial Administration</li></ul>
		2011 - 2013	<ul style="list-style-type: none"><li>• Director of Vice-Minister</li></ul>
		2016 - Present	<ul style="list-style-type: none"><li>• Director / Independent Director / Audit &amp; Risk Management Committee / Nomination &amp; Remuneration Committee, Siam Global House PCL.</li></ul>
		2020 – Present	<ul style="list-style-type: none"><li>• Chairman of the Advisory Committee, Chairman of the House of Representatives Governing Committee.</li></ul>
		2022 - present	<ul style="list-style-type: none"><li>• Chairman of the Corporate Promotion Committee for Roi Et Rajabhat University, the Council Committee for Roi Et Rajabhat University.</li></ul>
Training in 2023 - None -		Shareholding (%) : Held personally : - None - Held by spouse or minor children : - None -	
Director position listed company: 1 Company  Director position other non-listed company : - None -		Family Relationship among Directors and Executives - None -	
Industry Experience and Expertise in business			
<ul style="list-style-type: none"><li>• Knowledge and Experience in service business group</li><li>• Knowledge and Experience in retail business of construction materials.</li></ul>		<ul style="list-style-type: none"><li>• Knowledge and Experience in laws</li><li>• Knowledge in Risk Management</li></ul>	



# 10. Pol.Gen.Kawee Supanun

**Age** 65 Years **Nationality** Thai

**Position** Director / Independent Director / Chairman of Nomination & Remuneration Committee

**Appointed as the Director** 23 April 2019

**Executive Term until December 2023** : 4 Years

Term of Office		Education / Training	
1 <sup>st</sup> Term	23 April 2019 - 8 April 2022	<ul style="list-style-type: none"><li>• Ph.D. (Industrial Business Administration), King Mongkut’s institute of Technology Ladkrabang</li><li>• Master’s Degree (Environment) Faculty of Social Sciences, Mahidol University</li><li>• Bachelor Degree of Public Administration, Royal Police Cadet Academy, class 33</li><li>• Superintendent Course 25</li><li>• Air Command and Staff College Course 37</li><li>• Critical Incident Management, USA</li><li>• Advanced Police Management Course 18</li><li>• Thailand National Defense College Course 51</li></ul>	
2 <sup>nd</sup> Term	8 April 2022 - Present		
Training by the Thai Institute of Directors Association (IOD)		The Brief Working Experience in 5 years	
<ul style="list-style-type: none"><li>• Director Accreditation Program 129 / 2016</li></ul>		2012 - 2013	<ul style="list-style-type: none"><li>• Commissioner of Provincial Police Region 4</li></ul>
		2013 - 2014	<ul style="list-style-type: none"><li>• Commissioner of Provincial Police Region 2</li></ul>
		2014 - 2016	<ul style="list-style-type: none"><li>• Assistant commission - General of Royal Thai Police</li></ul>
		2016 - 2018	<ul style="list-style-type: none"><li>• Advisor (Level 10) Royal Thai Police</li></ul>
		2019 - Present	<ul style="list-style-type: none"><li>• Director / Independent Director / Chairman of Nomination &amp; Remuneration Committee, Siam Global House PCL</li></ul>
Training in 2023 <ul style="list-style-type: none"><li>- None -</li></ul>		Shareholding (%) : <ul style="list-style-type: none"><li>Held personally : - None -</li><li>Held by spouse or minor children : - None -</li></ul>	
Director position listed company : <ul style="list-style-type: none"><li>1 Company</li></ul> Director position other non-listed company : <ul style="list-style-type: none"><li>- None -</li></ul>		Family Relationship among Directors and Executives <ul style="list-style-type: none"><li>- None -</li></ul>	
Industry Experience and Expertise in business			
<ul style="list-style-type: none"><li>• Knowledge and Experience in service business group</li><li>• Knowledge and Experience in retail business of construction materials.</li></ul>		<ul style="list-style-type: none"><li>• Knowledge and Experience in laws</li><li>• Knowledge in Risk Management</li></ul>	

## Profile of Executive



**Mrs. Warunee Suriyawanakul**

**Age** 63 Years **Nationality** Thai

**Position** Director / Executive Director / Vice - CEO  
Human Resource

**Appointment Date** 26 February 2008

### Education

- Secondary Education

**Training by the Thai Institute of Directors**

**Association (IOD)**

- Director Accreditation Program 68 / 2008

**Shareholding (%)** : 0.47%

Held personally : 0.47%,

Held by spouse or minor children : -None-

### The Brief Working Experience in 5 years

1997 - Present	Director, Inter Concrete Industry Co., Ltd.
2008 - Otc 2021	Director, Siam Global House PCL.
2008 - Present	Executive Director / Vice - CEO Human Resource, Siam Global House PCL
2015 - Present	Director, Global House International Co., Ltd.

