



Let's Save the World Together

TABLE OF CONTENTS

	Page
Vision and Mission	1
Message from the Board of Directors	2
Income Statement Highlight	5
 Part 1 Business Operation and Operating Results	
Organizational structure and operation of the group of companies	9
Risk management	44
Business sustainability development	54
Management discussion and analysis (MD&A)	64
General information and other material facts	74
 Part 2 Corporate Governance	
Corporate governance policy	75
Corporate governance structure and material facts related to the board, subcommittees, executives, employees and others	95
The Board of Executive Directors	101
Report on key operating results related to corporate governance	114
Internal control and related party transactions	131
 Part 3 Financial Statements	
Financial Statements	149

Attachments:	Page
Attachment 1: Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary and the representative for contact and coordination in case of a foreign company	247
Attachment 2: Details of the directors of subsidiaries	272
Attachment 3: Details of the Heads of the Internal Audit and Compliance Units	276
Attachment 4: Assets for business undertaking and details of asset appraisal	277
Attachment 5: Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company	279
Attachment 6: Report of the Audit Committee	284

VISION

“We are Natural Energy Innovation for all”

MISSION

1. Create income for farmers on basis of sustainable agricultural development
2. Develop high value products and services
3. Develop personnel’s potential as well as information technology to increase competitive edge and growth
4. Develop manufacturing process and technology to achieve highest efficiency and effectiveness as well as compatibility with environment and community
5. Promote innovation and research and development to expand and extend to new business potentials

The Leading Producer of Environment-Friendly Renewable Energy



SUGAR

Energy of Human



BIO-FERTILIZER

Energy for Plants

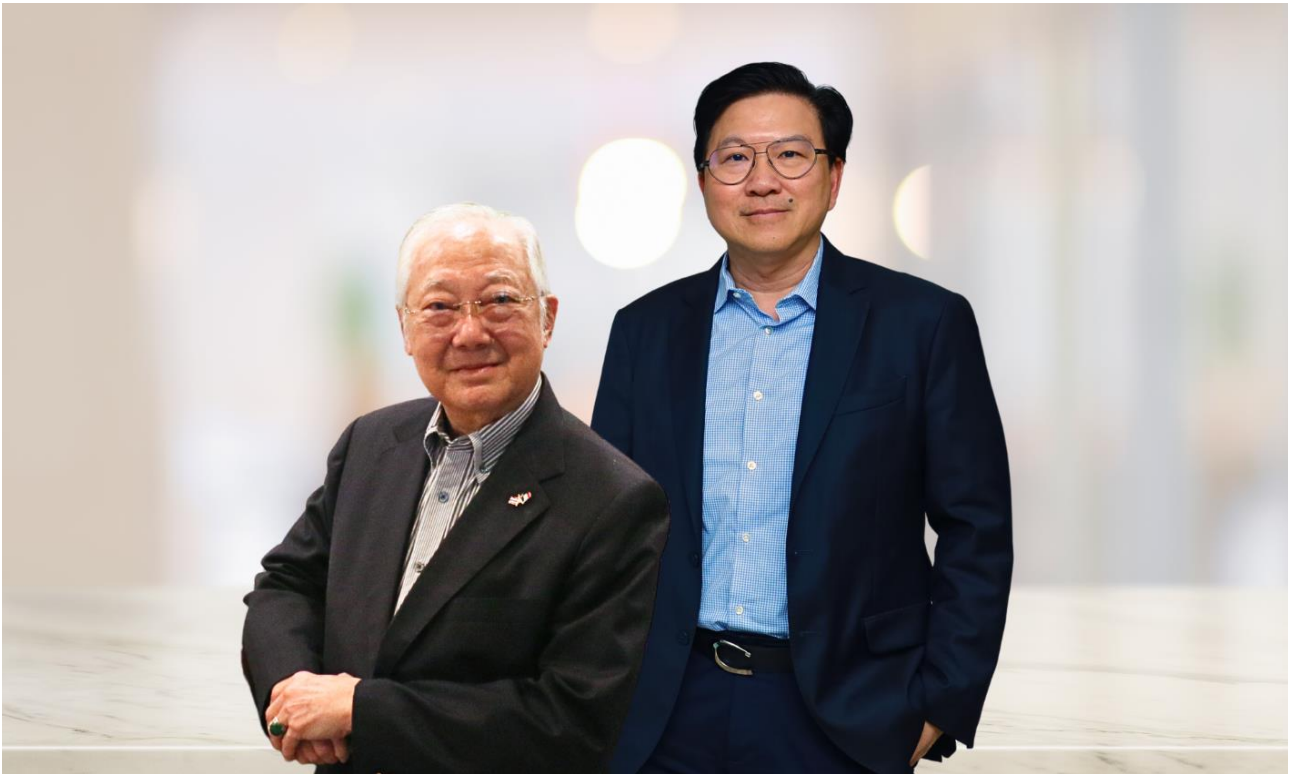


ELECTRICITY

Energy for Equipment
And Machinery



Message from the Board of Directors



Due to the steady growth in sugar consumption after the COVID-19 pandemic, coupled with rising raw sugar export prices, Khon Kaen Sugar Public Company Limited and KSL Group's total revenue increased to 18,301 million baht in 2023. Compared to the same period of the previous year at 16,329 million baht, it increased by 1,972 million baht due to the prolonged high global sugar prices and the weak exchange rate of the baht. However, owing to higher costs, the Company achieved profit before finance costs, income taxes, depreciation, and amortization (EBITDA) before special items for the year 2023 of 2,844 million baht, decreasing from the previous year by 363 million baht.

For the sugar business in Savannakhet, Laos, operating results continued to improve significantly, arising from the positive factors of sugar prices in the global market and from the exchange rate.

For the 2023/2024 production year, the sugar business expects domestic sugarcane to decline by 10–15%, or 83 million tons, from 94 million tons in 2022/2023 due to drought impacts. However, due to other positive factors, the Company will still have similar operating results to the previous year.

The Khon Kaen Sugar Group, or KSL Group, celebrates its 78th anniversary in 2023 with the aim of becoming a leader in the production and distribution of sugar and other by-products. The Group continuously studies and applies modern production technologies in the production process in order to manage production costs with maximum efficiency and, while also maintaining the quality and standards of sustainable sugarcane and sugar production, certified with Bonsucro for the fifth consecutive year and

planning business expansion for further investments in the Company. In June 2023, the Company launched Low GI (low glycemic index sugar), a healthy sugar made from 100% natural sugarcane using Australia's patented Nucane manufacturing technology and tested according to ISO 26642:2010. The Low Glycemic Teste reduces sugar absorption into the bloodstream. In the face of the COVID-19 pandemic, KSL Group is the first and only manufacturer in Thailand under the Kane's brand to respond to consumers' healthy food choices. In order to support the Company's expansion plans into the Business to Consumer (B2C) segment, the product is available in leading department stores, including Villa Market, Gourmet Market, Rimping Supermarket, and online shopping such as Shopee, Lazada, and Line Shopping.

Furthermore, the Company has invested in a new sugar factory in Pakkha Subdistrict, Watthana Nakhon District, Sa Kaeo Province, with a production capacity of 20,000 tons per day and an investment value of 5,000 million baht. The project is scheduled to be completed in December 2024. With the completion of this project, the sugar business group will expand its production capacity by 10%, increasing competitiveness and future support for the Company's other products.

The Company continues to promote the development of innovations to improve efficiency in the production process and develop the potential of employees by applying their knowledge in real work to achieve maximum efficiency through the KSL Innovation Awards 2023 project, organized by the collaboration among the employees of supported, Many projects were submitted to the competition, such as the automatic sugar dissolution project, the fuel feeding project to adjust continuity in the system, and the oil impurity separation system project. This year, "BVP Smart Sequence" and "Increasing Bagasse Fuel Efficiency" won the awards in each category.

In addition to managing the business in accordance with the organization's strategic plan, the Company also attaches importance to advancing the business following the principles of sustainable development by adopting the Sufficiency Economy Philosophy of King Rama IX as a guide and use the Bio Circular and Green Economy (BCG Model), which focuses on business operations and environmental protection to create balance. Besides, the Company complies with the principles of good corporate governance to enhance the quality of life of all groups of stakeholders and to grow sustainably together with the organization in alignment with the SDGs (Sustainable Development Goals) under the ESG framework, which focuses on creating value in three dimensions, namely:

Environment: Emphasizing industrial waste management and intelligent use of resources and energy under the concept of Zero Waste (reduce – reuse – recycle), as well as promoting and supporting high-quality fresh sugarcane by the use of harvesting machines to contribute to air pollution mitigation during the harvest time as part of the KSL Green Together Project to prepare to become a carbon neutral organization by 2050 and achieve "Net Zero" greenhouse gas emissions by 2065.

Society: Aiming to create happiness and enhance communities and society by motivating local workers, generating opportunities, and distributing income, as well as utilizing the potential of the Company's personnel to establish a high standard of living.

Governance: As a result of operating business in accordance with corporate governance principles with accountability to all stakeholders, conducting business with integrity, and supporting fair trade competition, in 2023, the Company

was selected and received the SET ESG Ratings from the submission of business process information for the first year. The Company also received the Thaipat Institute's Sustainability Disclosure Recognition Award for the fourth consecutive year.

KSL Group reinforces the Company's intention to drive toward a sustainable organization in line with the development goal of "Creating Sustainable Happiness." In 2023, the new business unit, the Sustainable Development and Corporate Communications, was established to emphasize the safety, health, environment and CSR to be certain that the way to corporate sustainability is secured.

The Board of Directors, executives, and employees would like to thank all shareholders and partners for their continued trust and confidence in the Company's operations. We will continue to strive for continual development to achieve our business goals while also caring for society, communities, and the environment to achieve sustainable growth.



Mr. Manu Leopaiprote

Chairman of the Board of Directors



Mr. Chalush Chinthammit

Chief Executive Officer and President

Income Statement Highlight

Income Statement Highlight (Million THB)	2023	2022	% Change	2021
Sales and Services	18,449	16,329	13%	10,470
Cost of Sales and Service	(15,831)	(13,540)	17%	(9,230)
Gross Profit	2,618	2,789	-6%	1,240
Other Incomes	235	325	-28%	286
Selling Expense	(511)	(434)	18%	(294)
Administration Expense	(759)	(742)	2%	(730)
Profits before other gain (loss) and other expenses	1,583	1,938	-18%	502
Other gain (loss) and other expense - net	(50)	135	-137%	119
Share of profit of associated companies	12	76	-84%	511
Profits before financial cost and tax	1,545	2,149	-28%	1,132
Financial cost	(473)	(429)	10%	(425)
Corporate Income Tax	(152)	(391)	-61%	(92)
Minority interest	(16)	(8)	100%	1
Net Profit	904	1,321	-32%	616
Earnings per Share (EPS)	0.21	0.30	-32%	0.14
Gross Profit Margin	14.2%	17.1%		11.8%
Net Profit Margin	4.9%	8.1%		5.9%

Statement of Financial Position Highlight (Million THB)	2023	2022	% Change	2021
Cash and cash equivalents	206	255	-19%	224
Trade and other current receivables	1,267	1,058	20%	1,064
Short-term loans	673	624	8%	588
Inventories	2,131	2,740	-22%	2,707
Other current financial assets	203	655	-69%	91
Other current assets	91	481	-81%	105
Investments in associates	4,232	4,803	-12%	4,650
Other non-current financial assets	211	229	-8%	173
Finance lease receivable - net of current portion	-	-	0%	361
Long-term loans	130	113	15%	137
Investment property	6,420	6,297	2%	6,112
Property, plant and equipment	23,972	24,139	-1%	25,007
Other non-current assets	262	256	2%	302
Total Asset	39,798	41,650	-4%	41,521
Current Liabilities	8,948	8,985	0%	12,012
Non-Current Liabilities	9,273	11,302	-18%	9,398
Total Liabilities	18,221	20,287	-10%	21,410
Total Shareholder's Equity	21,577	21,363	1%	20,111
Total Equity Attributable to Owners of the Parent	21,094	20,890		19,581
D/E Ratio	0.84	0.95		1.06
IBD/E Ratio	0.67	0.78		0.92

Cash Flow Highlight (Million THB)	2023	2022	% Change	2021
Net Profit + Depreciation + Non Cash	2,665	2,976	-10%	1,572
Change in Working Capital	243	(548)	-144%	(1,177)
<i>Cash flow from Operating Activities</i>	2,908	2,428	20%	395
Invest in investment in an associate	-	(284)	-100%	-
Cash received from dividends	40	265	-85%	57
Cash received from finance lease receivable	381	19	1905%	19
Net Invest in PP&E	(886)	(179)	395%	(191)
<i>Cash flow from Investing Activities</i>	(455)	(44)	934%	31
<i>Cash flow from Financing Activities</i>	(2,500)	(2,334)	7%	(339)
Change in Cash Flow	(49)	31		86
Beginning Cash	255	224		138
Ending Cash	206	255		224
EBIT	1,545	2,149	-28%	1,132
Depreciation and Amortization	1,103	1,180	-7%	1,092
EBITDA	2,648	3,329	-20%	2,224

KSL
GREEN
TOGETHER



Business Operation and Operating Results

1. Overview of Business Operation and Policy

Organizational structure and operation of the group of companies

1.1 Policy and business overview

Overview of the vision

Khon Kaen Sugar Industry Public Company Limited has the policy to operate its business ethically and responsibly towards society and the environment. It gives emphasis on conducting transparent operations, respecting human rights standards, and safeguarding the interests of all stakeholders through the following vision, mission, and quality policy:

1.1.1 Vision Mission and Goal

Vision

We are natural energy innovation for all.

Mission

1. Create income for farmers on basis of sustainable agricultural development
2. Develop high value products and services
3. Develop personnel's potential as well as information technology to increase competitive edge and growth
4. Develop manufacturing process and technology to achieve highest efficiency and effectiveness as well as compatibility with environment and community
5. Promote innovation and research and development to expand and extend to new business potentials.

Quality Policy

To produce high quality sugar, achieve efficient operation, make on-time delivery, ensure customer's satisfaction and consumer's safety.

Long-term goal of the Company is to be one of the leaders in sugar, by-products, and value added productions which can be shown in company's sugar policy: "production of high quality sugar with high efficiency, prompt delivery, winning customers' trust, consumption safety". This policy has encouraged company's 5 sugar factories to be widely accepted as one of the highest efficiency and highest quality sugar production groups in Thailand. In addition, with the goal of being one of leading companies in by-product and value added production and with the vision on the potential growth in related – sugar businesses, such as ethanol business and power business. The Company has continuously made direct and indirect investments in these sectors via subsidiaries and associated companies.

The Company's short term goal is to be one of the leaders in the industry who excels in cost management and productivity. The goal can be achieved by applying modern technology to the corporate production and management systems. Furthermore, the Company is aware that its primary risk is the amount of cane it is able to procure for crushing. The sugar factories and other integrated businesses cannot sustain without adequate cane crushed. The Company, hence,

aims to reduce the farmers' cane cultivation cost as well as to improve their productivity yields and efficiency. Its objective is to help the farmers sustain their living and receive higher return on their investment as well as to remain productive farmers to our businesses.

1.1.2 Material changes and developments

Sugar business

In 2023, the Company expanded the market by creating Kane's brand, which is a special product development called low-GI sugar (low-glycemic index sugar). Low-GI sugar is sugar produced from 100% natural sugarcane. Low-GI sugar is what maintains low sugar levels in the blood. Compared to general sugar consumption, this low-GI sugar is suitable for consumers who want to control their sugar levels, or health-conscious consumers. At present, the Company has begun selling low-GI sugar under Kane's brand through several retail channels, such as Shopee, Lazada, and leading department stores.

For sugar, white sugar, refined white sugar, and natural sugar products, the Company has created a brand to be known by retail customers and consumers through modern trade channels by selling at Makro Superstores and general retail channels. Moreover, the Company has developed a marketing plan for further sale to consumers in the future..

Related Businesses

BBGI Public Company Limited ("BBGI"), an associated company of KSL operating as a holding company that invests in the production and distribution of biological products, has continuously expanded the business and production capacity of the Group. This leads the BBGI Group to be considered as the leading fuel producer in the country.

Over the past year, BBGI Group has undertaken significant business expansion. It can be summarized as follows:

- BBGI Group has three ethanol production plants, with a total production capacity of 0.8 million liters per day. They can produce ethanol from a variety of raw materials, including cassava and molasses.
- BBGI Group is also Thailand's leading biodiesel producer and trader, with a production capacity of 1.0 million liters per day.
- BSGF Company Limited ("BSGF") is a joint venture between BBGI and Bangchak Corporation Public Company Limited, with a 20% stake in BBGI. It has signed a contract for the construction of a fuel production unit for sustainable aviation fuel, or SAF, with a feed capacity of one million liters per day. It is expected to be operational in the first quarter of 2025.
- BBGI has signed a joint venture agreement with Fermbox Bio to jointly establish BBGI Fermbox Bio Company Limited ("BBFB") to construct the first commercial biotechnology plant (CDMO) in Thailand and Southeast Asia.

Company's Business Overview

Khon Kaen Sugar Industry Public Company Limited and its subsidiaries, under KSL, are the fourth largest sugar producer group in Thailand. The group consists of 5 sugar factories located in three different regions, as follows:

1. Northeastern Region (2 factories) : Khon Kaen Sugar Industry Public Company Limited; Nampong branch in Khon Kaen province and Wangsapung branch in Loei province.
2. Western Region (2 factories) : New Krung Thai Sugar Factory Co., Ltd and Tamaka Sugar Industry Co., Ltd. in Kanchanaburi province
3. There is one factory in the Eastern region, namely New Kwang Sun Lee Sugar Company Limited. Originally, there was a factory located in Chonburi Province, but in late 2023, the factory was relocated to Sa Kaeo Province to expand production capacity. The new factory will start operating in the 2024/2025 production season.

The core product which the Company produces is sugar which can be categorized to be 6 types: (a) raw sugar, (b) high pol sugar, (c) white sugar, (d) refined sugar, (e) brown sugar (f) Low GI (**Low Glycemic Index Sugar**) and (g) liquid sugar. The Company also has other products related to sugar production process, such as molasses, bagasses and filter cake. According to these kinds of products, the Company has a plan to invest in value added projects, as followings: (shown on Figure 1)

- (1) The ethanol plant : Ethanol is mixed with gasoline, and the mixture is used as fuel for vehicles. Raw materials used in the Group's ethanol production include molasses and sugarcane juice (it is currently managed by BBGI Pcl.)
- (2) The biogas plant uses waste water from ethanol production process as a raw material. Biogas produced through fermentation is used as a supplementary fuel for the corporate power plant. (It is currently managed by BBGI Pcl.)
- (3) The organic fertilizer plant uses waste from the sugar production process (filter cake) and waste water from biogas and ethanol production as raw materials.
- (4) The power plant uses waste from the sugar production process (bagasse) and biogas from the biogas plant as fuel sources for producing electricity and steam sold to plants in the Group and Grid.

Figure 1 : The Relationship between KSL's existing Sugar Production and KSL's Value Added Project

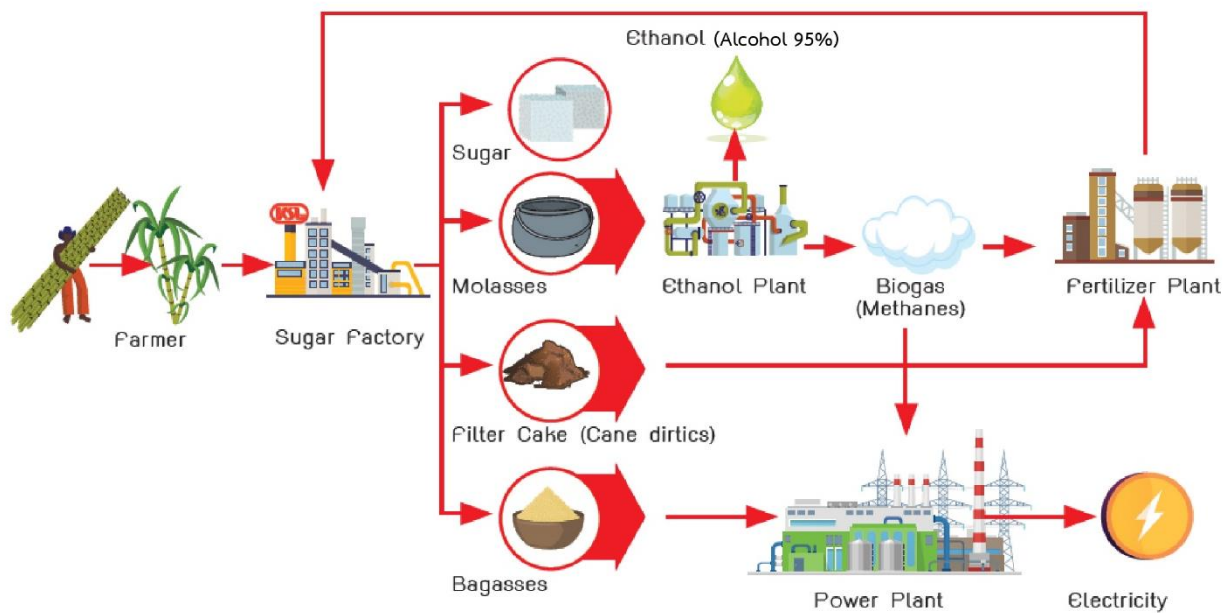


Figure 1 : The Relationship between KSL's existing Sugar Production and KSL's Value Added Project

1.1.3 Specify whether or not The Company

N/A

1.1.4 Clarify the obligations to which The Company has committed

N/A

1.1.5 General Information

Company Name	:	Khon Kaen Sugar Industry Public Company Limited
Type of business	:	Manufacturer of Sugar & Sugar-related products
Major Product	:	Raw sugar, High pol Raw sugar, Brown Sugar, White sugar, Refined sugar and Liquid sugar
Company Registration Number	:	PCL 0107547000214
Registered & Head Office	:	503 KSL TOWER 9 th Floor, Sriyudhya Road, Thanon Phaya Thai Sub-District, Rajathevi, Bangkok, 10400 Thailand
Registration Phone number Telephone	:	+662-642-6191-9
Facsimile	:	+662-642-6097
Factory Locations (Branch 1)	:	43 Moo 10, Namphong- Kranuan Road, Namphong, Khonkaen Province, 40140, Thailand Telephone number +6643-432-902-6 Facsimile +6643-441-056
Factory Locations (Branch 2)	:	255 Moo 4, Nong Ya Plong Sub-district, Wangsaphung District, Loei Province, 42130, Thailand Telephone number +6642-810-931 Facsimile +6642-810-931
Website	:	http://www.kslgroup.com
Authorized share capital	:	2,205,121,824 Baht
Paid-up share capital	:	2,205,116,309.50 Baht divided into 4,410,243,648 ordinary shares paid-up share capital 4,410,232,619 ordinary shares of Baht 0.50 each

Nature of Business

1.2 Nature of Business

1.2.1) Income structure

Company	% of Shareholding in 2023	2023		2022		2021	
		Revenue (Million THB)	%	Revenue (Million THB)	%	Revenue (Million THB)	%
1. Khon Kaen Sugar Industry PCL.	Parent Company	9,727	37%	9,323	42%	5,345	34%
2. Tamaka Sugar Industry Co., Ltd.	90.21%	2,110	8%	2,258	10%	1,598	10%
3. New Krung Thai Sugar Factory Co., Ltd.	95.78%	5,541	21%	3,874	17%	2,504	16%
4. New Kwang Soon Lee Sugar Factory Co., Ltd.	99.21%	600	2%	720	3%	464	3%
5. K.S.L. Export Trading Co., Ltd.	79.55%	12	0%	12	0%	8	0%
6. Khon Kaen Sugar Power Plant Co., Ltd.	100.00%	3,318	13%	2,524	11%	2,082	13%
7. KSL Material Supplies Co., Ltd.	100.00%	336	1%	337	2%	186	1%
8. KSL Real Estate Co., Ltd.	91.02%	122	0%	122	1%	136	1%
9. KSL. Agro and Trading Co., Ltd.	100.00%	3,505	13%	2,525	11%	2,847	18%
10. Koh Kong Plantation Co., Ltd.*	100.00%	-	0%	-	0%	-	0%
11. Koh Kong Sugar Industry Co., Ltd.	100.00%	-	0%	-	0%	-	0%
12. Savannakhet Sugar Corporation	98.00%	756	3%	613	3%	452	3%
13. Wynn In Trading Co., Ltd.	100.00%	-	0%	-	0%	-	0%
14. WSP Logistics Co., Ltd.	100.00%	-	0%	-	0%	-	0%
15. KHUN CHUAN Company Limited	99.97%	-	0%	-	0%	-	0%
Total		26,027	100%	22,308	100%	15,622	100%
Minus Interrelated items		(7,578)		(5,979)		(5,152)	
Total Revenues		18,449		16,329		10,470	

*Indirect shareholding through Wynn In Trading Co., Ltd. and KSL. Agro and Trading Co., Ltd.

(Description of the income shifts and business operations results, please refer to financial status and operation results.)

1.2.2 Business operations of each product line

Main Product: Sugar

Sugar: Product Characteristics

The Khon Kaen Sugar Public Company Limited Group in Thailand can produce, classify, and sell the products through domestic distribution channels and can export them to foreign markets according to the following types of sugar:

Raw Sugar - This sugar has color higher than 1,000 ICUMSA. The color looks dark brown, high impurities low purity. The loading will be carried as a BULK, not in a bag. This type of sugar cannot be consumed directly. The buyer will have to bring the sugar through the refinery process or purified first to produce white sugar or white refined sugar for consumption.

High-Quality Raw Sugar (Hi-Pol Sugar) - is sugar with a color value between 1,000 - 1,500 ICUMSA. It cannot be consumed directly. Bulk transportation is cheaper than that of white sugar, and white refined sugar

Korean-Specs Raw Sugar (K-Specs) - It is sugar with a Polarization value not exceeding 99.49 Dry Basis and color not exceeding 3,000 ICUMZA. It cannot be consumed directly and it required or common ship in bulk. The destination country is Korea.

Brown sugar - is a type of white sugar that looks like clear, light brown crystals with small crystals, and has less moisture than raw sugar but can be consumed directly. The market will have a variety of color ranging from 1,000-3,000 ICUMZA, which this type of sugar popular in the market and distribute both domestic channels and export.

Low GI Sugar - is a form of white sugar that resembles clear flakes and is light brown in color. The little flakes are similar to bran sugar, have less moisture than raw sugar, and can be consumed straight away. Color values ranging from 1,000 to 3,000 ICUMZA and a low glycemic index between 1 and 55 are in high demand on the market. This type of sugar is exclusively distributed through domestic distribution channels, including online channels and retail markets, such as Gourmet Market, Villa Market, and Rimping Supermarket in Chiang Mai.

White Sugar - has a color between 46 - 200 ICUMZA and has polarization value of not less than 99.50 degree with medium purity and it is cheaper than that of white refined sugar.

Refined Sugar – has color not exceeding 45 ICUMSA. It is distinguished by its high purity. It is a sugar that is commonly used in industries that require a lot of purity, such as the pharmaceutical industry, carbonated beverages, and energy drinks

Syrup (Liquid Sugar) - is obtained from the transformation of sugar crystals. Its color is not exceeding 35 ICUMSA and a concentration of about 66.5 - 67.50% brix. It is characterized by high purity. It is a popular product used in the industry to facilitate the production process. The product can allow the user to save energy in production, such as soft drinks and energy drinks which is the product which is in liquid form.

All Khon Kaen Sugar products have been certified for quality management systems according to “SQF 2000 Standard”, “ISO 9001 Version 2000 Standard”, including “Hazard Analysis and Critical Control Point Standard” or HACCP sugar.

The Khon Kaen Sugar group of companies have a proportion of domestic sales accountable for 20% of its distribution volume and the remaining 80% for export, separated by various channels such as export to neighboring countries, export to the Export Processing Zone (EPZ), deliver to TCSC to make a benchmark cane price and export to the consumer countries, mainly in Asia.

In Sugar production process, there's leftover liquid that cannot be granulated into sugar or it is below the break-even point to make sugar, called molasses, which molasses is a by-product of sugar production that still has value. Generally, there are various substances that are 20% water, 30% sucrose and inverted sugar, 32% organic matter, 12% non-sugar and 6% ash, and in the quantity of 1 ton of sugar cane, the sugar factory will produce about 45 - 50 kilograms of molasses. Therefore, the amount of molasses produced each year depends on the amount of sugar cane crush each year. Molasses can be widely used in the biochemical industry (Biochemistry Industry), including the alcohol industry and distillery. yeast production industry, Monosodium Glutamate Industry, Feed industry (Mixed with cassava and bagasse), vinegar production industry, soy sauce and seasoning industry which is regarded as the downstream industry of sugar production.

2. Marketing and Competition Status

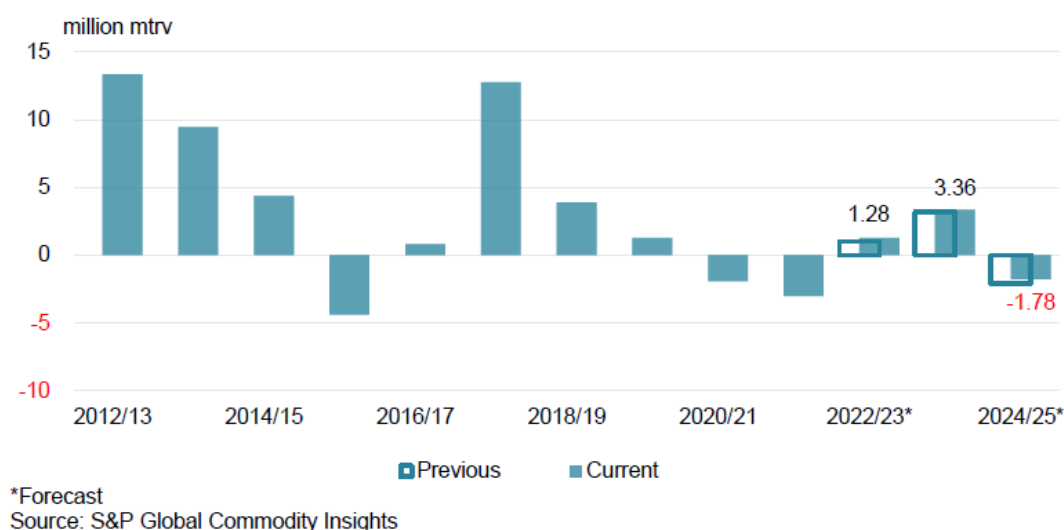
Sugar: Market and Competition

International Market Overview

According to Platts Analysis, as of November 2, 2023, the sugar balance in 2023 and 2024 is expected to be a surplus, owing to favorable climate conditions for sugarcane growth and high yields. In 2022/2023, the production surplus was 3.36 million tons of sugar. Weather conditions improved harvests in major producing countries, such as Brazil. The harvest is nearly complete. During the harvest period to mid-November 2023, sugarcane volume increased by 15 % over last year, with 619 million tons of crushed sugarcane..

Figure 2.1: World Sugar Balance (1,000 tons, Centrifugal Sugar, Raw Value, OCT/SEP)

Global sugar balance



Source: Platts as of November 2, 2023

Thailand is a main producer and exporter of sugar. The total area of sugarcane cultivation in the 2022/2023 production year was 11.39 rai, an increase of 376,475 rai, or 3.42%, over the 2021/2022 production year. With a total area of 4,950,053 rai, an increase of 288,258 rai, or 6.18%, the Northeast region has seen the greatest increase in sugarcane plantations. This is owing to the fact that global sugar prices are stable and have a favorable tendency. This has resulted in a gradual increase in sugarcane prices. This provides an incentive for certain sugarcane farmers to grow more sugarcane despite rising production expenses such as fertilizer, fuel, and labor. There are 57 sugar factories in the country, with an average of 110 days of sugarcane crushing, and 93.88 million tons of sugarcane crushed nationwide, an increase of 1.80 million tons, or 2%, over the previous year. Sugar volume climbed from last year to 11.06 million tons, with an average sweetness of 13.32 ccs. This volume consists of fresh sugarcane of approximately 63.10 million tons, which represents 67% of the total sugarcane, and fire cane of

In terms of international sale channels, the main sales are sorted in proportion of sales as follows:

1. Trader sales **to the Export Processing Zone (EPZ)**. This channel's sales terms will be prepaid or paid before delivery, which is considered a risk-reduction channel for the Group.
2. Sales via traders, such as foreign trader companies. Thai sugar will be offered to oversea buyers by traders. The sale to a trader is considered a risk management for a counterparty in terms of non-collection and facilitates shipping management to a destination country. Export sales are Free on Board from the ports of Bangkok, Sriracha, and Laem Chabang. Therefore, sugar factories in Thailand will be responsible for shipping only to the country's export ports.
3. Cross-border channel exports to neighboring countries, such as Cambodia, Laos, and Myanmar. It is the sales of border sugar traders to neighboring countries. This channel is frequently a door-to-factory sale, which can save export costs and simplify the preparation of vehicles for export.
4. Sales to manufacturers of goods for exporting to other countries that use sugar as raw materials. As a means of competing with other global manufacturers, encouraging investment in the food industry, and increasing competitiveness, the government provides producers for export the opportunity to apply for permission to purchase sugar at global sugar prices, subject to certain conditions.

Sugar Market Overview and Domestic Industry Conditions

The domestic demand for sugar is 2.4 million tons. Thai sugar sales are broadly divided into 60% direct consumer demand and 40% indirect demand for continuous industries, such as beverages, which are the primary users, followed by food and dairy products. The Khon Kaen Sugar Group's sugar sales concentration is mainly in the continuous industries, and it continues to distribute in the form of macro-retail sales via modern trade channels, including white sugar, pure white sugar, natural golden sugar, and bran sugar. Consumers can also choose between a 1- 500. gram low-GI sugar and a tabletop ready-to-use sugar package.

Competitive Conditions and Domestic Competitors

In 2023, there are 57 sugar factories operating in Thailand, which are divided into six main sugar manufacturer groups and the rest are individual producers. The number of sugar factories currently is regulated by the government. However, the operators of the sugar factories need to obtain permission from the Cane and Sugar Board and the Department of Factories, Ministry of Industry, before increasing production capacity, relocating production bases, or constructing new sugar factories.

The sugarcane crushing season begins in early December and lasts until April or May of each year. Thailand's sugarcane crushing is expected to exceed 80 million tons in the 2023/2024 production year. The KSL Group holds 7% of the group's share of sugarcane. We will accept sugarcane for crushing from four factories in Khon Kaen, Loei, and Kanchanaburi in the 2023/2024 production year. One factory in Chonburi has been closed and production will be transferred to the Group's new factory in Wattananakorn District, Sa Kaeo.

Table 1: Sales Volume and Ratio of Domestic Sugar Sales in the Past 3 Years

Sale Volume & Price	2022			2021			2020		
	Quantity (Ton)	Avg. Price (THB/ton)	Amount (Million THB)	Quantity (Ton)	Avg. Price (THB/ton)	Amount (Million THB)	Quantity (Ton)	Avg. Price (THB/ton)	Amount (Million THB)
Total Sugar Sale	725,345	17,735	12,864	505,188	15,553	7,857	693,830	12,717	8,823
Domestic sale	145,506	17,861	2,599	172,044	17,630	3,033	164,067	17,535	2,877
Export sale	579,839	17,704	10,265	333,144	14,481	4,824	529,762	11,225	5,946
% Domestic Sale/Total Sale	20%			34%			24%		

Electricity and Steam : Market and Competition

The electricity and steam generated is first sold to the KSL Group's plants so that it can be used to produce sugar and ethanol. The excess electricity produced is then mostly sold to Electricity Generating Authority of Thailand (EGAT) and Provincial Electricity Authority (PEA) through long-term contract and therefore has limited number of competitor and reliable customer. A 100% of electricity and steam produce is sold domestically.

Table 2: Sales Volume and Average Selling Price of Electricity in the Past 3 Years

	2022	2021	2020
Sale volume (MW-hour)	357,526	315,225	330,882
Avg. selling price (THB/MW-hour)	3,335	3,202	3,191

3. Product and Service Provision

3.1) Sugar: Product and Service Provision

Raw Material Provision Policy

Providing raw materials for manufacturing is a vital process for sugar producers. As the total capacity of the Thai sugar industry exceeds domestic sugarcane produce, all the sugar factories need to ensure that the maximum amount of cane is provided for their production in order to reduce their fixed cost per unit. The main solution employed by most sugar manufacturers is providing financial support to farmers, which is known as the “Geaw” system. Agreements of the sugar producers’ advance purchase of sugarcanes from the supported farmers are made, allowing the farmers to apply for loans from the sugar manufacturers. The loans are used for sugarcane cultivation. Harvested sugarcanes, then, are delivered to the factories and the sugarcane costs are deducted from the loans.

The Company’s strategy is giving long-term benefits as incentives to the sugarcane farmers providing their crops to the corporate factories. This promotes both the growth of the farmers’ incomes and The Company. The main policy “Prosperity of farmers is prosperity of the factory and brought to the community happiness”, especially employed in the northeast, emphasizes creating and promoting a sustainable way to make a living for sugarcane farmers, as well as eliminating middlemen known as “Quota Heads”. This effort allows The Company to learn about problems experienced by the farmers and provide them suitable assistance. Also, The Company provides the farmers equipment, knowledge and production support, such as providing loans for purchasing trucks; giving them filter cakes for making fertilizers free of charge; and providing experts in sugarcane cultivation, and prevention and elimination of crop pests. The support enhances good relationships between the farmers and The Company, as well as systematic growth.

Production Policy

The Company prioritizes the production of white and pure white sugar, as these products command a high selling price and yield greater profits in the market. Moreover, the Company upholds a policy aimed at enhancing and advancing production efficiency because the Company’s production performance is above the industry’s average, it will be able to reduce unit costs and increase its competitiveness.

Company Marketing Policy

The Group focuses on direct sales to the industrial sector. The company pays attention to the quality of the product to meet the needs. and delivery on time Most customers are operators in the beverage industry. and sweets mainly

the group of companies focuses on Sales to producers in the economic zones that produce products for export Export Processing Zone Because sugar sales to such producers will receive good returns. And faster than general export sales because of cheaper transportation costs and still important to sell sugar to entrepreneurs who produce food products for export. (re-exporter) always

Environmental effects

The sugar manufacturing process causes wastewater and dust from ash in the steamer's burning process. The Company is well aware of such effects and has employed appropriate measures to prevent environmental problems, in compliance with standards issued by Ministry of Industry.

Sugar: Works Not Submitted

- None –

3.2 Electricity and Steam: Product and Service Provision

Raw material provision policy

Raw material procurement is crucial in operating the electricity generating business. The corporate power plant is mainly fueled by bagasse. Costs of electricity and steam depend on the amount of crushed sugarcane and other alternative biomass fuels' cost (in case of insufficient bagasse volume). In each year, Khon Kaen Sugar Power Plant has prepared purchasing biomass fuel source, such as purchases of bagasse from nearby plants, wood chips or sugarcane leaves or coconut shells or other biomass fuels etc.

Production policies

(1) Cost Management

Khon Kaen Sugar Power Plant committed to minimize its production cost. Costs of electricity generating and steam energy production include fuel and depreciation. Fuel efficiency is, hence, crucial. The Company also ensures economy of scale to reduce its unit cost.

(2) Improving and Developing of Production Effectiveness

The quality of fuel is effectively controlled, as The Company uses its own bagasse. Fuel efficiency is ensured by management of dehumidification of raw material using such methods as bagasse dryer system and construction of rain shield roofs including development or modification of machineries used for sugarcane leaves or other biomass, etc.