### Family Relationship among Directors and Executives

Mr.Witoon Suriyawanakul's wife

Mr.Kriangkai Suriyawanakul's mother



**Mr. Anavat Suriyawanakul**

**Age** 63 Years **Nationality** Thai

**Position** Executive Director / Vice - CEO Inventory  
Management and Marketing

**Appointment Date** 26 February 2008

### Education

- Secondary Education

**Training by the Thai Institute of Directors**

**Association (IOD)**

- Director Accreditation Program 68/2008

**Shareholding (%)** : 4.56%

Held personally : 0.22%

Held by spouse or minor children : 4.34%

### The Brief Working Experience in 5 years

1997 - Present	Director, Siam Global Engineering Co., Ltd
1997 - Present	Director, Inter Concrete Industrial Co., Ltd
1997 - Present	Director, Global Concrete Co., Ltd
1997 - Present	Director, Siam Global Asset Co., Ltd
2008 - Present	Executive Director/Vice-CEO Inventory Management and Marketing, Siam Global House PCL
2008 - 2019	Director/Executive Director, Siam Global House PCL
2016 - 2017	Director/Executive Director/ CEO, Siam Global House PCL
2015 - Present	Director, Global House International Co., Ltd

### Family Relationship among Directors and Executives

Mr. Witoon Suriyawanakul's brother

## Profile of Executive



**Mr. Yutthana Suriyawanakul**

**Age** 52 Years **Nationality** Thai

**Position** Vice - CEO Investor Relations

**Appointment Date** 23 November 2012

### Education

- Master of Business Administration, Texas University
- Bachelor of Engineering Program in Industrial Engineering, Kasetsart University

### Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program 68/2008

### The Brief Working Experience in 5 years

2008 - 2012	Director / Executive Director of Siam Global House PCL
2012 - Present	Vice CEO - Imported Products, Siam Global House PCL
2022 - Present	Vice CEO-Investor Relations, Siam Global House PCL

### Shareholding (%) : 0.00%

Held personally : 0.00%

Held by spouse or minor children : - None -

### Family Relationship among Directors and Executives

Mr. Witoon Suriyawanakul's nephew



**Ms. Chutikan Srisaengchan**

**Age** 54 Years **Nationality** Thai

**Position** Executive Director / Director of the Sustainability and Corporate Governance Committee / Vice CEO Accounting & Financial

**Appointment Date** 23 November 2012

### Education

- Master of Business Administration, Khon Kaen University
- Bachelor of Accountancy, Thammasat University

### Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program 68 / 2008

### Training in 2023

- IT Audit Course class 1 / 24 by Thailand Federation of accounting professions.
- TFRS for Non-Publicly Accountable Entities: NPAEs: course

### The Brief Working Experience in 5 years

2008 - Oct2021	Director, Siam Global House PCL
2012 - Present	Executive Director/Vice CEO Accounting & Financial, Siam Global House PCL
Apr2022 - Present	Sustainability and Corporate Governance Committee

### Shareholding (%) : 0.03%

Held personally : 0.03%

Held by spouse or minor children : - None -

### Family Relationship among Directors and Executives

- None -



## Profile of Executive



**Mr. Piphop Vasanaarchasakul**

**Age** 53 Years **Nationality** Thai

**Position** Vice CEO Business Development

**Appointment Date** 11 December 2017

### Education

- Bachelor of Humanities, Kasetsart University

### Training

- Strategic Customer Retention CRM
- Store Tour Modern Trade in USA (Home Depot, Lowes)
- LDP 1,2 (Leadership Development Program)

### Shareholding (%) :

Held personally : - None -

Held by spouse or minor children : - None -

### The Brief Working Experience in 5 years

2014 - Nov 2017	Assistance of Vice CEO Business Development, Siam Global House PCL
Dec2017 - Present	Vice CEO Business Development, Siam Global House PCL
Dec2017 - Present	Director, Global House International Co., Ltd

### Family Relationship among Directors and Executives

- None -



**Mr. Khemchat Sungkakam**

**Age** 41 Years **Nationality** Thai

**Position** Vice CEO Innovation & System Development

**Appointment Date** 11 December 2017

### Education

- Bachelor of Engineering Program in Industrial Engineering, Khon Kaen University

### Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program 188/2021

### Shareholding (%) : 0.00%

Held personally : 0.00%

Held by minor children : 0.00%

### The Brief Working Experience in 5 years

2012 - Nov2017	Manager of Innovation & System Development, Siam Global House PCL
Dec 2017 - Present	Vice CEO Innovation & System Development, Siam Global House PCL

### Family Relationship among Directors and Executives

Ms. Wiphawee Hongsamsoj's husband

## Profile of Executive



**Mr. Isara Rujikeatkamjorn**

**Age** 44 Years **Nationality** Thai

**Position** Vice CEO

**Appointment Date** 4 October 2018

**Education**

- MBA Texas A&M University, USA
- Bachelor of Engineering, Khon Kaen University

**Training by the Thai Institute of Directors Association (IOD)**

- Training Anti - Corruption Course : The Practical Guide, ACPG 46 / 2018, IOD

**Shareholding (%) :** 0.23%

**Held personally :** 0.23%

**Held by spouse or minor children :** - None -

### The Brief Working Experience in 5 years

1997 - Present	Director, Inter Concrete Industry Co., Ltd.
2008 - Otc 2021	Director, Siam Global House PCL.
2008 - Present	Executive Director/Vice-CEO Human Resource, Siam Global House PCL
2015 - Present	Director, Global House International Co., Ltd.

### Family Relationship among and Executives

Mr.Apisit Rujikeatkamjorn's son



**Mr. Pongkorn Suriyawanakul**

**Age** 42 Years **Nationality** Thai

**Position** Assistant CEO Engineering

**Appointment Date** 13 December 2017

**Education**

- Bachelor of Engineering, Thammasat University

**Shareholding (%) :** 0.00%

**Held personally :** 0.00%

**Held by spouse or minor children :** 4.34%

### The Brief Working Experience in 5 years

2017 - Present	Assistant CEO – Engineering, Siam Global House PCL
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### Family Relationship among Directors and Executives

Mr. Witoon Suriyawanakul's nephew

## Profile of Executive



**Mr. Pongpol Tiapairatkulkit**

**Age** 44 Years **Nationality** Thai

**Position** Assistant CEO

**Appointment Date** 1 January 2023

### Education

- Master of Public and Private Management, School of Public Administration, National Institute of Development Administration
- Bachelor of Public Administration, Political Science, Kasetsart University

**Shareholding (%) :** 0.00%

Held personally : 0.00%

Held by spouse or minor children : - None -

### The Brief Working Experience in 5 years

2017 - 2021	HR Director / SCG Distribution Co., Ltd.
2022 – Present	Assistant to CEO / Siam Global House PCL Data Protection Officer / Siam Global House PCL

### Training

- PDPA in Action
- ESG Leadership Program
- Advanced Retail Management

### Family Relationship among Directors and Executives

- None -



**Mr. Thapanat Asawachulamanee**

**Age** 40 Years **Nationality** Thai

**Position** Assistant CEO Innovation & System Development

**Appointment Date** 13 December 2017

### Education

- Bachelor of Engineering (Computer Engineering) Khon Kaen University

### Training by the Thai Institute of Directors Association (IOD)

- Director Accreditation Program 188/2021

**Shareholding (%) :** 0.00%

Held personally : 0.00%

Held by spouse or minor children : - None -

### The Brief Working Experience in 5 years

Dec 2017 - Present	Assistant CEO Innovation & System Development, Siam Global House
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### Training in 2023

- Data Protection Certified by ICDL
- Strengthen and develop Big Data skills for entrepreneurs
- Business Excellence Through the Integrated Management System (IMS)

### Family Relationship among Directors and Executives

- None -

## Profile of Executive



**Ms. Wiphawee Hongsamjipjed**

**Age** 41 Years **Nationality** Thai

**Position** Assistant Vice CEO

**Appointment Date** 30 April 2019

### Education

- Master of Business Administration, Khon Kaen University
- Bachelor of Science Program in Food Process Engineering, Chiang Mai University

### Training

- Mini MBA Digital Marketing Management by College of Management Mahidol University

**Shareholding (%)** : 0.00%

Held personally : 0.00%

Held by spouse or minor children : - None -

### The Brief Working Experience in 5 years

2009 - 2019	Purchasing Manager
2019 - 2021	Assistant To Vice Chief Executive Officer, Purchasing and Marketing
2021 - Present	Assistant To Vice Chief Executive Officer