Marketing policy

The long-term agreement between The Company and EGAT allows the electricity produced to be priced based on fixed formula of calculation. The sale unit price increases at the time when EGAT's demand for electricity is high. Electricity sold to the companies in the KSL Group is priced at equivalent rate as that sold to EGAT.

Environmental effects

Extensive Environmental Impact Assessment (EIA) has been carried out. The facilities in Khon Kaen province has been registered with CDM Executive Board as a CDM (Clean Development Mechanism project under the Kyoto Protocol) which helps carbon reduction.

Electricity & Steam: Works Not Submitted

- None -

4. Operating Assets

4.1) Core Operating Fixed Assets

As of October 31, 2023, the company and its subsidiaries have core operating assets as follows:

Items	Approximate Area	Ownership	Net Book Value (Million THB)	Encumbrance
1. Land & Land Development (Rai)				
Land for factory location				
- Khon Kaen Sugar Industry	1,408.10	Owner	938.95	
- Tamaka Sugar Industry	244.76	Owner	720.92	
- New Krung Thai Sugar Factory	1,139.90	Owner	293.80	
- New Kwang Soon Lee Sugar	251.53	Owner	103.62	
- KSL. Agro & Trading Co., Ltd.	90.86	Owner	58.16	
- Khon Kaen Sugar Power Plant Co., Ltd.	420.15	Owner	202.75	
- KSL Material Supplies Co., Ltd.	226.52	Owner	26.07	
Cane Plantation Area	9,635.07	Owner	1,568.34	
Office Area	376.88	Owner	246.31	
Other Lands	104,889.54	Owner	1,691.99	
Total Land & Land Development	118,683.31		5,850.91	
2. Factory Building and Construction		Owner	4,774.77	
3. Machinery and Equipment		Owner	12,972.28	
4. Motor Vehicle and Labors-saving device		Owner	345.35	
5. Furniture and Office Equipment		Owner	17.08	
6. Assets under Construction		Owner	162.54	
Grand total			24,122.93	

The Company has listed the land with the revalued amount (fair value). Revaluation is carried out by independent appraisers, which the Company has a policy to have the land revalued every 3 - 5 years in order to make the book value at the statement of financial position date not differ materially from the fair value. The company's latest appraisal of the land's fair value was conducted in year 2020. In addition, the above assets are owned by the Company and are free from collateral.

4.2 Significant Intangible Assets

Trademarks

Key trademarks of Khon Kaen Sugar Industry Public Company and subsidiaries are registered with the Department of Intellectual Property, as follows:



Privileges of Benefits from Promoted Investment

A domestic subsidiary received 3 investment promotion certificates from the Board of Investment of Thailand (BOI) under the Investment Promotion Act B.E. 2520. The benefits include the exemption from income tax for profit for the year derived from operations of promoted businesses for the period of 8 years, commencing from the date of first receiving operation revenue of promoted businesses. The details are as follows:

<u>Certificate No.</u>	<u>Sections Privilege</u>	<u>Date</u>	<u>Promoted activity types</u>	<u>Commenced date of revenues generated</u>	<u>Expire date</u>
1432(2)/2552	25, 26, 28, 31(1), 31(2), 31(3), 31(4), 34, 35(1), 35(2) and 35(3)	June 24, 2009	- Production of electricity, power steams and water for manufacture	November 30, 2010	November 29, 2018
1349(2)/2556	25, 26, 28, 31(1), 31(2), 31(3), 31(4), 34, 35(1), 35(2) and 35(3)	Mach 15, 2013	- Production of electricity, power steams and water for manufacture	January 21, 2014	January 20, 2022
61-0170-1-00- 1-0	25, 26, 28, 31(1), 31(2), 31(3), 31(4) and 34	February 12, 2018	- Production of electricity, power steams and water for manufacture	Income not yet derived	

Furthermore, in accordance with the Promotion Certificate No. 1432(2)/2552 and 1349(2)/2556, the subsidiary receives the privilege in 50% income tax reduction of the regular rate for the period of 5 years commencing from the expiration date of income tax exemption and under all Promotion Certificates, the subsidiary is granted privilege for exemption of import duties for approved machinery

and exemption from income tax on dividend on profit from promoted businesses during the period in which The Company is granted exemption from corporate income tax.

4.3 Investment and Management Policy for subsidiaries and affiliates

As of October 31, 2023, The Company invests in both direct and indirect 14 subsidiaries and 2 associate companies, as followings:

Subsidiaries (The Company holds the shares directly)

- 1) Tamaka Sugar Industry Co., Ltd
- 2) New Krung Thai Sugar Factory Co., Ltd
- 3) New Kwang Soon Lee Sugar Factory Co., Ltd
- 4) KSL Real Estate Co., Ltd
- 5) K.S.L. Export Trading Co., Ltd
- 6) Khon Kaen Sugar Power Plant Co., Ltd
- 7) KSL Material Supplies Co., Ltd.
- 8) KSL. Agro and Trading Co., Ltd.
- 9) Savannakhet Sugar Co., Ltd
- 10) Koh Kong Sugar Industry Co., Ltd
- 11) Wynn In Trading Co., Ltd
- 12) WSP Logistics Co., Ltd.
- 13) Khun Chuan Company Limited

Subsidiaries (The Company holds the shares indirectly through Wynn In Trading Co., Ltd. and KSL. Agro and Trading Co., Ltd.)

- 14) Koh Kong Plantation Co., Ltd.

Associate Companies

- 1) TSTE PCL (Formerly “Thai Sugar Terminal PCL”)
- 2) BBGI PCL

For the subsidiaries that The Company holds its shares directly, The Company has controlling power through both of direct and indirect holding more than 50 % of registered shares.

The Company has the investment and management policy to invest in the business related to sugar business, sweetener business or other business that gives the benefit and reasonable return to the core business. The criteria for the investment will be based on competitive advantage, reasonable rate of return and the investing amount of each business type. In addition, considering the proportionate of investment will be depended on various factors, especially The Company’s expertise. If the business requires special experiences significantly and The Company has no or less experience, The Company will let other strategic partners holding the share in higher proportion. However; if The

Company has the investment in high proportion, The Company will assign its own representatives to participate in a position of company directors or a position of top management. In addition, all of company investments must be approved by the board of director and there should not be the conflict of interest with the parent company in the future.

Non-financial performance indicators, such as Market share, Customer satisfaction

KSL Group companies and its subsidiaries have been certified ISO 9001:2000, which required the companies' survey Customer satisfaction, both domestic and international selling channel, covering variety of Quality, Services and others to assess and improve satisfaction. The Company has set their target to achieve the score at least 94 out of 100. The results in the last 3 years are as follows:

Satisfaction Survey	Year 2023	Year 2022	Year 2021
Domestic	97.25	97.85	98.74
International	98.59	98.24	98.20

Sugar production and market share of the group companies for the last 3 years are as follows:

Production/Market share	Year 2023	Year 2022	Year 2021
Production (Metric Ton)	0.744 Million	0.697 Million	0.534 Million
Market Share (%)	6.82%	7.00%	7.51%

1.3 Shareholding Structure of the group of companies as at October 31, 2023 as follows:

1.3.1 Shareholding structure of the group of companies



Summary of Subsidiaries and Associated Companies as at October 31, 2023**1. Tamaka Sugar Industry Co., Ltd.**

Office location:	503 KSL TOWER 21st Floor, Sriyudhya Road, Thanon Phayathai, Rajathevi District, Bangkok, 10400
	Telephone: +662-642-6229-39 Facsimile: +662-642-6228
Business type:	Manufacture and distribution of sugar and molasses
Registered Capital (Million Baht):	600,000,000 (six hundred million baht)
Stock Type:	common stock
Number of shares held (%):	90.21
Total number of shares:	60,000,000 (sixty million shares)

2. New Krung Thai Sugar Factory Co., Ltd.

Office location:	503 KSL TOWER 21st Floor, Sriyudhya Road, Thanon Phayathai, Rajathevi District, Bangkok, 10400
	Telephone: +662-642-6229-39 Facsimile: +662-642-6228
Business type:	Manufacture and distribution of sugar and molasses
Registered Capital (Million Baht):	1,000,000,000 (one billion baht)
Stock Type:	common stock
Number of shares held (%):	95.78
Total number of shares:	100,000,000 (one hundred million shares)

3. New Kwang Soon Lee Sugar Factory Co., Ltd.

Office location:	503 KSL TOWER 21st Floor, Sriyudhya Road, Thanon Phayathai, Rajathevi District, Bangkok, 10400
	Telephone: +662-642-6229-39 Facsimile: +662-642-6228
Business type:	Manufacture and distribution of sugar and molasses
Registered Capital (Million Baht):	2,025,000,000 (two thousand twenty-five million baht)
Stock Type:	common stock
Number of shares held (%):	99.21
Total number of shares:	202,500,000 (two hundred two million five hundred thousand shares)

4. KSL Real Estate Co., Ltd.

Office location:	503 KSL TOWER 21st Floor, Sriyudhya Road, Thanon Phayathai, Rajathevi District, Bangkok, 10400
	Telephone: +662-642-6229-39 Facsimile: +662-642-6228

Business type: Development and investment in real estate for rent and as a training center for the group

Registered Capital (Million Baht): 840,000,000 (eight hundred and forty million baht)

Stock Type: common stock

Number of shares held (%): 91.02

Total number of shares: 8,400,000 (eight million four hundred thousand shares)

5. K.S.L. Export Trading Co., Ltd.

Office location: 503 KSL TOWER 16th Floor, Sriyudhya Road, Thanon Phayathai, Rajathevi District, Bangkok, 10400

Telephone: +662-642-6203-6 Facsimile: +662-642-6207

Business type: Certified company as export agent of sugar export

Registered Capital (Million Baht): 20,000,000 (twenty million baht)

Stock Type: common stock

Number of shares held (%): 79.55

Total number of shares: 200,000 (two hundred thousand shares)



6. Khon Kaen Sugar Power Plant Co., Ltd.

Office location:	503 KSL TOWER 17th Floor, Sriyudhya Road, Thanon Phayathai, Rajathevi District, Bangkok, 10400 Telephone: +662-642-6230-9 Facsimile: +662-642-6294
Business type:	Production and distribution of electricity
Registered Capital (Million Baht):	800,000,000 (eight hundred million baht)
Stock Type:	common stock
Number of shares held (%):	100
Total number of shares:	80,000,000 (eighty million shares)

7. KSL Material Supply Co., Ltd.

Office location:	503 KSL TOWER 9th Floor, Sriyudhya Road, Thanon Phayathai, Rajathevi District, Bangkok, 10400 Telephone: +662-642-6191-9 Facsimile: +662-642-6294
Business type:	Procurement and distribution of raw materials for cultivation
Registered Capital (Million Baht):	120 (one hundred and twenty million)
Stock Type:	common stock
Number of shares held (%):	100
Total number of shares:	12,000,000 (twelve million shares)

8. KSL Agro and Trading Co., Ltd.

Office location:	503 KSL TOWER 9th Floor, Sriyudhya Road, Thanon Phayathai, Rajathevi District, Bangkok, 10400 Telephone: +662-642-6191-9 Facsimile: +662-642-6097
Business type:	Trading domestic sugar, transportation and manufacture service and operating agricultural businesses
Registered Capital (Million Baht):	300 (three hundred million baht)
Stock Type:	common stock
Number of shares held (%):	100
Total number of shares:	30,000,000 (thirty million shares)

9. Savannakhet Sugar Corporation

Office location:	Road No. 9, KM. 81 Lianxay Village Atsapangthong District Savannakhet Province, Lao P.D.R Telephone: +856-41-666-002-3 Facsimile: +856-41-666-001
------------------	---

Business type:	Sugar cane plantation and manufacture and distribution of sugar and molasses, in Laos
Registered Capital (Million Baht):	687.73 (six hundred eighty seven point seventy three million baht)
Stock Type:	common stock
Number of shares held (%):	98
Total number of shares:	20,000,000 (twenty million shares)

10. Koh Kong Sugar Industry Co., Ltd.

Office location:	Cham yeam Village, Paklong Commune, Mondulseyma District, Koh Kong Province, Kingdom of Cambodia Telephone: +(855)-35-399-888
Business type:	Manufacture and distribution of sugar and molasses, in Cambodia
Registered Capital (Million Baht):	1,946.69
Stock Type:	common stock
Number of shares held (%):	100
Total number of shares:	167 (one hundred and sixty-seven shares)

11. Wynn In Trading Co. Ltd.

Office location:	10th Floor, Raffles Tower, 19 Cyber City, Ebene, Republic of Mauritius
Business type:	International trading and consulting service
Registered Capital (Million Baht):	487.50
Stock Type:	common stock
Number of shares held (%):	100
Total number of shares:	16,000,000 (sixteen million shares)

12. WSP Logistics Co., Ltd.

Office location:	No. 88 Moo 2, Huai Haeng Subdistrict, Kaeng Khoi District, Saraburi Province, 18110 Telephone: +6636-358-309 Facsimile: +6636-358-307
Business type:	Service transport and shipping goods
Registered Capital (Million Baht):	1,000,000 (one million baht only)
Stock Type:	common stock
Number of shares held (%):	100
Total number of shares:	100,000 (one hundred thousand shares) call up 25%

13. KHUN CHUAN Co., Ltd.

Office location:	503 KSL TOWER 16th Floor, Sriyudhya Road, Thanon Phayathai, Rajathevi District, Bangkok, 10400 Telephone: +662-642-6230-9 Facsimile: +662-642-6294
Business type:	Social enterprise
Registered Capital (Million Baht):	1,000,000 (one million baht only)
Stock Type:	common stock
Number of shares held (%):	99.97
Total number of shares:	10,000 (ten thousand shares)

14. Koh Kong Plantation Co., Ltd.*

Office location:	Cham yeam Village, Paklong Commune, Mondulseyima District, Koh Kong Province, Kingdom of Cambodia Telephone: +(855)-35-399-333
Business type:	Agricultural operation in Cambodia
Registered Capital (Million Baht):	468.49
Stock Type:	common stock
Number of shares held (%):	100
Total number of shares:	100 (one hundred shares)

** The Company holds the shares indirectly through Wynn In Trading Co., Ltd. And KSL Agro and Trading Co., Ltd.*

15. TSTE Public Company Limited (Formerly “Thai Sugar Terminal Public Company Limited”)

Office location:	90 Moo 1, Soi Siamso, Poochaosamingprai Road, Samrong Klang, Phra Pradaeng District, Samut Prakarn, 10130 Telephone: +662-183-4567 Facsimile: +662-183-4561, +662-183-4562
Business type:	Warehousing and loading of goods, Warehouse and real estate rental, produce and distribute wheat flour and palm oil and polypropylene bag
Registered Capital (Million Baht):	191,663,805 (one hundred ninety-one million six hundred sixty-six hundred three thousand eight hundred and five million baht)
Stock Type:	common stock
Number of shares held (%):	23.82
Total number of shares:	383,327,181 (three hundred eighty-three million three hundred twenty-seven thousand one hundred and eighty-one shares)

16. BBGI Public Company Limited

Office location:	No. 2098, M Tower, 5th Floor, Sukhumvit Road, Phra Khanong Tai, Phra Khanong District, Bangkok 10260 Telephone: +662-335-8899 Facsimile: +662-335-8800
Business type:	The holding company which invests in the business of manufacturing and distributing biofuel product and relating products
Registered Capital (Million Baht):	3,615,000,000 (three thousand six hundred and fifteen million baht)
Stock Type:	common stock
Number of shares held (%):	29.88
Total number of shares:	1,446,000,000 (one thousand four hundred and forty six million shares)

Sugar Business**Khon Kaen Sugar Industry Public Company Limited**

The nature of business is to produce and distribute sugar and other by-products. The first branch is located in Nampong district of Khon Kaen province with the maximum crushing capacity of 40,000 tons of cane per day and the second branch is located in Wangsapung district of Loei province with the maximum crushing capacity of 36,000 tons of cane per day. Both branches have the capability to produce raw sugar, high pol sugar, brown sugar, white sugar, refined sugar and liquid sugar.

Tamaka Sugar Industry Co., Ltd

The nature of business is to produce and distribute sugar and other by-products. The factory is located in Tamaka district of Kanchanaburi province with the maximum crushing capacity of 20,000 tons of cane per day and capable to produce raw sugar, white sugar and refined sugar.

New Krung Thai Sugar Factory Co., Ltd

The nature of business is to produce and distribute sugar and other by-products. The factory is located in Bo-Ploy district of Kanchanaburi province, (originally located in Tamaka district, Kanchanaburi province) with the maximum crushing capacity of 32,000 tons of cane per day. The factory is capable to produce raw sugar, white sugar, refined sugar and liquid sugar.

New Kwang Soon Lee Sugar Factory Co., Ltd

The nature of business is to produce and distribute sugar and other by-products. The factory located in Panusnikom district of Chonburi province, has the maximum crushing capacity of 3,500 tons of cane per day. The factory is capable of producing raw sugar, high pol sugar. (In late 2023, the factory was relocated to Watthana Nakhon District, Sa Kaeo Province.)

Savannakhet Sugar Corporation

The Company received sugarcane plantation concession that covers approximately 10,000 hectares (62,500 rai) from the Lao government. Sugarcane cultivation is undertaken by The Company itself. The sugar factory in Savannakhet has the maximum crushing capacity of 3,000 tons of cane per day. The factory is capable of producing raw sugar and brown sugar.

Koh Kong Plantation Co., Ltd and Koh Kong Sugar Industry Co., Ltd

As at October 31, 2022, The Company received sugarcane plantation concession that covers approximately 18,057 hectares (112,856 rai) from the Cambodian government. Sugarcane cultivation is undertaken by The Company itself. The sugar factory in Koh Kong has the maximum crushing capacity of 6,000 tons of cane per day. The factory is capable of producing raw sugar and white sugar. (Currently stopped operation.)

Energy and Biofuel Business

BBGI Public Company Limited

BBGI Public Company Limited (“BBGI”), a holding company that holds shares in the following companies:

- BBGI Bio Ethanol Public Company Limited: Producing and distributing molasses-based ethanol with 450,000 liters per day, in which BBGI Public Company Limited holds 100% shares.
- BBGI Utility and Power Company Limited: Producing and distributing biogas steam and electricity, in which BBGI Public Company Limited holds 100% shares.
- BBGI Bio Ethanol (Chachoengsao) Company Limited: Producing and distributing cassava-based ethanol with 150,000 liters per day, in which BBGI Public Company Limited holds 85% shares.
- BBGI Bio Fuel Company Limited: Producing and distributing bio-diesel with 1,000,000 liters per day, in which BBGI Public Company Limited holds 70% shares.
- Win Ingredients Company Limited: Producing, selling, importing and exporting biological products and chemicals in various categories, in which BBGI Public Company Limited holds 51% shares.
- BIOM Company Limited: Research, development, producing and distributing of bio-based products using Synthetic Biology technology, in which BBGI Public Company Limited holds 20% shares.
- BSGF Company Limited: Procuring raw materials, producing and distributing Sustainable Aviation Fuel (SAF) from used fuel. Initial production capacity 1,000,000 liters per day, in which BBGI Public Company Limited holds 20% shares.
- Ubon Bio Ethanol Public Company Limited: Producing and distributing cassava-based ethanol with 400,000 liters per day, in which BBGI Public Company Limited holds 12.4% shares.

BBGI Public Company Limited is the group of companies which are considered Thailand’s largest manufacturer and distributor of biofuels which is currently regarded as a producer of biofuel products both ethanol and biodiesel are the third largest in Thailand. In addition, an agreement was entered into to purchase convertible preferred shares of Manus Bio Inc., registered in the United States of America and its business is in advanced biotechnology. BBGI Public Company Limited had shareholding proportion in the case of conversion to ordinary shares at 5.6%.

Khon Kaen Sugar Power Plant Co., Ltd.

The Company was established in late 2003 and has operated renewable power plants that can produce electricity and steam by using bagasses as the main fuel. The sold electricity and steam to sugar factories and other factories in the group, including sold to EGAT and PEA.

Supporting Business**TSTE Public Company Limited (Formerly “Thai Sugar Terminal Public Company Limited”) and subsidiaries**

The Company is a listed company in the Stock Exchange of Thailand. Its businesses involve warehouse leasing, loading and discharging sea freight, port operations, and freight forwarding. The terminal and warehouse are located in Prapadang, Samutprakarn, on the Chopraya River. Its customers are primarily sugar companies in the KSL Group, other sugar factories owned by strategic partners, and general customers. In addition, TSTE Public Company Limited (TSTE) is the mother company of 7 subsidiaries, which mainly deal with real estate trading and leasing, wheat flour production, plastic sack manufacturing, palm oil refinery plant operations and container port business. (For details, refer to listed company profiles section: TSTE Public Company Limited (TSTE) and T S Flour Mill Public Company Limited (TMILL)).

KSL Export Trading Co., Ltd

Established in 1992, The Company performs as a licensed exporting company, according to Cane and Sugar Act 1984, which provides services of exporting activities to the sugar companies in KSL Group and also other sugar factories.

KSL Agro and Trading Co., Ltd.

Established in 2006, The Company trades sugar and related products for domestic customers. It also has transportation and manufacture services and grows sugar cane on The Company’s land.

KSL Material Supply Co., Ltd

The company was established with the objective of procuring and distributing raw materials related to agriculture, such as selling organic fertilizers. and includes various commercial services.

WSP Logistics Co., Ltd.

The Company was incorporated in 2016 with the business objective of transporting sugar and other products. The Company has been dormant.

Wynn In Trading Co., Ltd

The nature of business is international trading and international investment consulting. Khon Kaen Sugar Industry Public Company holds 100% share of Wynn In Trading Co., Ltd.

Other Businesses

KSL Real Estate Co., Ltd.

The Company is involved in the business of property rental and resort ownership in Kanchanaburi, near the River Kwai, under the name of “River Kwai Park and Resort” This company provides the accommodation and facilities for holiday vacation and training center for employees of the KSL group and other general customers. Additionally, The Company has acquired a commercial rental property, the Liberty Square Building that is located in the heart of Silom Road that is one of the busiest business area of Bangkok with approximately 19,151 sqm of rental space consisting of 22 floors and 6 levels of underground parking. The Company also invested in other properties for future profit generated from rent business or trading.

KHUN CHUAN Company Limited

The Company was established in 2021 to be KSL Social Enterprise in the future. Business operations is run by supporting products from various community enterprises, from groups with disabilities and from the unemployed elderly. The Company’s major customers would be KSL’s affiliates and other local customers. All profits from business operations are 100% returned to the entire society in various forms such as donations and contributions to communities or schools.

Membership of associations

Khon Kaen Sugar Industry Plc. holds membership in several associations. Representatives of The Company are directors in the following associations that are directly related to its business, namely, The Federation of Thai Industries, Thai Sugar and Bio-Energy Producers Association and Thai Sugar Millers Association.

Regarding the policy to regulate and monitor the operation of subsidiaries and affiliates, The Company has categorized its subsidiaries and affiliates which have the similar nature of business to be a group together under the same management team, for instance, four sugar companies are under the same board of executive directors. For supporting business, energy and chemical business and other business, Khon Kaen Sugar Industry Plc. will assign its own representatives to join as a position of company directors for involvement of policy establishment or as a position of top management for operation directing in subsidiaries to ensure that policy of the subsidiaries is complied with the parent company’s policy.

1.3.2 In the case where a person with a potential conflict of interest

TSTE Public Company Limited (Formerly “Thai Sugar Terminal Public Company Limited”) (TSTE) The individuals having potential conflict of interest own 16.65% of the TSTE’s shares. The Company owns 23.82% of the TSTE’s shares and has no policy to increase its capital proportion. Moreover, the shareholders and directors have no intention to transfer their benefits to one of these two companies. In addition, TSTE Public Company Limited has many directors from other sugar companies; thus, power balancing in TSTE Public Company Limited is reasonable for both companies. To conclude, the related transactions between the Company and TSTE Public Company Limited are in line with the characteristics of normal trading in the market which will maximize highest value to both companies.

In conclusion, the shareholding structure of the Company and the subsidiaries, which is owned by the individuals having potential conflict of interest over 10% in some companies, is the result from the past. Currently, the Company has an intention changing its structure in order to minimize those conflicts. In addition, the Company has the policy to directly invest in subsidiaries and associates in the future. Also, there will be the limitations in shareholding proportion for the individuals having potential conflict of interest except it will be done to maximize the Company’s value. Furthermore, the persons having potential conflict of interest will not make any investments in business that may constitute the conflicts of interest to the Company or in competitive business to the Company.

1.3.3 Relationship with major shareholders’ business

N/A

1.3.4 Shareholders

On October 31, 2023, the top 10 major shareholders of The Company are as follows:

As of 31 October 2023			
Rank	Name	No.of Share	% of total
1	KSL Sugar Holding Co., Ltd.	1,468,242,728	33.29
2	Thai NVDR Co., Ltd.	146,377,248	3.31
3	Mr.Chamroon Chinthammit	116,460,400	2.61
4	Mr.Chanachai Chutimavoraphand	115,355,499	2.61
5	Mr.Kamondanai Chinthammit	104,637,200	2.37
6	Ms.Duangdao Chinthammit	99,799,954	2.26
7	Ms.Duangkae Chinthammit	99,733,643	2.26
8	Mr.Somchai Chinthammit	96,475,726	2.18
9	Mr.Piripon Chinthammit	93,847,124	2.12
10	CREDIT SUISSE AG, SINGAPORE BRANCH	89,698,136	2.03
	Total for top ten major shareholders	2,430,627,658	55.11
11	Other shareholders	1,979,604,961	44.89
	Total	4,410,232,619	100.00

Note:

A major shareholder of KSL Sugar Holding Co., Ltd. is the Chinthammit family which holds 33 % of shares. However, proportion of shareholding does not indicate that members of the Chinthammit family are voting in the same way.

The registered capital of KSL Sugar Holding Company Limited of THB 1,000 million consists of 100 million shares at par value of THB 10 per share or THB 1,000 million.

(2) Information of subsidiary shareholders of the central company (only in case of companies that operate by holding shares in other companies)

On October 31, 2023, the top 10 major shareholders of KSL Sugar Holding Co., Ltd. are as follows:

As of 31 October 2023			
Rank	Name	No. of Share	% of total
1	Ms. Nareerat Chinthammit	12,105,268	12.11
2	Ms. Duangdao Chinthammit	7,847,944	7.85
3	Ms. Duangkae Chinthammit	7,764,650	7.76
4	Mr. Chanachai Chutimavoraphand	6,971,788	6.97
5	Mr. Chamroon Chinthammit	5,370,580	5.37
6	Mr. Somchai Chinthammit	5,169,890	5.17
7	Mr. Sarun Chinthammit	4,246,828	4.25
8	Mr. Kamondanai Chinthammit	2,906,000	2.91
9	Mr. Piripon Chinthammit	2,906,000	2.91
10	Ms. Yaovanuth Dejvitak	2,900,000	2.90
	Ms. Yaovaluck Chutimavoraphand	2,900,000	2.90
	Total for top ten major shareholders	61,088,948	61.09
11	Other shareholders	38,911,052	38.91
	Total	100,000,000	100.00

Note: The 10th major shareholders are Ms. Yaovanuth Dejvitak and Ms. Yaovaluck Chutimavoraphand who both hold equal number of shares.

3. Shareholders' Agreement

-NONE-

1.4 Amounts of registered capital and paid-up capital

1.4.1 Ordinary shares

As of October 31, 2023, The Company's registered capital is THB 2,205,121,824 and the paid-up capital is THB 2,205,116,309.50. It is comprised of 4,410,243,648 ordinary shares and 4,410,232,619 paid-up shares, at par value of THB 0.50 per share.

1.4.2 Supplementary Shares

-None-

1.4.3 As of 31 October 2023, Thai VNDR Company Limited holds 146,377,248 of the Company's common stocks or 3.31 (%) of total shares that were traded. Investors that carry VNDR shares will receive the financial benefit as if they invested in the shares of The Company, whether as dividends, the privilege to subscribe and increase share values, or warrant to purchase ordinary shares but they will be not granted the power to vote in the shareholders' meetings. However, Thai VNDR Company Limited will not intervene with such meetings with the voting power, unless it concerns delisting estates out of the Stock Exchange of Thailand.

1.5 Issuance of other securities

Debentures

As of October 31, 2023, the non-subordinated and unsecured debentures are detailed as follows:

Name	Tenor	Expiry Date	Total Value (million THB)
KSL27DA	10 years	7-Dec-27	2,000
KSL285A	10 years	3-May-28	650
Total Long Term Debentures			2,650

1.5.1 Convertible Securities

-NONE-

1.5.2 Other Debt Securities

-NONE-

1.6 Dividend policy

The Company has a policy to pay dividends at a rate of not less than 50 % of net income after corporate income tax and legal reserves of separate financial statement, if there is no necessity for the use of the money, and if the dividend payment does not have an adverse effect on corporate operations significantly. Factors that are considered include corporate operation results, financial position, liquidity, and business expansion plans, etc. The dividend payment requires approval from corporate shareholders and/or the Board of Directors.

Dividend payment of the subsidiaries and associates to Khon Kaen Sugar Industry Public Company Limited depends on their cash flow, liquidity, suitability, and necessity for the use of the money. No minimum rate is specified.

Dividend payment in the past 3 years

Year	2022	2021	2020
Net profit (loss) per share	0.30	0.14	(0.02)
Dividend per share	0.10	0.03	-
Dividend payout ratio	33.38%	21.49%	-

RISK MANAGEMENT

2.RISK MANAGEMENT

2.1 Policy and Plan for Risk Management

Khon Kaen Sugar Industry Public Company Limited recognizes the significance of risk management with the shifts from internal and external factors that possibly impact the business. International standards of risk management (COSO Enterprise Risk Management Framework: COSO ERM Framework) have been applied to the whole organization to support and reduce impacts from risks that might obstruct the objective. Also, in order to build trust among stakeholders, performing in an environment that rapidly change is a crucial matter for us. The board of directors, executives, and employees of all levels participate in implementing a standardized risk management system in conjunction with the strategic planning process and developing sustainable business that focuses on benefiting the Environment, Social, and Governance (ESG). Furthermore, the tracking system and monitoring have been implemented according to the risk management plan, as well as awareness for additional risks that could occur in the future and minimizing the potential losses at the accepted criteria.

Besides, we had prepared for critical circumstances that may lead to business interruption by establishing business continuity management together with requiring companies under the direction of KSL to set up the same system. The strategy also involves analyzing meaningful activities, and the impact of business interruption, including evaluating and designing risk management plans. Moreover, crisis management and emergency response guidelines are also involved. Executives and employees are also responsible for regularly practicing, maintaining, and reviewing procedures to properly manage circumstances during a crisis.

Risks Management Culture of KSL Group

We are committed to create a culture of risk management in all aspects of operations to create profound understanding of their roles and responsibilities that could contribute to overall management of risk in the Company. The Company implemented these cultural values through consistent activities as follow:

1. Review the risk management principles and communicate to all employees.
2. Establish a risk management framework and utilize it to adapt to different fields within the Company to build a learning environment with the realization of possible uncertainty and encourage risk management to be part of their planning steps.
3. Mark the acceptable risk appetite of the Company and communicate to all employees.
4. Organize training about risk management in an organization for management, risk-holder teams, and all employees to learn, understand, and able to evaluate the risk that could affect their objectives or planned strategies in working.
5. Determine Key Risk Indicators (KRI) to be a precautionous variable and warn of the risk events that could occur.
6. Set up a risk management process and constantly monitor the progress of risk management measures.

2.2 Risk Factors for the Company's Business Operations

2.2.1 Risks towards Operations of the Company Businesses, Groups, and the Emerging Risks

In 2023, the company has identified and Assessed the organization's key risks that are compatible with sustainable development, which cover environmental, social, and corporate governance risks as follows:

Environmental Risk

(1) Risk from Climate Change

The change in climate exacerbates natural disasters in numerous regions globally, such as droughts, flash floods, storms, or extreme weather events. These risks might heavily impact the firm's business operation due to the requirement of rain in the sugar cane plantation.

The company, therefore, assigns projects and determines various control measures. To promote environmental conservation and reduce the consequence of greenhouse gas emissions as follows:

- Power plants use bagasse and biomass waste to generate electricity for usefulness within the factory.
- Use molasses to produce alcohol.
- Increase production process efficiency and energy conservation projects
- Producing of organic fertilizer from filter cake for use in sugarcane cultivation
- Reduce water usage management, wastewater treatment, and water reuse in production.
- Collaboration between institutes for research in Sustainable Energy, along with finding methods beneficial from the product of the agro-based sector, which help lessen the impact of climate change on the agriculture segment.
- Cooperation with people in the community and state in planting a tree together with preserving forests that support carbon dioxide absorbent.

Social Impact Risk

(2) Safety and Health Risks

Businesses of the KSL group are mostly related to the Sugar industry by operating sugar production and selling products domestically and internationally. The company is concerned that this particular reason might affect the health and safety of the employees, partners, stakeholders, and community members, leading to reviews and awareness of the workplace's health and safety management system.

By focusing on implementation with understanding and developing a safety culture, including stipulating safety performance assessments in the workplace as follows:

- Review the occupational health, safety, and working environment management strategy, including methods for evaluating the effectiveness of safety operations.

- Review work manuals on occupational health, safety, and working environment to control risky assignments. Also, lead domestic and international manufacturers on the same path by enhancing their operations.
- Promote partners, communities, and surrounding societies to participate in the health and safety workplace system pass through many activities such as Kiken Yoshi Training (KYT) and SHE Day.
- Assign methods and operational measures to deal with the COVID-19 epidemic in work areas, travel, and transportation to ensure the safety of operators and those involved. And to build customer confidence, such as by encouraging employees to regularly test Antigen Test Kit (ATK) detection and preparedness measurement to prevent outbreaks during the harvesting season by embracing the Bubble and Seal prevention method.
- Although the situation of Covid-19 has been chiefly resolved, our corporate still values and takes responsibility for the health and safety of employees.

(3) Human Right Risk

Value human rights and compliance law is one of the main focuses of our company, by conducting a comprehensive human rights risk assessment according to the guidelines of the human resource management policy. The assessment results indicate that in 2023, the significant risks are human rights, namely: workplace safeness and treating labor fairly, which the company has delivered guidelines for risk prevention as follows:

- Review guideline and work instructions manual that concerned human rights.
- Review occupation health safety and environment management system.
- Set up personal data protection system and policy.
- Identified in the contract that suppliers must be treat labor with respect for human right and comply with law or others concerned completely.

(4) Risks Associated with Human Resource Management for Business Growth and Change

The operation of KSL Group's business is primarily dependent on personnel. The rapid changes from internal and external factors could lead to risks in employees' skills and knowledge, which conform with business development. The company foresees enhancing employee competency development processes and provides guidelines for human resource management as follows:

- Review human resource development system and succession plan related to business direction plan.
- Develops workforce planning for future in term of quantity, skills and capabilities by job analyzed that related to reasonable compensation.
- Review performance evaluation system and shift up payment system that could be comparable to market.
- Continuous develops employees' skill pass through reskill, upskill that focus on future capability solutions and evolving needs of customers. Including use the employees' database to planning and decision for top management develops their under command both of hard skill and soft skill.

- Review knowledge and innovation management system by collecting, sharing and cross function training form built up synergy and innovation culture pass through KSL innovation award contest.
- Improve the welfare policy by extending the life insurance limit to the group of employees at the operational level to have a coverage limit of one time higher, as well as expanding the coverage range to cover all types of employees.

Governance Risk

(5) Compliance Risk from Changes in laws and regulations

Another risk the company is concerned about is Corporate governance, which comes from changes in rules, laws, and related regulations. Also, risks arise from non-compliance or incomplete compliance due to changes that conceivably influence a business's reputation. Additionally, penalties and fines or loss of business opportunities are also what the company value with the strategies as follows:

- Regularly review KSL code of conduct, business ethic and involved guidelines to align with update laws and regulations.
- Closely monitors and reports changes in government policies, laws, rules and regulations in the countries where KSL operates.
- Communicates effective risk management and control practices to employees at all level to prevent the noncompliance with law and regulations.
- Engage employee's awareness pass through many activities; CG & Anti-Corruption Week, Ethics & Anti-Corruption e-Testing, etc.

Business Risks

(6) Risks from Raw Material Supply (Sugarcane)

Khon Kaen Sugar Industry Public Company Limited is an industry that manufactures granulated sugar by using sugar cane as its main ingredient. Furthermore, the Company invests in other additional projects on top that use by-products and waste from the process of sugar production, for raw materials that could create added value. Therefore, the Company's profits involve risks concerning the amount of sugar cane that we could find in the manufacturing process. The causing factors include (1) The sugar cane plantation area (in Rai) that changes, probably, due to the fact that farmers shift their cultivation plan to plant other crops with higher yields, including government promotion policies. (2) Yield of sugarcane per planting area (Tons of sugarcane per Rai) that alters according to the changing environmental factors such as drought and flood from global warming, as well as the increasing price of production factors.

Therefore, to minimize the impact of the given risks, the Company helps sugarcane farmers whether in the issue of loans for cultivation investment, supporting raw materials for cultivation, particularly providing other substitutes for

the production such as soil amendments and organic fertilizers, improving irrigation system, using agricultural machinery with new technologies to help increase the productivity and efficiency, and reducing the role of the sugar cane middlemen.

(7) Risks from Fluctuation of Global Sugar Price

Sugar is considered one of the agricultural products that has a reference price in the global market, both raw sugar and white sugar. The export of sugar abroad is therefore based on the price of sugar in the global market, which has relatively high price fluctuations. This depends on a number of key factors, such as weather conditions that directly affect sugarcane yields, the demand and supply of producing countries and consumers, export and import figures, and tariff barriers, whether taxes are to promote or intervene in trade. These factors affect sugar prices. Moreover, there are other environmental factors affecting sugar prices as well. Currently, the price of sugar is also related to the price of energy or fuel, resulting from by-products from sugarcane crushing, such as sugarcane bagasse that can be used as fuel, and molasses that can also be used to produce ethanol mixed with oil for energy in cars.

Tracking sugar price movements and analyzing sugar price trends requires the Company to manage its sugar price risk using appropriate financial instruments to mitigate risks to the Company's performance, where the sugar business is its main business and has an impact on the company's bottom line. In addition, exchange rate risk is another important matter. Since the Company exports 75–80% of its annual sales volume in US dollars, its revenue and costs fluctuate at the same exchange rate as global sugar prices. Therefore, the Company must enter into financial instruments in terms of exchange rates in accordance with the amount of sugar sold and delivered through foreign sales channels.

Furthermore, Thailand's sugar industry has a management style that is unique to other industries. In other words, there is a clear system of sharing benefits between sugarcane farmers and mills. The revenue from the sale of sugar in each production season is allocated to sugarcane farmers, accounting for 70 percent (of the return on sugarcane prices), and another 30 percent to sugar mills (production returns), known as the 70:30 system. This benefit division is fair. It is divided based on the proportion of investment, which is an international ratio and depends on the economic condition, production techniques, and investments of each country. In the production season of 2023/2024, in regard to Thailand's sugarcane volume, the Office of the Cane and Sugar Commission estimates that the sugarcane volume into crushing factories this coming season is about 83 million tons, a decrease of 10 percent from last year. This is mainly due to rainfall in sugarcane cultivation areas in Thailand, where rainfall delayed and reduced compared to the previous year, and India announced not to export sugar in the coming season. These factors drive the price of sugar up.

The price of raw sugar in New York in 2023 continued to rise throughout the year, averaging 25–26 cents per pound for the full year. The price level of raw sugar in New York has risen by 25 percent, while the Thai baht to US dollar exchange rate is considered to be weak throughout the year, with an average of 35–36 baht per US dollar. Also, US interest rates are trending up, while interest rates in Thailand are low.