### Family Relationship among Directors and Executives

Mr. Khemchat Sungkakam's wife

# Directors and Executive Officers with the Control over the Company, Subsidiaries and Joint Ventures

Name			Siam Global House PCL.	Subsidiaries and Joint Venture		
				Global House Cambodia Co., Ltd	Guangxi Global House International Trade Co., Ltd	Global House International Co., Ltd
1.	Mr. Apisit	Rujikeatkamjorn	Chairman	Chairman		
2.	Mr. Witoon	Suriyawanakul	Director /CEO	Director	Executive Director	Chairman
3.	Mr. Kriangkai	Suriyawanakul	Director/Vice CEO	Director		
4.	Mr. Nithi	Phatarachoke	Director			
5.	Mr. Paramate	Nisagornsen	Director			Director
6.	Mr. Wiroat	Rattanachaisit	Director			Director
7.	Mr. Pairoj	Juarprathoom	Director			
8.	Dr. Vongsak	Swasdipanich	Director			
9.	Dr. Boonchai	Pitugdamrongkija	Director			
10.	Pol.Gen.Kawee	Supanun	Director			
11.	Mrs. Warunee	Suriyawanakul	Vice CEO			Director
12.	Mr. Anavat	Suriyawanakul	Vice CEO			Director
13.	Mr. Phiphop	Vasanaarchasakul	Vice CEO			Director
14.	Ms. Chutikan	Sriseangchan	Vice CEO			
15.	Mr. Yuttana	Suriyawanakul	Vice CEO			
16.	Mr. Khemchat	Sungkakam	Vice CEO			
17.	Mr. Isara	Rujikeatkamjorn	Vice CEO			Director
18.	Mr. Pongkorn	Suriyawanakul	Assistant CEO			
19.	Mr. Pongpol	Tiapairatkulkit	Assistant CEO			
20.	Mr. Thapanat	Asawachulamanee	Assistant CEO			
21.	Ms. Wiphawee	Hongsamsipjed	Assistant Vice CEO			

## Information of the Person Supervising Accounting

### 1. The person taking the highest responsibility in accounting & Financial

**Ms. Chutikan Srisaengchan (Age 53 Years)**

**Position** Executive Directors / Vice CEO - Accounting & Financial

#### **Educational qualifications**

- Master of business administration degree, Khon Kaen University
- Bachelor of Commerce and Accountancy, Thammasat University

#### **Training**

- Director Accreditation Program 68/2008 (IOD)
- Towards the 2<sup>nd</sup> Decade, TA Association: New Tax Law 2018 & Accounting Standard Directions
- Solution for Accounting Error According to Financial Reporting Standards
- Review Course of Financial Reporting Standards
- Tax from paying Overseas and Double Tax Treaties
- Guideline and Solution in According with Transfer Pricing Act (New)
- Catch Up with New Tax Law and Update Accounting Standard for SMEs 2019
- Investment in Associates, Subsidiaries and Joint Ventures
- Entire System Tax Related to sales Promotion
- Single Bookkeeping Course
- Transfer Pricing Documentation
- Understand business by financial statements analysis
- Basic Finance for accountants
- Tax update 2021
- TFRS for NPAEs summary to be followed in transaction recognition principle.
- MD&A direction, significant issues need to be considered and M&A Strategy for achievement
- Tax Research and Update 2022
- TFRS Research for NPAEs.
- Employee Benefit Actuarial Valuation

### 2. The person supervising accounting

**Mrs. Supat Sutti (Age 42 Year)**

**Position** Accounting & Financial Director

#### **Educational qualifications**

- Bachelor of business administration in accountancy, North Eastern University

#### **Registration as the company's accountant**

- Has registered as the company's accountant under the announcement of department of business development as at 29 December 2017



## Information of the Company Secretary

**Ms. Siriwan Na-Nan (Age 51 Years)**

**Position** Company Secretary / Internal Audit Manager

**Appointment Date** : 15 February 2012

### Education

- Master of Economics (Business Economics), Ramkhamhaeng University
- Bachelor of Business Administration (Accounting), Chiang Mai University

### Training

- Anti - Corruption : The Practical Guide (ACPG) 46 / 2018 (IOD)
- Developing Leadership for Finance and Accounting Professionals
- Smart Disclosure Program (SDP) 2015 - 2019
- S01 - S05 : Corporate Sustainability Strategy

### Shareholding (%)

- 0.00% (Held personally: 0.00%, Held by spouse or minor children : - None -)

**Family Relationship among Directors and Executives** - None -

### Working experience

- Feb 2012 - Present                      Company Secretary Siam Global House Public Co., Ltd.
- Jul 2010 - Present                      Internal Audit Manager Siam Global House Public Co., Ltd.
- 1995 - Jun 2010                      Internal Audit Officers TMB. Bank

### Authority of Secretary of the Board of Directors

1. Arrange and maintain document as follow;
  - Directors registration
  - Notice calling for the Board of Directors Meeting, Minutes of the Board of Directors Meeting and the Annual Report of the Company
  - Notice calling for the Shareholders Meeting and Minutes of the Shareholders Meeting
2. Maintain the report on interests which have been reported by the directors or executives
3. Manage other matters as stipulated by the Capital Market Supervisory Board
4. Facilitate for activities of the Board of Directors
5. Coordinate with relevant person in order to be in compliance with the resolution of the Board of Directors.

# Attachment 2

Detail of the Directors of Subsidiaries and Joint Venture

## Attachment 2 Detail of the Directors of Subsidiaries and Joint Venture

Name			Global House Cambodia Co., Ltd	Guangxi Global House International Trade Co., Ltd	Global House International Co., Ltd
1.	Mr. Apisit	Rujikeatkamjorn	Chairman		
2.	Mr. Witoon	Suriyawanakul	Director	Executive Director	Chairman
3.	Mr. Kriangkai	Suriyawanakul	Director		
4.	Mrs. Warunee	Suriyawanakul			Director
5.	Mr. Anawat	Suriyawanakul			Director
6.	Mr. Nithi	Phatarachoke			Director
7.	Mr. Paramate	Nisagornsen			Director
8.	Mr. Piphop	Vasanaarchasakal			Director
9.	Mr. Isara	Rujikeatkamjorn			Director
10.	Lok Chumteav KIM HEANG		Director		
11.	Mr. IN KUOT		Director		

# Attachment 3

Information of the Head of Internal Audit

### Attachment 3 Information of the Head of Internal Audit

**Ms. Siriwan Na-Nan (Age 51 Years)**

**Position** Internal Audit Manager / Company Secretary

**Education**

- Master of Economics (Business Economics), Ramkhamhaeng University
- Bachelor of Business Administration (Accounting), Chiang Mai University

**Training**

- Anti - Corruption : The Practical Guide (ACPG) 46 / 2018 (IOD)
- Developing Leadership for Finance and Accounting Professionals
- Internal Control System Framework COSO 2013, Federation of Accounting Professions
- Internal Control for Auditor
- Control Self-Assessment, for Risk Management, PWC
- IDEA Program for Auditing

**Working experience**

- Jul2010 - Present Internal Audit Manager Siam Global House Public Co., Ltd.
- 1995 - Jun 2010 Internal Audit Officers TMB. Bank

# Attachment 4

Assets Used in Business Operations and  
Details about Property Appraisal Items



#### Attachment 4 Assets Used in Business Operations and Details about Property Appraisal Items

##### Asset for Business Operation

The company has asset for business operation as at 31 December 2022 as below;

Item	Amount (Million Baht)
Land and Land Improvement – Cost price	8,203,405
Building and Equipment – Cost price	16,066,568
Building constructions and equipment in process	539,461
Vehicles	501,584
Right-of-use assets	1,531,270
Intangible assets	48,085
<b>Total</b>	<b>26,890,373</b>
<u>Less</u> Accumulated depreciation	7,839,857
Accumulated Amortization	342,262
<b>Net Land Building and material (Included Software and right to use land)</b>	<b>18,708,254</b>

**Remark :** The asset details mentioned above, can see from notes to financial statements no. 13, 14, 15

and the company have unused land in operations following to Notes No. 12 in amount of Baht 500.4 million.

The type of ownership can be divided as follows :

Type of Rights	Approximate Area	Contract End
<b>1. Right-of-use assets</b> comprise of Samut Prakan, Pathum Thani, Salaya, Loei, Phuket, Chiang Rai (Mae Sai) Samut Sakhon (Krathum Baen), Phnom Penh, Batdombong, Roi Et Rajabhat University and The Nine Center Tiwanon (Pathum Thani)..	352 Rai 0 Ngan 79.05 Square wa.	2587 - 2592
<b>2. Free Hold (The company is the owner)</b> comprise of Roi Et, Phra Nakhon Si Ayutthaya(Wang Noi), Khon Khen, Udon Thani, Wieng Khum Kam, Rayong, Chon Buri, Nakhon Prathom, Ratch Buri, Kalasin, Nakhon Sawan, Nonthaburi(Muang Thong) Maha Saraham, Ban Pai, Nong Khai, Nakhon Ratchasima, Sakhon Nakhon, Nakhon Phanom, Chaiyaphum, Surin, Phitsanulok, Lamphun, Mukdahan, Pachaubkirikan, Lumpang, Phare, Nan, Chiang Rai, Sukhothai, Ubonratchathani, Kampangpetch, Petchboon, Lupburi, Mae Rim, Uthai Thani, Chanthaburi, Trad, Ban tad, Phayao, Buriram, Pranburi, Nongbualamphu, Chaibadan, Samutsongkram, Phra Nakhon Si Ayutthaya, Nakhonnayok, Sa Kaeo, Nakhonsithammarat, Bungkan, Suratthani, Kanchanaburi, Singburi, Khlong11(Khlong Rangsit-Thanyaburi), Yasothon, Ang Thong, Phatthalung, Uttaradit, Chom Phae, Aranyaprathet, Phang Khon, Mae Hong Son, Phang Nga, Chokchai, Chai Nat, Fang, Dan Khun Thot, Satun, Det Udom, Kanthararak, Nang Rong, Sai Noi, Songkhla, Phetchaburi, Nong Han, Phayakkhaphum Phisai, Kabin Buri, Samui, Kuchinarai, Phan, Wang Pa Pao, Hat Yai, Jana, Phichit Phon Charoen, Ranong Phon, Thong, Loeng Nok Tha, Pattani, Lat Yao, Chumphon, Phimai, Narathiwat(Yi-ngo), Kranuan, Phibun Mangsahan, Sawankhalok, Lam Plai Mat, Sawang Daen Din and Wang Thong.	3,656 Rai 2 Ngan 87 Square wa.	-

### The important Intangible Assets for business operation

As at 31 December 2021, 2022, 2023, the company has intangible assets equal to Baht 7,467,516.00, Baht 5,105,064.00 and Baht 2,443,308.00 respectively. The intangible assets mentioned, that is Computer program and Trademark which sum up to be a part of main assets for business operation and land unused for operations as mentioned above.