To sum up, in 2023, sugar prices rose to a new high of 27.75 cents per pound and remained flat at a high of 25–26 cents per pound. The demand for sugar in the country at the end of October 2023 was 2.2 million tons and was likely to continue to expand due to the opening of the country. The number of tourists entering Thailand from January to September 2023 increased by more than 200 percent. This situation reflects the figures of sugar consumption in the country. Therefore, although sugarcane volumes are projected to decline, income gradually improves with the expansion of consumption demand, which is driven by domestic and international purchasing power.

(8) Risks from Government Policies

Government policies continue to address the problem of sugarcane fires to reduce the impact of PM 2.5 and support measures to promote the cutting of fresh sugarcane. For the 2023/2024 production season, sugarcane fire volumes are set to zero in response to government policies to address dust pollution. However, in the sugarcane crushing season of 2022/2023, the number of fire sugarcane actually increased by 5%, representing 32.79%, and 67.21% of fresh sugarcane, due to the shortage of labor to cut fresh sugarcane from the COVID crisis. The upcoming 2023/2024 production season will be another challenge for sugarcane farmers and sugar factories. The government has set the sugarcane fire plan to zero. According to the original plan for 2021//2022, the sugarcane fire plan must not exceed 10% of the total production. In the 2022–2023 production season, it must not exceed 5%.

According to the original sugarcane fire notification, sugarcane farmers who send fire sugarcane to mills will be deducted 30 baht per ton; long-tip cane with leaf cladding and contaminants will be deducted at 20 baht per ton; and fire sugarcane and long-tip cane will be deducted at 50 baht per ton. When the conventional method of cutting sugarcane needs to be adjusted to comply with the government's policy on reducing the amount of PM 2.5 and no change in this policy has been announced, the sugar factory has to provide sugarcane farmers with a sugarcane leaf pruning machine to facilitate the cutting of fresh sugarcane and promote the purchase of sugarcane leaves to increase revenue and reduce the burning of post-cut sugarcane leaves. There is also a request to cooperate with the factory to help guarantee the purchase price of fresh sugarcane at a reasonable price for the cost of cutting fresh sugarcane for at least two seasons, and fresh sugarcane is queued first for the crushing process, as well as supporting low-interest loans for sugarcane farmers to borrow to buy agricultural machinery.

In the 2023/2024 production season, the allocation of revenue between sugar mills and sugarcane farmers under the 70:30 benefit sharing system remained the same. It was agreed that the cost of sugarcane and the cost of sugar production for the production season in 2022/2023 was 1,197.53 baht/ton, with the sweetness value at 10 C.C.S., and the cost of sugar production was 513.23 baht/ton. It can be seen that various policies or regulations issued by the Cane and Sugar Board have an impact on the cost of production and the turnover of the Company. Moreover, changes in the

sugarcane and sugar industry in Thailand are considered to be constantly changing, especially in terms of price. The cost-plus production cost is used to determine the domestic sales price and calculate the cost of sugarcane. In 2023, the price of white sugar is set at 19 baht per kilogram and 20 baht per kilogram for refined sugar. This price is effective from October 1, 2019 onward. Under the condition that the production cost has been rising at all times, many sugar factories have jointly requested to raise the price of sugar by expecting the price of white sugar to be 23–24 baht per kilogram, from 19 baht per kilogram, and the price of refined sugar to be 24–25 baht per kilogram, from 20 baht, for the production season in 2023/2024, which are the factory prices, excluding VAT, to calculate the price of sugarcane and the production yield.

Finally, the government has authorized the conclusion on the pricing of production cost for the calculation of sugarcane cost, raising the price by only 2 baht per kilogram. The price of white sugar is 21 baht per kilogram, and the price of refined sugar is 22 baht per kilogram, which is the factory price. With the price of sugar in the world market continuing to rise, it is predicted that there will be secret sales of sugar through the border to neighboring countries because there is a price difference. Therefore, the Company must closely monitor the risks from these government policies in order to determine the operational guidelines of the relevant agencies so that they can continue to operate in accordance with the policies of the government sector correctly and appropriately.

(9) Risks of Bad Debts from Credit System Provided to Farmers (Advanced Credit)

In the operation of a sugar factory, the factories provide loans or other kinds of financial support to sugarcane farmers as working capital to plant sugarcane crop, or what is called “advanced credit”, thereby reserving the sugarcane for crushing. After the sugarcane crop is ready for harvesting and the sugar factories are ready to start crushing the cane, the farmers harvest the cane and send it to the sugar factories and receive payment for the value of the cane supplied after the loans and other financial support given is deducted. The risks that are generated from such credit can come from reduced volume of sugarcane in any year due to drought conditions, losses from crop disease and pestilence, farmers refusing to send the cane to the sugar factories, etc. Such liabilities, arising from sugarcane credit, can adversely affect the company’s operations requiring higher amounts of provisioning for bad debts.

(10) Risks from Exchange Rate

The disruptive rates of foreign currency exchange still affect the Company’s operation significantly. This is because the Company has approximately 70 – 80 percent profit from exporting sugar, including importing machines, tools, and doing business abroad. Anywise, our conglomerate has managed the risk by following the trend of currency exchange rates and considered creating a derivative contract for foreign currency hedging like forwarding contract and

options contract, for example. This also includes managing currency in the natural hedge by bringing sales profit of sugar products that are in foreign currency to pay for expenses of that foreign country under the same currency.

Setting up the price of sugarcane through the value-sharing system of 70: 30 makes the Company's capital cost of sugarcane price, which is the most capital and income of The Company, follow the same direction of the exchange rate. Moreover, we monitor changes in exchange rates very strictly to ensure that the Company could function timely under altered situations.

Apart from that, in 2022, our company has contracted both short-term and long-term loans in a foreign currency (USD) with a floating rate. So, we followed it with a policy to create a hedging contract by contracting all cross-currency swaps with an equal duration with a loan contract for payment of principal and interest. The net payment will be equivalent to the Thai baht received from the loan and use a fixed interest rate. Therefore, the Company is clear of risks from changes of foreign currency exchange and interest of the loan and interest on the loan of the given contract.

(11) Risks from Investment Project in Laos and Cambodia

Projects in these two countries are ones that pioneered our company's sugar business internationally. We received concession areas from the government for sugarcane cultivation and permission to build sugar mills. Our company has managed significant risks as follow:

- 1) Insufficient amount of sugarcane for production due to climate change, natural disaster, pest infestation, and deteriorated condition of the soil received by the concession. These factors cause fluctuation in the amount of sugarcane available for crushing each year, causing deficiency in yield per area which is not enough to cover the production expenses.
- 2) Issues in management such as a lack of technology to cultivate sugarcane in a large area, lack of standard infrastructures including roads, transportation systems, as well as a shortage of cultivation laborers and skilled personnel. Solving these issues has taken more time to develop than we have initially planned.
- 3) Regulations of the government agencies, especially investment projects in Cambodia that encountered issues in the policy of the concession area. There were ambiguities of the concession area and the working locals, tax policy, and also unclear rules and regulations from the officials of each country that constantly changes. These factors could lead to disputes with the community. However, the aforementioned issue is still a matter of the Company. We prioritize such matters as important and are always ready to manage or make corrections properly and appropriately.

Therefore, Company still has seen and solved various problems continuously. KSL still review our methods and plan to learn of the remaining concession area for cultivation. It causes Laos project has profit, this process illustrates the direction of our company that intends to still build returns and profits from international investments.

Emerging Risk

(12) Risks from Cybersecurity

In the current days, cyber threats and crimes can rapidly damage both agency and individual databases. Preventing or dealing with cyber threats requires quick coordination with all relevant departments and continual maintenance of cybersecurity. The information technology system is the infrastructure that increases the efficiency of business operations, production efficiency control, and operational cost Management. Therefore, information technology plays an increasingly important role in business operations, especially according to The Personal Data Protection Act B.E. 2562, which will come into effect on June 1, 2022. Hence, the Company has taken various actions to activate protection and deal with risks promptly by assigning KSL IT Center, a subsidiary of KSL to prepare plans and implement protection against cyber threats as follows.

1. Control security in terms of accessing user resources. and promulgated the information security policy of KSL Group
2. Carry out maintenance of equipment (Hardware) and programs (Software) regularly, which are sorted into:
 - a. Maintenance of equipment according to the annual maintenance plan.
 - b. Organize program testing and evaluate patches/updates to study the impact before deploying to different parts involved in the system.
3. Install an Anti-Virus system at the End-Point level to detect cyber threats and be Real-Time Protection and activate a Firewall to prevent external attacks, including a Network Access Control (NAC) system to control or monitor various types of cyber-attacks by creating decoys as a damage limiter and attack defender.
4. Prepare backup data for the critical working system under the D/R operation that can recover the system from the second site within 3 hours and backup up to 30 cycles to restore each system.

2.2.2 Risks from Shareholders' Investments

Risks that may arise in shareholders' meetings, from disapproval of the proposed agenda.

Chinthammit family and companies of Chinthammit family hold up and more than 60 percent of the total paid-up capital. Such proportion enabled the Chinthammit family to control the voting agenda that require a majority of the shareholders' votes, Except for matters required by law or the Company's Articles of Association requiring three-fourths of the vote of the shareholders' meeting. Therefore, the Company can manage the risk from the shareholders' meeting disapproval of the agenda proposed by the Board of Directors for consideration as appropriate. Therefore, the Company can now manage risks when shareholders' meeting would disapprove agenda of the Board of Directors, by considering appropriateness.

For such circumstances, the Company appointed directors to treat shareholders equally and show transparency of the systematic and verifiable management. It consists of 6 independent directors who are fully qualified under the law and 4 members of the Audit Committee who perform their duties as required by law and the Audit Committee's charter. The Company also has an internal audit department that operates independently and appropriately. They report directly to the Audit Committee, which is primarily responsible for overseeing the internal control system and internal auditing.

2.2.3 Risk of investing in Foreign Estates

- None –

3.2 Managing Impact of Stakeholders in the Business Value Chain

3.2.1 Business Chain

The chain management figure illustrates that the primary source of the business is sugarcane which is the main ingredient that our company recognizes its importance. Therefore, we need efficient management for high-quality raw materials which will also increase the quality of the products, respectively.

3.2.2 Analysis of Stakeholders in Business Value Chain

The conglomerate has identified the group of stakeholders by beginning by defining key sustainability issues (between the company's financial year which was 1 November 2022 – 31 October 2023) with both internal and external stakeholders. This process is essential in helping create confidence and stability for the Company. The Company has a process to assess important issues, collecting and processing data of stakeholders, participating in social operations, safety, and environment to ensure accurate, complete information, and ultimately for equal and appropriate treatment for each group.

Significant Groups of Internal and External Stakeholders are as follow:

1. Sugarcane Farmers	
Expectations of the Stakeholders	<ol style="list-style-type: none"> 1. To receive more support, including technology and management of working capital 2. To encourage and support innovations related to agricultural tools and devices 3. Reasonable sugarcane price 4. Fair return and income 5. No environment and pollution problems around the factories
Responding to Expectations of Stakeholders	<ol style="list-style-type: none"> 1. Develop a suitable modern technology for agriculture 2. Support farmers with high-quality agricultural tools and devices 3. The increasing price of sugar in the global market affects the initial and final price of sugarcanes 4. Sort out farmers that meet the criteria and could pay compensation up to their ability to cultivate quality sugarcanes 5. Supervise the environment around the factories to prevent pollution
2. Shareholders	
Expectations of the Stakeholders	<ol style="list-style-type: none"> 1. Equal and rightful treatment for every shareholder 2. Disclosure of accurate and timely data through different means that are easily accessible 3. Growing operating results and stable dividend returns
Responding to Expectations of Stakeholders	<ol style="list-style-type: none"> 1. Comply with the guidelines and rules of the Stock Exchange of Thailand, and the Securities and Exchange Commission

- 2 . Various means to disclose information and communicate with shareholders and investors
3. Growth from continuous investment and a clear dividend policy

3. Partnerships/Contractors

Expectations of the Stakeholders	<ol style="list-style-type: none"> 1. Rightful and transparent procurement 2. On-time payment of goods and wages 3. Reasonable price
Responding to Expectations of Stakeholders	<ol style="list-style-type: none"> 1. Compliance with the written procurement policy that is intelligible and under the same standard 2. Rightful and transparent work inspection process and payment of goods or wages in a timely manner 3. Qualifications of partners who are eligible to bid are determined and publicly announced that information and procurement conditions are accurate and complete to partners who are eligible to bid openly and equitably.

4. Employees

Expectations of the Stakeholders	<ol style="list-style-type: none"> 1. Receive appropriate pay and welfare both in short and long terms 2. Development of essential skills required for profession and career advancement 3. Have a rightful and effective performance assessment system
Responding to Expectations of Stakeholders	<ol style="list-style-type: none"> 1. Convey the Company's performance to employees of all levels 2. Promote career advancement for employees by developing effective performance assessment 3 . Promote the development of potential, skills, knowledge for employees by having learning channels that are suitable for the behavior of employees with a wide variety of learning topics

5. Customers

Expectations of the Stakeholders	<ol style="list-style-type: none"> 1. Products meet the quality and standards and on-time delivery 2. Development of service through various channels continuously to be efficient, fast, and meet the problems and needs to be efficient, fast, and meet the issues and needs. 3. The security measures of the customer's personal data are in place and there shall be no infringement of the customer's personal information 4. There are activities that focus on sustainability in all dimensions.
Responding to Expectations of Stakeholders	<ol style="list-style-type: none"> 1. Develop the production of products, containers, and deliveries that meet the needs of customers

2. Continuously develop and improve systems and service channels for customers for effective service that can promptly respond to their issues by using the satisfaction data and suggestions from the customers.
3. Compliance to corporation's policies concerning protection of customers' personal data strictly by implementing cautious attention and rightful according to set protocol for operations that require involvement with personal information of customers. Such processing of personal data is limited to necessary professional and operational purposes only.
4. Committees, working groups, and sustainable development lines have been set up to specifically oversee this.

6. Creditors

Expectations of the Stakeholders	<ol style="list-style-type: none"> 1. Pay off debts on time 2. Work plan for debt settlement
Responding to Expectations of Stakeholders	<ol style="list-style-type: none"> 1. To strictly comply with the agreement and conditions as agreed by both parties. 2. To regularly communicate to the bank the plan for the use of the money and debt repayment, including the Company's situation.

7. Community/Social and Environment

Expectations of the Stakeholders	<ol style="list-style-type: none"> 1. Local employment. 2. Pollution management with minimal impact on the community. 3. Participation and support in various activities in the economic and social development of the community, including schools, hospitals, and temples.
Responding to Expectations of Stakeholders	<ol style="list-style-type: none"> 1. Participation and support activities in the economic and social development of the surrounding community 2. Assess the impact of business operations affecting the environment 3. Continue to build relationships and networks with external agencies perpetually to open opportunities for the community to participate in different projects of the Company

8. Government Sectors

Expectations of the Stakeholders	<ol style="list-style-type: none"> 1. Operate rightfully and according to the law 2. Participate in activities or support activities held by the government agencies
----------------------------------	--

Responding to Expectations of Stakeholders

1. Cooperate with government agencies in local development as deemed fit
2. Strengthen relationships and maintain relationships at all levels equally and transparently to support the work in various fields of the government to be more efficient

3.3 Sustainability Management in Environmental Dimensions

3.3.1 Policy and Practice Regarding Environment

The Company has a corporate governance policy and guidelines regarding the environment. Encouraging executives and employees to use natural resources and energy economically. The Company supports the reuse of materials and also prioritizes great importance to making the most of raw materials and waste by recirculating them in various production processes. Anywise, additional information can be found in the Company's sustainability report on the website.

From assessing environmental risk, the Company has identified issues that may have a negative impact on the environment caused by the company's business operations. Namely, utilizing energy efficiently in order to reduce climate change, managing water usage, and managing industrial residue and general waste, up until management for reducing greenhouse gas emissions.

3.3.2 Environmental Performance

Utilizing Energy Efficiently

The conglomerate also prioritizes utmost importance in managing energy and climate change to prevent harming the community and environment. In the process, it helps to reduce the expenses of energy. Stakeholders also focus on the issue of climate change and global warming caused by greenhouse gas emissions.

Utilizing Water Efficiently

The process of pumping water from raw water sources for utilizing sugar production is divided into two main parts. The first is for water used in the production process and the second is for the water used in the office. Most of the sugar production effluent is from the cooling system used for temperature exchange. Sewerage will be sent to the treatment system by sedimentation and decreasing temperature to be similar to the natural condition before releasing out of the factory. This process ensures that water quality released to the reservoir meets the specified standards, which includes irrigation standards and Ministry of Industry standards, for example, to prevent impacts on biodiversity of reservoirs. As for the water used in the office that has been treated until it reaches the standard, it will be used in the watering system, to agricultural demonstration plots, and further wetlands.

Management of Industrial Residues

In order to minimize the amount of debris from production and disposal maintenance of the Company, the conglomerate, therefore, prioritizes the effective control of raw materials usage, equipment for maintenance, and the selection of waste disposal methods to create the least negative impacts towards the environment. Every factory places

importance on the selection of disposal recipients and methods of disposal that must be carried out strictly and in accordance with the law. In addition, the disposal of the disposal recipient is also monitored to ensure that the unused materials from the group will be handled properly, appropriately, and meet the standards of the Ministry of Industry.

In the sugar production process, there will be filtered pot residue, which is a mixture of sandy soil and organic matter from sugar cane. Sugar mills will use the waste from the filter pots to produce fertilizers and soil conditioners or put them in the sugar cane fields to improve the quality of the farmlands.

Types of Waste	Elimination Method
Hazardous Waste	Eliminate 100 percent
Non-Hazardous Waste	Recycle 100 percent

Greenhouse Gas Management

The conglomerate has implemented measures to reduce direct and indirect greenhouse gas emissions. That is by reducing energy consumption in the production process and in the office to promote lesser energy consumption in the community, along with supporting the increase of greenhouse sources by building more green space in the factory such as reforestation and promotion of community forest activities throughout the country. This is also a way to cooperate with both the government and various organizations as well.

In 2023, the Company set up the KSL Green Together Project to prepare to become a carbon-neutral organization by 2025 and achieve “Net Zero” by 2065.



Over the past 7 decades, the conglomerate remains committed to implementing sustainable development in the environmental dimension, by integrating goals to reduce the use of natural resources, reduce greenhouse gas emissions, reduce environmental impact, and promote a circular economy throughout the value chain of product and service development to enhance the quality of life and environment for all.

3.4 Sustainability Management in Social Dimensions

3.4.1 Policy and Practice Regarding Society

The Group places importance on and is committed to creating value in business operations and creating benefits for all stakeholders in society in order to create sustainability according to sustainable development goals and issues in response to climate change, the circular economy, and health and safety.

The Company has established the Corporate Governance and Sustainable Development Committee to provide policy and oversight of the operations of the Sustainable Development and Corporate Communications Department, which is responsible for safety, occupational health, the environment, and social activities, to ensure that the Company will take care of nature and the environment for Thailand and our world. Further information is available in the Company's sustainable development report.

3.4.2 Social operating results

Human Rights

The conglomerate respects human rights and rightfully complies with the law. Therefore, the rights of stakeholders have been determined under the corporate governance policy of KSL Group. This covers both the treatment of shareholders and other stakeholders, including employees, customers, business partners, creditors, and up until the society.

The Company has guidelines on the rights of employees and business ethics was determined in accordance with fundamental rights related to health care, including occupational health and safety standards. Moreover, employees can send suggestions or additional comments to the management sector, or report complaints or clues to the commission of an offense to the chairman of the audit committee, or the internal audit office. Employees who disclose any information to the Company will be protected from penalties and kept anonymous to provide adequate assurance that employees will not be harassed by the abuse of power.

Staff and Labor

Employees are considered an essential resource for the Company and also the business operation. Improving the quality of the labor skills will affect both employees and the Company in the way to develop to success together. Therefore, the Company has always treated our employees with fairness in accordance with the principles of rightful governance and managing with total transparency.

Respect and Rightful Treatment towards Workers**This significant principal covers up to:**

1. Respect the privacy of the employees and will not disclose personal information to outsiders or unrelated parties unless it is information that must be disclosed in accordance with the provisions of the law.
2. Treat everyone equally, refrain from actions that deprive others of any rights or benefits due to their being similar or different in any way that does not affect performance, such as physical or mental condition, race, nationality, religion, gender, sexuality, age, education, or status.
3. People should honor and respect each other's dignity, status, or opinions

The conglomerate has internal and external recruiting channels, through testing and interviewing in order to obtain qualified personnel for the position join the organization mainly on the basis of competence and suitable qualifications and do not discriminate on the basis of race, nationality, race, color, religion, social status, gender and gender, age, disability, political views, and marital status. Additionally, we also encourage the employment of disabled individuals which opens opportunities for people with disabilities to have a job. All new employees must be jointly informed with the agency in writing regarding the details, goals, main indicators of the work performed by the Company's system. We promote and support the employees of the organization who have the knowledge and abilities to have career advancement and become the main force for the organization's further development.

Regarding care of employees and labor, the Company has important operations as follow:**(1) Safety, Occupational Health, and Work Environment**

In 2023, the Company has continued to monitor and follow up on the COVID-19 outbreak, including maintaining the WFH policy for people infected with COVID-19, spraying disinfectants, and cleaning the work areas of infected people.

The Company arranged for employees to participate in basic firefighting training and annual fire evacuation drills according to the statutory requirement, as well as purchasing an automated external defibrillator (AED) to be installed inside the building for emergency assistance in the event of cardiac arrest.

(2) Employees training

In 2023, the Company organized training in an on-site format as usual by providing the necessary basic training courses, including

1. "New Employee Orientation" Course (KSL Basic Knowledge 2023)
2. "Microsoft Office 365 Course (MS Team / MS OneDrive / MS Stream / MS One Note / MS Form)
3. "Basic Knowledge on Carbon Footprint Calculation" Course
4. "ESG and Sustainable Organizational Development" Course
5. "Management-level Safety Officer" Course
6. "Supervisor-level Safety Officer" Course

7. “Food Safety System Standards: FSSC 22000 V.6” Course

In addition, the Company continues to develop online learning materials for KSL employees under the name “KSL Knowledge Hub” by collecting interesting courses and good knowledge materials from leading and reliable websites and gathering them in the KSL Knowledge Hub. It also includes developing media for new employee orientation in a small group format through the online system on the website, which has been developed by the Resource Development Team to facilitate the use of computers and mobile phones under the name “KSL FRESHY GUIDE.”

(3) Employee care during

The Company appointed the “Human Resource Management Committee” at the central and branch levels to participate in expressing opinions on human resources management policies, including joining as the committee to consider appointments, promotion, and various special remuneration adjustments to allow the management to increase participation in policy formulations in the field of human resource management and continuous development.

The Company initially announced a policy on choosing flexible working hours (flexi-time) that are suitable for employees according to the age range and necessary conditions of each employee (initially used within the departments at the headquarters) so that employees can appropriately manage their travel time to work to achieve work–life balance.

In 2023, the Company allocated a special budget to consider selecting a group of employees with good performance and high potential (talent), which will be a group of employees with the knowledge, abilities, and skills necessary for the future, including having a positive attitude to work. This aims to encourage this group of employees to be cared for and retained as an important resource in the future.

Moreover, the Company adjusted its life insurance policy by increasing the life and accident coverage limit to full-time employees at the operational level, as well as extending the life and accident insurance coverage to temporary employees as well.

The Company also committed to helping and resolving employees' financial problems by cooperating with Rabbit Cash to provide “Rabbit Cash Alternative Loan Benefits,” which are loans with an interest rate as stipulated by law to assist employees with informal debt problems or to provide an emergency credit line in case of urgent need.

Customers

Customers are considered as a group of stakeholders that are very important to The Company, specifically serving them with satisfaction. All opinions, satisfaction, problems, needs, and behavior of customers, are all key ingredients in determining the direction of the Company's management.

The Company uses international quality management systems such as ISO 9001:2015, FSSC 22000, GMP, HACCP, HALAL, KOSHER Bonsucro environmental governance, and henceforth. In order to create the highest satisfaction for customers, the Company focuses and prioritizes the quality and standards of the products, on time delivery, world-class services, as well as strictly maintain the confidentiality of customers from getting disclosed or misused without permission. Also, we provide contact channels for customers to suggest feedback or report a complaint. Averagely, the Company receives about 40-50 complaints or suggestions per year for the operation of 5 sugar factories to ensure that standards are

met without conflict when doing business with the Company. The Company has hired external agencies to assess its operations and certify that the labor standards is also in accordance with the customer's standards.

In the past year, the Company has worked with domestic and international customers to take care of sustainability throughout the value chain to ensure that the Company has done its best for the sustainability of all parties.

Community and Society

The Company uses international quality management systems such as ISO 9001:2015, FSSC 22000, GMP, HACCP, HALAL, KOSHER Bonsucro environmental governance, and henceforth. To create the highest satisfaction for customers, the Company focuses and prioritizes the quality and standards of the products, on-time delivery, world-class services, as well as strictly maintaining the confidentiality of customers from getting disclosed or misused without permission. Also, we provide contact channels for customers to suggest feedback or report a complaint. Averagely, the Company receives about 40-50 complaints or suggestions per year for the operation of 5 sugar factories to ensure that standards are met without conflict when doing business with the Company. The Company has hired external agencies to assess its operations and certify that the labor standards are also under the customer's standards.

Management Discussion and Analysis (MD&A)

4. Management Discussion and Analysis (MD&A)

4.1 Analyze Operation and financial position

Summary

Khon Kaen Sugar Industry Public Company Limited and its subsidiaries (“KSL”) would like to report our financial performance for the fiscal year 2023 (from November 1, 2022 to October 31, 2023). The company had a net profit attributed to owners of the parent of THB 904 million which decreased in the amount of THB 418 million in comparison with the net profit for the fiscal year 2022 of THB 1,321 million.

The company’s earnings before finance costs, taxes, depreciation and amortization (EBITDA) for FY2023 of THB 2,648 million was decreased in the amount of THB 681 million from the previous year (FY2022: THB 3,329 million).

The operating performance and major changes are summarized as follows:

Overview of sugar business and significant business information

In overview of sugar business in Thailand, it had been affected from Thailand drought during the past two consecutive production years. In addition, the government has measures to help farmers by focusing on encouraging the cutting of fresh sugarcane to reduce dust pollution.

For the crop year 2022/2023, total sugarcane production volume of Thailand amounted to 93.8 million tonnes. This was an increase of 2% from the previous year. The company was the fifth-largest market share in Thailand in term of sugar production with 7% of sugar production volume proportion. The sugar output of 0.74 million tons in FY2023 was increased by approximate 6% comparison with the sugar output of 0.70 million tons in FY2022 that affected increase in revenues from sugar sale in the amount of THB 1,672 million or 12% increase. The increase in sale volume of 89,174 tons or 12% from the previous year’s volume. That caused from inclining in volume of sugarcane output in the production year 2022/2023 and the average sugar sale price increased by 8% due to inclining of world sugar price compared with the previous year’s price.

The Operating Performance and Significant Changes

For the year 2023, the company had a profit on operation of THB 904 million whereas profit on operation for the year 2022 of THB 1,321 million. The operating performance and significant changes are detailed as follows:

Summary of financial results

Revenues from Sales and Rendering of Services

For the year 2023, the company's total revenues from sale and service of THB 18,449 was increased in the amount of THB 2,120 or 13% increase and summarized as follows:

(Unit : Million THB)

Structure of Revenues	FY2023	FY2022	Increase (decrease)
Revenues from sales	18,301	16,178	2,123
Sugar and molasses	15,860	14,188	1,672
Electricity	1,638	1,348	361
Fertilizer, fuels and others (supporting business)	803	642	90
Revenues from services	148	151	(3)
Total revenues from sales and services	18,449	16,329	2,120

(1) For FY2023, total revenues from sugar and molasses for FY2023 in the amount of THB 15,860 million that increased by THB 1,672 million or 12% compared with FY2022, was mainly due to significant increase in volume of sugar sale and inclining of export sale price. The total sugar sales volume for FY2023 was increased 89,174 tons that increased by 12%, and the average sugar sale price of all distribution channels was increased by 8% comparison with the previous year's due to inclining of world sugar price. The proportion of export sale per total sale in FY2023 was 77% which slightly lower than last year.

(2) Revenue from sale of electricity was increased from THB 1,277 million to THB 1,638 million, 28% increase, due to increase in electricity volume and the average electric sale price from FT price.

(3) Increase in revenues from other sugar-related businesses of THB 90 million or 13% increased was mainly due to enhancing farmer activities to support sugar cane output improvement in the upcoming crop harvests.

Gross Profit

For the year 2023, the company had a gross profit decreased from THB 2,788 million to THB 2,618 million, 6% decrease. Gross profit margin decreased from 17% in FY2022 to 14% in FY2023 was mainly due to inclining price cost of raw material (sugar cane) increased than last year and there were also losses from derivatives contracts caused by fluctuations in global sugar prices.

Distribution Costs

Distribution costs increased from THB 434 million to THB 511 million, 18% increase, was mainly from transportation and exportation expenses that derived from increase in sale volume of sugar.

Administrative expense and other expenses

Significant changes in administrative expenses and other expenses are as follows:

- Employee and director costs decreased by THB 35 million or 9%.
- Foreign exchange gain decrease by THB 49 million in FY2023, whereas gains on foreign exchange rate of THB 42 million was recognized in FY2022 from exchange rate fluctuations in FY2023, the baht appreciated.
- Loss on impairment of investments in associates increased in the amount of THB 196 million. Due to the recoverable amount of an investment is lower than the book value.

Financial Costs

Financial costs increased from THB 429 million to THB 472 million, 10% increase, was mainly due to repayment of long-term loans, but inclining in average interest rate of short term loans.

For the year 2023 financial status overview, the company had total assets of THB 39,798 million, total liabilities of THB 18,221 million and total shareholders' equity of THB 21,577 million. Interest bearing debt to equity ratio (IBD/E ratio) as at October 31, 2023 represented at 0.67.

4.2 Give a forward looking description of potential

The major factors that affect the sugar business are the volume of sugar cane output and world sugar price. For the crop year 2023/2024, sugar business group in Thailand forecasts decrease in the domestic sugarcane supply, the sugarcane is forecasted of 90 million tons due to favorable weather conditions for cultivation and the rising world sugar prices since the middle of 2021. As a result, farmers would expand cultivation area. The company expected that the revenue and performance of sugar business and related businesses (electricity business and fertilizer and other agricultural raw materials business) will be improved from the previous year, if the target of sugar cane crushing is reached as well as the market share can be maintained. Other factors related to exports are still positive sentiment such as inclining of world sugar prices and strength trend of US dollar against Thai Baht currency. Those are positive factors for export business.

4.3 Disclose information from the financial statements and significant

The corporate accounting period begins on November 1 and ends on October 31 of every year.

Report of Independent Auditor

1) Auditor

Year 2021	Ms. Wimolporn Boonyusthian, Certified Public Accountant, Registration No. 4067, Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
Year 2022	Ms. Wimolporn Boonyusthian, Certified Public Accountant, Registration No. 4067, Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
Year 2023	Ms. Wimolporn Boonyusthian, Certified Public Accountant, Registration No. 4067, Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.

2) Summary of the audit reports over the past three years

Year 2021	The Auditor audited corporate financial statements and issued unqualified opinions.
Year 2022	The Auditor audited corporate financial statements and issued unqualified opinions.
Year 2023	The Auditor audited corporate financial statements and issued unqualified opinions.

Percentage of Shareholding in the Subsidiaries and Basis for Preparation of Consolidated Financial Statements

The financial statements for the fiscal year of 2021 - 2023 include a total of 14 subsidiaries. The shareholding percentage as of October 31 is as follows:

Table 1: Percentage of Direct and Indirect Corporate Shareholding

	<u>Percentage of Shareholding</u>		
	<u>2023</u>	<u>2022</u>	<u>2021</u>
Tamaka Sugar Industry Company Limited	90.21	90.21	90.21
New Krung Thai Sugar Factory Company Limited	95.78	95.78	95.78
New Kwang Soon Lee Sugar Factory Company Limited	99.21	99.21	98.61
KSL Real Estate Company Limited*	91.02	91.02	91.02
K.S.L. Export Trading Company Limited**	79.55	79.55	79.55
KSL Material Supplies Company Limited	100.00	100.00	100.00
Khon Kaen Sugar Power Plant Company Limited	100.00	100.00	100.00
KSL. Agro and Trading Company Limited	100.00	100.00	100.00
WSP Logistic Company Limited	100.00	100.00	100.00
KHUN CHUAN Company Limited	99.97	99.97	99.97
Savannakhet Sugar Corporation	98.00	98.00	98.00
Koh Kong Plantation Company Limited***	100.00	100.00	80.00
Koh Kong Sugar Industry Company Limited	100.00	100.00	88.02
Wynn In Trading Company Limited	100.00	100.00	100.00

NOTE:

* The Company holds shares indirectly through Tamaka Sugar Industry Company Limited

** The Company holds shares indirectly through New Krung Thai Sugar Factory Company Limited, Tamaka Sugar Industry Company Limited and New Kwang Soon Lee Sugar Factory Company Limited.

*** The Company holds shares indirectly through Wynn In Trading Company Limited and KSL. Agro and Trading Company Limited because of in 2022, KSL. Agro and Trading Company Limited acquired shares in Koh Kong Plantation Company Limited in the proportion of 20%.

Consolidated Profit and Loss Statement

Revenue from sale and services

In FY2023, the Company's operating revenue in the total amount of THB 18,449 million was increased from the previous year by THB 2,120 million or 13% as detailed below:

(Unit : Million THB)

Structure of Revenues	2023	2022	Increase (decrease)
Revenues from sales	18,301	16,178	2,123
Sugar and molasses	15,860	14,188	1,672
Electricity	1,698	1,348	350
Fertilizer, fuels and others (supporting business)	743	642	101
Revenues from services	148	151	(3)
Total revenues from sales and services	18,449	16,329	2,120

(1) the increase in revenues from sugar business was resulted from higher sugar sale volume of 89,174 tons or 12% increase compared with the previous year's. It was resulted from rising in volume of sugarcane output in the production year 2022/2023 and the average sugar sale price of all distribution channels was increased by 8% comparison with the previous year's due to inclining of world sugar price. The proportion of export sale per total sale in FY2023 was 77% which slightly lower than than 80% of FY2022 export sale proportion,

(2) revenue from sale of electricity was increased from THB 1,277 million to THB 1,638 million, 28% increase, due to increase in electricity volume and the average electric sale price from FT price and

(3) increase in revenues from other sugar-related businesses of THB 90 million or 13% increased was mainly due to enhancing farmer activities to support sugar cane output improvement in the upcoming crop harvests. As a result, the overall operating revenue was significantly grew comparison with previous year.

The company's costs of goods sold and service in the total amount of THB 15,831 million that was increased from the previous year in the amount of THB 2,291 million or 17%, mainly due to a rise in material costs (sugar cane) (sugar cane prices for 10 c.c.s. in FY2023 was in the range of THB 1,199.19 - THB 1,218.27 per ton, whereas FY2022 price range was THB 1,057.06 - THB 1,130.54 per ton) or 15% increase.

Selling and administrative expenses

Selling and administrative expenses in the total amount of THB 1,270 million was increased by 9% with the following major reasons:

- (1) Distribution costs in the amount of THB 511 million was increased by 18% in line with the high in sale volume.
- (2) Employee and director costs decreased by 9% or in the amount of THB 35 million.
- (3) Loss on impairment of investments in associates increased in the amount of THB 196 million. Due to the recoverable amount of an investment is lower than the book value.

Other incomes and other losses consisted of:

Unit: Million THB

Type of income/expenses	2023	2022
(1) Other incomes consist of:		
(1.1) Other incomes	155	220
(1.2) Finance income	80	105
Total other incomes	235	325
(2) Other gain (loss) and other expense-net consist of:		
(2.1) Gain on sales of investments in associates	11	-
(2.2) Gain (loss) from exchange rate	(7)	42
(2.3) Gain on fair value adjustments of investment property	118	121
(2.4) Loss on impairment of investments in an associate	(196)	-
(2.5) Gain on sales and disposal of assets	24	31
(2.6) Loss on impairment of property, plant and equipment	-	(59)
Total other gain (loss) and other expense-net	(50)	135

Share of gain on investment in associated companies

Share of gains on investment in associates in the total amount of THB 12 million was decreased by 84% (FY2022: THB 76 million), mainly from a decrease in the operating results of associated companies.

As a result, the company's earnings before interest and income tax (EBIT) was THB 1,545 million that was decreased by 28% comparison with the previous year (FY2022: THB 2,149 million).

Finance cost and income tax expenses

In FY2023, the company's financial cost of THB 473 million was increased by 10% due to loans repayment during the year but increase in the average interest rate of short-term loans and the corporate income tax of THB 152 million.

As a result, the company had a net profit in the amount of THB 920 million for FY2023 (FY2022: net profit of THB 1,329 million) which consisted of profit of minority interest amounted to THB 16 million and net profit of the owner of the parent amounted to THB 904 million.

Table 2 : Consolidated Profit and Loss in the past 3 years

Income Statement Highlight (Million THB)	2023	2022	% Change	2021
Sales and Services	18,449	16,329	13%	10,470
Cost of Sales and Service	(15,831)	(13,540)	17%	(9,230)
Gross Profit	2,618	2,789	-6%	1,240
Other Incomes	235	325	-28%	286
Selling Expense	(511)	(434)	18%	(294)
Administration Expense	(759)	(742)	2%	(730)
Profits before other gain (loss) and other expenses	1,583	1,938	-18%	502
Other gain (loss) and other expense - net	(50)	135	-137%	119
Share of profit of associated companies	12	76	-84%	511
Profits before financial cost and tax	1,545	2,149	-28%	1,132
Financial cost	(473)	(429)	10%	(425)
Corporate Income Tax	(152)	(391)	-61%	(92)
Minority interest	(16)	(8)	100%	1
Net Profit	904	1,321	-32%	616
Earnings per Share (EPS)	0.21	0.30	-32%	0.14
Gross Profit Margin	14.2%	17.1%		11.8%
Net Profit Margin	4.9%	8.1%		5.9%

Based on the company's operating revenue structure for FY2023, the total revenue was THB 18,449 million consisted of (1) revenues from sales of sugar and molasses in the total amount of THB 15,860 million, representing 86% of the total operating revenue, (2) revenue from electricity and steam sales in the total amount of THB 1,698 million, representing 9% of the total operating revenue and (3) revenues from other services amounted to THB 148 million and revenues from trading business amounted to THB 738 million. The rest was other incomes amounted to THB 5 million.

Table 3 : Consolidated Revenue Structure in the past 3 years

Revenue Structure (Million THB)	2023		2022		% Change	2021	
Sales and Services							
Sugar and Molasses Sales	15,860	86.0%	14,188	86.9%	12%	8,720	83.3%
Electric and Steam Sales	1,698	9.2%	1,348	8.3%	26%	1,178	11.3%
Services	148	0.8%	151	0.9%	-2%	144	1.4%
Others	5	0.0%	7	0.0%	-29%	9	0.1%
Total	17,711	96.0%	15,694	96.1%	13%	10,051	96.0%
Trading Activities							
Sales of fuels	285	1.5%	231	1.4%	23%	151	1.4%
Sales of fertilizer	393	2.1%	380	2.3%	3%	240	2.3%
Sales of Supplies	60	0.3%	24	0.1%	150%	28	0.3%
Total	738	4.0%	635	3.9%	16%	419	4.0%
Total Sales and Services	18,449	100.0%	16,329	100.0%	13%	10,470	100.0%

Consolidated Statement of Financial Position

Table 4 : A Summary of the Consolidated Statement of Financial Position in the past 3 years

Statement of Financial Position Highlight (Million THB)	2023	2022	% Change	2021
Cash and cash equivalents	206	255	-19%	224
Trade and other current receivables	1,267	1,058	20%	1,064
Short-term loans	673	624	8%	588
Inventories	2,131	2,740	-22%	2,707
Other current financial assets	203	655	-69%	91
Other current assets	91	481	-81%	105
Investments in associates	4,232	4,803	-12%	4,650
Other non-current financial assets	211	229	-8%	173
Finance lease receivable - net of current portion	-	-	0%	361
Long-term loans	130	113	15%	137
Investment property	6,420	6,297	2%	6,112
Property, plant and equipment	23,972	24,139	-1%	25,007
Other non-current assets	262	256	2%	302
Total Asset	39,798	41,650	-4%	41,521
Current Liabilities	8,948	8,985	0%	12,012
Non-Current Liabilities	9,273	11,302	-18%	9,398
Total Liabilities	18,221	20,287	-10%	21,410
Total Shareholder's Equity	21,577	21,363	1%	20,111
Total Equity Attributable to Owners of the Parent	21,094	20,890		19,581
D/E Ratio	0.84	0.95		1.06
IBD/E Ratio	0.67	0.78		0.92

At the end of FY2023, the company had the shareholders' equity of THB 21,577 million was from 1% increase. Whereas the total assets of THB 39,798 million, 4% decrease and the total liabilities of THB 18,221 million, 10% decrease. As a result, debt to equity ratio reduced from 0.95 to 0.84 and interest-bearing debt to equity ratio also reduced from 0.78 to 0.67 due to a large amount of repayment of short-term borrowings and long-term borrowings from financial institutions.

The significant changes in statement of financial position are as follows;

- A decrease in inventories of THB 609 million or 22% from lower sugar stock volume, compared to the amount of previous year.
- A decrease in other current financial assets of THB 452 million or 69% from hedging the foreign currency forward exchange contracts and cross currency and interest rate swap contracts, which was profitable decreased in FY2023.
- Other current assets decreased by THB 390 million or 81% was mainly from increase current portion of finance lease receivable since the related party has notified their intention to purchase and request the transfer of all assets within November 2022. All assets were transferred in November 2022.
- Investment in associates decreased by THB 571 million or 12% was mainly from a decrease in the operating results of associated companies and the company had an allowance of impairment of investments in associates in the amount of THB 196 million. Due to the recoverable amount of an investment is lower than the book value.

- Net decrease in interest-bearing debts in the amount of THB 2,306 million mainly consisted of net decrease in short-term borrowings in the amount of Baht 639 million, repayments of long-term borrowings from financial institutions in total approximate amount of THB 2,535 million during the year 2023. Whereas the company had additional long-term borrowings from financial institutions in the total amount of THB 1,000 million.

Consolidated Statement of Cash Flow

Table 5 : Consolidated Statement of Cash Flow in the past 3 years

Cash Flow Highlight (Million THB)	2023	2022	% Change	2021
Net Profit + Depreciation + Non Cash	2,665	2,976	-10%	1,572
Change in Working Capital	243	(548)	-144%	(1,177)
Cash flow from Operating Activities	2,908	2,428	20%	395
Invest in investment in an associate	-	(284)	-100%	-
Cash received from dividends	40	265	-85%	57
Cash received from finance lease receivable	381	19	1905%	19
Net Invest in PP&E	(886)	(179)	395%	(191)
Cash flow from Investing Activities	(455)	(44)	934%	31
Cash flow from Financing Activities	(2,500)	(2,334)	7%	(339)
Change in Cash Flow	(49)	31		86
Beginning Cash	255	224		138
Ending Cash	206	255		224
EBIT	1,545	2,149	-28%	1,132
Depreciation and Amortization	1,103	1,180	-7%	1,092
EBITDA	2,648	3,329	-20%	2,224

In overall of the year 2023, the Company received net cash inflows from operations of THB 2,908 million, 20% increased from FY2022, that mainly from sugar stock volume at the end of October 2023 decreasing from the previous year by approximately 52,550 tons due to a large amount of product being released by selling out during 2023.

Regarding the cash flows from investing activities, the company had net cash inflows from investing activities in the total amount of THB 455 million. The net investment in fixed assets of THB 886 million, whereas net cash inflows was derived from cash received from finance lease receivable of THB 381 million and cash received from dividend and interest incomes in the total amount of THB 112 million.

Regarding financing activities, the company had net cash outflows in the amount of THB 2,500 million. It was mainly from repayment in short-term borrowings in the amount of THB 639 million and repayment of long-term borrowings from financial institutions in the total amount of THB 2,535 million. During the year 2023, the company had payment for dividends to shareholders of the parent in the amount of THB 309 million. Whereas cash received from long-term borrowing from financial institutions of THB 1,000 million.

Financial Ratios

Table 6 : Financial Ratios in the past 3 years

Financial Ratios	2023	2022	2021
Short-term liquidity ratios			
Current Ratio	0.51	0.65	0.40
Acid Test Ratio	0.24	0.26	0.16
Collection period - trade receivables (days)	13	13	18
Days of inventory	56	73	94
Capital Structure and Solvency ratios			
D/E Ratio	0.84	0.95	1.06
IBD/E Ratio	0.67	0.78	0.92
LTD to equity	0.34	0.44	0.39
Return on Investment ratios			
ROA	2%	3%	1%
ROE	4.2%	6.2%	3.1%
Operating performance ratios			
Gross Profit Margin	14%	17%	12%
Operating Profits Margin	8%	12%	5%
Pre-tax Profit Margin	6%	11%	7%
Net Profit Margin	5%	8%	6%
Market Measures			
Book Value per Share	4.89	4.84	4.56
Earning Per Share	0.20	0.30	0.14

According to the year 2023 financial ratios above, all related return on investment ratios and operating performance ratios were decreased from previous year's due to operating profit in the amount of THB 904 million whereas the year 2022 had profit of THB 1,321 million. Decrease in gross profit ratio was mainly due to inclining price cost of raw material (sugar cane) increased than last year and there were also losses from derivatives contracts caused by fluctuations in global sugar prices.

The capital structure and solvency ratios such as D/E ratio and IBD/E ratios was slightly decreased or improved from previous year's due to improvement of operating performance and repayments of interest-bearing loans during the year.

The liquidity ratios represented current ratio was decreased from previous year's. In 2023, the company had decreased current assets. Mostly in inventories from releasing a large amount of goods by selling them during 2023 and from financial lease receivables from transferring all assets to related party. Including acid-test ratio was slightly decreased.

General information and other material facts

5. General information and other material facts

5.1 General information

Company Name	:	Khon Kaen Sugar Industry Public Company Limited
Head Office Location	:	503 KSL TOWER 9 th Floor, Sriyudhya Road, Rajathevi, Bangkok, 10400 Thailand
Telephone	:	+662-642-6191-9
Website	:	http://www.kslgroup.com
Securities Registrar	:	Thailand Securities Depository Co., Ltd. 93 Ratchadaphisek Road, Din Daeng, Din Daeng, Bangkok 10400 Thailand Telephone: (66 2) 009 9000 Facsimile: (66 2) 009 9991 SET Contact Center: (66 2) 009 9999 Website: www.set.or.th/tsd
Auditor	:	Ms. Wimolporn Boonyusthian Certified Public Accountant No. 4067 Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. AIA Sathorn Tower, 23rd - 27th Floor, 11/1 South Sathorn Road, Yannawa, Sathorn, Bangkok, 10120 Telephone: +66 (0) 2034 0000 Facsimile: +66 (0) 2034 0100

5.2 Other material facts

-NONE-

5.2.1 Specify other information that may

-NONE-

5.3 Legal disputes

As of 31 October 2023, the Company had no dispute which might have a potential negative impact in excess of 5% of the shareholders' equity per its consolidated financial statements.

5.4 Secondary market

-NONE-

5.5 Financial institution with regular contact

-NONE-

Corporate Governance Policy

Part 2 Corporate Governance Policy

6. Corporate Governance Policy

6.1 Overview of the Policy and Guidelines

The Board of Directors, as leader of the organization, performs its duties with responsibility, transparency, and fairness with determination to operate and develop the Company's sustainability by adhering to the principles of corporate governance and business ethics.

In the year 2023, the Company has carried out various activities as follows:

1. The Company held the 2022 Annual General Meeting of Shareholders, No. 1/2023, on February 23, 2023, through Electronic Annual General Meeting (E-AGM), using the system of Digital Access Platform Company Limited ("DAP") system has been prepared to access meeting of the provider that it is under the Announcement of the Ministry of Information and Communication Technology under the rules and regulations in the epidemic situation of COVID-19 that is related to be used with shareholders meeting, including registration of shareholders, vote counting, and displaying results. For conferences to be conducted quickly, accurately, and adhere to the principles of virtuous corporate governance.

KSL has started holding paperless meetings, from the meeting of the Board of Directors and sub-committees to internal meetings with the use of information technology to be cover all dimensions beneficially, including the presentation of the meeting documents, voting, and note-taking of the participants, and henceforth.

2. The Board of Directors has complied with the principles of virtuous corporate governance of the Securities and Exchange Commission (CG Code), the Thai Institute of Directors Association (IOD), corporate governance policy, code of conduct, as well as international standards to comply with various criteria of the ASEAN CG Scorecard, and et cetera. In this regard, the Company received an assessment from the Corporate Governance Report of Thai Listed Companies (CGR) to be 'Excellent' as of 2023 by the Thai Institute of Directors Association (IOD), which is the sixth year in a row.

3. Received 100 full scores in the quality assessment of shareholders' Annual General Meeting (AGM Checklist) from the Thai Investors Association.

4. Publicized the Corporate Governance Policy Code of Conduct Anti-Corruption Measures Manual on the Company's website and internal website (Intranet) for the Company's directors, executives, and employees of all groups to be informed and take it as an operation guideline.

5. Revised the Code of Business Conduct and the Anti-Corruption Manual.

The Corporate Governance Policy consists of 7 Chapters as follows: 1) Rights of shareholders 2) Equitable treatment of shareholders 3) Role of stakeholders 4) Disclosure and transparency 5) Role and Responsibilities of the Board of Directors 6) Anti-Corruption and 7) Reporting Information on Misconduct and Fraudulent Activities.

During the year, the Company duly governs the business by adhering to the Policy.

Chapter 1: Rights of Shareholders

1. Shareholders may propose a meeting agenda and put forward their questions concerning the Annual General Meeting of Shareholders in advance during 1st October to 30th November for the Annual General Meeting in the following February. The company notifies such process such to the shareholders via the information system of the Stock Exchange of Thailand, and the criteria and steps were clearly posted on the website of the Company at www.kslgroup.com at the menu “Information for Investors”.
2. Inform the method to vote for questioning or sharing opinions during the meetings for all participants to acknowledge before beginning.
3. Remuneration and criteria on providing remuneration for directors of each position, namely fixed remuneration, meeting allowances, annual remuneration, were proposed to the shareholders for consideration and approval every year.
4. The Company allowed the shareholders to cast their votes on an election of individual director, by nominating a director for voting by the shareholders one by one.
5. The Company’s website where corporate shareholders and those interested may download corporate financial information, corporate profiles, and meeting information is www.kslgroup.com. Inquiries and requests for further information may be e-mailed to ir@kslgroup.com and secretary@kslgroup.com
6. The Company facilitates and encourages its shareholders to exercise their rights and votes. There is a record date for a right to a meeting and a record date for a right to receive the shareholders to choose whether they will hold the stocks for the dividends or not. Shareholders meetings are organized at convenient venues which is easily accessible by public transportation.
7. Agenda of the 2022 Annual Shareholders’ Meeting No. 1/2023 notice covered statement of financial position, profit and loss statement, dividend payment, election of replacement directors whose terms have ended, consideration of remuneration for directors, and appoint of auditor and audit fee.
8. In 2022 Annual Shareholders’ Meeting, No.1/2023, the Company informed its shareholders about rules and procedure of attending the shareholders’ meeting. Shareholders were given opportunities to directly inquire the corporate directors and committees. The meeting was recorded by video recorder. The Company does not deprive its shareholders of access to corporate information. All important information is included in distributed notices without any last-minute addition of agendas or changes in important matters. Shareholders who arrive late are always allowed to attend meetings.
9. Minutes of the AGM 2022, No.1/2023 is precise and accurate. Names of all the directors physically present/absent were shown. Summaries of clarifications, questions, answers, opinions, the voting procedure, and the vote count procedure were provided. The minutes were posted on the Company’s website within 14 days after the AGM date.
10. The Board of Directors shall not hold aggregately the shares more than 25 percent of the issued shares.

Chapter 2: Equitable Treatments of Shareholders

1. A shareholder has a voting right by one share/one vote. The Company has only one type of share, namely, ordinary shares.
2. Shareholders are entitled to nominate a person of their choice for appointment as a director in advance as from 1st October until 30th November, by notifying such to the shareholders via the information system of the Stock Exchange of Thailand, and the criteria and steps are clearly posted on the website of the Company at www.ksigroup.com at the menu “Information for Investors” After that, the Board of Directors shall hold a meeting to proceed with the screening process. However, in the past there has been no nomination by the shareholders.
3. The Company attached a Letter of Proxy, per Form B with the Notice Calling Meeting, which enabled the shareholders to set their own voting direction in each agenda, so as to afford convenience to a shareholder who is unable to attend the meeting to authorize an independent director or another person to attend the meeting and cast votes on his/her behalf. The Notice Calling Meeting of both in Thai and English languages are published on the Company’s website 30 days before the date of meeting to allow shareholders to study the information beforehand.
4. The Company sets a guideline about the use of inside information in the CG Policy and disseminates to directors, executives and employees who access to significant information which would affect the price of securities to refrain from trading the securities for one month prior to the disclosure of operating result or the disclosure of such information to public (Chapter 2: Equitable treatment of shareholders). Besides, the Company by Company Secretary regularly warns the directors and executives in writing in advance of each disclosure of financial reports to refrain from the disposal of the Company’s securities as from and until the specific dates and, for transparency, informs the Meeting of Executive Board and the Board of Directors regarding the changes of the Company’s securities of each director or executive (if any) as well as informs the directors and executives of any illegal act regarding using inside information so that the directors and executives shall exercise good care in respect of the use or alleged use of any inside information before disclosure to public.
5. Regarding the use and protection of inside information, the Company has established measures to prevent the use of inside information by directors, management, and employees for abusive self-dealing (Details in “Use of Inside Information”).
6. The Company requires that a director shall not operate or have any position in any ordinary partnership, or be a general partner in limited partnership, or be a director in any other limited company or public company limited that operates businesses of the same nature and that is the Company’s direct and indirect competition, unless the information about their position(s) is disclosed to the shareholders’ meeting before the appointment. Directors shall inform the Company immediately about their direct and indirect conflicts of interest arising in any corporate contracts done between fiscal years, or due to change in their acquisition of shares or debentures of the Company or its subsidiaries between fiscal years.

The Company encourages its directors, Management and those related to the Board to disclose information about their interests as part of the Board’s meeting agendas. Directors who have interests in any issues being considered are not allowed to vote on those particular issues.

7. In the past year, neither directors nor executives used insider trading and the Company did not violate or defy the connected transaction rules.
8. During the year, there was no related-party transaction which requires approval from the Shareholders' Meeting.

Chapter 3: Role of Stakeholders

Besides protecting the benefits and rights of its shareholders, the Company realizes the significance of other stakeholders contributing to its financial stability and sustainability. These stakeholders include customers, employees, suppliers, creditors, and the surrounding community. The Company has always ensured integrity and fair treatment for each stakeholder through its established business ethics, such as:

Rights of Shareholders

The Company abides by the Corporate Governance Policy and guidelines regarding shareholders and equal treatment to shareholders and prescribes consistent Business Ethics.

Rights of Employees

The Company commits to the importance of employees at all levels without discrimination on race, religion and gender. All employees are equal and are treated equally. The Company provides fair hiring conditions for the employees and undertakes appropriate policy and guidelines in respect of remuneration and welfare. Employees receive short term and long term remuneration such as salary and bonus pursuant to the employee's performance evaluation and the Company's operational result.

The Company establishes a provident fund for employees' living stability. Besides, the Company supports the development of knowledge and potential so as to make them ready for their work and organizational development and discloses average training hours, accident statistics, work stoppage time and sickness from work information (Details in the Sustainability Report).

Rights of Customers

The Company applies international quality control system, e.g., ISO 9001:2015, FSSC 22000, GMP, HACCP, HALAL, KOSHER, Bonsucro and good governance in environment etc. so as to create the utmost satisfaction to the customers in terms of quality and product standard, timely delivery and international standard service and strict confidentiality keeping. Besides, the Company provides customers with channels for complaints and recommendations as deemed appropriate by the customers. By average, the Company receives approximately 40-50 complaints and recommendations per year regarding the operation of 5 sugar factories.

Rights of Suppliers

The Suppliers hereby include, apart from contracting parties in sales and service of work, joint investors in some specific business. The Company acknowledges the legal rights and contractual rights pursuant to the joint investment by adhering to principles of honesty, equality and right to return of investment. The Company has the Corporate Governance Policy and guidelines regarding customers in the Chapter on Roles of Stakeholders saying that it supports fair and free competition, equality in doing business and mutual benefits, transparent and fair procurement. The Company prescribes the qualifications of the customers who are entitled to offer bidding as well as announces openly and equally to the rightful bidders of the complete information and conditions regarding the procurement. The Company keeps confidential the bidding prices from the suppliers and does not disclose to other bidders. The Company shall not demand any benefit from the suppliers in exchange of executing contracts with the Company as well as prescribes in the Business Ethics of such practices. As for the service of work in the Company's sites, the Company provides safe working conditions for the contractors and emphasizes that the contractors must strictly abide by the Company's rules of safety. Upon completion of the work, the Company has a process of transparent and fair acceptance of work and shall pay the contractors in due time. The Company through the procurement department communicates with the suppliers through various channels of important matters and provides channels for the suppliers to send their complaints or information. In 2019, sent letters to suppliers by informing them of the CG policies together with Anti-corruption policy. The central procurement unit requested all factories to extend anti-corruption policy to local suppliers so that acknowledgement of the information shall be as much as possible.

Rights of Creditors

The Company has the Corporate Governance Policy that shall abide by the agreement made with the creditors regarding the timely payment, appropriate use of financial service, providing and keeping collateral and other conditions such as correct financial reports for the use of credit analysis, debt-equity ratio. The Company has gained trust from the creditors through ethical operation and facilitates information for the understanding of the Company's business through the Annual Report and the Annual Statement (Form 56-1) and the financial status through financial reports which are made and audited in accordance with the generally accepted standard. The Company prescribes these practices in the Business Ethics consistently.

Right of Competitors

The Company supports free and fair competition and also the Business Ethics that the personnel shall not do business by destroying or restraining the competitors with unlawful ways or apply any unlawful way to obtain the competitor's information, In practice, the competitors are members in the same associations and regularly exchange information; therefore, there has been of unfair practice among them.

Rights of Community and Society

The Company adheres to sustainable development under the framework of the Global Reporting Initiative (GRI) and keeps complying with relevant laws and regulations. The Company encourages the stakeholders to attend activities or participate in community and social development and supports activities that develop quality of life and benefits of communities where the Company operates its business as well as builds up the employees' conscience for community and social benefits. The Company also creates opportunities for communities and stakeholders to participate in the Company's projects or events, including the sharing of opinions and suggestions or even complaints regarding the Company's operation.

Human Rights

The Company has the policy not to involve in human right violation by providing in the Corporate Governance Policy. The Company promotes and respects human rights as well as operates its business in line with the principles and intent of the United Nations Declaration on Human rights and other international agreements that Thailand is a party and shall not participate in any act that is against the human right principles. Each site of the Company's group has express clear intent that the Company shall not use child labour and forced labour and shall make announcement through various channels to the communities.

Environment

The Company has the Corporate Governance Policy and guidelines regarding environment in the Chapter on Roles of Stakeholders saying that the Company uses natural resources and energy as necessary and supports the reuse and recycling of raw materials and waste in production process. The factory uses modern dust collector to prevent emission. The water treatment system is developed to ensure that the used water shall be clean enough for reuse or for discharge to natural source. The Company has made a prototype of the so-call Submerged Aerated Fixed Film (SAF) to treat condensate water from ethanol production process at Boploy district, Kanchanaburi province. The policy and guidelines regarding safety and occupational health in workplace and policy regarding business operation under environmental standards are made know to the employees. The Company encourages the employees to utilize resource in an efficient and worthwhile manner and to always work with good care of safety and environment. The relevant employees undertake training in respect of environment. (Details described in the Sustainability Report).

Intellectual Property

The Company shall respect intellectual property rights and exercise due care not to cause accusation of risk of being accused of infringing intellectual property rights. Unfamiliarity of the relevant laws is a legal risk; therefore, the Company sets more details in the Business Ethics that the personnel have to respect intellectual property rights of others by not using any work or intellectual property of others without permission. In case of doubt of infringement, a unit must consult the legal department. If it appears that there might be an infringement, a concerned party should consult the legal department. The Business Ethics define the meaning of intellectual

property in a broad sense including copyright, patent, trademark, supplier information, customer information, formulae or any matter which is regarded trade secret. So far, there were in-house consultancy that could prevent several unintentional infringements.

Local administration / government agencies

The Company abides by the laws which regulate the business and other relevant laws as enforced by local administration and central government agencies and cooperates with government units to develop the locality. The group of companies coordinates with the local government agencies to ensure that the companies correctly comply with the laws and regulations, e.g., coordination with municipality, provincial industry office, natural resources and environment office, underground water office, water resource office, irrigation office, regional revenue office, welfare and labour protection office, social security office, skill labour development office, etc. The group of companies regards as highly important the cooperation with local administration /government units that ask for support to help develop community around the operating areas of the companies, e.g. municipality, sub-district administration, hospital, district public health, school, police, etc. as shown in the topic “Activities on Corporate Social Responsibilities”.

The Company always realizes the importance of all groups of stakeholders as mentioned. It also values all suggestions, opinions, and comments that enable development, improvement and correction of the corporate operations. All stakeholders can contact the Company’s management, the head of internal audit committee, the head of human resource department, or the chairman of audit committee to report improper incidents, complain, request for clarifications or correction, or make any suggestions via email. In the previous year, there was no wrongdoing reported to the Company. Detail information regarding procedure to report wrongdoing is provided in the Company’s Corporate Governance Manual, under the heading Reporting misconduct, fraud, and non-compliance to Code of Business Ethics.

Chapter 4: Disclosure of Information and Transparency

The Company ensures that information is provided correctly, accurately, on time, and transparently through channels that are trustworthy and equally easy to access for the public. The followings are corporate practices:

1. Financial statement, other related information, and business operation are disclosed within prescribed period after audited and certified by the auditor.
 - 1.1 The financial statements of the Company are approved unconditionally by the auditor.
 - 1.2 There is no related transaction with affiliated companies that would cause significant conflict of interest.
2. Annual Statement (Form 56-1) is disclosed within 3 months after accounting period end and Annual Report (Form 56-2) is disclosed within 4 months after accounting period end through the SET channels and corporate website, www.ksigroup.com. There are also updates related to the Company and the industry posted on the website to facilitate decision-making of those involved.

3. In the previous year, the Company's disclosure of information and transparency were approved by the Securities and Exchange Commission and the Stock Exchange of Thailand, as its practice was in accordance with disclosure requirements. Effectiveness of the corporate information disclosure procedure was evaluated by outsiders.
4. The Company disclosed additional information including duties of the Board of Directors and committees, the director and executive remuneration policy, summarized corporate governance policy, environmental and social policies, the Company's compliance with established policies, summarized business ethics, and directors' training background were disclosed in Form 56-1 and 56-2. Directors' training archives have been recorded in the annual registration statement (Form 56-1, One Report).
5. A Report on the Board of Directors' Responsibilities for Financial Statements is provided along with the auditor's report in annual report. The contents include the certification that the Company's financial statements are fairly presented in accordance with generally accepted accounting principles and regulations, and the financial statements are accurate, complete, and true according to accounting standards. The statement is signed by the Chairman and CEO/ President.
6. Contents of the Company's website consist of directors and executives' information consisting of name, age, gender, position, education, shareholding, experience, picture organizational information, shareholding structure, the Board structure, vision/missions, businesses and products, corporate governance policies and compliance results, business ethics, information for investors, environmental and social policies, annual reports, financial statements, news and updates in both Thai and English.
7. The Company specifies that directors and executives need to prepare a report of interests of directors, executives and related persons according to Article 89/14 of Securities and Exchange Act B.E. 2535 (1992) as amended and review a report within October every year or when information has been changed by submitting to the Office of Company Secretary within 7 days.
8. The Company is well aware of the importance of disclosing information to investors with accuracy, transparency, and accessibility. A team set up to coordinate communications between the Company, investors, and shareholders can be reached by email at ir@kslgroup.com or the following contacts:

- | | |
|-----------------------------|---|
| 1. Mr. Isaes Janyawannasiri | Telephone: 02-642-6230
Email: isares@kslgroup.com |
| 2. Ms. Nopparat Buraprakhon | Telephone: 02-642-6230
Email: nopparat@kslgroup.com |

To promote better understanding of the Company's businesses and facilitates the distribution of the information to interested investors, the Company has produced an annual investor relations plan; held quarterly analyst meetings at corporate conference room.

In 2023 the Company has activities as follows:

Activities 2023	Times / Year
1. Analyst Meeting	4 times
2. Disclosure of Business performance through SET	4 times
3. Opportunity Day	3 time
4. Disclosure of Information and answer queries by Investor relations.	17 times

Chapter 5: Responsibilities of the Board of Directors

The Board of Directors emphasizes utmost importance in the responsibility of the Board of Directors to maintain the interests of shareholders and stakeholders.

1. The structure of the Board of Directors consists of 21 directors, 7 of which are independent directors who are not attached to the business or other relationships. This status may influence independent discretion.

The company is in the process of considering appointing a qualified replacement for one vacant independent director.

2. The Chairman of the Board of Directors is an independent director who is not the same person as the Managing Director.

2.1 Board Diversity Policy

The Company has a policy of acquiring diversified directors and would consider the persons who have knowledge and experience that are essential for the Company, including professionalism and specialization without discrimination of gender, age or education of the would-be directors so that the Board of Directors shall be more efficient and supportive to the Company's strategies. Also, there is at least one non-executive director who has good experience in the major business or industry of the Company. (Details of biography, knowledge, experience and shareholding are shown in the topic "Details regarding directors, executives, controlling persons and company secretary).

2.2 Directors' Term of Service

Each office term of directors is three years; directors may be re-elected for another consecutive term.

2.3 Consecutive Terms of an Independent Director

The number of Independent directors are not less than one-third of the whole directors and at least three independent directors are required. An independent director may be in the position for three consecutive terms or nine years, whatever is longer. However, the Board of Directors may extend the directorship as it deems appropriate.

2.4 Limitation of the Number of Listed Companies in Which a Director May Hold Directorship

The Charter of the Board of Directors stipulates that a director must not be director in not more than five other listed companies so that a director shall have enough time to perform the directorship and being a director in other companies must not hinder the performance of duties as a director in the Company.

2.5 Separation of the Roles of the Board of Directors and the Management

Duties of the directors as prescribed in the Charter of Board of Directors conform the principles of the CG Policy, Chapter 5 namely to govern the Company to have good management and to create value to the Company in a sustainable manner. The duties, therefore, do not cross over normal operation of the management. Even though the Charter prescribes the duties and authorities to approve, such authorities are within the scope as stipulated in the Authority Manual as approved by the Board of Directors. Besides, the CG Policy clearly stipulates the status and authorities of the Chairman and the Chief Executive Officer and the Chairman must not be the same person as the Chief Executive Officer.

2.6 Directorship in other companies by Managing Director and Executives

The undertaking of directorship by the Managing Director or an executive in another company or entity in which the Company invests or as the Company's representative must be approved by the Board of Directors; provided that the Board of Directors, if it deems appropriate, may authorize the Managing Director to approve an executive in the same matter.

3. The Articles of Association provides that one-third (1/3) or close to one-third of corporate directors shall be rotated out each year. Each director's term is three years. In case that the Board serves until the end of its term and the new Board has not yet been appointed, the former Board still continues to work until the new Board has been appointed. The Company has not determined the total terms the Board can consecutively serve. The Nomination and Remuneration Committee is considering this matter in relation to feasibility of selecting personnel with experience specific to the Company's business to serve in the Board.

4. The Board of Directors establishes sub-committees by defining their qualifications, duties, and responsibilities, as well as their terms of office, which are published in the Charter or by announcing their appointment, including

4.1 The Audit Committee

4.2 The Nomination and Remuneration Committee

4.3 The Risk Management Committee

4.4 The Corporate Governance and Sustainable Development Committee

In this regard, the Company has assigned the Risk Management Division and working team to assess and monitor the risks of corruption under the self-assessment criteria previously assessed by coordinating with the practitioners of all departments and the Internal Audit Division. This also includes carrying out various activities to communicate and create an understanding of the implementation of the policy and virtuous practices against corruption, continuously. The

company has a result - expansion guidelines for stakeholders, for them to respectively join the practice of Thai private sector in anti-corruption.

As for the implementation of related systems, the company assigns the Risk Management Office to assess the risk of corruption using the COSO-ERM criteria and prepare a fraud risk management manual. To provide clear guidelines on supervision, control, prevention and monitoring of corruption risks. Moreover, to ensure that the Company's employees have complied with the anti-corruption policies and guidelines effectively, the company therefore assigned the Risk Management Office to regularly track and summarize the results of the follow-up assignments. The Internal Audit Office is responsible for reviewing the effectiveness and efficiency of the internal control system and additional control measures specified in the Internal Audit Office's annual review plan.

In 2023, the Company has carried out important anti-corruption activities as follows:

1. Organize activities to educate and promote understandings of the anti-corruption policy through KSL CG & Anti-Corruption Week under the theme "ESG & Do the Right Thing" at 17th floor KSL Building.
2. Provided PR announcement signs regarding anti-corruption to every factory of the Company to convey the anti-corruption policy to visitors.
3. Organized the corruption risk assessment for operators to analyze their risks and use the results of the assessment to plan to improve the performance to be more efficient.
4. Publicized the Anti-Corruption Policy and Anti-Corruption Measures Manual on the company's website and an internal website (Intranet) for the directors, executives, and employees at all levels to acknowledge and take it as a guideline for work.
5. Scheduling an annual meeting with trading partners of the corporate procurement department. For transmitting procurement policy, anti-corruption policy, and the company's operations, such as Personal Data Protection Act (PDPA)
6. For transparency and independence in performing duties, most of the committee members of the sub-committees are independent committee members, and the chairmen of the sub-committees are also independent committee members. In addition, to perform the duties of the sub-committees with true independence, the chairmen or committee members of the sub-committees will not be the chairmen or committee members of the sub-committees. The subcommittee's term expires in three years. In the event that the sub-committee has completed its term but a new sub-committee has not yet been appointed, the original committee shall continue to perform duties until a new sub-committee is appointed in its place. In the event that a director of the Board of Directors retires due to a rotation and is not re-elected to be a director of the Company, it will cause the term of the members of the sub-committee to expire accordingly. However, if there are new committee members added during the year to the sub-committees, the term of office of that committee member is equal to the term of the original sub-committee.
7. The Board of Directors has established a policy for holding directorships in other companies according to the Company's regulations, which states that a director of a company may not operate a business, become a partner in an ordinary partnership or a partner with unlimited liability in a limited partnership, or be a director of a limited company or

a public limited company carrying out the same business and in competition with the business of the Company, unless notified to the shareholders' meeting before the resolution of the appointment. The Board of Directors has determined that such a policy is applicable to the Company's top executives as well.

8. The Company has set its vision, mission, strategy, goals, business plan, and budget by reviewing the vision and mission every year before starting to formulate the strategy and operational plan and supervising the management to operate in accordance with the business plan and budget set. The Company also has an internal control system, an internal audit, and efficient and effective risk management. The Company has established short- and long-term strategic plans for project development and has continued to invest, along with the promotion and development of society, by being an entrepreneur with ethics according to the vision set so that the Board of Directors will be informed and follow up on strategic performance in each quarter when the management presents quarterly results and financial reports.

9. The Board of Directors has prepared a corporate governance policy and business ethics handbook after realizing the responsibilities that should be owed to all stakeholders under the framework of the business ethics to be used as guidelines for managing the organization and taking any action with fairness and taking into account the best interests of the shareholders, including adhering to business principles with sincerity and honesty. In addition, the Company has policies, plans, strategies, operations, and evaluations, as well as a system for conducting and supervising risk management with transparency and accountability.

10. The Board of Directors has prepared a manual on the misconduct and fraud information disclosure policy to be used as a guideline for investigating misconduct and corruption, providing information on misconduct and corruption, punishing of offenders, and protecting information providers.

11. The Board of Directors has assigned the Risk Management Committee to prepare a risk management policy, which has been approved by the Board. The current risk management policy was published on September 1, 2017. The Company has established an internal control system and a risk management system for both key risks and other risks, which it has disclosed in its annual report and reviewed at least once a year.

12. According to the Board of Directors Charter, one of the Board of Directors' responsibilities is to supervise and prevent conflicts of interest between directors, shareholders, and other stakeholders with the Company. The Board of Directors has carefully overseen any transactions that may have conflicts of interest by assigning the Audit Committee to scrutinize the items of connected transactions according to the regulations and procedures of the Stock Exchange of Thailand on connected transactions. The consideration of the Board of Directors will be in line with the size of the transaction, following the regulations of the Stock Exchange of Thailand. In this regard, stakeholders involved in the transaction shall not participate in the decision-making. Moreover, accurate and complete information is disclosed in the annual report and Form 56-1 (One Report). The aforementioned duties and practices are in accordance with the Corporate Governance Policy, Chapter 4 on Information Disclosure and Transparency, and guidelines following the specified policies.

13. Good and efficient management and an internal control system are established to ensure the efficiency of the Company's operations, complete and reliable information, and accurate compliance with the regulations, including the use of the company's resources economically and efficiently and the care and protection of the company's assets. The Company has an internal audit unit to analyze, inspect, and evaluate the provision of advice and suggestions to support the Company's operations and has an audit committee to perform a review of the Company. There is a suitable and effective internal control system and internal audit as well. Such units are independent in performing their duties and are directly accountable to the Audit Committee. The appropriateness and sufficiency of the system are reviewed once a year, and the Audit Committee has commented on the sufficiency of the internal control system in the annual report.

14. Risk management is the responsibility of the Risk Management Committee, which establishes a risk management system covering the entire organization. There is a review of the sufficiency of the system and the effectiveness of the management at least once a year, including the provision of early warning signs and abnormal transactions.

Chapter 6 : Giving Information of Wrongdoing and Dishonest Act

According to Corporate Governance Policy, The Company has a channel for reporting lead or information on any commission of wrongdoing and dishonest act, or whistle-blower hotline, so that the stakeholders may provide information which is beneficial to the examination, elimination, and prevention of wrongdoing or dishonest act, or lodging of complaints, and so that such be rectified accordingly.

Channels for Giving Information

1. When a staff finds, or there is reason to believe in good faith, that there has been committed a wrongdoing or a dishonest act concerning the Company or its subsidiary companies, he/she shall inform his/her superior from the level of Manager forthwith, either verbally or in writing. If such report is ignored, he/she shall notify the higher superior according to the Form of Giving Information of Wrongdoing or Dishonest Act. However, the staff should not self-conduct further inquiry or questioning any suspicious acts.
2. If a staff is in a difficult situation or he/she is not comfortable to notify the said superior, or he/she suspects that his/her superior or any executive of the Company is connected with a wrongdoing, he/she may choose to file a report through the following channels:

2.1 Manager, Internal Audit Office, Tel. 02-642-6092, Ext. 127,
or email: ia@kslgroup.com or chartchai@kslgroup.com.

2.2 Manager, Human Resources Department, Tel. 02-642-6092, Ext. 969,
or email: hr@kslgroup.com.

2.3 Send email to ia@kslgroup.com on the intranet of the Company.

2.4 The Chairman of the Audit Committee or the Board of Directors of the Company,

at the following address: Khon Kaen Sugar Industry PCL. 503 KSL Tower, 22nd
Floor, Sri Ayudhya Road, Thanon Phayathai Sub-District,
Rajathevi District, Bangkok 10400,

or email: secretary@kslgroup.com

3. When the persons or above departments have been notified of a commission of wrongdoing or dishonest act, they must report such to the Internal Audit Office at once.
4. The Internal Audit Office shall have the duty to prepare a register of complaints and shall prepare a report summarizing the receipt of information of wrongdoing to the Audit Committee at its next meeting.
5. The Internal Audit Office shall consider initially that at which department the act of wrongdoing occurred, and shall then send the complaint to the said department for investigation, and shall also monitor the proceeding of said department from time to time.
6. The fact-finding, the investigation, the disciplinary action, and the legal action shall be in accordance with the regulations governing such.
7. Upon completion of the complaint, the work unit concerned shall report the result to the Internal Audit Office for forwarding the matter to the Audit Committee at its next meeting.

Protection Informant

1. The Company shall not terminate employment, suspend, inflict disciplinary action, or threaten to take any action against any staff who provided information of wrongdoing. Whoever violates this clause shall be subjected to disciplinary action.
2. The Company shall protect the informant including the person rendering cooperation or assistance in the investigation in good faith from any threat and harassment.
3. The Company shall provide protection additionally and specially according to suitability, by taking into consideration the degree of severity and the importance of complaint. In the event the informant is threatened or harassed, he/she shall report such to the Managing Director for ordering the Human Resources Department to provide protecting measures for the informant suitable to the circumstances.
4. In the event a staff has reported a complaint or has provided information of wrongdoing in good faith, even though the Company finds no wrongdoing as lodged, the Company shall not inflict any punishment on the said informant. Nevertheless, if the result of investigation finds that the complaint is baseless and it was done with ill intention or an intent to yield damage to other person, or it was a giving of false statement, the Company shall consider inflicting disciplinary action to the staff who gave the information according to the work regulations, and shall also consider taking legal action against the said person.

6.2 Business code of conduct

The Board of Directors established a Code of Conduct that applies to directors, executives, employees of the company, and other personnel acting on behalf of the company. The Code has been in effect since 2014, is constantly updated to be in line with the corporate governance policy, the assessment of the corporate governance survey of listed companies, and righteous corporate governance principles for listed companies in 2017. It covers subjects such as privacy, human rights, labor, health, sanitation, safety, security, environment, conflict of interest, utilization of internal data, internal governance, information disclosure, corrupting, and others that are under international standards.

Policy and practice guidelines for corporate governance and business ethics appear in Attachment 5 of the Annual Registration Statement (Form 56-1, One Report).

6.3 Material changes and developments regarding policy, guidelines and corporate governance system in the preceding year.

The Company has reviewed Corporate Governance Policy by referring to the CG Code of 2017 introduced by the Securities and Exchange Commission. The Corporate Governance Committee finds that the Company has applied most of the principles and guidelines of the CG Code to the Company's CG Policy and informed of such application to the Board of directors in the Meeting No. 6/2022-2023 as of 8 September 2023. However, there are a few practices that the Company deems not practical at the moment which are considered by the Board and recorded for annual review.

In 2023 there were unimplemented topics and appropriate substituting policies as follow:

1. CG Code: The Board should determine the proper number of directors to function effectively. It must comprise at least 5 directors and should not be more than 12 directors, depending on the company's size, type, and complexity of the business.

- At present, there are 20 directors in the Board. The Company deems the number appropriate for the size and complexity of businesses as it needs sufficient directors and diversification of knowledge to perform its duties efficiently and to supervise a number of subsidiaries doing different businesses.

2. CG Code: The Board should establish the policy that the tenure of an independent director should not exceed a cumulative term of nine years from the first day of service.