### Investment in Subsidiaries and Joint Ventures' policy

Regarding The company Investment Policy, the company shall consider investing in business which support and subserve the company's business or business in growing industry and consider mainly to return on investment and the company shall control by appointing director to be representative in such subsidiary on shareholding proportion. In case of Joint Ventures, the company shall not control strictly, but only send a director to be one of director in such joint venture. Anyhow, the numbers of directors who is representative to be directors in Joint Ventures shall depends on shareholding proportion of the company.

### Details about property valuation

# Attachment 5

Policy and Practical Guidelines of Corporate Governance,  
Sub - Committee Charter and Sub-Committee Report

Attachment 5 Policy and Practical Guidelines of Corporate Governance,  
Sub-Committee Charter and Sub - Committee Report

Disclosed on the company website at [www.globalhouse.co.th](http://www.globalhouse.co.th)

1. Corporate Governance Manual, Business Ethics and Code of Conduct
2. Anti-Corruption Policy
3. The Charter of the Board of Director
4. The Charter of the Audit and Risk Management Committee
5. The Charter of the Nomination and Remuneration Committee
6. The Charter of the Sustainability and Corporate Governance Committee

## The Nomination and Remuneration Committee Report

Dear Shareholders,

The Nomination and Remuneration Committee performs their duties assigned by the Board of Directors, which is set out in the Charter of the Nomination and Remuneration Committee. By taking responsibility to nominate suitable persons to serve as directors and the duty to determine the remuneration for directors and sub-committees to be at an appropriate level for presenting to the Board of directors' meeting. The Nomination and Remuneration Committee comprised of 3 directors ;

- |    |                          |   |
|----|--------------------------|---|
| 1. | Pol.Gen.Kawee Supanun    | Chairman of Nomination and Remuneration committee<br>(Independent Director) |
| 2. | Dr. Vongsak Swasdipanich | Nomination and Remuneration Committee<br>(Independent Director)             |
| 3. | Mr. Witoon Suriyawanakul | Nomination and Remuneration Committee                                       |

In the year 2023, the Nomination and Remuneration Committee has convened the meeting 2 times by all directors has fully attended the meeting to consider the important matters which summarized the materiality as follows;

1. Consider to recruit the appropriate qualified person to take a position of director, and propose to the Board of the directors to consider before presenting to the Annual General Meeting 2023 for consideration to appoint directors replacing those who would retire by rotation for the year 2023. The company gives shareholders an opportunity to propose name of qualified candidates for the company's director position from October 3, 2022 to January 15, 2023. Anyway, there were none of the proposals for candidates to be elected as the company's directors. Therefore, the Nomination and Remuneration Committee has considered to propose the appointment of directors who would retire by rotation following the schedule for the year 2023 to take a post of directors for another tenure
2. Consider to determine the remuneration of the company's directors and subcommittee in fair and proper rate, to persuade the remuneration with the overall company's performance, and compared with other companies in the same industry group. In 2023, the nomination and remuneration committee has agreed to determine the remuneration of directors should be not exceeding Baht 24.00 million which consists of the monthly remuneration, remuneration per meeting attendance (include group of sub-committees), bonus and other benefits include annual health check-ups and medical treatment to propose the Annual General Meeting of shareholders to approve by the shareholders' meeting has approved the proposal. Anyhow, more details are declared in subject "Key Performance Report in Corporate Governance" under subject "individual remuneration"
3. Considering the change in the structure of the Sustainability and Corporate Governance Committee to consist of more than 50% independent directors, it was resolved to approve the nomination of Pol.Gen. Kawee Supanun (Independent Director) to take the position of members of the Sustainability and Corporate Governance Committee, replacing Ms. Chutikan Srisaengchan (Deputy CEO - Accounting and Finance). This results in the proportion of independent directors being 66%, aligning with the principles of good corporate governance.

The Nomination and Remuneration has performed their duties as assigned with prudence and transparent followed in good corporate governance code to build trust to all shareholders and stakeholders.



(Pol.Gen.Kawee Supanun)

Chairman of Nomination and Remuneration Committee

## Report of the sustainability and Corporate Governance Committee

Dear Shareholders

The Sustainability and Corporate Governance Committee has been appointed by the board of directors to support the board of directors in overseeing the operations regarding sustainability and corporate governance of the Company by establishing policy for the operations in the areas of environmental, social, and governance (ESG). In order to ensure transparency, fairness, and ethical conduct, fostering confidence among all stakeholders. The committee comprises 3 members, with an independent director serving as the chairman and two members, one is an independent director and another one is representative from the management committee, consist of;

1. Dr. Boonchai Pitugdamrongkija The Chairman of the Sustainability and Corporate Governance Committee (Independent Director)
2. Mr. Kriangkai Suriyawanakul The Sustainability and Corporate Governance Committee
3. Pol.Gen.Kawee Supanun The Sustainability and Corporate Governance Committee (Independent Director)

In the year 2023, the Sustainability and Corporate Governance Committee has convened the meeting 1 time by all directors has fully attended the meeting to consider the important matters which summarized the materiality as follows;

1. Considering the approval of all 12 materiality issues for the year 2023, covering both corporate governance and economic dimensions, social dimension, and environmental dimension.
2. Considering the approval of the Insider Information Policy to raise awareness among the board of directors, executives, and employees at all levels regarding the importance of preventing the use of insider information within the company, and to ensure its proper implementation.
3. Considering the approval of the change in the structure of the Sustainability and Corporate Governance Committee to have a proportion of independent directors exceeding 50%, in accordance with the recommendations of the sustainability assessment for the year 2023.
4. Acknowledging the company's environmental efforts, the environmental working group has approved a waste separation project, and designated waste bins for different types at each store. Including plan to promote waste separation among employees in the future.

From the commitment of the Company to conducting business in accordance with principles of good



corporate governance, the operations in terms of good corporate governance and sustainable management have been recognized at a national level, as follows:

- The company has received a quality assessment for its annual shareholder meeting for the year 2023, conducted by the Thai Investors Association. The company has achieved a full score of 100 consecutively for the 5th consecutive year.
- The company has been assessed by the Corporate Governance Report of Thai Listed Companies (CGR) project at the “Excellent” level consecutively for the 3rd consecutive year.
- The company has been selected as a “Sustainable Stock SET ESG Rating” for the 3rd consecutive year by the Stock Exchange of Thailand, by considering registered companies with sustainable business practices, environmental considerations, social responsibility, and adherence to Environmental, Social, and Governance (ESG) principles.
- Received the SET Awards 2023 for the 2nd consecutive year in the Sustainability Excellence category, in awards type of the Highly Commended Sustainability Awards. The awards were organized by the Stock Exchange of Thailand in collaboration with financial and banking magazines.

The Sustainability and Corporate Governance Committee perform their duties in accordance with the charter thoroughly. It firmly believes that the company operates with integrity, transparency, and a commitment to develop and enhance sustainability and corporate governance operations. These factors are crucial in supporting efficient operations and have gained trust from all stakeholders, serving as the foundation for sustainable growth.



(Dr. Boonchai Pitugdamrongkija)  
The Chairman of the Sustainability and  
Corporate Governance Committee

# Attachment 6

Report of the Audit and Risk Management Committee

## Attachment 6 Report of the Audit and Risk Management Committee

Dear Shareholders,

The Audit and Risk Management Committee consist of 3 Independent directors, who is a qualified financial accounting, risk management, economics, law and corporate management. All directors are fully qualified as specified in the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), the Audit and Risk Management Committee consist of ;

1. Mr. Pairoj Juarprathoom The Chairman
2. Dr. Boonchai Pitugdamrongkija Member of the Committee
3. Dr. Vongsak Swasdipanich Member of the Committee

In 2023, the Audit and Risk Management Committee held a total of 4 meetings, and all members attended every meeting. The Company's accounting and financial executives and the certified public accountants attended the meeting on the relevant agendas, to propose the beneficial information and opinions. The Audit and Risk Management Committee reported the results of the meeting to the Board of Directors every time, summarizing key information related to their duties, as follows;

### 1. Reviewing the Financial Reports

The Audit and Risk Management Committee has reviewed the quarterly financial statements and financial statements for the year 2023 both in the separate and consolidated financial statements, together with the executives and the head of accounting and financial before presenting to the Board of Directors. To ensure that the Company's financial statements accurately disclose material information, complete in accordance with financial reporting standards. The auditor has given an unqualified opinion on the company's financial report.

### 2. Meeting with auditors without the management team.

The Audit and Risk Management Committee provides a specific meeting agenda with the auditor without the management team, in accordance with good corporate governance practices. To allow auditors to discuss and report information independently regarding the receipt of information, cooperation from the company, the matters that should be improved, and the scope of guidelines and annual audit plans for auditors. In 2023, the Audit and Risk Management Committee held 4 meetings with auditors without the management team.