- The Company does not limit the number of years in service of independent directors. The office term of an independent director is three years and he/she may be reelected, as there is no rule prohibiting the reelection of an independent director whose term has ended. Independent directorship may last not more than three consecutive office terms or not more than nine years, whichever is longer. However, the Board of Directors may, if they deem appropriate, allow longer tenure by approving the extension of office term. Even though an independent director may be in office more than nine years, the director can stay independent from the management and major shareholders in an appropriate manner and can perform the duties well by using the accumulated knowledge and understanding of the businesses of the Company and its subsidiaries, which are connected in the supply chain and can make decision for the supreme benefit of the Company.

3. The company should appoint an external consultant to assist in setting guidelines and providing recommendations for a board assessment at least once every three years. This information should be disclosed in the annual report.

- The Company does not commission an external advisor to help make guidelines and suggest issues of performance assessment of directors for every three year cycle. Alternately, the Board of Directors instructs the application of Self-assessment form provided by SET for the Company's use, namely,

(1) Self-assessment form for the Board of Directors

(2) Self-evaluation of Committees, i.e., the Audit Committee, the Nomination and Remuneration Committee, Risk Management Committee and The Corporate Governance Committee and Sustainable Development.

(3) Self-assessment form of individual directors. The purpose is to have the directors jointly review their performances, solve problems and hindrances and evaluate themselves for the past year so as to improve the work efficiency of the Board in the coming years.

KSL Sustainability Policy

The Board of Directors at Meeting No. 5/2565-2566 on August 18, 2023, considered the sustainability policy and had a resolution to adopt the sustainability policy, with the following details:

“**Creating Sustainable Happiness**” is KSL's goal for business operations. KSL has adopted the sufficiency economy philosophy of His Majesty King Bhumibol Adulyadej the Great (Rama IX) as a practical guideline in conjunction with the use of the BCG Model, which prioritizes business operations alongside environmental conservation to create balance. At the same time, KSL has complied with good governance principles to enhance the quality of life of all stakeholder groups and grow the organization sustainably according to the SDGs (Sustainable Development Goals) under the ESG framework, which focuses on creating value in three dimensions: environment, society, and governance.

Environment

KSL has applied innovation to agriculture to preserve and avoid making an impact on the environment. The company operates and strictly controls the production of products in accordance with the laws related to environmental conservation. The company also gives precedence to the efficient use of resources and energy by reducing, using only as necessary, reusing, and recycling under the concept of Zero Waste.

Society

KSL creates happiness for communities and society in order to strengthen communities and truly give back to the society by adhering to the policy of assistance and social development and promoting local labor and disadvantaged workers to have opportunities to work in the organization. In addition, the Company is aware of the principles of human rights, equality, labor rights, safety, and creating a good environment according to the principles of the Office of the Thai Health Promotion Foundation for personnel, along with the capacity development of the Company's personnel to enhance the quality of life of personnel and society.

Corporate Governance

KSL operates under the principles of corporate governance with responsibility to all groups of stakeholders and conducts business with integrity, fairness, ethics, compliance with the law, business ethics, fair competition, transparent disclosure of performance information, and risk management to be ready to adapt and develop new businesses for sustainable growth.

Corporate Social Responsibility Policy

The Board of Directors meeting No.6/2022-2023 on 8 September 2023 has reviewed and approved the implementation of the Corporate Social Responsibility (CSR) policy of Khon Kaen Sugar Industry Public Company Limited (“the Company”) covering various important aspects related to both internal and external stakeholders of the Company as well as society as a whole. The formulation of this CSR policy covers the seven core subjects of the ISO 26000 standard, with additional topics as the Company deems appropriate. A total of nine policies are as follows:

1. Business Operations under Business Ethics and Good Governance Principles

1.1 The Company focuses on conducting business with honesty, fairness, ethics, and commitment to conduct business in accordance with the law, business ethics, and principles of fair-trade competition, including paying taxes correctly and punctually. In this regard, the Company promotes and instills awareness among its personnel at all levels so that they see the importance of social responsibility.

1.2 The Company operates under good governance or corporate governance with responsibility to shareholders by respecting the rights of shareholders, treating all shareholders equally, providing sufficient information for making investment decisions, or relating to significant changes to the Company. Furthermore, any inside information that could harm or disadvantage shareholders will not be disclosed. The Company also has the transparent and verifiable management and determination of remuneration for directors and executives. Financial reports and non-financial information are prepared and disclosed accurately, completely, and promptly in accordance with generally accepted standards.

2. Anti-corruption

The Company manages its business on the basis of transparency, ethics, and compliance with policies and laws related to the prevention and anti-corruption, including giving or accepting bribes or inappropriate benefits to government officials or the private sector. The Company has established an organizational structure with division of responsibilities, work process, and chains of command in each department to be clear to have checks and balances and to be concise in checking between each other appropriately. In this regard, the Company has prepared a manual on anti-fraud and corruption measures that compiles policies, codes of conduct, rules, regulations, and procedures for directors, executives, and employees of the Company to comply with.

In 2014, the Company showed its determination to fight corruption by declaring its intention with the Private Sector Collective Action Coalition against Corruption (CAC) and was certified as a CAC member for the third consecutive term in December 2022.

3. Respect for Human Rights

The Company has a policy to support and respect the protection of human rights by treating related parties, including employees, communities, and surrounding societies, with respect for human values, taking into account equality and equal freedom, not violating fundamental rights, and not discriminating in terms of race, nationality, religion, language, skin color, sex, age, education, physical condition, or social status, including supervising the Company not to be involved in human rights violations such as child labor, forced labor, and sexual harassment. In addition, the Company encourages monitoring of compliance with human rights requirements by providing participation in expressing opinions and channels for complaints for those who have been damaged by rights violations arising from the Company's business operations and providing remedies for those who have been damaged.

The Company has trained or disseminated human rights knowledge and raised awareness among its personnel about the need to comply with human rights principles.

4. Fair Labor Treatment

The Company recognizes the importance of human resource development and fair treatment of labor as factors that will increase the value of the business and strengthen the competitiveness and sustainable growth of the Company in the future. Therefore, the Company has formulated a policy and guideline as follows:

- 4.1 Respect the rights of employees according to labor law and human rights principles.
- 4.2 Provide a fair employment process and conditions, including determining compensation and taking performance into account when calculating compensation.
- 4.3 Promote staff development by providing training, seminars, and training, including sending personnel to participate in various seminars and academic training to improve employees' knowledge and ability, and cultivate their positive attitude, morality, ethics, and teamwork.
- 4.4 Provide the employees with the welfare stipulated by law, such as social security and provident fund, other than those required by law, for example, health insurance and accident insurance, as well as various types of financial assistance to employees, such as child scholarships and funeral financial assistance, and so on.
- 4.5 Provide an annual health check-up service to personnel at all levels of the Company, taking into account risk factors based on level, age, gender, and the working environment of each individual.
- 4.6 Ensure that employees work in a safe and hygienic workplace by providing measures to prevent accidents and strengthening employees' sense of safety, including providing training and encouraging employees to have good hygiene and take care of the workplace to keep it hygienic and safe at all times.
- 4.7 Give employees an opportunity to express their opinions or make complaints about unfair practices or wrongful actions in the Company, as well as providing protection for employees who report such matters.

5. Customer Responsibility

The Company is committed to developing its products for the highest satisfaction and benefit of customers and adheres to treating customers with responsibility and honesty under the following policies:

- 5.1 The Company gives priority to product quality and standards. It focuses on the use of high-quality raw materials, standardized production, and regular improvement of product quality to provide customers with high-quality, hygienic, and highly satisfying products.
- 5.2 The Company considers customers' safety and is committed to providing customers with high-quality and safe products according to the standards and regulations on international security.
- 5.3 The Company adheres to fair marketing by providing customers with accurate information about the company's products without distortion, vagueness, or exaggerated advertising so that customers have accurate and sufficient information to make decisions.
- 5.4 The Company provides a customer relations system to communicate with customers, including efficiently receiving complaints about the quality of the products in order to respond quickly to customer needs.
- 5.5 The Company will keep customer information confidential and will not use such information in the wrong way.

6. Responsibilities towards Partners, Creditors, Competitors

The Company will adhere to fair contractual practices with business partners, comply with the specified anti-corruption measures, respect the property rights or proprietary rights of partners, not take advantage of partners, and encourage business partners to carry out social responsibility activities together with the Company.

The Company complies with the agreements made with creditors in various aspects. In the event that the Company is unable to pay debts as scheduled, it will notify creditors to jointly find solutions.

The Company conducts business competition fairly, refraining from bullying, discouraging, or doing any act prohibited by law in order to prevent unfair competition.

7. Environmental Preservation

The Company gives importance to social responsibility in preserving the environment and avoiding environmental damage. It operates and controls the production of the company's products to strictly comply with the laws related to environmental preservation. The Company also operates under the concept of caring for and preserving the environment by focusing on supervising and developing production processes, choosing materials that are friendly to nature and the environment, and creating precautionary measures in operations that may affect the environment. It also places importance on the efficient use of resources and energy by reducing the use as needed, reusing, and recycling. In terms of waste, the Company reduces, eliminates, or utilizes the waste generated from the production process responsibly and efficiently.

8. Participation in Community or Social Development

The Company is aware of its responsibility to the community and society in order to strengthen the community and truly give back to society. Therefore, the Company has a policy to provide assistance and develop society by cooperating in various activities with surrounding communities in the areas where it conducts business as appropriate to the case,

encouraging local workers to have the opportunity to work in the organization, disclosing information about operations that may affect the communities in which the organization is located, and responding to events affecting the community, society, and environment due to the Company's operations with speed and efficiency. In addition, the Company also encourages its employees to have awareness and responsibility towards the environment and society, and it cooperates with other groups or networks to develop the community or society that is the goal each year.

9. Promotion of Innovation Meeting Social Responsibility

The Company encourages its employees to come up with innovations that can meet the abovementioned social responsibility policy, such as saving natural resources and energy, waste management, and waste emission control. The innovation may be applied at various levels as either a novelty, improvement, adjustment/modification, or alteration to achieve more efficient or effective results. The innovations that are beneficial to society and the environment will be disclosed as appropriate to encourage other entrepreneurs to consider taking action or developing further.

Monitoring and Review of Social Responsibility Policy

The Company recognizes the importance of continuous consideration of social responsibility, so it will monitor, evaluate, and review the currently supported projects and consider future social responsibility projects with prudence, continuity, and consistency.

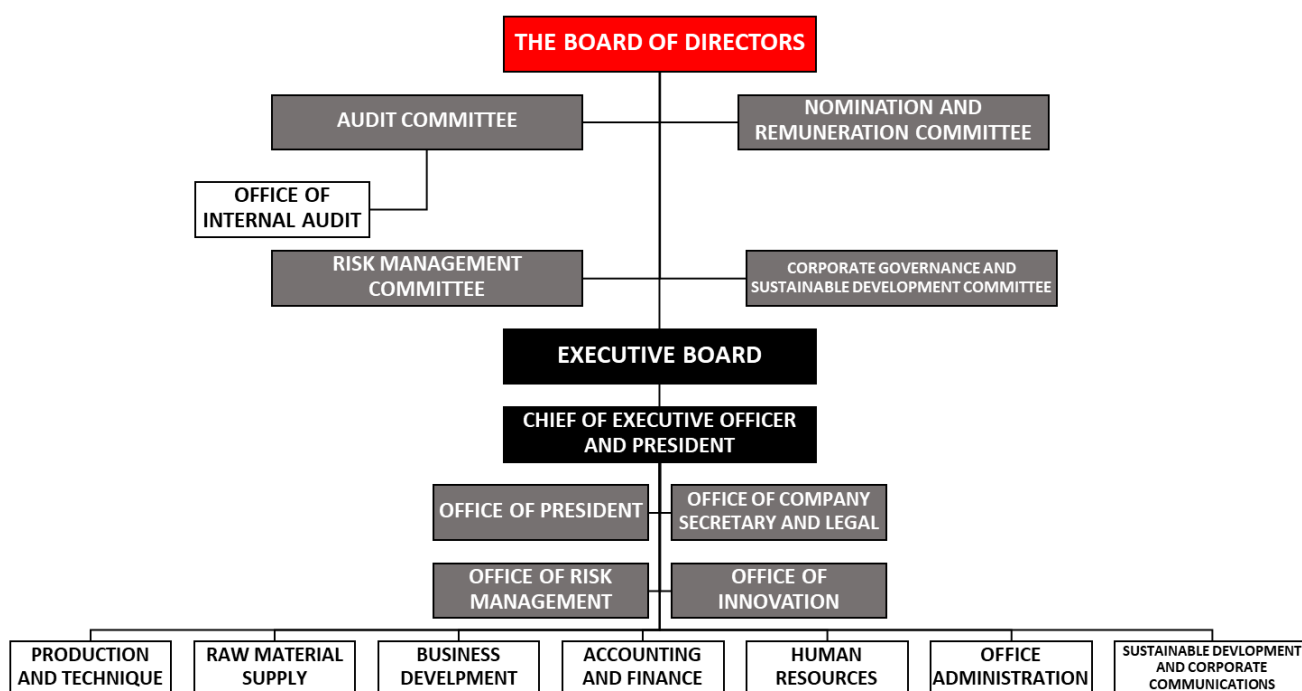
Corporate Governance Structure and Important Information about the Board, Sub-Committees, Executives, Employees and Others

7. Corporate governance structure

and significant information related to the Board of Directors, subcommittees, executives, employees and others

7.1 Corporate Governance Structure

As of October 31, 2023, the corporate governance structure is as follow



Board of Directors

As of October 31, 2023, the Company's Board of Directors comprises the following 20 members:

1. Mr. Manu Leopaiprote	Chairman and Independent Director
2. Mr. Chamroon Chinthammit	Director
3. Mr. Pornsin Thaemsirichai	Director
4. Mr. Sukhum Tokaranyaset	Director
5. Mr. Thawatchai Rojanachotikul	Director
6. Mrs. Intira Sukhanindr	Director
7. Ms. Duangdao Chinthammit	Director
8. Mr. Chalush Chinthammit	Director
9. Mr. Somchai Chinthammit	Director

10. Ms. Duangkae Chinthammit	Director
11. Mr. Chanachai Chutimavoraphand	Director
12. Mr. Chatri Chinthammit	Director
13. Mr. Somchat Chinthammit	Director
14. Mr. Tachpong Pakornsiriwongse	Director
15. Mr. Trakarn Chunharojrit	Director
16. Pol. Gen. Boonpen Bumpenboon	Independent Director
17. Mr. Sitti Leelakasamelark	Independent Director
18. Mr. Warapatr Todhanakasem	Independent Director
19. Ms. Nongluck Phinainitisart	Independent Director
20. Mrs. Anchalee Pipatanasern	Independent Director

Notice: The company is in the process of considering appointing a qualified replacement for one vacant independent director.

The 20 members of the Board of Directors do not have any prohibited qualifications as follows.

1. No record in criminal conviction
2. No conflicts of interest with the Company last year.

7.2 Information on the Board of Directors

7.2.1 The composition of the Board of Directors and the total number of directors

At present, the Board of Directors of the Company consists of 20 directors, comprising 19 non-executive directors (95 percent), 6 of which are independent directors (30 percent) and 2 are females. The Board of Directors is responsible for managing and supervising the Company's business under the laws, rules and regulations of the Stock Exchange of Thailand, Securities and Exchange Commission and Capital Market Supervisory Board, all across to the Company's objectives and regulations. Hence, they perform their duties with responsibility, honesty, and sensibility.

The Board of Directors consists of individuals who have knowledge, abilities, expertise in specific fields, and function as a central role in formulating company policies and goals. Together with senior managers, they plan both short-term and long-term operations, as well as playing an essential role in oversight to resemble with the plan and follow up on the performance set in each quarter.

The Chairman and Chief Executive Officer have separate responsibilities and are not the same person. The Chairman of the Board is elected by the Company's directors and acts as the chairman of the meeting by controlling the meeting of the Board of Directors under the meeting agenda and encourage all directors to participate in the meeting, like setting up questions or remarks, advise the management and support the company's business operations. However, they will not interfere in the management of the company's affairs. The Chief Executive Officer is responsible for managing the Company's business and supervising the Company's operations following the Articles of Association and resolutions of the shareholders' meeting, resolutions of the Board of Directors, Company's policies and business plans, and related laws.

7.2.2 The information on each director and controlling person.

Name - Surname		Position
1. Mr. Manu	Leopairote	Chairman and Independent Director
2. Mr. Chamroon	Chinthammit	Director
3. Mr. Pornsin	Thaemsirichai	Director
4. Mr. Sukhum	Tokaranyaset	Director
5. Mr. Thawatchai	Rojanachotikul	Director
6. Ms. Intira	Sukhanindr	Director
7. Ms. Duangdao	Chinthammit	Director / Nomination and Remuneration Committee
8. Mr. Chalush	Chinthammit	Director / Risk Management Committee
9. Mr. Somchai	Chinthammit	Director
10. Ms. Duangkae	Chinthammit	Director
11. Mr. Chanachai	Chutimavoraphand	Director
12. Mr. Chatri	Chinthammit	Director
13. Mr. Somchat	Chinthammit	Director / Corporate Governance and Sustainable Development Committee
14. Mr. Tachpong	Pakornsiriwongse	Director
15. Mr. Trakarn	Chunharojrit	Director
16. Pol. Gen. Boonpen	Bumpenboon	Independent Director / Chairman Nomination and Remuneration Committee / Corporate Governance and Sustainable Development Committee
17. Mr. Sitti	Leelakasamelek	Independent Director / Chairman Audit Committee / Risk Management Committee
18. Mr. Warapatr	Todhanakasem	Independent Director / Chairman Corporate / Corporate Governance and Sustainable Development Committee / Audit Committee
19. Ms. Nongluck	Phinainitisart	Independent Director / Chairman Risk Management Committee / Audit Committee / Nomination and Remuneration Committee
20. Ms. Anchalee	Pipatanasern	Independent Director / Corporate Governance and Sustainable Development Committee / Audit Committee

Authorized Directors

Mr. Chamroon Chinthammit or Mr. Pornsin Thaemsirichai or Ms. Duangdao Chinthammit or Mr. Chalush Chinthammit or Ms. Intira Sukhanindr or Mr. Sukhum Tokaranyaset or Mr. Thawatchai Rojanachotikul or Mr. Chanachai Chutimavoraphand, any two of whom may jointly sign their names and affix the Company's seal

7.2.3 Information related to the roles and duties of the Board of Directors

The Board of Directors is appointed by the shareholders, whereby the Board of Directors appoints a company secretary to advise and assist the Board of Directors in compliance with the law and related regulations. Additionally, they are responsible for meetings of the Board of Directors and shareholders' meetings, as well as supporting corporate governance under the righteous corporate governance.

Authorization of the Board of Directors

The Board of Directors has the authority to approve various matters of the company under the scope of duties stipulated by the Law, the Company's Articles of Association, the Board of Directors' charter, manual, authority, and resolutions of the shareholders' meeting. This also includes formulating a policy to review the vision, mission, strategy, and action plan of the company. As well as important subjects such as approval of financial statements, transactions that are required by law that require approval from the Board of Directors, financial policies, investments, annual budgets, appointment of executive directors and the President, and henceforth.

Proportion and Structure of Directors

No.	Name		Category of Director			
			Shareholder Representative	Non-Executive	Independent Director	Executive
1	Mr. Manu	Leopairote		/	/	
2	Mr. Chamroon	Chinhammit	/	/		
3	Mr. Pornsin	Thaemsirichai	/	/		
4	Mr. Sukhum	Tokaranyaset	/	/		
5	Mr. Thawatchai	Rojanachotikul	/	/		
6	Mrs. Intira	Sukhanindr	/	/		
7	Ms. Duangdao	Chinhammit	/	/		
8	Mr. Chalush	Chinhammit	/			/
9	Mr. Somchai	Chinhammit	/	/		
10	Ms. Duangkae	Chinhammit	/	/		
11	Mr. Chanachai	Chutimavoraphand	/	/		
12	Mr. Chatri	Chinhammit	/	/		
13	Mr. Somchat	Chinhammit	/	/		
14	Mr. Tachpong	Pakornsiriwongse	/	/		
15	Mr. Trakarn	Chunharojrit	/	/		
16	Pol.Gen. Boonpen	Bumpenboon		/	/	
17	Mr. Sitti	Leelakasamelerk		/	/	
18	Mr. Warapatr	Todhanakasem		/	/	
19	Ms. Nongluck	Phinainitisart**		/	/	
20	Mrs. Anchalee	Pipatanasern **		/	/	
	Total		14	19	6*	1
	%		70%	95%	30%	5%

*2 Female independent directors

Report of Changes in Estate Holdings of Directors and Executives for the Year 2023

Estate Holdings of Directors and Senior managers at the beginning of the year, at the end of the year, and those traded during 2023

No	Name - Surname		Nature of Interest				
				As at October 31,2022	As at November 31,2023	Increase/ (decrease) during financial year	% of Voting shares
1	Mr.Manu	Leopairote	-	No KSL Share	No KSL Share	No KSL Share	No KSL Share
2	Mr.Chamroon	Chinthammit	Direct	113,075,331	116,460,400	3,385,069	2.64
	M.L.Charuvadhana	Chinthammit	Indirect (Spouse)	52,775,901	52,775,901	-	1.20
3	Mr.Pornsin	Thaemsirichai	Direct	29,390,196	29,390,196	-	0.67
	Mrs.Montanut	Thaemsirichai	Indirect (Spouse)	30,688,231	30,688,231	-	0.70
4	Mr.Sukhum	Tokaranyaset	Direct	77,000	5,000,000	4,923,000	0.11
5	Mr.Thawatchai	Rojanachotikul	Direct	55,937,112	55,937,112	-	1.27
	Mrs.Korakoj	Rojanachotikul	Indirect (Spouse)	3,166,748	3,166,748	-	0.07
6	Mrs.Intira	Sukhanindr	Direct	25,471,699	25,471,699	-	0.58
7	Ms.Duangdao	Chinthammit	Direct	99,799,954	99,799,954	-	2.26
8	Mr.Chalush	Chinthammit	Direct	43,279,926	43,279,926	-	0.98
	Ms.Chollapim	Chinthammit	Indirect (Minor child)	374,000	374,000	-	0.01
9	Mr.Somchai	Chinthammit	Direct	96,475,726	96,475,726	-	2.19
	Mrs.Somjit	Somsukcharoen	Indirect (Spouse)	279,206	279,206	-	0.01
10	Ms.Duangkae	Chinthammit	Direct	99,733,643	99,733,643	-	2.26
11	Mr.Chanachai	Chutimavoraphand	Direct	115,355,499	115,355,499	-	2.62
12	Mr.Chatrit	Chinthammit	Direct	57,467,546	57,467,546	-	1.30
13	Mr.Somchat	Chinthammit	Direct	22,907,921	22,907,921	-	0.52
	Ms.Darunee	Lertdamronglak	Indirect (Spouse)	2,194,852	2,194,852	-	0.05
14	Mr.Tachpong	Pakornsiriwongse	Direct	158,162	158,162	-	0.00
15	Mr.Trakarn	Chunharojrit	Direct	13,621,766	13,621,766	-	0.31
	Mrs. Rattana	Chunharojrit	Indirect (Spouse)	444,720	2,244,720	1,800,000	0.05
16	Pol.Gen Boonpen	Bumpenboon	-	No KSL Share	No KSL Share	No KSL Share	No KSL Share
17	Mr.Sitti	Leelakasamerlk	-	No KSL Share	No KSL Share	No KSL Share	No KSL Share
18	Mr.Warapatr	Todhanakasem	-	No KSL Share	No KSL Share	No KSL Share	No KSL Share
19	Ms.Nongluck	Phinainitisart	-	No KSL Share	No KSL Share	No KSL Share	No KSL Share
20	Mrs.Anchalee	Pipatanasern	-	No KSL Share	No KSL Share	No KSL Share	No KSL Share
21	Mr.Theera	Sanguandeekul	Direct	1,650,001.00	1,650,001.00	-	0.04
22	Mr.Piripon	Chinthammit	Direct	93,847,124	93,847,124	-	2.13
	Mrs.Wikanda	Chinthammit	Indirect (Spouse)	64,900.00	64,900.00	-	0.00
23	Mr.Sommanus	Potisit	-	No KSL Share	No KSL Share	No KSL Share	No KSL Share
24	Mr. Skulrath	Siriphannon		No KSL Share	No KSL Share	No KSL Share	No KSL Share
25	Mr. Isares	Janyawannasiri		No KSL Share	No KSL Share	No KSL Share	No KSL Share

The Board of Executive Directors

As of October 31, 2023, the Company's Board of Executive Directors consists of:

- | | | | |
|----|---------------|------------------|---|
| 1. | Mr. Chamroon | Chinthammit | Chairman of the Executive Committee |
| 2. | Mr. Pornsin | Thaemsirichai | Vice President of the Executive Committee |
| 3. | Ms. Duangdao | Chinthammit | Executive Committee |
| 4. | Mr. Chalush | Chinthammit | Executive Committee |
| 5. | Mr. Chanachai | Chutimavoraphand | Executive Committee |

The Chairman of the Board of Executive Directors appoints the secretary of the Company's Board of Executive Directors.

Scope of Duties and Responsibilities

1. Determine policies, directions, strategies, and significant management structures for the Company's operations for approval by the Board of Directors.
2. Determine business plans, budgets, and the Company's administrative power for approval by the Board of Directors
3. Establish organizational structures and manpower policy
4. Examine and monitor policies and management plans to ensure their effectiveness and suitability for the corporate operations.
5. Consider and approve the Company's operations in accordance with the Manual of Operational Power.
6. Perform other tasks as assigned by the Board of Directors.

Any power mentioned above given to the Board of Directors shall be under the law and the Company's regulations. Any activities that benefit/ may benefit or affect interests of any executive director or individual, or that may lead to conflicts of interest (according to the SEC Notification), are required to be presented by the Board of Executive Directors to the Board of Directors for consideration. The particular executive director and the interested individual shall not be allowed to vote in the meeting concerning the matter.

In 2023, the committee held 12 meetings, and reports on their work were regularly presented to the Board of Directors. Meeting Attendance of the Executive Board is disclosed in (Report of Meeting Attendance of Directors in 2023)

Scope of Duties and Responsibilities of CEO and President

1. Decide on important matters related to the Company. Determine the corporate missions, objectives, guidelines, and policies. Supervise the overall work. Be responsible for the Board of Directors.
2. Have the power to employ, appoint, and transfer personnel as necessary and appropriate to be the management or staff members for corporate operations. Define appropriate functions, responsibilities, and remunerations of employees. Have the power to dismiss, lay-off, and discharge employees as appropriate.

3. Have the power to determine business terms and conditions, such as credit limits, payment terms, trade agreements, and trade term changes.
4. Have the power to act and appear as a corporate representative to outsiders regarding affairs related and advantages to the Company.
5. Approve the appointment of advisors needed in the corporate operations.
6. Deal with affairs concerning the Company's general operations.

The duties and responsibilities of CEO and President shall comply with laws, Manual of Authorization and the Company's regulations. The approval authority of CEO and President does not extend to transactions that would allow CEO and related persons to have interest or cause conflict of interests affecting the Company and its subsidiaries.

7.3 Information on subcommittees

7.3.1 Information on each appointed subcommittee

The Board of Directors appoints sub-committees determined by qualifications, duties, responsibilities, and duration of office in the charter or the announcement of the appointment of each sub-committee which includes the Audit Committee, Nomination and Remuneration committee, Risk Management Committee, and Corporate Governance and Sustainable Development Committee

In 2023, the sub-committees have performed the duties as follows:

1. Audit Committee

The Audit Committee consists of not less than three directors, of which the chairman and all directors must be independent directors. At least one member of this committee must have knowledge and experience in reviewing financial statements. The audit committee must have the qualifications prescribed by the Stock Exchange of Thailand and the Capital Market Supervisory Board. The Audit Committee has a term of office of three years and can be reappointed as an audit committee but not more than three consecutive terms unless the Board of Directors deems it appropriate to hold the position. The Audit Committee has three years per term of office and can be reappointed as an Audit Committee member. However, the maximum duration is three consecutive terms unless the Board of Directors deems it appropriate to continue holding the position. The Audit Committee has the scope of powers and duties as stipulated in writing of the Audit Committee Charter.

Scope of Duties and Responsibilities

1. To review that the Company has accurate and sufficiently disclosed financial reports.
2. To review that the Company has internal controls and internal audit activities appropriately and effectively, including considers sufficiency of manpower budget and independency of the internal audit department as well as the Audit Committee's consent on appointment, rotation, promotion, and termination the head of internal audit department, including other departments who are also responsible for internal audit activities.

3. 3. To review the risk management operations of the Company. The effects may occur at a level acceptable in order to prevent fraud and corruption.
4. 4. To review that the Company is complied with the Securities and Exchange Act and Regulations of the SET or other laws that related to the Company's industry.
5. 5. To select, propose for appointment and termination of independent person as the Company's auditor, including consider the remuneration. The Audit Committee shall hold a meeting with the auditor without management participation at least once a year.
6. 6. To consider compliance of connected or conflict of interest transactions, including significant asset acquisitions and disposals in accordance with the Laws and Regulations of SET and SEC in order to assure that the transactions are reasonable and provide the best interest to the Company.
7. To report activities of the Audit Committee in the Company's annual report. The report shall be signed by the Chairman of the Audit Committee and should be included at least the following information:
 - 7.1 Comments on completeness and reliability of the Company's Financial Reporting
 - 7.2 Comments on sufficiency of the Company's internal control systems
 - 7.3 Comments on compliance with Securities and Exchange Act, Regulations of SET and SEC and other related laws to the Company's industry
 - 7.4 Comments on appropriation of the auditor
 - 7.5 Comments on conflict of interest transaction
 - 7.6 Number of Audit Committee meetings and member's participation
 - 7.7 Overall comments or observation regarding practices of the Audit Committee in accordance with the Audit Committee Charter
 - 7.8 Other statements that shareholders or general investors should be informed under the scope of authorities and responsibilities of the Audit Committee as assigned to the Audit Committee by the Board of Directors.
8. To perform any assignment by the Board of Directors that agreed upon by the Audit Committee
9. While the Audit Committee are performing duties and responsibilities, the Audit Committee shall report within a reasonable period of time to the Board of Directors for corrective action if the Audit Committee observed the following transactions or events that may have material impacts to the financial status and performance of the Company
 - 9.1 Conflict of interest transaction
 - 9.2 Fraud or misappropriation might occur or there is significant weakness in the internal control system
 - 9.3 Violation to the laws of SET, SEC or announcements of SET or other laws relating to the Company's industryIf the Board of Directors or relevant executives do not correct the aforementioned matters in due time, any Audit Committee member may further report the finding to the Securities and Exchange Commission and the Stock Exchange of Thailand.

The Charter of the Audit Committee requires at least four meetings per year. In 2019, the Committee holds five meetings, and reported their work to the Board of Directors on quarterly basis. (Please see Report of the Audit Committee). Meeting Attendance of the Audit Committee is disclosed in (Report of Meeting Attendance of Directors in 2020)

The duties and responsibilities of the Audit Committee appear in the Audit Committee Charter Attachment 5 of this Annual Information Disclosure Form (Form 56-1, One Report).

2. Nomination and Remuneration Committee

The Company has designated the Remuneration Committee and the Nomination Committee to be the same committee consisting of not less than three directors. The chairman of the board and other directors, together with more than half of the board, are independent directors. The Nomination and Remuneration Committee has three years per term of office and can be reappointed as the Nomination and Remuneration Committee. However, the maximum duration is three consecutive terms unless the Board of Directors deems it appropriate to continue holding the position. The Nomination and Remuneration Committee has the scope, powers, and duties as stipulated in writing of the Nomination and Remuneration Committee Charter.

Anywise, the Nomination and Remuneration Committee has not appointed any person to be an advisor to the Nomination and Remuneration Committee since the Board consists of independent directors who can express their opinions independently under relevant rules. Their outlooks bring knowledge, experience, and expertise to provide valuable suggestions in business operations.

Scope of Duties and Responsibilities

1. Nomination

- (1) define qualifications of the directors to be consistent with the structure, size and compositions of various committees established by the Board of Directors so as to ensure transparency and expectation of the Board of Directors by considering the knowledge, experience, expertise, freedom and time to contribute to directorship;
- (2) select and nominate persons qualified to be directors for the Board of Directors' consideration to nominate to the Shareholders' meeting for appointment provided that the selection method, verification of qualifications as regulated by laws and related authorities including consent to be appointed are to be prescribed;
- (3) select and nominate persons qualified to be members in the Board of Directors and other sub-Committees to replace the members whose office terms have ended to the Board of Directors for consideration.

2. Remuneration

- (1) consider or review pattern, criteria and procedures to consider remuneration so as to suit the duties and responsibilities of the Board of Directors and other sub-Committees and submit for approval from the Board of Directors and the Shareholders' meeting respectively provided ;
- (2) review data relating to remuneration of other companies in the same and similar industry yearly;
- (3) disclose names of directors, attendance and remuneration in all types in the Company's Annual Report as well as the brief Charter and remuneration criteria.

The duties and responsibilities of the Nomination and Remuneration Committee appear in the Nomination and Remuneration Committee Charter Attachment 5 of this Annual Registration Statement (Form 56-1, One Report).

3. Risk Management Committee

The Risk Management Committee comprises not less than three committee members, provided that Chairman and other committee members altogether being more than half of the Committee must be independent directors.

The Risk Management Committee has an office term of three years each time, and they can be re-elected, but they shall not hold office for more than three consecutive terms, except where deemed suitable by the Board of Directors. The Risk Management Committee has the scope of powers and duties as prescribed in the Charter of the Corporate Governance Committee.

The Charter of the said Committee requires at least four meetings per year. In 2020, the Risk Management Committee holds four meetings, and reports their work to the Board of Directors on quarterly basis. Meeting Attendance of the Risk Management Committee is disclosed in (Report of Meeting Attendance of Directors in 2020)

Scope of Duties and Responsibilities

1. Develop policies to be considered by the Board of Directors regarding the overall corporate risk management that covers the Company's major risks, such as market risk, liquidity risk, management risk, investment risk, and reputation risk.
2. Design strategies in line with risk management policies to monitor and evaluate the corporate risk amount, as well as maintain the appropriate risk level.
3. Review the adequacy of risk management policies and system, as well as effectiveness of the system and policies practiced.
4. Provide recommendations in line with policies and strategies determined by the Board of Directors and present those recommendations to the Board.

The duties and responsibilities of the Risk Management Committee appear in the Risk Management Committee Charter Attachment 5 of this Annual Registration Statement (Form 56-1, One Report).

4. Corporate Governance and Sustainable Development Committee

The Corporate Governance and Sustainable Development Committee comprises not less than three committee members, provided that Chairman and other committee members altogether being more than half of the Committee must be independent directors. The Corporate Governance and Sustainable Development Committee has an office term of three years each time, and they can be re-elected, but they shall not hold office for more than three consecutive terms, except where deemed suitable by the Board of Directors. This Committee has the scope of powers and duties as prescribed in the Charter of the Corporate Governance and Sustainable Development Committee.

Scope of Duties and Responsibilities

1. Consider and propose corporate governance policy, business ethics and other policies relating to the corporate governance to the Board of Directors;

2. Develop and review sustainable development strategies, plans, and goals to cover environmental, social, and good governance dimensions, to ensure balance and efficiency, and to maximize benefits to the Company and its stakeholders, while adhering to best practices according to national and international sustainability standards.
3. Consider and propose practices of the Company, Board of Directors, executives, personnel and other relevant parties which are consistent with the corporate governance policy, business ethics and other policies relating to the corporate governance to the Board of Directors;
4. Monitor and supervise as well as create understanding to the Board of Directors and management for the sake of performance pursuant to the governance policy, business ethics and governance practices;
5. Review the corporate governance policy and practices at least once a year by comparison with international standard or other appropriate standards;
6. Appoint a Secretary to the Corporate Governance and Sustainable Development Committee, sub-committees or working groups with suitable duties and responsibilities;
7. Perform other duties as assigned by the Board of Directors.

The duties and responsibilities of the Risk Management Committee appear in the Risk Management Committee Charter Attachment 5 of this Annual Registration Statement (Form 56-1, One Report).

7.3.2 Names of each subcommittee and the names

1. Audit Committee

As of October 31, 2023, the Audit Committee comprises of:

1.) Mr. Sitti	Leelakasamelek	Chairman/ Independent Director
2.) Mr. Warapatr	Todhanakasem	Independent Director
3.) Ms. Nongluck	Phinainitisart	Independent Director
4.) Ms. Anchalee	Pipatanasern	Independent Director

Qualifications of the Audit Committee are in line with relevant SET requirements, Capital Market Board, Corporate Governance Policy and Charter of the Audit Committee. The Audit Committee comprises four independent directors, namely, Chairman and other three members who are knowledgeable in finance, internal control, internal audit whose autography and qualifications are detailed in the Appendix. Mr. Sitti Leelakasamelek, Chairman of the Audit Committee and Ms. Anchalee Pipatanasern possesses sound knowledge, understanding, professional experience in accounting and finance.

The Chairman of the Audit Committee appoints Secretary of the Audit Committee (currently, Mr. Chartchai Poowong, Manager of Internal Audit Office).

2. Nomination and Remuneration Committee

As of October 31, 2023, the Nomination and Remuneration Committee consists of:

1) Pol. Gen. Boonpen Bumpenboon	Independent Director
2) Ms. Nongluck Phinainitisart	Independent Director
3) Ms. Duangdao Chinthammit	Director

The Chairman of the Nomination and Remuneration committee appoints Secretary of the Nomination and Remuneration committee. (Currently, Mr. Arnon Sricharnkij, Manager of Human Resources department)

3. Risk Management Committee

As of October 31, 2023, the Risk Management Committee consists of:

1) Ms. Nongluck	Phinainitisart	Chairman/ Independent Director
2) Mr. Sitti	Leelakasamelek	Independent Director
3) Mr. Chalush	Chinthammit	Director

The Risk Management Committee appoints Secretary of the Risk Management Committee. (Currently, Ms.Lalana Wiwitsurakarn , Manager of Risk Management)

4. Corporate Governance and Sustainable Development Committee

As of October 31, 2023, the Corporate Governance and Sustainable Development Committee comprises of:

1) Mr. Warapatr	Todhanakasem	Chairman/ Independent Director
2) Pol. Gen. Boonpen	Bumpenboon	Independent Director
3) Ms. Anchalee	Pipatanasern	Independent Director
4) Mr. Somchat	Chinthammit	Director

The Corporate Governance and Sustainable Development Committee appoints Secretary of the Corporate Governance Committee. (Currently, Mrs. Kanyarat Sumitra, Vice President of Company Secretary and Legal Office)

7.4 Information on executives

7.4.1 Names and positions of the highest ranking

As of 31 October 2023, the corporate top executives include:

1. Mr. Chalush	Chinthammit	Chief Executive Officer and Managing Director
2. Mr. Teera	Sanguandikuk	Vice President, Sugar Business Production Group
3. Mr. Piripol	Chinthammit	Vice President, Raw Material Procurement
4. Mr. Sommanat	Phothisa	Vice President, Office of the President
5. Mr. Skulrath	Siriphannon	Vice President- Office of President
6. Mr. Isares	Janyawannasiri	Assistant Vice President – Finance and Accounting (CFO)

7.4.2 Remuneration policy for executive directors and executives

Directors' and Executives' remuneration

Policy in respect of Remuneration for the Board of Directors and Committees

The Company prescribes policies and rules for paying appropriate remuneration to directors subject to the approval of the annual Shareholders' Meeting. The Nomination and Remuneration Committee surveys the remuneration for directors and Committee's members by taking into account responsibilities and performances of directors and Committees' members in comparison with those in leading companies in the Securities Exchange and in the same industry group having similar size and nature of business, including the survey the information provided by the Thai Institute of Directors (IOD) as well as the result of the Company's performance and payment of dividend to shareholders.

In 2023, the total remuneration of the Company's directors shall not exceed THB 14,200,000. The directors' remuneration consists of

1. Directors' Remuneration

Remunerations are divided into 3 parts:

- 1) Regular remuneration (Fixed Fee) is paid monthly to directors.
- 2) Directors' Bonus is a special remuneration paid once a year in accordance with the corporate annual operating results.
- 3) Meeting allowances for the Board of Directors and meeting allowances for sub-committees are compensation paid to directors who attend each meeting. The payment will be made only to the directors who attended the meeting.

The Company prescribed the directors' remuneration which is approved by the shareholder's meeting on February 23, 2023, as follows:

	Not exceeding the amount of THB per year
1. Remuneration + bonus for Chairman of Board of Directors (Not including Meeting allowance)	THB 810,000
2. Remuneration + bonus for Chairman of Audit Committee (Not including Meeting allowance)	THB 540,000
3. Remuneration for 19 directors + bonus (Not including Meeting allowance)	THB 8,550,000
4. Meeting allowance 4.1 Board of Directors - Chairman of Board of Directors THB 12,000/ meeting. - Directors THB 10,000/ meeting. 4.2 for members of Committee, i.e, Audit Committee, Nomination and Remuneration Committee, Risk Management Committee, Corporate Governance and Sustainable Development Committee who attend the meeting. - Chairman of the Audit Committee THB 10,000/ meeting. - members for the Audit Committee THB 8,000/ meeting. - Chairman of Committee who attends the meeting THB 7,200/ meeting. - Each member of Committee who attends the meeting THB 6,000/ meeting. 4.3. Executive Board of Directors - Chairman of Executive Board THB 7,200/ meeting, - Executive director THB 6,000 / meeting	
5. Other Benefits : -No- No other remunerations than the above-mentioned are paid to directors.	

No.	Name of Directors	Khon Kaen Sugar Industry PCL									Bonus	Total (THB)
		Remuneration Board of Directors	Remuneration Executive committee	Meeting Allowance								
				Executive Board	Board of Directors	AC	NRC	CGC	RMC			
1	Mr.Manu Leopairote	540,000.00	-		84,000.00					225,000.00	849,000.00	
2	Mr.Chamroon Chinthammit	300,000.00	600,000.00	93,600.00	60,000.00					125,000.00	1,178,600.00	
3	Mr.Pornin Thaemurichai	300,000.00	300,000.00	72,000.00	70,000.00					125,000.00	867,000.00	
4	Mr.Sukhum Tokaranyaset	300,000.00	-		60,000.00					125,000.00	485,000.00	
5	Mr.Thawatchai Rojanachotikul	300,000.00	-		50,000.00					125,000.00	475,000.00	
6	Mrs.Intira Sukhanindr	300,000.00	-		70,000.00					125,000.00	495,000.00	
7	Ms.Duangdao Chinthammit	300,000.00	150,000.00	72,000.00	70,000.00		24,000.00			125,000.00	741,000.00	
8	Mr.Chaluch Chinthammit	300,000.00	-	78,000.00	70,000.00				18,000.00	125,000.00	591,000.00	
9	Mr.Somchai Chinthammit	300,000.00	-		70,000.00					125,000.00	495,000.00	
10	Ms.Duangkae Chinthammit	300,000.00	-		70,000.00					125,000.00	495,000.00	
11	Mr.Chanachai Chutimavorphand	300,000.00	150,000.00	72,000.00	60,000.00					125,000.00	707,000.00	
12	Mr.Chatri Chinthammit	300,000.00	-		70,000.00					125,000.00	495,000.00	
13	Mr.Somchat Chinthammit	300,000.00	-		70,000.00			18,000.00		125,000.00	513,000.00	
14	Mr.Tachpong Pakornirivongse	300,000.00	-		70,000.00					125,000.00	495,000.00	
15	Mr.Trakam Chunharorit	300,000.00	-		50,000.00					125,000.00	475,000.00	
16	PolGen.Boonpen Bumpenboon	300,000.00	-		70,000.00		28,800.00	18,000.00		125,000.00	541,800.00	
17	Mr.Sirini Leelaksamruet	360,000.00	-		70,000.00	50,000.00			24,000.00	164,000.00	668,000.00	
18	Mr.Warapat Todhanakaset	300,000.00	-		60,000.00	32,000.00		21,600.00		135,000.00	548,600.00	
19	Ms.Nongluck Phinuntisart	300,000.00	-		70,000.00	40,000.00	24,000.00		28,800.00	135,000.00	597,800.00	
20	Mrs.Anchalee Pipatanaset	300,000.00	-		70,000.00	40,000.00		18,000.00		135,000.00	563,000.00	
รวม		6,300,000.00	1,200,000.00	387,600.00	1,334,000.00	162,000.00	76,800.00	75,600.00	70,800.00	2,669,000.00	12,275,800.00	

2. Managing Director's Remuneration

The Company prescribes the managing director's remuneration by taking into account qualifications, duties and responsibilities in comparison with the amount paid by other companies in the same industry listed in SET as well as operating result and size of business so as to be an incentive for developing the Company in a continuous and sustainable manner.

3. Remuneration for Top Executives

Remuneration for executives is in line with the Company's principles and policies, and relates to the operating result and each individual's performance. The remuneration is prescribed to motivate and keep the qualified executives with the Company.

7.4.3 Total Remuneration of Executive Directors and Executives

1. Executive compensation in the past year

Compensation for executives totaling 6 people (according to the list of high- ranking executives) has compensation such as salary and bonuses, comprising in the total of THB 22,714,974 million.

2. Other Compensations

The company has regulations to stipulate other benefits for senior management in supplementary ways such as fixed cars, fuel expenses, maintenance expenses, provident funds, and other welfares in the company's employee status.

7.5 Information About Employees

As of October 31, 2023, the information about the Company's personnel is as follows:

	2023	2022	2021
Number of Employees (gender)			
Number of male employees	2,413	2,417	2,541
Number of Female employees	446	453	479
Total number of employees	2,859	2,870	3,020
Total Renumeration (Baht)	714,950,569.32	701,697,867.36	717,265,987.56

In 2023, the total compensation of employees, comprising the salary and bonus money, is THB 714,950,569.32 The total amount of contributions to the provident fund is THB 20,694,629.49

As of 31 October 2023, The Company had no labor dispute that could have a potential negative impact on the Company.

Personnel Development Policy

The Company always sets high value for its human resources. Policies on continuous training and human resource management have been established. The aims are to help employees reach their potential, ensure effectiveness at work, and allow them to advance in their fields. All employees are required to receive training that is in line with the Company's direction and strategies. Training is well planned and always financially supported by the Company which are held in the Company and outside by other institutions. Also, the Company encourages the communication to transfer and share knowledge between employees in the organization (Knowledge Management) by gathering and developing internal knowledge systematically in order that each employee can access those knowledge through Intranet and utilize them for personal development.

To provide the appropriate welfare to the employees and other supports

The Group has also provided welfare and facilities other than what is required by law to employees at all levels with the aim of promoting the quality of life and enhancing the future stability of employees, such as provident funds, group life and accident insurance. The sum insured has been increased for employees at the operational level, and the coverage has been extended to temporary employees. There is also the Baan Sang Suk Project from the Government Housing Bank (GHB), which is a housing loan benefit with a special interest rate for KSL employees. The UOB Workplace Banking Project is a collaboration of KSL and UOB to provide benefits in the form of fixed deposit and housing loan benefits to KSL employees, personal loan benefits, and financial assistance on various occasions. Alternative loans with Rabbit Cash aim to solve the problem of informal debt and emergency credit lines at interest rates as required by law. It also includes promoting a balance between work and well-being for employees by allocating vacation leave based on their service life and policies to promote health and hygiene for employees in the situation of the COVID-19 outbreak. However, the Group continues to follow preventive measures and monitor the COVID-19 situation.

Fair Remuneration

Employees of all levels are important to the companies no matter of race, religion, or gender. All employees are treated equally. They are entitled to welfare without discrimination. The promotion is done by a committee which consists of executives from different units to ensure transparency and fairness. Besides, the Company encourages the acquisition of knowledge through internal and external trainings so as to cope the future growth. The Company establishes a provident fund for employees.

Right and liberty

The group of companies communicates to employees through intranet so that the employees shall get useful information and updated operation of the companies thoroughly and rapidly. The employees are encouraged to express their opinion or to negotiate various matters and take into account their opinions and suggestions which are useful for the employees and the companies.

Caring for and Creating Equality for All Groups

The Company promotes and supports the employment of persons with disabilities under Section 33 of the Promotion and Improvement of the Quality of Life of Persons with Disabilities Act B.E. 2550 (2007). The Company has fully complied with the law and received the Outstanding Award “Thailand's Capital Market Sustainability Model Organization for Supporting Persons with Disabilities” from the Office of the Securities and Exchange Commission (SEC) in collaboration with the Ministry of Labor, the Department of Skill Development, the Department of Employment, the Department of Promotion and Development of the Quality of Life of Persons with Disabilities, the Thai Listed Companies Association, and Disabilities Thailand. For the 2024 plan, the Company will increase employment of persons with disabilities under Section 35 to assist former bedridden employees and caregivers in connection with the organization plan, with a focus on ESG.



7.6 Other significant information

7.6.1 List of Personnel Directly Responsible for Accounting Supervision / Company Secretary / Internal Audit Supervisor

The person assigned to be directly responsible for accounting supervision	Mrs. Wanna Areeprayoonkit
Company Secretary	The Board of Directors has appointed Mrs. Kanyarat Sumitra to be the Company Secretary with the powers and duties as stipulated in the Securities and Exchange Act.
Head of Internal Audit	Mr. Chatchai Phuwong

Information of given individuals appears in attachments 1 and 3 of this annual registration statement (Form 56-1, One Report).

7.6.2 List of Head of Investor Relations and Contact Information

The Company acknowledges the importance of disclosing information for investors to receive accurate, complete, clear, and transparent data. The Company has established a dedicated unit to communicate and provide information to shareholders, institutional investors, and analysts. They are available to contact via email ir@kslgroup.com or through:

1. Mr. Isaes Janyawannasiri
Telephone: 02-642-6230
Email: isaes@kslgroup.com
joining the Company since November 1, 2022
2. Ms. Nopparat Buraprakhon
Telephone: 02-642-6230
Email: nopparat@kslgroup.com

7.6.3 Auditor's Remuneration

In the 2022 Annual General Meeting of Shareholders No. 1/2023, held on February 23, 2023, the Company's shareholders' meeting resolved to appoint auditors with the names as follows:

List	Certified Public Accountant No.
1. Ms. Wimonporn Bunyattien	4067
2. Ms. Sophaphan Sapthipayarattana	6523
3. Ms. Duangrudee Choochart	4315
4. Mr. Chupong Surachutikarn	4325

The Company's auditor from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. is the Company's auditor for the fiscal year ended November 1, 2022 – October 31, 2023 and approved the auditor's remuneration for the year 2023 which is THB 2,939,000 (two million, nine hundred and thirty-six thousand, one hundred and ninety-nine baht only). The aforementioned compensation is as follows:

(Unit:Baht)	Year 2023
Annual financial statement audit fee	1,570,000.-
Fee for reviewing 3 quarter financial statements	1,299,000.-
Non-Audit Fee	70,000.-
Total	2,939,000.-

** Other service charges are inspection fee related to Expected Credit Loss (ECL) in accordance with financial reporting standards related to financial instruments (TFRS 9).*

7.6.4 Personnel Assigned to Represent Thailand (In case of a foreign company)

N/A

Report on Key Performance in Corporate Governance

8. Report on key operating results on corporate governance

8.1 Performance Summary of the Board of Directors in the Past Year

The Company plans the Board of Directors' meetings throughout the year, generally with more than six meetings per year to consider the main agendas regulated each year. However, if there is an important agenda, the Chairman of the Board of Directors will call a meeting for that important agenda which will be notified in advance, not less than the period specified by law. In 2023, the Board of Directors held a total of 7 meetings.

The powers, duties, and responsibilities of the Board of Directors are defined by reference to the Public Limited Companies Act, the Securities and Exchange Company Act, the regulations of the Stock Exchange of Thailand, and the Company's Articles of Association.

Scopes, Powers, and Duties of the Board

Previously, the powers and duties of the Board of Directors were stipulated in the Corporate Governance Policy Section 5. Subsequently, the Board of Directors at the meeting No. 7/2016-2017 dated 29 September 2017 agreed upon and approved the Board Charter which shall come into force from 1 October 2017. This Charter defines the duties of the Board of Directors to be reviewed under the Virtuous Corporate Governance Principles for Listed Companies 2017 as follows:

- (1) Manage the business by creating sustainable value for the Company, that is, for the Company to have satisfying performance, operate the business with ethics and responsibility to stakeholders, eliminating or reducing the negative impact on society and the environment, and adapt to various changing factors
- (2) Establish business objectives and goals of the entity on the basis of creating a sustainable business while taking into account, the impact on society and the environment, direct the implementation of the objectives, goals, strategies, and annual plans to success of arranged goals.
- (3) Ensure that the business has a Board of Directors with composition and qualifications consistent with the principles of virtuous corporate governance through transparent and efficient recruitments. Have developments of skills and knowledge for performing duties responsibly. Establish a framework and mechanism for overseeing policies and operations of subsidiaries and businesses in which the company invests. Appoint necessary and appropriate sub-committees.
- (4) Ensure that the Company has the President and senior executives suitable for the implementation of the Company's goals. Set up development of senior management as well as a systematic succession.
- (5) Promote innovations that create value for businesses and conduct business with social awareness and environmental responsibility.
- (6) Ensure that there is a standard in risk management and internal control system that responds to the achievement of long-term objectives and goals of the Company, including the prevention of unofficial disclosure of sensitive information that may occur through information technology. Provide policies and guidelines for

managing conflicts of interest and related transactions, anti-corruption, channels for complaints, and evidence concerning fraud and corruption.

(7) Ensure that financial creditworthiness is maintained and the preparation of financial reports and information disclosure is transparent and under the law.

(8) Support the participation of shareholders in crucial matters and maintain the right to receive information from shareholders through appropriate and timely channels.

The above eight roles and duties can categorize as guidelines and several other guidelines referred to the “Principles of Good Corporate Governance: Code of Conduct for the Listed Board of Directors” developed by the Securities and Exchange Commission.

Roles and Duties of the Chairman

The Chairman acts as the leader of the Board of Directors and has the following duties:

- (1) Supervise, monitor, and ensure that the Board's performance of duties is efficient and achieves the organization's key objectives and goals.
- (2) Ensure that all directors are involved in fostering an ethical corporate culture and virtuous corporate governance.
- (3) Set agendas for board meetings in consultation with the President and have procedures to ensure the inclusion of significant matters in the meeting schedule.
- (4) Allocate sufficient time for the management team to present matters and for directors to discuss significant issues conscientiously. Encourage directors to exercise prudent discretion, paying attention to all topics brought up at the meeting, including corporate governance issues.
- (5) Strengthen positive relationships between the Board of Directors and the Management Team.

8.1.1 Recruitment, Development, and Evaluation of the Board of Directors

Nomination and Appointment of Directors and Top Executives

The Board of Directors consists of independent and non-independent directors, the proportion to warrant independence from the management, independent directors are required to have more specific qualifications than non-independent directors.

Qualifications of Independent Directors

Independent directors must possess all qualifications as prescribed by the Capital Market Supervisory Board and must be able to protect the interests of all shareholders equally and to avoid conflict of interest.

Independent directors must attend Board of Directors' meetings and express their opinions independently.

The Company's CG Policy prescribes qualifications of an independent director as follows.

- (1) Holding shares not more than zero point five (0.5 %) of the total number of shares with voting rights of the Company, subsidiary company, affiliated company, major shareholders, or persons with powers to control the Company, however, including the shareholding of related persons of such independent director as well.

- (2) Not being or used to be a director who has or had a part in the management, an employee, a staff, an adviser receiving regular salaries, or a person with control power, of the Company, subsidiary company, affiliated company, major shareholder, except where the period thereof has lapsed for not less than two years prior to the date of appointment as an independent director.
- (3) Not being a person who is related by blood or by registration under the law in the description of a father, a mother, a spouse, a brother/sister, and a child, including a spouse of a child of an executive, a major shareholder, a person with controlling power, or a person who is to be nominated as an executive or a person with controlling power of the Company or a subsidiary company.
- (4) Not having or used to have a business relations with the Company, a subsidiary company, an affiliated company, a major shareholder, or a person with controlling power, in a description that may be impediment to the exercise of discretion freely, and not being or used to be an important shareholder, or a person with controlling power of a person having business relations with the Company, a subsidiary company, an affiliated company, a major shareholder, or a person with controlling power, except where the period thereof has lapsed for not less than two years prior to the date of appointment as an independent director.
- (5) Not being or used to be an auditor of the Company, a subsidiary company, an affiliated company, a major shareholder, or a person with controlling power, and not being an important shareholder, a person with controlling power, or a partner of an accounting firm having employed an auditor of the Company, a subsidiary company, an affiliated company, a major shareholder, or a person with controlling power, except the period thereof has lapsed for not less than two years from the date of appointment as an independent director.
- (6) Not being or used to be a professional service provider, including the providing of legal consultancy service or financial consultancy service, who receives a service fee exceeding Baht two million per year from the Company, a subsidiary company, an affiliated company, a major shareholder, or a person with controlling power, and not being an important shareholder, a person with controlling power or a partner of the said professional service provider, except where the period thereof has lapsed for not less than two years prior to the date of appointment as an independent director.
- (7) Not being a director who is appointed to act as an agent of a director of the Company, a major shareholder, or a shareholder who is related to the major shareholder.
- (8) Not operating a business of the same nature as, and which is a competition to, the business of the Company or of a subsidiary company, or not being an important shareholder in a partnership, or a director who has a part in the management, an employee, a staff, an adviser receiving regular salaries or holding shares more than one percent of the total number of shares with voting rights of other company operating the same kind of business which is a competition to the business of the Company or a subsidiary company.
- (9) Not having any other descriptions which obstruct free expression of opinions concerning the operations of the Company.

Nomination Process for Directors

The Nomination and Remuneration Committee shall consider the persons who have qualifications in accordance with the Charter of the Board of Directors and with the diversified specialization as prescribed in the Board Skill Matrix. The source of names is from the roster of professional directors provided by Thai Institute of Directors (IOD) together with the nomination by each director. The Committee shall then examine the qualifications of the nominated persons in accordance with the Corporate Governance Policy, Charter of the Board of Directors and the Company's Articles of Associations as well as specific talents needed at the time; provided that the qualifications well respond to the Company's vision, mission and strategies

The Nomination and Remuneration Committee shall propose the selected nominated persons to the Board of Directors. Should the Board approve the names, the Board shall propose the names to the Annual General Meeting of shareholders to appoint them directors.

The Charter of the Board of Directors prescribes the qualifications of directors as follows.

- (1) The qualifications prescribed by law and related regulations.
- (2) Knowledge, capability, experience, and expertise in specific field which are beneficial to the Company.
- (3) No conflict of interests with the Company.
- (4) Sufficient time to perform well the duties of a director of the Company, and if he/she is a director of another company, such must not be impediment to the carrying out of duties as a director of the Company; provided that a director should not be a director in more than 5 listed companies at the same time.

Election and Appointment of Directors

Normally, the meeting of Shareholders elect directors as the Articles of Association prescribe that in each Annual General Meeting of Shareholders one-thirds or the nearest to one-thirds of directors shall retire from office. The Company shall arrange an agenda for election of directors in every AGM and propose the names that have been endorsed by the Nomination and Remuneration Committee and the Board of Directors for consideration.

The election of directors by the shareholder meeting is in line with the majority of votes, and the following regulations and procedure:

- (a) One vote per share is allowed for a shareholder.
- (b) Shareholders vote for each individual nominated as a director. The number of vote (a) received by each nominee does not exceed the number of share(s) held by the particular voter, as specified in
- (c) The shareholder cannot allot any of their share(s) to any other individual. Directors are those individuals receiving the highest votes. Should the individuals receive the same number of votes where only one place for a director remaining, the chairperson shall exercise the casting vote.

However, in the case a position of directorship is vacant because of other reasons than retiring by rotation and the remaining term is longer than two months, the public company law and the Articles of Association vest the power to the Board of Directors to appoint a director in replacement. The Nomination and Remuneration Committee shall exercise the

selection process as mentioned above and nominated the selected person to the Board of Directors to appoint. The new director shall hold office only for the remaining period of the director whom he/she has replaced.

When either the meeting of shareholders or the Board of Directors appoints directors as the case may be, the Company shall inform the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) of the new directors respectively.

Selection and Succession Plan for top executives

The Company is well aware that the executives who have capability, vision and integrity would significantly lead the Company to sustainable growth and development. Therefore, the Company has a policy regarding administration and development of high ranking executives with the purposes to prevent the shortfall of high ranking executives and to select high ranking executives who possess qualifications that serve the Company.

The Company develops work process on regular situation assessment, selection, development and succession plan to implement in case of position vacancy to ensure that the Company would sustain professionally capable executives to perform their duties. The Nomination and Remuneration Committee develops a succession plan for managing director and seek approval of the Board of Directors respectively. As for other below high ranking executives, the Human Resources prepare the succession plan before submitting to the Executive Board for approval. In order to select high ranking executives, the Company may either undertake the whole process until the wanted position is fulfilled by internal or external qualified person or commission a professional firm to conduct the selection or recruitment pursuant to the succession plan, as the case may be.

Amongst others, the succession plan consists of the following matters.

1. Specification of important or main positions
2. Specification of capability or competency of main positions
3. Analytical process in selecting a successor
4. Individual development Plan

Governance for subsidiaries and associates performance

In order to comply with governance and protect the Company's investment, the Board appoints directors of the parent company to be directors in subsidiaries and associated companies in proportion to the shareholding. The directors who represent the Company shall participate in decision of policy such as other project investments.

According to the policy on good corporate governance, the Company continuously supports directors and management team to attend training and develop their knowledge, especially, training in various courses as organized by external organizations such as The Stock Exchange of Thailand and Thai Institute of Directors, such trainings help the Company's directors to perform their duties and supervise the business of the company effectively.

The Company supports directors to attend training in various courses as organized by many organizations such as Director Accreditation Program (DAP), Director Certification Program (DCP) of Thai Institute of Directors (IOD), Fundamental course for Audit Committee, including courses held by The Stock Exchange of Thailand and other professional institute.

In 2023, the Company sent news and invited the Board of Directors and executives of the Company to attend seminars and training on various topics as follows:

1. Seminar on the National Defence Program (NDC), Class 66 – National Defence College
2. Seminar on the title “Carbon Footprint Emission Assessment” by Lecturer Arunee Eiewcharoen
3. Seminar on the title “ESG and Sustainable Organizational Development” by Lecturer Urasa Sribunlue
4. Innovation Workshop 2023 by Prof. Ronnakorn Waiyawut
5. Seminar on the title “FSSC 22000 Standard, Version 6”
6. Seminar on the title “Democratic Politics and Government for Senior Executives”
7. Seminar on the title “Advanced Security Management” by Security Management Foundation
8. Seminar on the title “GHG Reduction Management System & Calculating Your Carbon Footprint”
9. Seminar and Activities in the event “2023 Outstanding Innovation Contest Project by K.S.L Group”

Orientation of Newly Appointed Company Directors

The Board of Directors stipulates an orientation for all new company directors who assume a position in the Company to create knowledge and understanding of the Company's business and operations. The secretary will act as a coordinator to convey essential information of the Company such as the Articles of Association which specifies the scope of powers and responsibilities of the Board of Directors, including information on legal, regulatory, and conditions. In addition, if the newly appointed company director has not received any training course on the operation of the director, that new company director will attend the requisite training course for performing the duties of the company director, executives, and employees. The Company has organized training courses for both internal and external executives and employees to improve skills, knowledge, ability to work successfully and create an atmosphere of learning, stimulate new initiatives and development of team collaboration, as well as organize knowledge to pass on to new executives and employees. In recent 2023, the company aims to implement more digital systems in the work operation. Therefore, the development trend of executives and employees is connected to online working skills and new work systems.

Performance Assessment

The Board of Director stipulates the conduct of self-assessment by applying the pattern developed by the Securities Exchange as follows:

- (1) Self-assessment Form of the Board of Directors
- (2) Self-evaluation Form of sub-committees, namely, Audit Committee, Nomination and Remuneration Committee, Risk Management Committee, Corporate Governance and Sustainable Development Committee

(3) Self-evaluation Form of individual directors so that the directors may jointly review their performance, solve problems and obstacles as well as the evaluation of the past performance and the ways to improve efficiency in the next year which leads to development in accordance with good governance.

Self-Assessment Procedures-The Whole Board of Directors

To evaluate the performance of the directors in 6 main items under SET guideline as follows :

1. Structure and characteristics
2. Roles/duties/responsibilities
3. Meeting
4. Performance of duties
5. Relationship with management
6. Self-development of directors and executive development

The Criteria of Self-Assessment-The Whole Board of Directors

1. The Board of Directors is the one who approve and review the assessment form to be correct in accordance with the criteria specified.
2. The Office of Company Secretary and Legal the tabulation is processed, the result shall be sent to the Board for consideration.

Self-Assessment Procedures-Each Director

To evaluate the performance of the directors in 3 main items under SET guideline as follows :

1. Structure and characteristics
2. Roles/duties/responsibilities
3. Meeting

The Criteria of Self-Assessment- Each Director

1. The Board of Directors is the one who approve and review the assessment form to be correct in accordance with the criteria specified.
2. The Office of Company Secretary and Legal the tabulation is processed, the result shall be sent to the Board for consideration.

Self-assessment of the Committee

To evaluate the performance of the directors in 3 main items under SET guideline as follows :

1. Structure and characteristics
2. Roles/duties/responsibilities
3. Meeting

Including with the Self-Assessment Criteria - the Entire Sub-committees

1. The Board of Directors is the one who approve and review the assessment form to be correct in accordance with the criteria specified.
2. The Company Secretary and Legal Office will summarize the results and present the assessment results to the Board of Directors for consideration.

Assessment results for 2023 indicate performance scores of the entire Board of Directors and the performance of the sub-committees as well as the performance of individual directors at an excellent level. In this regard, the Board of Directors at the meeting no. 1/2022-2023 on December 22, 2023, has considered and discussed the observations and recommendations regarding the results of this assessment for further improvement.

Performance Assessment of the Chief Executive Officer (CEO) and/or the President (PSD)

The Board of Directors and the Nomination and Remuneration Committee have set goals and methods for evaluating the performance of the Chief Executive Officer and the President (CEO) based on the Balance Score Card (BSC) criteria that should consider the overall operation results of 4 views/aspects.

1. Financial Performance
2. Learning & Growth
3. Market & Customer
4. Internal Business Process And The Board of Directors consider every year.

8.1.2 Meeting attendance and remuneration payment to each Board member

For the Board of Directors' meeting, the Board of Directors has scheduled the meeting more than six times per year by setting the meeting dates in advance throughout the year and notifying each director by making an annual meeting schedule. However, to achieve flexibility in the Company's business operations each month, the Company arranges a meeting of the Executive Committee to make decisions according to the authority assigned by the Board of Directors. At each meeting of the Board of Directors, the Executive Committee shall bring the matters considered back to report to the Board of Directors so that the Board of Directors can continuously monitor, control, and supervise the performance of the management.

In 2023, there were a total of eight Board of Directors meetings and a meeting of non-executive directors (without the management attending the meeting) one more time so that non-executive directors could freely express their opinions on work and management. In 2023, a total of one meeting of non-executive directors was held on August 18, 2023. The meeting agenda and supporting documents were sent to the directors at least seven days in advance so that they had sufficient time to study the information on various matters.

Board meetings are held at least every quarter by setting the meeting date in advance throughout the year and informing each committee by making an annual meeting schedule. In the meeting of the Board of Directors, Chairman of the Board, Chief Executive Officer and/or President, and Company Secretary Jointly consider the topics on the board's agenda by ensuring that crucial matters are included, and that each director is independent to suggest beneficial matters on the agenda. During the meeting, the Board's Chairman allocates sufficient time for the management team to present matters and directors to discuss significant issues generally. In addition, the chairman of the board encourages directors to use discretion in making decisions, paying attention to every agenda brought to the meeting, including corporate governance matters. Moreover, the Board of Directors meeting invites senior executives from each department to attend the meeting to present information, issues, and clarify details for decision-making, which creates a relationship between directors and senior management.

Furthermore, it is the access to add necessary information through inquiries of senior management. In some issues that there is insufficient information, the Company's directors can contact for additional information through the Company's secretary. In crucial cases, they will provide subsidiary independent opinions from consultants or external professionals.

The report of the Board of Directors' meeting shall consist of the date starting and ending time, a list of directors present and absent from the meeting, a summary of the main points of the proposed matter, a summary of discussion points and observations, board resolutions and opinions of directors who disagree. The Company stores the reports of the Board of Directors' meetings in a paper-book form and in PDF format which can be easily searched but cannot be edited. The meeting attendance of the Board of Directors is recorded in numbers. They are disclosed as the Board of Directors' because the meeting is held every quarter. However, the Executive Committee meeting which is related to the Company's performance will be held every month, so the Executive Committee meeting report is also presented to the Board of Directors for acknowledgment.

Quorum of the Board of Directors

At a meeting of the Board of Directors, not less than one-half of the total number of members must be present to constitute a quorum. In this regard, the Board of Directors has established a policy regarding the minimum quorum at the time of the directors' resolution at the Board of Directors meeting that there must be not less than two-thirds of the total number of directors.

In 2023, the Company provided meeting facilities in the form of electronic media so that directors can attend the Board of Directors meeting and give valuable opinions or suggestions to executives or the Company's operations, under the Emergency Decree on Conferencing via Electronic Media, B.E. 2020, and related regulations.

In 2023, the Company held a total of 7 Board of Directors' meetings, and the attendance rate of directors accounted for approximately 95%, with details of each director's attendance as follows:

The Attendance of Directors in 2023

Name	Board of Directors (7Meetings)	Executive Board (12Meetings)	Audit Committee (5Meetings)	Nomination & Remuneration Committee (4Meetings)	Risk Management Committee (4Meetings)	Corporate Governance and Sustainable Development Committee (3Meetings)	AGM (1Meeting)
1.Mr. Manu Leopairote	7/7	-	-	-	-	-	1/1
2.Mr.Chamroo Chinthammit	6/7	12/12	-	-	-	-	1/1
3.Mr.Pornsin Thaemsirichai	7/7	11/12	-	-	-	-	1/1
4.Mr.Sukhum Tokaranyaset	6/7	-	-	-	-	-	1/1
5.Mr.Thawatchai Rojanachotikul	5/7	-	-	-	-	-	1/1
6.Mrs.Intira Sukhanindr	7/7	-	-	-	-	-	1/1
7.Ms.Duangdao Chinthammit	7/7	11/12	-	4/4	-	-	1/1
8.Mr. Chalush Chinthammit	7/7	12/12	-	-	4/4	-	1/1
9.Mr. Somchai Chinthammit	7/7	-	-	-	-	-	1/1
10.Ms.Duangkae Chinthammit	7/7	-	-	-	-	-	1/1
11.Mr. Chanachai Chutimavoraphand	6/7	11/12	-	-	-	-	1/1
12.Mr.Chatri Chinthammit	7/7	-	-	-	-	-	1/1
13.Mr. Somchat Chinthammit	7/7	-	-	-	-	3/3	1/1
14.Mr. Tachpong Pakornsiriwongse	7/7	-	-	-	-	-	1/1
15.Mr. Trakarn Chunharojrit	5/7	-	-	-	-	-	1/1
16.Pol. Gen. Boonpen Bumpenboon	7/7	-	-	4/4	-	3/3	1/1
17.Mr. Sitti Leelakasamelek	7/7	-	5/5	-	4/4	-	1/1
18.Mr. Warapatr Todhanakasem	6/7	-	4/5	-	-	3/3	1/1
19.Ms. Nongluck Phinainitisart	7/7	-	5/5	4/4	4/4	-	1/1
20.Mrs. Anchalee Pipatanasern	7/7	-	5/5	-	-	3/3	1/1

Remarks:

1. Independent director: 6 directors: No. 1, 16 – 20
2. Audit Committee: 4 directors: No. 17-20
3. Nomination and Remuneration Committee: 4 directors: No. 7, 16, 19
4. Risk Management Committee: 4 directors: No. 8, 17, 19, 21
5. Corporate Governance Committee: 4 directors: No. 13, 16, 18, 20
6. Annual General Meeting of Shareholders year 2022, No. 1/2023 on 23 February 2023

8.1.3 Supervision of Subsidiaries and Associated Companies

Governance for subsidiaries and associates performance

In order to comply with governance and protect the Company's investment, the Board appoints directors of the parent company to be directors in subsidiaries and associated companies in proportion to the shareholding. The directors who represent the Company shall participate in decision of policy such as other project investments.

8.1.4 Monitor to Ensure Compliance with Corporate Governance Policies and Practices

1. Prevention of Conflicts of Interest

The Board of Directors specifies criteria for the Company's directors and senior executives to report their interests and related persons under Section 89/14 of the Securities and Exchange Act B.E. 2535. A report review must be ready within October of each year and/or every time there is an alteration in information. Company Secretary Department must receive the report within 7 working days.

2. Supervision of the Usage of Internal Data for Seeking Benefits

The Company prohibits its directors, the Management, staffs from using inside information concerning important matters including trading of securities, using information before publication for personal gains and/or that of others. Preventive measures against the use of inside information are as follows:

The Company stipulates code of conduct and ethic relating to the use of inside information and trading of securities, publication and interview in public

1. The Company informs executives about their obligation to disclose shareholdings and changes of the holdings of themselves, their spouses, and their children who have not yet attained the majority according to article 59 and article 275 of the Securities and Exchange Act B.E. 2535.
2. Circular notices are sent to directors and executives advising that those who receive important inside information that affects prices of securities shall not trade corporate securities within that one month and not disclose the important inside information before the corporate financial statements or the particular information is publicized.
3. Should there be any changes of share holdings, the Company's directors and executives shall report to the Office of Company Secretary and Legal in order to report to SEC or SET within the prescribed period. The Office of Company Secretary and Legal shall report any changes of share holdings of directors to the Board of Directors quarterly and to the Board of Executive Directors monthly.
4. Important inside information and confidential documents which kept as hard copies or soft files are protected and limited accessible to top executives only when necessary. If any inside information needs to be disclosed to employees, the employees will be informed properly about the limitation of the use of that information. An employee who discloses corporate confidential information will be penalized.
5. To monitor irregularity in corporate operating results, random examination is done to security trade, the Company's information system and outside information.

According to Corporate Governance policy, the Company prohibits its directors, the executives, and employees from using inside information concerning important matters including trading of securities before publication for others or personal gains. Directors, executives, and employees have freedom to invest in corporate security; however, the trading of Company's securities within one month before the financial statements disclosure shall be prohibited in order to avoid conflict of interest.

3. Anti-Corruption

The KSL group values the importance of Anti-corruption by establishing policies and measures against corruption. These policies supported by the Corporate Governance Committee stand as a procedure for business operations for the KSL group and are being reviewed annually regularly. Furthermore, policies are communicated with employees at all levels within the organization and the public to help increase acknowledgment and understanding in opposing corruption. Details of the anti-corruption procedure can be found on (www.kslgroup.com/การกำกับดูแลกิจการ) to ensure that KSL group has genuinely implemented to the anti-corruption policy and conducting business with transparency. Therefore, the Company has set up an Anti-Corruption Working Group and assigned the Office of Risk Management to be the central team in carrying out various activities and adhere to the principles of self-assessment of members of the Thai Private Sector in the Collective Action Coalition Against Corruption (CAC). Consequently, Khon Kaen Sugar Industry Public Company Limited gained the CAC certification on 9 March 2017 and renew accreditation for the third term on 30 December 2022.



The Company will continue operating communication activities and continuously enhancing knowledge and understanding of anti-corruption policies for partners and all levels of employees by carrying out the following significant activities;

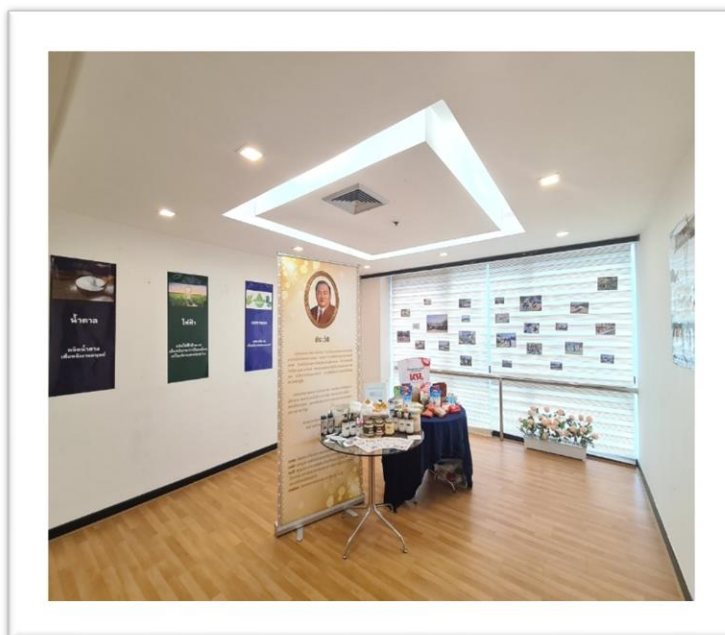
1. Continuous communicated “KSL code of conduct” and “Anti-corruption Policy” to all employees pass through KSL CG & Anti-Corruption Week with the theme “ESG & Do the Right Thing” during October 4-6, 2023.



2. We designed exercises to measure learning and knowledge of corporate governance and anti-corruption by KSL CG E-Testing.
3. Communicate knowledge about anti-corruption through e-news magazine and training all employees and partners.



4. Set up a system for receiving complaints and notifying clues (Whistleblowing) as a reporting channel. in case of violations of rules, laws, regulations, code of conduct and anti – corruption policies.
5. Publicized the Policy and Measures of Anti-Corruption Manual on the company's website and an internal website (Intranet) for the directors, executives, and employees at all levels to acknowledge and take it as a guideline for work.
6. Encourage employees to be conscious and cooperate with company in anti-corruption and environmental conservation through art exhibitions and contests.



In addition, the Internal Audit Office will assess follow up supervision compliance with the code of conduct and anti – corruption policy and report to the Audit Committee meeting. In 2023, not found a corruption case in KSL.

Whistleblowing

The Company has provided channels for complaints and whistleblowing to allow employees and stakeholders to report information or give clues about wrongdoings or corruption. Also, the Company provides measures to protect the rights of whistleblowers who have been complained and focus on data collection. Whistleblowers' data is kept confidential and only known by an exclusive group of assigned individuals to reassure confidentiality. Whistle-blowing procedures, investigations, penalties for false information, and penalties for corrupt personnel are outlined in the Anti-Corruption Measures Manual. which has been revised in 2023 as follows:

1. Internal channels for employees to select from, to notify with identity or anonymously as follows:

Contact		Recipient
Email	E-mail: IA@kslgroup.com	Internal Audit Office Manager
	E-mail: HR@kslgroup.com	Human Resources Manager
Telephone	Tel no. 02-642-6191-9 ext. 127	Internal Audit Office Manager
	Tel no. 02-642-6191-9 ext. 969	Human Resources Manager
Post Office	Chairman of the Audit Committee or the Board of Directors of the Company at the following address: Khon Kaen Sugar Industry Public Company Limited 503 K.S.L. Tower, 22nd Floor, Sri Ayutthaya Road, Thanon Phayathai, Ratchathewi, Bangkok 10400	Chairman of the Audit Committee Board of Directors

2. For third parties, they can inform through the company's website www.kslgroup.com/contact which is an identified complaint.