### 3. Reviewing the internal control system

The Audit and Risk Management Committee has reviewed the company to have an adequately and appropriate internal control system, risk prevention in the operational systems, a good corporate governance, and places an importance to corruption investigation and compliance with anti-corruption measures. By considering from the audit of internal audit office and auditors as well as giving more useful recommendations for improving the efficiency of the internal control system of the Company. The Audit and Risk Management committee has given the opinions that the company's internal control system is efficient, appropriated and sufficient to conduct business and no corruption was found.

#### 4. Monitoring the Risk Management

The Audit and Risk Management Committee places an importance to the risk management of the Company by monitoring the situations that may affect the Company's operations and continuously acknowledges the report of risk management. This includes establishing a risk management framework to cover strategic risks, operational risks, financial risks, laws and regulations risks, sustainability risks and emerging risks. The Audit and Risk Management committee has given the opinions that the Company has appropriate risk management, sufficient for the Company's operations, have an ongoing risk management plan as well as review the risks in accordance with the changing environment and situation. Moreover, the committees have considered and approved the risk factors affecting business operations and the company's risk management guidelines, which have been disclosed in detail in the 56-1 One Report for the fiscal year 2023.

#### 5. Reviewing the related transactions or transactions that may have conflicts of interest

The Audit and Risk Management Committee has reviewed the related transactions that may have conflicts of interest to be correct according to the Announcement of the Securities and Exchange Commission of Thailand (SEC) and the Stock Exchange of Thailand (SET). In 2023, the related transactions of the company were a normal trade transaction, reasonable, and there is a sufficient and correct disclosure in accordance with the securities and exchange laws and regulations of the Stock Exchange of Thailand.

#### 6. Good Corporate Governance and compliance to the Code of Conduct.

The Audit and Risk Management committee has encouraged the good corporate governance, transparency, and accountability following the good corporate governance guidelines of the Stock Exchange of Thailand and Code of Conduct. They assigned the Internal Audit office to conduct the audit to ensure that the Company has complied appropriately and consistently to these practices. Besides, the committee also places an importance to the complaints and whistleblowing procedures regarding corruption. The Committee has not received any complaints about corruption and violations on code of conduct in last year.

#### 7. Overseeing the Internal Audit operations.

The Audit and Risk Management committee has overseen the scope of operations, the independence of Internal Audit function, pushed on human resources development to improve the operational efficiency. Together with considered the approval of Annual Internal Audit Plan, that has conducted the Risk Base Audit in line with strategies and risks of the Company. Additionally, considered the issues from the audit and provided recommendations beneficial for enhancing the efficiency of the internal audit system, as well as consistently monitoring the results of the audits.

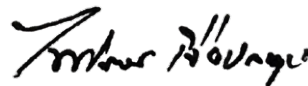
#### 8. Charter of the Audit and Risk Management Committee and Self-Assessment

The audit committee and risk management committee has reviewed the charter of the audit and risk management committee and found that the content of the mentioned charter still adequately covers the requirements, and there have been no changes to the regulations from the authorities. Therefore, it was resolved to continue using the current charter. Additionally, the Committee has conducted the Self- Assessment for the fiscal year 2023, both as a group and individually, with the results showing a satisfactory level of performance.

**9. Consider and approve the appointment of auditors and determination of the audit fee for the year 2023**

The Audit & Risk Management Committee has considered the selection of auditors and audit fee for the year 2023 by considering from the performance, quality of work, scope of operations, independence in performing duties and ethical standards of the auditors. The committee has resolved to propose to the Board of Directors for approval to the Annual General Meeting of Shareholders for the appointment of Mr. Methee Ratanasrimetha, CPA No.3425 and/or Miss. Varaporn Vareesawedsuvan, CPA No. 5087 and/or Mr. Akadet Pliensakul CPA No. 5389 and/or Miss. Kornthip Wanichwisedkul, CPA No. 6497 from M.R. & ASSOCIATES CO., LTD. At the Annual General Meeting of Shareholders, it was resolved and approved to appoint the auditor for the year 2023 as proposed by the board of directors. And approved the audit fee of 4,050,000 Baht (excluding other expenses).

In conclusion, the Audit & Risk Management Committee has fully performed their duties according to the charter of the Audit & Risk Management Committee with their knowledge and independence. They have opinions that the Company has complied with the good corporate governance principles, having risk management, and the efficient internal control system, adequate and appropriate to the business operations. Additionally, the financial reporting is accurate as required in key matters, comply with financial reporting standards, as well as oversight to ensure compliance with relevant laws and regulations related to business operations.



(Mr.Pairoj Juarprathoom)

The Chairman of the Audit and Risk Management Committee

# FORM 56-1 ONE REPORT 2023

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED

# GLOBAL HOUSE