In 2023, the Company had no complaints related to non-compliance with rules and regulations that constitute a breach of business ethics and anti-corruption policy.

8.2 Performance Report of the Audit Committee in the Past Year

Report of the Audit Committee and of Other Subcommittees

Report of the Audit Committee

Dear Shareholders,

The Audit Committee was created from the resolution of the Board of Directors. It comprises of 4 independent members. In 2023, 5 Audit Committee's meetings were held. The meeting attendance of each committee member is as following.

Member List	Position	Meeting Attended
1. Mr. Sitthi Leelakasemreug	President of Audit Committee	5/5
2. Prof. Dr. Worapath Totanakasem	Committee Member	4/5
3. Dr. Nongluck Pinainitisat	Committee Member	5/5
4. Assist. Prof. Anchalee Pipatanasern	Committee Member	5/5

Nomination and Remuneration Committee Report appears in Attachment 6 of this Annual Registration Statement (Form 56-1, One Report).

8.3 Performance Summary of Other Committees

Nomination and Remuneration Committee

The Remuneration Committee and the Nomination Committee are the same committees, comprising not less than three directors, with the Chairman and more than half of the total committee members being independent directors, members of the Nomination and Remuneration Committee.

In 2023, the Nomination and Remuneration Committee held 4 meetings with regular reports on the performance of its duties to the Board of Directors, including reporting on the performance of the previous year.

Member List	Position	Meeting Attended
Police Lieutenant General	Chairman of the Nomination and Remuneration	4/4
Boonphen Bampenboon	Committee/Independent Director	
Miss Nongluck Pinainitisart	Member of the Nomination and Remuneration	4/4
	Committee/Independent Director	
Ms. Duangdao Chinthammit	Nomination and Remuneration Committee/Director	4/4

Nomination and Remuneration Committee Report appears in Attachment 6 of this Annual Registration Statement (Form 56-1, One Report).

Risk Management Committee

The Risk Management Committee comprises no fewer than three directors, with the Chairman and more than half of the Board members being independent directors.

In 2023, the Risk Management Committee organized 4 meetings with regular reports on the performance of its duties

Member List	Position	Meeting Attended
Miss Nongluck Pinainitisart	Chairman of the Risk Management Committee/Independent Director	4/4
Mr. Sitthi Leelakasemreuk	Risk Management Committee / Independent director	4/4
Mr. Chalush Chinthammit	Risk Management Committee / Independent Director	4/4

The report of the Risk Management Committee appears in Attachment 6 of this Annual Registration Statement (Form 56-1, One Report).

Corporate Governance and Sustainable Development Committee

The Corporate Governance and Sustainable Development Committee comprises no fewer than three directors, with the Chairman and more than half of the Board members being independent directors.

In 2023, the Corporate Governance Committee organized 3 meetings with regular reports on the performance of its duties.

Member List	Position	Meeting Attended
Mr. Woraphat Tothanakasem	Chairman of the Corporate Governance and Sustainable Development Committee / Independent Director	3/3
Police Lieutenant General Boonphen Bampenboon	Member of the Corporate Governance and Sustainable Development Committee / Independent Director	3/3
Mrs. Anchalee Pipatanasern	Member of the Corporate Governance and Sustainable Development Committee / Independent Director	3/3
Mr.Somchat Chinthammit	Member of the Corporate Governance and Sustainable Development Committee / Director	3/3

The report of the Risk Management Committee appears in Attachment 6 of this Annual Registration Statement (Form 56-1, One Report).

Internal control and related transactions

9. Internal control and related party transactions

9.1 Internal control

9.1.1 The Adequacy and Suitability of the Internal Control System

The company sets focus on internal control covering finance, operation and compliance with relevant laws and regulations as well as appropriate risk management that is efficient enough to prevent or mitigate risks which may cause damage to assets or reputation. The Company evaluates the operation of work in accordance with good corporate governance.

The Company is certified a membership of the Private Sector Collective Action Coalition against Corruption (CAC) **which is the Company's third renewal**. The Board of Directors clearly defines roles and duties of each committee and the management and monitors the performance pursuant to the roles and duties and the organization structure and line of command designed to create balance of power and internal control. Goals and key performance indicators are established to evaluate efficiency and to monitor the work result in comparison to the corporate objectives regularly.

The Board of Directors annually evaluates the sufficiency of internal control system in accordance with the guidelines provided by the Securities Exchange Commission and the framework set by the Stock Exchange of Thailand with reference to the 5 elements and 17 principles of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Board of Directors and the Audit Committee consider that the Company has sufficient and appropriate internal control system suitable to the business characteristics.

1. Internal Control

The Company clearly sets measurable business goals and action plans. The goals are revised while the actual results are compared with the goals regularly. The organization structure is made with the concept to allocate duties and to establish line of command with responsibility so as to achieve objectives with the supervision of the Board of Directors. The Company prescribes business ethics, corporate governance policy, anti-corruption practices and conflict of interest policy to express its commitment to integrity and business ethics. List of authorities and operational manuals are made and regularly revised to be in line with new standards.

The Board of Directors is independent from the management. The Board is empowered to govern and develop the internal control system. The Board also promotes the development of personnel so that they shall be capable to administer and take responsibility for the internal control effectively.

As regards anti-corruption matters, the Company provides manual of anti-corruption measurement and risk evaluation of internal fraud.

2. Risk Evaluation

The Company is aware of the evaluation of the risks that may cause adverse effect to business operation. The Risk Management Committee together with the Risk Management Office evaluate risk factors both from outside and inside the organization that may have impact upon the business. The Office identifies and analyses all types of relevant risks including fraud and corruption and categorizes material risks pursuant to the effects and probability of occurrence in each business process and establishes risk management plans. The risk factors are revised every year.

3. Operational Control

The Company has internal control that is consistent with the risks and types of business. The control is clearly allocated to each functional unit as defined in the manual of authorities and the manuals of operation which are made and revised to suit the organization structure and present operation. Each functional unit is designed to balance the power and to cross-examine appropriately, particularly the task that incurs significant risks so as to mitigate or reduce errors such as financial transactions, sales, procurement, asset supervision, personnel management, etc. The internal audit office is set up to audit each operation regularly in accordance with rules, regulations, manual of authorities and manual of operation to ensure sufficient and appropriate internal control. There is efficient operation of work including the use of information technology to help conduct the work more rapidly and efficiently.

4. Information technology and communications

The Company strengthens information technology system and communication, promotes and supports continuous system development so that the information is correct and updated. The Company uses the information technology system that is up-to-date, efficient and data-secured to collect data, process data, store data and monitor data so that the administration, the decision-making, policy regarding information technology security and the use of information by directors, executives and staff can be done safely and correctly within reasonable time.

The Company provides appropriate communication channels to convey messages regarding duties, responsibility and other matters to personnel and specifies secured channels for submitting clues or complaints regarding fraud and corruption. Also, there is communication in respect of issues that may cause impact to internal control between internal functional units and between the Company and third parties.

5. Monitoring system

The Audit Committee, by the Office of Internal Audit, audits the internal control system. The internal audit office examines, monitors and evaluates the operation to ensure that the findings arising from audit process are rectified in reasonable time. The independent Auditor evaluates the internal control regarding finance and accounting and submits the audit result to the Audit Committee on a quarterly and yearly basis. In the previous year, there is no significant flaw as to the internal control audit.

Risk Management

The Risk Management Committee stipulates risk management policy, risk factors and risk management process for the management to bring to practice so as to help the management to consider control points to manage the risks to the acceptable level. The management is responsible for the business planning, the operation, the specification, analysis and evaluation of work structure by taking into consideration the internal and external risk factors.

During 2023, the Risk Management Committee and the Risk Management Office have established the implementation of the Risk Management Activity Development Plan as follows:

1. The Committee revised Charter of the Risk Management Committee, objectives, scope of authority and responsibility, manual on risk management and operational manual of the risk management office year.
2. The Committee specify causes of organizational risk and the responsible persons in each division for each risk for the year 2023 as approved by the Risk Management Committee.
3. The Committee provided plans to support analysis and evaluation of new risks in 2023 and make preliminary guidelines with measures to respond the risks.
4. The Committee held preparatory meeting for the risk management office to work on various sites pursuant to the supporting plans.
5. The Committee supported the making of report stating risk status by the responsible person of each division in 7 sites with head office.
6. The Committee reported the risk status to the Board of Directors showing information as to risks that are stable, decreasing and increasing together with causes so that the management can use for planning and operation on quarterly basis respectively.
7. Pushing for measures to prevent and deal with emergencies. Fire and insurance to transfer risk impact

By virtue of dedication and cooperation of all parties concerned, the internal control system and the risk management of the group of companies are regarded acceptable by the Company and can be developed to serve the objectives and goals of each department.

1. Deloitte Touche Tohmatsu Jaiyos Audit Company Limited, which is the Company's auditor, has reviewed and assessed the accounting controls of the Company and its subsidiaries, which found no significant deficiencies that may affect the Significantly the auditor's opinion on the financial statements of the Company and its subsidiaries ending October 31, 2021
2. The Audit Committee of the Company agrees with the auditor's viewpoint, that the Company's internal control system is sufficient and suitable for the Company's business operations. It can prevent misuse of the Company's assets and protect them from being used without the management authority. The Audit Committee has reported on the adequacy of the Company's internal control system in the Board of Directors' meeting.

3. The Company has appointed Mr. Chatchai Phuwong as the Manager of the Internal Audit Office - the Chief Executive of the Internal Audit Office to act as the secretary of the Audit Committee to support the Audit Committee to achieve their goals effectively. The Audit Committee believes that the person who is holding the position of Chief of Internal Audit has adequate qualifications for performing duties.
4. The appointment, transfer, or termination of the Chief Audit Officer and any other unit under the Internal Audit Department must be approved by the Audit Committee.

9.2 Related party transactions

9.2.1 Identify the group of persons who may have a conflict of interest

Intercom disclosed in this section is related party transactions during 2023, 2022, and 2021 ending on October 31 of each year, consisting of transactions between the Company and its subsidiaries, associated companies, and persons who may have conflicts of interest as follows:

Subsidiaries

Company name	Relationship
Tamaka Sugar Industry Co., Ltd. Manufacture and distribution of sugar and molasses	Tamaka Sugar Industry Co., Ltd. is controlled by the company which owns 90.21% of the subsidiary's shares. Individuals that relate to directors of the company own 9.79% of the subsidiary's shares. Therefore, related transactions between the company and subsidiary are not required to disclose because the ownership proportion is less than 10%.
New Krung Thai Sugar Factory Co., Ltd. Manufacture and distribution of sugar and molasses	New Krung Thai Sugar Factory Co., Ltd. is controlled by the company which owns 95.78% of the subsidiary's shares. Individuals that relate to directors of the company own 4.22 % of the subsidiary's shares. Therefore, related transactions between the company and subsidiary are not required to disclose because the ownership proportion is less than 10%.
New Kwang Soon Lee Sugar Factory Co., Ltd. Manufacture and distribution of sugar and molasses	New Kwang Soon Lee Sugar Factory Co., Ltd. is controlled by the company which owns 99.21% of the subsidiary's shares. Individuals that relate to directors of the company own 0.79 % of the subsidiary's shares. Therefore, related transactions between the company and subsidiary are not required to disclose because the ownership proportion is less than 10%.
KSL Real Estate Co., Ltd. Housing and land for agriculture estate including holiday resort for training, seminar center and Office building for rent	KSL Real Estate Co., Ltd. is a subsidiary of and controlled by the company, Tamaka Sugar Industry Co., Ltd. which owns 40.77% and 55.70% of the subsidiary's shares, respectively. Individuals that relate to directors of the company own 3.53 % of the subsidiary's shares. Therefore, related transactions between the company and subsidiary are not required to disclose because the ownership proportion is less than 10%.

Company name	Relationship
<p>K.S.L. Export Trading Co., Ltd.</p> <p>Export sugar as exporting agent</p>	<p>K.S.L. Export Trading Co., Ltd. is a subsidiary of and controlled by the company, Tamaka Sugar Industry Co., Ltd., New Krung Thai Sugar Factory Co., Ltd. and New Kwang Soon Lee Sugar Factory Co., Ltd. which own 33.88%, 23.11%, 16.04% and 9.60% of the subsidiary's shares, respectively. The company also has common directors namely Mr. Chamroon Chinthammit, Mr. Thawatchai Rojanachotikul, Mr. Sukhum Tokaranyaset and Mr. Chalush Chinthammit.</p>
<p>Savannakhet Sugar Corporation</p> <p>Agricultural Operation, Manufacture and distribution of sugar and molasses</p>	<p>Savannakhet Sugar Corporation is controlled by the company which owns 98.00% of the subsidiary's shares. None of major shareholders and directors of the company own the subsidiary's shares. Therefore, related transactions between the company and subsidiary are not required to disclose.</p>
<p>Koh Kong Sugar Industry Co., Ltd.</p> <p>Manufacture and distribution of sugar and molasses</p>	<p>Koh Kong Sugar Industry Co., Ltd. is controlled by the company which owns 100.00% of the subsidiary's shares. None of major shareholders and directors of the company own the shares. Therefore, related transactions between the company and subsidiary are not required to disclose.</p>
<p>Koh Kong Plantation Co., Ltd.</p> <p>Agricultural Operation</p>	<p>The Company holds shares indirectly through Wynn In Trading Co., Ltd. which owns 80.00% of the subsidiary's shares. None of major shareholders and directors of the company own the shares. Therefore, related transactions between the company and subsidiary are not required to disclose.</p>

Associates

Company name	Relationship
TSTE Public Company Limited (Formerly “Thai Sugar Terminal Public Company Limited”) Locating, silo warehouse and property rental	Thai Sugar Terminal Public Company Limited is an associate of and controlled by the company which owns 23.82% of the associate’s shares. Major shareholders and directors of the company own 16.65% of the subsidiary’s shares. The company also has common directors namely Mr. Kamondanai Chinthammit, Mr. Chalush Chinthammit and Mr. Chanachai Chutimavoraphand.
BBGI Public Company Limited Manufacture and distribution of alcohol or fuel from agricultural produce	BBGI Company Limited is an associate of and controlled by the company which owns 29.88% of the associate’s shares. The company also has common directors namely Mr. Chamroon Chinthammit, Mr. Chalush Chinthammit and Mr. Chanachai Chutimavoraphand.

Related Companies

Company name	Relationship
K.S.L. IT Center Co., Ltd. Provide computerized and database services to parent company and related parties	K.S.L. IT Center Co., Ltd. is controlled by Raja Ceramics Co., Ltd., and Thai Fermentation Industry Co., Ltd., whose stakes individually equal to 50% of K.S.L. IT Center Co., Ltd.’s shares. The company also has common directors namely Mr. Chatri Chinthammit.
On Nuj Construction Co., Ltd. Hotel and real estate agent	On Nuj Construction Co., Ltd. is controlled by the same shareholder group of the company who owns 78.57% of On Nuj Construction Co., Ltd.’s shares. The company also has common directors namely Mr. Chamroon Chinthammit, Mr. Chalush Chinthammit, Ms. Duangdao Chinthammit and Mr. Chanachai Chutimavoraphand.

Company name	Relationship
<p>Raja Ceramics Co., Ltd.</p> <p>Manufacture and distribution of ceramic products</p>	<p>Raja Ceramics Co., Ltd. is controlled by the same shareholder group of the company who owns 48.27% of Raja Ceramics Co., Ltd.'s shares. The company also has common directors namely Mr. Chamroon Chinthammit, Mr. Sukhum Tokaranyaset, Mr. Thawatchai Rojanachotikul and Mr. Chalush Chinthammit.</p>
<p>Thai Fermentation Industry Co., Ltd.</p> <p>Manufacture and distribution of seasoning powder</p>	<p>Thai Fermentation Industry Co., Ltd. is controlled by the same shareholder group of the company who owns 46.73% of Thai Fermentation Industry Co., Ltd.'s shares. The company also has common directors namely Mr. Chamroon Chinthammit, Mr. Sukhum Tokaranyaset, Mr. Thawatchai Rojanachotikul, and Mr. Somchai Chinthammit.</p>
<p>BBGI Bio Ethanol Public Company Limited</p> <p>Manufacture and distribution of alcohol or fuel from agricultural produce</p>	<p>The company also has common directors namely Mr. Chalush Chinthammit.</p>
<p>BBGI Bio Ethanol (Chachoengsao) Co., Ltd.</p> <p>Manufacture and distribution of ethanol alcohol and biogas</p>	<p>The company also has common directors namely Mr. Chalush Chinthammit.</p>

9.2.2 Details of related transactions.

Purchase goods and services lists in ordinary business, including all outstanding amounts at the end of the year. (for the years ended October 31, 2023, 2022 and 2021)

Customers	Sellers/ Service providers	Type of Transaction / Conditions	Amount (Thousand Baht)			Necessity and reasonableness
			31-Oct-2023	31-Oct-2022	31-Oct-2021	
Khon Kaen Sugar Industry Public Company Limited	Thai Fermentation Industry Co., Ltd.	- Purchase of chemical and drinking water	61	83	63	The Company purchased chemical product as caustic soda and hydrochloric acid from Thai Fermentation Industry Co., Ltd. to clean their machineries. The price charged between each other is the market price which has conditions according to the general normal trade.
		- Other accounts payable (i.e. Miscellaneous expenses)	7	-	1	
Tamaka Sugar Industry Co., Ltd.		- Purchase of chemical and drinking water	52	48	137	
		- Other accounts payable (i.e. Miscellaneous expenses)	6	6	12	
New Krung Thai Sugar Factory Co., Ltd.		- Purchase of chemical and drinking water	12,659	8,538	3,156	
		- Other accounts payable (i.e. Miscellaneous expenses)	540	-	-	
New Kwang Soon Lee Sugar Factory Co., Ltd.		- Purchase of chemical and drinking water	139	169	186	
		- Other accounts payable (i.e. Miscellaneous expenses)	19	-	-	

Customers	Sellers/ Service providers	Type of Transaction / Conditions	Amount (Thousand Baht)			Necessity and reasonableness
			31-Oct-2023	31-Oct-2022	31-Oct-2021	
BBGI Bio Ethanol Public Company Limited	Khon Kaen Sugar Industry Public Company Limited	- Sale of molasses - Trade accounts receivable	675,545 63,679	714,521 9,553	466,751 35,242	The Company and its subsidiaries sold molasses to BBGI Bio Ethanol Public Company Limited as raw material. The transactions arose in ordinary course of business which carried out at market price on normal terms.
	Tamaka Sugar Industry Co., Ltd.	- Sale of molasses - Trade accounts receivable	217,023 10,024	266,994 3,913	214,134 17,468	
	New Krung Thai Sugar Factory Co., Ltd.	- Sale of molasses - Trade accounts receivable - Advances received for sales of goods	393,104 23,265 -	307,340 3,521 -	254,275 29,329 6,488	
	New Kwang Soon Lee Sugar Factory Co., Ltd	- Sale of raw sugars	-	-	23,701	
Khon Kaen Sugar Industry Public Company Limited	K.S.L. Export Trading Co., Ltd.	- Service fees of goods exporting	6,083	5,878	4,371	Sugar exporting has to be made by only company that authorized by Cane and Sugar Board in the Royal Gazette according to the sugar cane and sugar act. The Company's group and Prachaup Industry Co., Ltd. therefore established K.S.L. Export Trading Co., Ltd. to only be export agent and documental support. K.S.L. Export Trading Co., Ltd. will charge service fees at cost plus administrative expenses according to volume of goods.
Tamaka Sugar Industry Co., Ltd.		- Service fees of goods exporting	854	1,172	639	
New Krung Thai Sugar Factory Co., Ltd.		- Service fees of goods exporting	3,125	1,835	1,764	
New Kwang Soon Lee Sugar Factory Co., Ltd.		- Service fees of goods exporting	680	739	386	

Customers	Sellers/ Service providers	Type of Transaction / Conditions	Amount (Thousand Baht)			Necessity and reasonableness
			31-Oct-2023	31-Oct-2022	31-Oct-2021	
Khon Kaen Sugar Industry Public Company Limited	TSTE Public Company Limited (Formerly “Thai Sugar Terminal Public Company Limited”)	- Service fees for goods custody and transfer	535	2,254	4,782	The Company needs to use wharf and transfer services for group of sugar factory. Thai Sugar Terminal Public Company Limited priced service fees of goods custody and goods exporting were charge according to volume of goods and custody time, which are general rates in the market.
		- Other income (i.e. discount)	-	-	36	
		- Other accounts receivable				
		- Other accounts payable	-	-	1,616	
			6	1	-	
Tamaka Sugar Industry Co., Ltd.		- Service fees for goods custody and transfer	40	3,439	2,409	
		- Other income (i.e. discount)	-	-	10	
		- Other accounts payable				
			-	-	500	
New Krung Thai Sugar Factory Co., Ltd.		- Service fees for goods custody and transfer	492	381	1,855	
		- Other revenue (i.e. discount)	-	-	16	
		- Other accounts payable				
			187	-	41	
New Kwang Soon Lee Sugar Factory Co., Ltd.		- Service fees for goods custody and transfer	16	14	149	
		- Other revenue (i.e. discount)	-	-	4	
		- Other accounts payable	-	-	-	

Customers	Sellers/ Service providers	Type of Transaction / Conditions	Amount (Thousand Baht)			Necessity and reasonableness
			31-Oct-2023	31-Oct-2022	31-Oct-2021	
Khon Kaen Sugar Industry Public Company Limited	K.S.L. IT Center Co., Ltd.	- Service fees of computerized activities	6,625	6,635	6,538	K. S. L. IT Center Co., Ltd. was established as computer service center in serving the group companies. The service fee pricing is calculated based on its investment cost and related operating costs and allocated to charge each company based on the actual data usage volume.
		- Prepaid expenses	-	-	453	
Tamaka Sugar Industry Co., Ltd.		- Service fees of computerized activities	1,845	2,008	1,915	
		- Prepaid expenses	-	-	105	
New Krung Thai Sugar Factory Co., Ltd.		- Service fees of computerized activities	2,718	2,501	2,535	
		- Prepaid expenses	-	-	173	
New Kwang Soon Lee Sugar Factory Co., Ltd.		- Service fees of computerized activities	1,302	1,433	1,481	
		- Prepaid expenses	-	-	68	
KSL Real Estate Co., Ltd.	K.S.L. IT Center Co., Ltd.	- Service fees of computerized activities	342	214	175	
K.S.L. Export Trading Co., Ltd.		- Service fees of computerized activities	497	352	229	
Savannakhet Sugar Corporation		- Service fees of computerized activities	604	687	782	
Koh Kong Sugar Industry Co., Ltd.		- Service fees of computerized activities	268	215	150	

Rental fee (for the year ended October 31, 2023, 2022 and 2021)

Lessor	Lessee	Significant transaction	Amount (Thousand Baht)			Necessity and reasonableness of Connected Transaction
			31-Oct-2023	31-Oct-2022	31-Oct-2021	
Khon Kaen Sugar Industry Public Company Limited	On Nuj Construction Co., Ltd.	Office rental area of 196.69 square meter and car park at the monthly rate of Baht 300 per square meter allowed to be renewed every 3 years (01/11/18 - 31/10/21) and no more than the rent for February 2021.	-	-	236	The Company has rent out office space to its companies group due to locate office centrally and conveniently. Rental fees were carried out at market prices on normal trade and agreement commencement date. Office rental and asset rental condition were set mainly concern about benefit to the company.
	Thai Fermentation Industry Co., Ltd.	Warehouse rental area of 200 square meter at the monthly rate of Baht 100 per square meter allowed to be renewed annually (01/08/23 - 31/07/24) and rent office space of 46.50 square meters at 300 baht per square meter per month, renewing annually (01/04/23 – 31/03/24). Reduce rent by 20% for 3 months from Nov. 2021 – Jan. 2022.	407	403	320	
	Raja Ceramics Co., Ltd.	Office rental area of 495.54 square meter and car park at the monthly rate of Baht 300. It is allowed to be renewed every 3 years (01/01/23 - 31/12/25). Reduce rent by 10% for 3 months from Nov. 21 - Jan. 22.	1,784	1,739	1,739	
	K.S.L. IT Center Co., Ltd.	Office rental area of 432.62 square meter and car park at the monthly rate of Baht 300 per square meter and are allowed to be renewed every 3 years (01/08/21 - 31/07/24). Reduce rent by 10% for 3 months from Nov. 21 - Jan. 22	1,557	1,518	1,518	
	K.S.L. Export Trading Co., Ltd.	Office rental area of 33.48 square meter at the monthly rate of Baht 300 per square meter allowed to be renewed every 3 years (01/10/23 - 30/09/26). Reduce rent by 10% for 3 months from Nov. 21 - Jan. 22	121	118	118	

Borrowings from/ Loans to related parties (as at October 31, 2023, 2022 and 2021)

Unit : Thousand Baht

For the year ended 31 October 2023							
Borrower	Lender	As at Nov 1, 2022	Loan addition during the period	Repayment during the period	As at Oct 31, 2023	Interest paid	Necessity and reasonableness of Connected Transaction
Khon Kaen Sugar Industry Public Company Limited	K.S.L Tower Juristic Person office	5,100	1,000	-	6,100	112	Khon Kaen Sugar Industry Public Company Limited has obtained financial support from KSL Tower Juristic Person office via short-term loans which is callable promissory notes, the loans are used for working capital, interest rates at 2.60% per annum and the interest is payable at the end of each month.

Unit : Thousand Baht

For the year ended 31 October 2022							
Borrower	Lender	As at Nov 1, 2021	Loan addition during the period	Repayment during the period	As at Oct 31, 2022	Interest paid	Necessity and reasonableness of Connected Transaction
Khon Kaen Sugar Industry Public Company Limited	K.S.L Tower Juristic Person office	4,100	1,000	-	5,100	45	Khon Kaen Sugar Industry Public Company Limited has obtained financial support from KSL Tower Juristic Person office via short-term loans which is callable promissory notes, the loans are used for working capital, interest rates at 0.80% - 1.35% per annum and the interest is payable at the end of each month.

Unit : Thousand Baht

For the year ended 31 October 2021							
Borrower	Lender	As at Nov 1, 2020	Loan addition during the period	Repayment during the period	As at Oct 31, 2021	Interest paid	Necessity and reasonableness of Connected Transaction
Khon Kaen Sugar Industry Public Company Limited	K.S.L Tower Juristic Person office	4,100	-	-	4,100	43	Khon Kaen Sugar Industry Public Company Limited has obtained financial support from KSL Tower Juristic Person office via short-term loans which is callable promissory notes, the loans are used for working capital, interest rates at 0.80% - 1.22% per annum and the interest is payable at the end of each month.

Unit : Thousand Baht

For the year ended 31 October 2023							
Borrower	Lender	As at Nov 1, 2022	Loan addition during the period	Repayment during the period	As at Oct 31, 2023	Interest paid	Necessity and reasonableness of Connected Transaction
Khon Kaen Sugar Industry Public Company Limited	K.S.L IT Center Co., Ltd.	3,000	5,000	-	8,000	131	Khon Kaen Sugar Industry Public Company Limited has obtained financial support from KSL Tower Juristic Person office via short-term loans which is callable promissory notes, the loans are used for working capital, interest rates at 2.55% - 2.60% per annum and the interest is payable at the end of each month.

Unit : Thousand Baht

For the year ended 31 October 2022							
Borrower	Lender	As at Nov 1, 2021	Loan addition during the period	Repayment during the period	As at Oct 31, 2022	Interest paid	Necessity and reasonableness of Connected Transaction
Khon Kaen Sugar Industry Public Company Limited	K.S.L IT Center Co., Ltd.	3,000	-	-	3,000	28	Khon Kaen Sugar Industry Public Company Limited has obtained financial support from KSL Tower Juristic Person office via short-term loans which is callable promissory notes, the loans are used for working capital, interest rates at 0.80% - 1.35% per annum and the interest is payable at the end of each month.

Unit : Thousand Baht

For the year ended 31 October 2021							
Borrower	Lender	As at Nov 1, 2020	Loan addition during the period	Repayment during the period	As at Oct 31, 2021	Interest paid	Necessity and reasonableness of Connected Transaction
Khon Kaen Sugar Industry Public Company Limited	K.S.L IT Center Co., Ltd.	3,000	-	-	3,000	32	Khon Kaen Sugar Industry Public Company Limited has obtained financial support from KSL Tower Juristic Person office via short-term loans which is callable promissory notes, the loans are used for working capital, interest rates at 0.80% - 1.22% per annum and the interest is payable at the end of each month.

9.2.3 Policy on future related party transactions

The Audit Committee has reviewed the related party transactions described in the previous tables and given the view that it was in accordance with normal business practice and carried out at market price.

The Audit Committee passed the resolution of related party transactions as follows:

1. Normal Business Transactions

Normal business transactions include transfer and transport services and warehouse rental from Thai Sugar Terminal Public Company Limited and sales and purchases of sugar between the Company and the subsidiaries. These connected transactions will firstly be brought to the Company's consideration in respect of the Company's interests and be ensured that they will be carried out at market price.

2. Rental Service Transactions

Rental service transactions will be carried out at market price and the same rate given to third parties.

3. Sales and Purchases of Assets and Investments

Sales and purchases of assets and investments are an increase of capital in order to maintain the same shareholding proportion as previously held. It is also an investment for the current business expansion and the future business growth. The policy of sales and purchases of assets and investments will firstly be brought to the Company's consideration in respect of the Company's interests and the justification for entering into the transaction, the necessity and appropriateness of such transactions.

4. Borrowings from/ Loan to persons having potential conflict of interest

Borrowings from/ Loan to persons having potential conflict of interest will firstly be brought to the Company's consideration in respect of the justification for entering into the transaction, the necessity and appropriateness of such transactions.

5. Other related transactions are transactions other than 1-4 stated above.

Related party transactions between the Company or the subsidiaries and the persons having potential conflict of interest, having a stake in or possibly having a conflict of interest in the future shall be subject to the opinion of the Audit Committee for their consideration in respect of the justification for entering into the transaction, the necessity and appropriateness of such transactions. In case that the Audit Committee considers it lack expertise required for the consideration of possible transactions, it is empowered to recruit experts as needed. Experts, for example, could be an auditor or an independent appraisal officer, which is independent from both the Company and persons having potential conflict of interest. The opinion of these recruited experts will be used in the decision-making of the Audit Committee and/or the Board of Directors of the Company and/or shareholders as the case may be.

Regarding the potential related party's transactions incurred in the future, the Board of Directors of the Company ensures compliance with the laws on securities and exchange, regulations, notifications, orders or any

requirements of the Stock Exchange of Thailand, including compliance with regulations on the disclosure of information on connected transactions and the acquisition or disposal of important assets of the Company or its subsidiaries; In addition, the Company will disclose related transactions in notes to financial statements in compliance with Thai Financial Reporting Standards as audited by the certified public accountant and further disclose those information in the Annual Registration Statements (Form 56-1) in future years.

9.2.4 Capital structure of individuals having potential conflict of interest over 10%

Capital structure of individuals having potential conflict of interest over 10% is as the followings:

TSTE Public Company Limited (Formerly “Thai Sugar Terminal Public Company Limited”) The individuals having potential conflict of interest own 16.65% of the TSTE’s shares. The Company owns 23.82% of the TSTE’s shares and has no policy to increase its capital proportion. Moreover, the shareholders and directors have no intention to transfer their benefits to one of these two companies. In addition, TSTE Public Company Limited has many directors from other sugar companies; thus, power balancing in TSTE is reasonable for both companies. To conclude, the related transactions between the Company and TSTE are in line with the characteristics of normal trading in the market which will maximize highest value to both companies.

In conclusion, the shareholding structure of the Company and the subsidiaries, which is owned by the individuals having potential conflict of interest over 10% in some companies, is the result from the past. Currently, the Company has an intention changing its structure in order to minimize those conflicts. In addition, the Company has the policy to directly invest in subsidiaries and associates in the future. Also, there will be the limitations in shareholding proportion for the individuals having potential conflict of interest except it will be done to maximize the Company’s value. Furthermore, the persons having potential conflict of interest will not make any investments in business that may constitute the conflicts of interest to the Company or in competitive business to the Company.

**KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND ITS
SUBSIDIARIES**

Financial Statements As at October 31, 2023



Report on the Board of Directors' Responsibilities for Financial Statements

The Board of Directors of Khon Kaen Sugar Industry Public Company Limited is responsible for the separated financial statement and consolidated financial statement of the Company and its subsidiaries, which have been prepared in accordance with financial reporting standards, with appropriate accounting policies applied on a conservative and consistent basis. Where judgment and estimates were required, these were made with careful and reasonable consideration, and adequate disclosure and transparency of important information have been made in the notes to the financial statements. Both separated financial statement and consolidated financial statement have been audited by independent certified auditors who have given their unqualified opinions.

The Board oversees and reviews corporate governance as well as establishes and maintains a proactive risk management system and internal control system to ensure that accounting records are accurate, complete and timely, and that the Company's assets are properly safeguarded against fraud, operational irregularities and other risks. The Board has appointed an Audit Committee consisting of independent directors to be responsible for reviewing separated financial statement and consolidated financial statement, including evaluating the efficiency and the competence of internal control system and internal audit. The Audit Committee's views are reported in its report in the Company's annual report.

The Board is of the opinion that the Company's internal control system and the internal audit can reasonably assure the creditability of the separated financial statement and consolidated financial statement of Khon Kaen Sugar Industry Public Company Limited and its subsidiaries for the year ended October 31, 2022, the statement of financial position, the operating results, and cash flows accurately according to generally accepted accounting principles.



(Mr. Manu Leopairote)
Chairman



(Mr. Chalush Chinthammit)
Chief Executive Officer and President

REPORT OF THE INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

TO THE SHAREHOLDERS AND BOARD OF DIRECTORS KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED

Opinion

We have audited the consolidated financial statements of Khon Kaen Sugar Industry Public Company Limited and its subsidiaries (the “Group”) and the separate financial statements of Khon Kaen Sugar Industry Public Company Limited (the “Company”), which comprise the consolidated and separate statements of financial position as at October 31, 2023, and the related consolidated and separate statements of profit or loss, statements of comprehensive income, statements of changes in shareholders’ equity and statements of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of Khon Kaen Sugar Industry Public Company Limited and its subsidiaries and of Khon Kaen Sugar Industry Public Company Limited as at October 31, 2023, and its financial performance and its cash flows for the year then ended in accordance with Thai Financial Reporting Standards (“TFRSs”).

Basis for Opinion

We conducted our audit in accordance with Thai Standards on Auditing (“TSAs”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of our report. We are independent of the Group in accordance with the Federation of Accounting Professions’ Code of Ethics for Professional Accountants that are relevant to our audit of the consolidated and separate financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated and separate financial statements of the current year. This matter was addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

Key Audit Matter	Audit Responses
<p>Allowance for Expected Credit Losses of Farmer Receivables and Loans for Cane Plantation Development</p> <p>As at October 31, 2023, the Group has allowance for expected credit losses of farmer receivables and loans for cane plantation development, which are significant to the financial statements.</p> <p>We focused on the assessment of such allowance for expected credit losses because the allowance for expected credit losses of farmer receivables and loans for cane plantation development are considered to be significant accounting estimates which the management is required to exercise considerable judgement in determining the reasonableness of assumptions used in estimating allowance for expected credit losses. Therefore, we considered the appropriateness of the assumptions used in determining allowance for expected credit losses of farmer receivables and loans for cane plantation development is a key audit matter.</p> <p>The accounting policies and disclosure of allowance for expected credit losses of farmer receivables and loans for cane plantation development are in Notes 3.2, 3.12, 4, 7.2, 9, 15 and 16 to the financial statements.</p>	<p>Significant audit procedures include the following:</p> <ul style="list-style-type: none"> • Inquiring and gaining an understanding of process and internal control for identification, judgement and assumptions used in estimating the expected credit loss allowance required for farmer receivables and loans for cane plantation development in general and specific cases, including assessment the reasonableness of the probability of default, loss given default and exposure at default by considering the management's reasons used to assess the adequacy of the loss allowance based on the assessment of credit risk and expected to incur of accounts receivables and reviewing the consistency of the application of that basis. • Evaluating the design and implementation of the internal control procedures related to the allowance for expected credit losses. • Assessment of the appropriateness of model design, assumptions, inputs and formulas used with an involvement of our internal specialists in testing. • Testing the correctness of data used in the ECL calculation and mathematically calculating the allowance for expected credit loss as specified in the model on a sample basis. • Evaluating the sufficiency and appropriateness of disclosure in the notes to the financial statements in accordance with the financial reporting standards.

Other Information

Management is responsible for the other information. The other information comprises information in the annual report, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our 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 financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and the management of the Group.

Responsibilities of Management and Those Charged with Governance 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 TFRSs, and for such internal control as management determines is necessary to enable the preparation of 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 and the Company'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 and the Company or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our 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 our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs 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 consolidated and separate financial statements.

As part of an audit in accordance with TSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We 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 our 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 and the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Company 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. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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



Wimolporn Boonyusthian

Certified Public Accountant (Thailand)

Registration No. 4067

BANGKOK

December 22, 2023

DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT CO., LTD.

KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION
AS AT OCTOBER 31, 2023

UNIT : BAHT

	Notes	Consolidated Financial Statements		Separate Financial Statements	
		as at	as at	as at	as at
		October 31,	October 31,	October 31,	October 31,
		2023	2022	2023	2022
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	5.3	206,390,333	254,845,234	36,608,220	62,444,886
Trade and other current receivables	7	1,266,598,706	1,058,208,289	2,209,028,374	1,472,303,918
Finance lease current receivables	8	-	380,574,156	-	-
Short-term loans	9	672,568,621	623,848,631	1,949,380,095	1,117,702,820
Inventories	10	2,131,060,920	2,740,202,114	635,494,095	1,313,619,001
Current biological assets	11	56,663,048	52,848,517	-	-
Other current financial assets	12	203,114,844	655,361,777	203,114,844	655,094,819
Other current assets		34,555,757	47,629,495	11,465,459	12,349,054
Total Current Assets		4,570,952,229	5,813,518,213	5,045,091,087	4,633,514,498
NON-CURRENT ASSETS					
Other non-current financial assets	12	210,996,761	228,662,932	196,202,770	221,392,722
Investments in associates	13	4,232,071,703	4,803,044,239	3,529,449,776	3,664,649,307
Investments in subsidiaries	14	-	-	4,915,832,116	5,060,432,569
Trade and other non-current receivables	15	76,435,860	100,201,935	38,776,550	44,575,533
Long-term loans	16	130,300,543	112,786,755	1,753,701,261	2,030,720,780
Investment properties	17	6,420,181,532	6,296,687,431	2,303,526,421	2,179,171,421
Property, plant and equipment	18	23,972,446,897	24,139,188,172	8,140,505,717	8,515,387,248
Right-of-use assets	19	55,894,753	49,678,249	219,147,030	257,725,625
Other intangible assets		17,212,911	21,950,812	12,361,936	16,922,331
Deferred tax assets	26.2	4,017,734	1,271,483	-	-
Other non-current assets		107,916,117	82,947,933	42,512,501	38,624,515
Total Non-current Assets		35,227,474,811	35,836,419,941	21,152,016,078	22,029,602,051
TOTAL ASSETS		39,798,427,040	41,649,938,154	26,197,107,165	26,663,116,549

Notes to the financial statements form an integral part of these statements

KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION (CONTINUED)

AS AT OCTOBER 31, 2023

UNIT : BAHT

	Notes	Consolidated Financial Statements		Separate Financial Statements	
		as at	as at	as at	as at
		October 31,	October 31,	October 31,	October 31,
		2023	2022	2023	2022
LIABILITIES AND SHAREHOLDERS' EQUITY					
CURRENT LIABILITIES					
Short-term borrowings from financial institutions	20	4,086,000,000	4,731,071,000	2,612,000,000	2,550,000,000
Trade and other current payables	21	1,657,445,639	1,076,779,711	634,860,888	682,206,511
Current portion of long-term borrowings	23	2,962,000,000	2,535,000,000	2,712,000,000	2,285,000,000
Current portion of lease liabilities	24	14,278,591	12,313,936	44,913,688	42,319,222
Short-term borrowings	5.2	14,100,000	8,100,000	1,431,100,000	1,056,100,000
Current income tax payable		64,949,407	39,201,391	-	-
Other current financial liabilities	25	116,751,072	557,577,306	116,751,072	557,577,306
Other current liabilities		32,294,863	25,253,625	1,572,427	1,030,911
Total Current Liabilities		<u>8,947,819,572</u>	<u>8,985,296,969</u>	<u>7,553,198,075</u>	<u>7,174,233,950</u>
NON-CURRENT LIABILITIES					
Long-term debentures	22	2,648,900,708	2,648,671,833	2,648,900,708	2,648,671,833
Long-term borrowings	23	4,665,073,718	6,759,404,167	4,165,073,718	6,009,404,167
Lease liabilities	24	27,974,969	22,121,634	190,493,230	228,188,793
Deferred tax liabilities	26.3	1,634,183,615	1,603,712,901	511,977,853	256,431,684
Non-current provision for employee benefits	27	210,874,403	198,213,297	78,274,409	74,785,641
Other non-current liabilities		86,804,466	69,205,563	22,620,259	20,911,042
Total Non-current Liabilities		<u>9,273,811,879</u>	<u>11,301,329,395</u>	<u>7,617,340,177</u>	<u>9,238,393,160</u>
TOTAL LIABILITIES		<u>18,221,631,451</u>	<u>20,286,626,364</u>	<u>15,170,538,252</u>	<u>16,412,627,110</u>

KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION (CONTINUED)
AS AT OCTOBER 31, 2023

UNIT : BAHT

	Notes	Consolidated Financial Statements		Separate Financial Statements	
		as at	as at	as at	as at
		October 31,	October 31,	October 31,	October 31,
		2023	2022	2023	2022
LIABILITIES AND SHAREHOLDERS' EQUITY (CONTINUED)					
SHAREHOLDERS' EQUITY					
SHARE CAPITAL					
Authorized share capital					
4,410,243,648 ordinary shares of Baht 0.50 each		2,205,121,824	2,205,121,824	2,205,121,824	2,205,121,824
Issued and paid-up share capital					
4,410,232,619 ordinary shares of Baht 0.50 each,					
fully paid		2,205,116,310	2,205,116,310	2,205,116,310	2,205,116,310
SHARE PREMIUM - ORDINARY SHARES		2,946,439,199	2,946,439,199	2,946,439,199	2,946,439,199
RETAINED EARNINGS					
Appropriated					
Legal reserve	28	220,512,200	220,512,200	220,512,200	220,512,200
Unappropriated		13,747,773,773	13,180,188,151	5,018,113,204	4,320,559,470
OTHER COMPONENTS OF EQUITY		1,974,412,846	2,338,092,417	636,388,000	557,862,260
TOTAL EQUITY ATTRIBUTABLE TO OWNERS					
OF THE PARENT		21,094,254,328	20,890,348,277	11,026,568,913	10,250,489,439
NON-CONTROLLING INTERESTS		482,541,261	472,963,513	-	-
TOTAL SHAREHOLDERS' EQUITY		21,576,795,589	21,363,311,790	11,026,568,913	10,250,489,439
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		39,798,427,040	41,649,938,154	26,197,107,165	26,663,116,549

Notes to the financial statements form an integral part of these statements

KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND SUBSIDIARIES

**STATEMENTS OF PROFIT OR LOSS
FOR THE YEAR ENDED OCTOBER 31, 2023**

UNIT : BAHT

	Notes	Consolidated		Separate	
		Financial Statements		Financial Statements	
		2023	2022	2023	2022
Revenues from sales and rendering of services					
Revenues from sales		18,300,974,123	16,177,796,811	9,680,294,553	9,281,007,351
Revenues from rendering of services		147,869,405	151,285,483	45,870,888	41,389,696
		<u>18,448,843,528</u>	<u>16,329,082,294</u>	<u>9,726,165,441</u>	<u>9,322,397,047</u>
Costs of sales and rendering of services					
Costs of sales		(15,755,723,688)	(13,471,470,670)	(8,860,305,316)	(7,810,644,316)
Costs of rendering of services		(75,269,649)	(69,092,218)	(39,184,733)	(34,973,151)
		<u>(15,830,993,337)</u>	<u>(13,540,562,888)</u>	<u>(8,899,490,049)</u>	<u>(7,845,617,467)</u>
Gross profit		2,617,850,191	2,788,519,406	826,675,392	1,476,779,580
Other incomes		154,870,684	219,724,191	146,009,731	117,523,814
Dividend incomes		-	-	36,478,066	1,598,528,052
Gain on sales of investments in associates	13	11,171,253	-	796,833,166	-
Distribution costs		(511,229,847)	(434,208,945)	(291,492,681)	(258,528,458)
Administrative expenses		(759,073,018)	(742,458,889)	(273,782,660)	(343,766,496)
Net foreign exchange (loss) gain		(7,269,679)	41,850,531	(9,112,851)	164,674,840
Gain on fair value adjustments of investment property		118,204,229	121,300,145	119,360,229	100,641,336
Loss on impairment of investments in an associate	13	(196,037,135)	-	-	-
Reversal loss on impairment of investments in subsidiaries	14	-	-	215,399,547	65,336,126
Gain (loss) on sales and disposal of assets		23,804,776	30,945,676	4,698,698	(967,935)
Loss on impairment of property, plant and equipment		<u>-</u>	<u>(58,980,430)</u>	<u>-</u>	<u>-</u>
Profit from operating activities		1,452,291,454	1,966,691,685	1,571,066,637	2,920,220,859
Finance incomes		80,576,696	105,323,156	128,821,740	120,746,613
Finance costs		(472,777,540)	(428,712,294)	(444,582,029)	(405,222,871)
Share of gain on investment in associates		12,105,794	76,086,552	-	-
Profit before income tax expense		1,072,196,404	1,719,389,099	1,255,306,348	2,635,744,601
Income tax expense	26.1	(151,911,757)	(390,539,317)	(238,539,684)	(203,513,245)
PROFIT FOR THE YEARS		<u>920,284,647</u>	<u>1,328,849,782</u>	<u>1,016,766,664</u>	<u>2,432,231,356</u>
PROFIT ATTRIBUTABLE TO :					
Owners of the parent		903,587,158	1,321,220,814	1,016,766,664	2,432,231,356
Non-controlling interests		16,697,489	7,628,968	-	-
		<u>920,284,647</u>	<u>1,328,849,782</u>	<u>1,016,766,664</u>	<u>2,432,231,356</u>
EARNINGS PER SHARE	32				
Basic earnings per share	BAHT	0.205	0.300	0.231	0.551
Basic number of ordinary shares	SHARES	4,410,232,619	4,410,232,619	4,410,232,619	4,410,232,619

Notes to the financial statements form an integral part of these statements

KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED OCTOBER 31, 2023

UNIT : BAHT

	Notes	Consolidated Financial Statements		Separate Financial Statements	
		2023	2022	2023	2022
Profit for the years		920,284,647	1,328,849,782	1,016,766,664	2,432,231,356
Other comprehensive income (loss):					
Items that will be reclassified subsequently to profit or loss:					
Exchange differences on translating financial statements - net of tax		(93,248,447)	220,785,272	-	-
Gain (loss) on cash flow hedges - net of tax	35.1	98,677,702	(29,657,075)	98,677,702	(28,200,696)
(Loss) gain on measuring financial assets - net of tax		(20,151,962)	26,449,450	(20,151,962)	26,449,450
Total items that will be reclassified subsequently to profit or loss		(14,722,707)	217,577,647	78,525,740	(1,751,246)
Items that will be not reclassified subsequently to profit or loss:					
Loss on revaluation of assets - net of tax		(45,630,942)	-	-	-
Unrealized actuarial loss adjustment - net of tax		(28,466,588)	(30,020,085)	(10,499,801)	(7,202,702)
Share of other comprehensive loss of associates - net of tax		(308,224,381)	(143,603)	-	-
Loss from change of shareholding in subsidiaries		-	(1,451)	-	-
Total items that will be not reclassified subsequently to profit or loss		(382,321,911)	(30,165,139)	(10,499,801)	(7,202,702)
Other comprehensive (loss) income for the years - net of tax		(397,044,618)	187,412,508	68,025,939	(8,953,948)
TOTAL COMPREHENSIVE INCOME FOR THE YEARS		523,240,029	1,516,262,290	1,084,792,603	2,423,277,408
TOTAL COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO					
Owners of the parent		512,619,181	1,574,156,807	1,084,792,603	2,423,277,408
Non-controlling interests		10,620,848	(57,894,517)	-	-
		523,240,029	1,516,262,290	1,084,792,603	2,423,277,408

Notes to the financial statements form an integral part of these statements

KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY
FOR THE YEAR ENDED OCTOBER 31, 2023

UNIT : BAHT

UNIT: BATH															
Notes	Owners of the parent												Non-controlling interests	Total shareholders' equity	
	Issued and paid-up share capital	Share premium Ordinary shares	Retained Earnings		Other components of shareholders' equity							Total owners of the parent			
			Appropriated Legal reserve	Unappropriated	Other comprehensive income (expense)					Loss on internal restructure of entities under common control	(Loss) gain on change in shareholding ratio in subsidiaries				Total other components of shareholders' equity
					Exchange differences on translating financial statements	(Loss) gain on cash flow hedges	(Loss) gain on measuring financial assets	Gain (loss) on asset revaluation	Share of other comprehensive loss of associates using the equity method						
For the year ended October 31, 2022															
Beginning balance as at November 1, 2021	2,205,116,310	2,946,439,199	220,512,200	12,113,767,259	(33,801,693)	(93,338,898)	(147,752,752)	2,916,876,224	(77,483,172)	(263,275,867)	(206,256,492)	2,094,967,350	19,580,802,318	530,858,030	20,111,660,348
Changes in shareholders' equity during the year															
- Dividends paid	28	-	-	(264,610,848)	-	-	-	-	-	-	-	-	(264,610,848)	-	(264,610,848)
- Profit for the years		-	-	1,321,220,814	-	-	-	-	-	-	-	-	1,321,220,814	7,628,968	1,328,849,782
- Other comprehensive income (loss) for the year		-	-	9,810,926	198,074,693	(29,657,075)	26,449,450	(38,549,056)	(143,603)	-	86,950,658	243,125,067	252,935,993	(65,523,485)	187,412,508
Ending balance as at October 31, 2022	2,205,116,310	2,946,439,199	220,512,200	13,180,188,151	164,273,000	(122,995,973)	(121,303,302)	2,878,327,168	(77,626,775)	(263,275,867)	(119,305,834)	2,338,092,417	20,890,348,277	472,963,513	21,363,311,790
For the year ended October 31, 2023															
Beginning balance as at November 1, 2022	2,205,116,310	2,946,439,199	220,512,200	13,180,188,151	164,273,000	(122,995,973)	(121,303,302)	2,878,327,168	(77,626,775)	(263,275,867)	(119,305,834)	2,338,092,417	20,890,348,277	472,963,513	21,363,311,790
Changes in shareholders' equity during the year															
- Dividends paid	28	-	-	(308,713,129)	-	-	-	-	-	-	-	-	(308,713,129)	(1,043,100)	(309,756,229)
- Profit for the years		-	-	903,587,158	-	-	-	-	-	-	-	-	903,587,158	16,697,489	920,284,647
- Other comprehensive income (loss) for the year		-	-	(27,288,407)	(93,248,447)	98,677,702	(20,151,962)	(40,732,483)	(308,224,381)	-	-	(363,679,571)	(390,967,978)	(6,076,641)	(397,044,619)
Ending balance as at October 31, 2023	2,205,116,310	2,946,439,199	220,512,200	13,747,773,773	71,024,553	(24,318,271)	(141,455,264)	2,837,594,685	(385,851,156)	(263,275,867)	(119,305,834)	1,974,412,846	21,094,254,328	482,541,261	21,576,795,589

Notes to the financial statements form an integral part of these statements

KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND SUBSIDIARIES

SEPARATE STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEAR ENDED OCTOBER 31, 2023

UNIT : BAHT

	Notes	Issued and paid-up share capital	Share premium Ordinary shares	Retained earnings		Other components of shareholders' equity			Total
				Appropriated	Unappropriated	Other comprehensive income (expense)			Total other
				Legal reserve		(Loss) gain on cash flow hedges	(Loss) gain on measuring financial assets	Gain (loss) on asset revaluation	components of shareholders' equity
For the year ended October 31, 2022									
Beginning balance as at November 1, 2021		2,205,116,310	2,946,439,199	220,512,200	2,121,592,608	(94,795,277)	(147,752,752)	840,710,591	598,162,562
Changes in shareholders' equity during the year									
- Dividends paid	28	-	-	-	(264,610,848)	-	-	-	-
- Profit for the years		-	-	-	2,432,231,356	-	-	-	-
- Other comprehensive income (loss) for the year		-	-	-	31,346,354	(28,200,696)	26,449,450	(38,549,056)	(40,300,302)
Ending balance as at October 31, 2022		2,205,116,310	2,946,439,199	220,512,200	4,320,559,470	(122,995,973)	(121,303,302)	802,161,535	557,862,260
For the year ended October 31, 2023									
Beginning balance as at November 1, 2022		2,205,116,310	2,946,439,199	220,512,200	4,320,559,470	(122,995,973)	(121,303,302)	802,161,535	557,862,260
Changes in shareholders' equity during the year									
- Dividends paid	28	-	-	-	(308,713,129)	-	-	-	-
- Profit for the years		-	-	-	1,016,766,664	-	-	-	-
- Other comprehensive income (loss) for the year		-	-	-	(10,499,801)	98,677,702	(20,151,962)	-	78,525,740
Ending balance as at October 31, 2023		2,205,116,310	2,946,439,199	220,512,200	5,018,113,204	(24,318,271)	(141,455,264)	802,161,535	636,388,000

Notes to the financial statements form an integral part of these statements

KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND SUBSIDIARIES

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED OCTOBER 31, 2023

UNIT : BAHT

	Notes	Consolidated		Separate	
		Financial Statements		Financial Statements	
		2023	2022	2023	2022
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit for the years		920,284,647	1,328,849,782	1,016,766,664	2,432,231,356
Adjustments for:					
Income tax expense		151,911,757	390,539,317	238,539,684	203,513,245
Dividend income		-	-	(36,478,066)	(1,598,528,052)
Gain on sales of investments in associates	13	(11,171,253)	-	(796,833,166)	-
Expected credit losses (reversal)		45,238,006	(76,537,383)	9,286,601	12,293,330
Unrealized (gain) loss on revaluation of financial liabilities		(9,204,184)	38,899,798	(9,204,184)	38,899,798
Gain on change in shareholding ratio in an associate	13	-	(58,130,196)	-	-
Share of gain of investment in associates		(12,105,794)	(76,086,552)	-	-
Increase of premium on bonds		(23,781)	(23,190)	-	-
Employee benefit expenses		17,296,137	15,130,427	6,313,376	5,468,159
Loss from changes in fair value of biological assets		11,921,668	7,229,730	-	-
Reversal of loss on diminution in value and obsolescence of inventories		(2,630,560)	(300,188)	-	(743,162)
Depreciation and amortization	1,103,349,601	1,180,464,343	478,155,212	519,817,830	
(Gain) loss on sales and disposal of assets		(13,420,038)	(30,714,717)	(4,698,698)	967,935
Loss on impairment of assets (reversal)		(7,180,832)	64,888,391	-	-
Loss on impairment of investments in associate	13	196,037,135	-	-	-
Reversal of loss on impairment of investments in subsidiaries	14	-	-	(215,399,547)	(65,336,126)
Gain arising from changes in fair values of investment properties		(118,204,229)	(121,300,145)	(119,360,229)	(100,641,336)
Unrealized loss (gain) on exchange rates		641,906	(10,680,521)	317,129	18,537,348
Finance incomes		(80,576,696)	(105,323,156)	(128,821,740)	(120,746,613)
Finance costs		472,777,540	428,712,294	444,582,029	405,222,871
		<u>2,664,941,030</u>	<u>2,975,618,034</u>	<u>883,165,065</u>	<u>1,750,956,583</u>
Operating assets (increase) decrease					
Trade and other current receivables		(223,975,620)	(112,553,341)	(752,319,927)	304,683,008
Inventories		554,726,241	(32,448,142)	678,124,906	(42,992,689)
Current biological assets		(15,736,199)	(13,698,008)	-	-
Other current assets		(1,435,118)	(5,317,503)	47,356	5,700,319
Trade and other non-current receivables		26,770,513	89,653,500	7,389,846	12,452,082
Other non-current assets		7,021,461	22,682,229	4,683,650	16,075,889
Operating liabilities increase (decrease)					
Trade and other current payables		496,925,491	102,544,919	(29,661,995)	96,123,185
Other current liabilities		7,041,238	(38,011,187)	541,516	(18,129,820)
Non-current provision for employee benefit		(40,218,266)	(64,755,123)	(15,949,360)	(26,933,774)
Other non-current liabilities		17,598,903	(3,863,367)	1,709,217	(3,563,144)
Cash received from operating activities		<u>3,493,659,674</u>	<u>2,919,852,011</u>	<u>777,730,274</u>	<u>2,094,371,639</u>
Interest paid		(468,385,972)	(445,161,459)	(421,563,695)	(400,928,790)
Income tax expense paid		(117,027,121)	(46,787,362)	(7,735,397)	(8,571,636)
Net cash provided by operating activities		<u>2,908,246,581</u>	<u>2,427,903,190</u>	<u>348,431,182</u>	<u>1,684,871,213</u>

KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDED OCTOBER 31, 2023

UNIT : BAHT

	Notes	Consolidated Financial Statements		Separate Financial Statements	
		2023	2022	2023	2022
CASH FLOWS FROM INVESTING ACTIVITIES					
Decrease in other current financial assets		267,715	-	-	-
Increase in short-term loans		(25,369,843)	(28,946,237)	(733,768,502)	(81,610,988)
Increase in other non-current financial assets		(7,500,000)	(22,694,900)	-	(22,694,900)
Cash payments for investment in investments in a subsidiary		-	-	-	(381,250,725)
Cash received from capital decrease of a subsidiary		-	-	360,000,000	-
Cash payments for investment in investments in an associate		-	(284,190,521)	-	(284,190,521)
Cash received from sales of investments in associates		55,542,501	-	932,032,696	-
(Increase) decrease in loans for cane plantation development		(93,342,636)	48,249,571	(8,839,418)	17,101,579
Decrease (increase) in long-term loans		13,072,701	7,897,365	177,072,701	(224,000,000)
Cash received from interest income		71,638,458	82,830,417	138,622,018	109,730,517
Cash received from dividends		39,923,629	265,134,254	41,956,130	1,598,528,052
Cash received from finance lease receivable		380,574,156	19,350,000	-	-
Payments for purchases of property, plant and equipment		(937,483,292)	(188,147,382)	(65,722,180)	(39,738,819)
Cash received from sales of property, plant and equipment		51,151,671	9,450,725	7,512,566	2,343,884
Payments for purchases of investment properties		(2,583,053)	(5,194,458)	(2,287,952)	(4,871,864)
Cash received from sales of investment properties		-	10,071,935	-	-
Payments for purchases of intangible assets		(635,528)	(192,605)	(451,878)	(103,880)
Cash received from sales of unused assets		-	42,184,900	-	-
Net cash (used in) provided by investing activities		(454,743,521)	(44,196,936)	846,126,181	689,242,335
CASH FLOWS FROM FINANCING ACTIVITIES					
(Decrease) increase in short-term borrowings from financial institutions	5.2	(645,071,000)	(1,251,703,999)	62,000,000	(1,206,000,000)
Increase in short-term borrowings	5.2	6,000,000	1,000,000	375,000,000	647,000,000
Redeem for long-term debentures	5.2	-	(3,000,000,000)	-	(3,000,000,000)
Cash received from long-term borrowings	5.2	1,000,000,000	4,250,000,000	1,000,000,000	3,250,000,000
Repayment for long-term borrowings	5.2	(2,535,000,000)	(2,053,380,000)	(2,285,000,000)	(1,682,000,000)
Repayment for lease liabilities	5.2	(16,656,396)	(15,168,053)	(63,680,900)	(63,150,900)
Payments for dividends to shareholders of the parent		(308,713,129)	(264,610,848)	(308,713,129)	(264,610,848)
Payments for dividends to shareholders of non-controlling interests		(1,043,100)	-	-	-
Net cash used in financing activities		(2,500,483,625)	(2,333,862,900)	(1,220,394,029)	(2,318,761,748)
Exchange differences on translation of cash of foreign subsidiaries		(1,474,336)	(19,062,284)	-	-
Net (decrease) increase in cash and cash equivalents		(48,454,901)	30,781,070	(25,836,666)	55,351,800
Cash and cash equivalents at the beginning of the year		254,845,234	224,064,164	62,444,886	7,093,086
Cash and cash equivalents at the end of the year	5.3	206,390,333	254,845,234	36,608,220	62,444,886

Notes to the financial statements form an integral part of these statements

KHON KAEN SUGAR INDUSTRY PUBLIC COMPANY LIMITED AND SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED OCTOBER 31, 2023

1. GENERAL INFORMATION AND OPERATIONS OF THE COMPANY

Khon Kaen Sugar Industry Public Company Limited (the “Company”) was registered as a limited company under the Civil and Commercial Code with the registration number 1163/2519 on October 6, 1976 and was registered as a limited public company on March 18, 2004 with the registration number Bor Mor Jor 32 No. 0107547000214 and was listed with the Stock Exchange of Thailand on March 7, 2005. Its registered headquarter is located at No. 503 K.S.L. Tower, 9th Floor, Sriyudahya Road, Thanon Phaya Thai Sub-District, Ratchathewi District, Bangkok, and the locations of its 7 factories (branches) are as follows:

- Branch I at No. 43 Moo 10, Tambol Namphong, Amphur Namphong, Khonkaen Province
- Branch II at No. 3003 Moo 6, Tambol Theparak, Amphur Mueang Samut Prakan, Samut Prakan Province
- Branch III at No. 255 Moo 4, Tambol Nongyaplong, Amphur Wangsaphung, Loei Province
- Branch IV at No. 99 Moo 6, Tambol Lum Rang, Amphur Boploy, Kanchanaburi Province
- Branch V at No. 14/1 Moo 10, Saengchooto Road, Tambol Tamaka, Amphur Tamaka, Kanchanaburi Province
- Branch VI at No. 24 Moo 1, Ban-Nhongbua Road, Tambol Mon-Nang, Amphur Panutnikom, Chonburi Province
- Branch VII at No. 999/1 Moo 5, Tambol Khoklan, Amphur Taphraya, Sakaeo Province.

The Company’s main businesses are to manufacture and distribute sugar and molasses, and to trade of spare parts and supplies to its subsidiaries, subcontractors and farmers who have business with the Company and/or its subsidiaries. The subsidiaries’ main business operations are described in Note 2.2.

The Company’s major shareholder is K.S.L. Sugar Holding Co., Ltd., a company incorporated in Thailand, which holds 33.29% of issued and paid-up share capital.

2. BASIS FOR PREPARATION AND PRESENTATION OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

The Company and its subsidiaries in Thailand maintain their accounting records in Thai Baht and prepare their statutory financial statements in Thai language in conformity with Thai Financial Reporting Standards issued by the Federation of Accounting Professions and accounting practices generally accepted in Thailand.

The financial statements of the foreign subsidiaries are translated into Thai Baht for preparation of the consolidated financial statements (see Note 3.20).

- 2.1 The Company's financial statements have been prepared in accordance with the Thai Accounting Standard (TAS) No. 1 "Presentation of Financial Statements", and the Regulations of The Stock Exchange of Thailand (SET) dated October 2, 2017, regarding "The Preparation and Submission of Financial Statements and Reports for the Financial Position and Results of Operations of the Listed Companies B.E. 2560" and the Notification of the Department of Business Development dated December 26, 2019 regarding "The Brief Particulars in the Financial Statement (No. 3) B.E. 2562", which was effective for financial periods beginning on or after January 1, 2020 onwards.

The financial statements have been prepared under the historical cost basis except as disclosed in the significant accounting policies.

- 2.2 These consolidated financial statements have been prepared by included the accounts of the Company and its subsidiaries (the "Group") and have been prepared under the same basis as the consolidated financial statements as follows:

Company Name	Percentage of Shareholding		Country of Incorporation	Type of Business
	As at	As at		
	October 31, 2023	October 31, 2022		
	%	%		
Subsidiaries in which the Company holds shares directly				
New Krung Thai Sugar Factory Company Limited	95.78	95.78	Thailand	Manufacture and distribution of sugar and molasses
Tamaka Sugar Industry Company Limited	90.21	90.21	Thailand	Manufacture and distribution of sugar and molasses
New Kwang Soon Lee Sugar Factory Company Limited	99.21	99.21	Thailand	Manufacture and distribution of sugar and molasses
KSL Material Supplies Co., Ltd.	100.00	100.00	Thailand	Manufacture and distribution of fertilizer and trading supply of agricultural
Khon Kaen Sugar Power Plant Company Limited	100.00	100.00	Thailand	Production and distribution of electricity
KSL Agro & Trading Company Limited	100.00	100.00	Thailand	Domestic sugar trading, transportation and manufacture service and agricultural business operation
WSP Logistic Company Limited	100.00	100.00	Thailand	Service transport and shipping goods
KHUN CHUAN Company Limited	99.97	99.97	Thailand	Social enterprise
Savannah Sugar Corporation	98.00	98.00	Laos	Agricultural operations, manufacture and distribution of sugar and molasses
Koh Kong Sugar Industry Co., Ltd.****	100.00	100.00	Cambodia	Manufacture and distribution of sugar and molasses
Wynn In Trading Co., Ltd.	100.00	100.00	Mauritius	Trading and consultancy services
Subsidiaries in which the Company holds shares indirectly				
K.S.L. Export Trading Co., Ltd.*	79.55	79.55	Thailand	Export sugar as exporting agent
KSL Real Estate Company Limited**	91.02	91.02	Thailand	Housing and land for agriculture estate including holiday resort for recreation and seminar center and office building for rental
Subsidiary in which the Company holds the shares indirectly through Wynn In Trading Co., Ltd. and KSL Agro & Trading Company Limited***				
Koh Kong Plantation Company Limited****	100.00	100.00	Cambodia	Agricultural operation

* The Company indirectly holds the shares through New Krung Thai Sugar Factory Company Limited, Tamaka Sugar Industry Company Limited and New Kwang Soon Lee Sugar Factory Company Limited.

** The Company indirectly holds the shares through Tamaka Sugar Industry Company Limited.

*** In 2022, KSL Agro and Trading Co., Ltd. acquired shares in Koh Kong Plantation Company Limited in the proportion of 20%

**** The subsidiaries in Cambodia had continued their operating losses. The management of the Group therefore has a plan to cease their operations to internally restructure the subsidiaries. The subsidiaries' assets and liabilities were appropriately remeasured and reclassified in the consolidated financial statements.

The accounting period of subsidiaries ended the same date as the Company (accounting period ended on October 31) except WSP Logistic Company Limited and KHUN CHUAN Company Limited whose accounting period ended December 31.

The consolidated financial statements are prepared based on the same accounting policies for the same accounting items or similar accounting events and the same financial reporting period.

Significant balances and transactions between the Company and its subsidiaries including investments in subsidiaries and subsidiaries' share capital were eliminated from the consolidated financial statements.

2.3 Thai Financial Reporting Standards affecting the presentation and disclosure in the current period's financial statements

During the year, the Group has adopted the revised financial reporting standards and the Conceptual Framework for Financial Reporting issued by the Federation of Accounting Professions which are effective for fiscal years beginning on or after January 1, 2022. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, with most of the changes directed towards revisions to references to the Conceptual Framework in TFRSs, the amendment for definition of business, the amendment for definition of materiality and accounting requirements for interest rate reform. The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

2.4 Thai Financial Reporting Standards announced in the Royal Gazette but not yet effective

On September 26, 2022, the revised TFRSs have been announced in the Royal Gazette which will be effective for the financial statements for the period beginning on or after January 1, 2023 onwards. TFRSs which have been amended and relevant to the Group are as follows:

Thai Accounting Standard No. 16 "Property, Plant and Equipment" (TAS 16)

The amendments require an entity recognises any proceeds from selling items produced before that asset is available for use in profit or loss, instead of deducting from the cost of such asset. The amendments are applied retrospectively, but only to items of property, plant and equipment that are brought to the location and condition necessary for them to be capable of operating in the manner intended by management on or after the beginning of the earliest period presented in the financial statements in which the entity first applies the amendments. The entity shall recognize the cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained earnings (or other component of equity, as appropriate) at the beginning of that earliest period presented.

Thai Accounting Standard No. 37 “Provisions, Contingent Liabilities and Contingent Assets” (TAS 37)

The amendments specify that the “cost of fulfilling a contract” comprises the “costs that relate directly to the contract”. Costs that relate directly to a contract consist of both the incremental costs of fulfilling that contract (examples would be direct labor or materials) and an allocation of other costs that relate directly to fulfilling contracts (an example would be the allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract). The amendments apply to contracts for which the entity has not yet fulfilled all its obligations at the beginning of the annual reporting period in which the entity first applies the amendments. Comparatives are not restated. Instead, the entity shall recognize the cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained earnings or other component of equity, as appropriate.

Thai Accounting Standard No. 41 “Agriculture” (TAS 41)

The amendment removes the requirement in TAS 41 for entities to exclude cash flows for taxation when measuring fair value. This aligns the fair value measurement with the requirements of TFRS 13 “Fair Value Measurement” to use internally consistent cash flows and discount rates and enables entities to determine whether to use pre-tax or post-tax cash flows and discount rates for the most appropriate fair value measurement. The amendment is applied prospectively.

Thai Financial Reporting Standard No. 3 “Business Combinations” (TFRS 3)

The amendments update TFRS 3 so that it refers to the Conceptual Framework which is currently effective. In addition, they also add to TFRS 3 a requirement that, for obligations within the scope of TAS 37, an acquirer applies TAS 37 to determine whether at the acquisition date a present obligation exists as a result of past events. For a levy that would be within the scope of TFRIC 21 “Levies”, the acquirer applies TFRIC 21 to determine whether the obligating event that gives rise to a liability to pay the levy has occurred by the acquisition date. The amendments also add an explicit statement that an acquirer does not recognize contingent assets acquired in a business combination.

Thai Financial Reporting Standard No. 9 “Financial Instruments” (TFRS 9)

The amendment clarifies that in applying the “10 per cent” test to assess whether to derecognize a financial liability, an entity includes only fees paid or received between the entity (the borrower) and the lender, including fees paid or received by either the entity or the lender on the other’s behalf. The amendment is applied prospectively to modifications and exchanges that occur on or after the date the entity first applies the amendment.

Thai Financial Reporting Standard which will be effective for the financial statements for the period beginning on or after January 1, 2024, onwards

On August 8, 2023, the revised TFRSs have been announced in the Royal Gazette which mostly are the amendments of wordings and the references of Thai Financial Reporting Standard No.17 “Insurance Contracts”. TFRSs which have been amended and are relevant to the Group are as follows:

Thai Accounting Standard No.1 “Presentation of Financial Statements”

The amendments change the requirements regarding the disclosure of accounting policies from “significant accounting policies” to “material accounting policy information”. Accounting policy information is material if, when considered together with other information included in an entity’s financial statements, it can reasonably be expected to influence decisions that the primary users of general-purpose financial statements make on the basis of those financial statements.

Thai Accounting Standard No.8 “Accounting Policies, Changes in Accounting Estimates and Errors”

The amendments change the definition of accounting estimates to be “monetary amounts in financial statements that are subject to measurement uncertainty”, to help an entity to be able to segregate the difference of “change in accounting estimates” from “change in accounting policies”.

Thai Accounting Standard No.12 “Income Taxes”

The amendments add the requirements for the initial recognition of deferred tax, which give rise to equal taxable and deductible temporary differences such as right-of-use assets and lease liabilities and decommissioning obligation. The amendments apply to transactions that occur on or after the beginning of the earliest comparative period presented. In addition, at the beginning of the earliest comparative period an entity recognizes a deferred tax asset, to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilized, and a deferred tax liability for all deductible and taxable temporary differences associated with such transactions. The cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained earnings (or other component of equity, as appropriate).

The Group’s management will adopt such TFRSs in the preparation of the Group’s financial statements when it becomes effective. The Group’s management has assessed the impact of these TFRSs and considered that the adoption of these financial reporting standards does not have any significant impact on the financial statements of the Group in the period of initial application.

3. SIGNIFICANT ACCOUNTING POLICIES

3.1 Cash and cash equivalents

Cash and cash equivalents include cash, savings account deposits, current account deposits and not exceeding 3 months fixed deposits, and short-term investments which are not exceeding 3 months duration for repayment with no obligation commitment.

3.2 Trade receivables, farmer receivables, and other receivables

Trade receivables, farmer receivables, and other receivables are presented at the net realizable value which are net of allowance for expected credit losses (see Note 3.12).

3.3 Inventories

Inventories are stated at the lower of cost or net realizable value and adjusted by allowance for deteriorated or obsolete inventories and for diminution in value of inventories.

Cost is calculated as follows:

- Goods in process and finished goods of sugar and molasses are calculated by the average production cost in each production year using the first-in, first-out method.
- Finished goods of organic fertilizer are calculated by actual cost using the first-in, first-out method.
- Goods in process of organic fertilizer are calculated by actual cost using the specific identification method.
- Real estate development is calculated by using the specific identification method which consist of land cost, fulling cost, construction cost, utility system development cost and direct cost to acquire the products and set them to be ready for sale.
- Factory supplies are calculated using the weighted average method.
- Bagasse, direct raw materials and trading merchandise are calculated using the first-in, first-out method.
- Machine maintenance supplies are calculated using the weighted average method.

Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale

The common production costs incurred in the production process are not allocated to bagasse and other by-products from productions of sugar; therefore, revenues from sales of such products are presented as deduction to production costs in each production season.

3.4 Biological assets

The Company's and its subsidiaries' biological asset is sugar cane and their agricultural produce in harvested cane, which are measured at their fair value less costs to sell at the point of harvest.

The fair value of domestic biological assets and agricultural produce is determined based on reference to the Office of Cane and Sugar Board's cane price and of oversea harvested cane is determined using the price that market participants entered into transactions at that market.

Gains or losses on changes in fair value of biological asset and agricultural produce are recognized in profit or loss for the period when incurred.

In case the fair value cannot be reliably measured, the biological asset shall be measured at its cost less any accumulated depreciation and allowance of impairment (if any). Once the fair value of such a biological asset becomes reliably measurable, biological asset shall be measured at its fair value less costs to sell.

3.5 Investments in subsidiaries and associates

Investments in subsidiaries and associates are presented at the cost method net by the allowance for impairment in the separate financial statements. Investments in associates are presented at the equity method in the consolidated financial statements. In case the allowance for impairment is recognized in the statement of profit or loss.

3.6 Investment property

Investment property consist of land, land improvement and building and warehouse leased out that are held for rental yields or for capital appreciation or both, and are not occupied by the companies in the Group.

Investment property is carried at fair value. Fair value is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, the Group uses alternative valuation methods, such as recent prices on less active markets, replacement value or discounted cash flow projections will be used. Valuation is performed as of the financial position date by independent professional valuers.

Changes in fair values are recognized in profit or loss. Investment properties are derecognized either when they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal.

3.7 Property, plant and equipment

Land is stated at the revalued amount less allowance for impairment (if any). The revalued amount is the fair value determined on the basis of the property's existing use at the date of revaluation. Plant and equipment and bearer plant are stated at cost less accumulated depreciation and the allowance for impairment.

Revaluation is performed by independent professional appraisers, which the Group has the policy that the independent professional appraisers will be requested to perform the appraisal for the said assets at sufficient regularity to ensure that the carrying value of these assets does not materially differ from their fair values, as at the statement of financial position date. Increase in appraisal value will be recognized in the shareholders' equity under "gain on asset revaluation" and decrease below cost will be recognized as loss from decrease in revaluation of assets in the statement of profit or loss.

Depreciation of the plant and equipment and bearer plant are calculated from the cost using the straight-line method over their estimated useful lives, (except for machineries of the Company and subsidiaries which are in the sugar and molasses manufacture and distribution business) as follows:

Land improvement	5 - 60	years
Buildings and construction	3 - 76	years
Machineries and equipment	2 - 50	years
Motor vehicles and labor saving tools	3 - 28	years
Furniture and office equipment	3 - 32	years
Bearer plant	2	years

Machineries of the Company and its subsidiaries which are in the sugar and molasses manufacture and distribution business are depreciated based on the machinery production hours, which is equivalent to approximately 5 - 50 production seasons. The production capacity of machines is estimated by the engineers of the Group.

Depreciation calculated is included in the calculation of the operating result and no depreciation is calculated for the land and construction in progress.

Borrowing costs incurred from the loans obtained especially for the construction in progress project and during installation of equipment are included in the cost of the said construction in progress until it is ready for its intended usage (if any).

3.8 Intangible assets

Intangible assets are computer software and land concession which are stated at cost less accumulated amortization and the allowance for impairment (if any).

Amortization of computer software is calculated by the straight-line method over estimated useful lives between 3 - 10 years.

Amortization of land concession is calculated by the straight-line method within 50 - 60 years.

Impairment losses are recognized as other expense in the statement of income when incurred.

3.9 Impairment of assets

Impairment of assets is assessed at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, the asset's recoverable amount will be estimated. When the carrying amount of the asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses are recognized in the statements of profit or loss.

Calculation of recoverable amount

The recoverable amount is the higher amount which is either the asset's fair value less cost to sell or its value in use. The Company determines the value by estimating the present value of future cash flows generated by the asset, discounted using discount rate which reflects current market assessments of the time value of money and the risk specific to the asset. In determining the fair value less costs to sell, an appropriate valuation model is used. The calculation reflects the amount that the Company could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

Reversals of impairment

Impairment losses recognized in prior periods in respect of other non-financial assets are assessed at each reporting date for any indications of impairment the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, as if no impairment loss had been recognized.

3.10 Provisions

The Company and its subsidiaries will record provisions when it is highly certain that obligations will occur at present legally or reliable estimate as a result of past events. These obligations are expected to cause an outflow of resources embodying economics benefits resulting to settle such obligations and these amounts to be paid can be estimated reliably. If there is expectation to recover payment toward estimated liabilities certainly by all or part, the returned payment will be recognized as separate asset but its amount must not be more than related estimated liabilities and the expense related to liability estimates is shown in the statement of profit or loss at amount net by recognized amount of expenses to be recovered.

3.11 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognized as expenses when incurred.

Post-employment benefits and other long-term employee benefits

Defined contribution plans

The Group and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the contributions of the Group is recognized as expenses when incurred.

Defined benefit plans and other long-term employee benefits

The Group has obligations in respect of the severance payments to its employees upon retirement under labor law and other employee benefit plan. The Group treats these severance payment obligations as a defined benefit plan.

The Group has calculated the obligation under the defined benefit plans and other long-term employee benefit plan by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Plan assets are assets held by a long-term employee benefit fund. They are not available to the Group's creditors and cannot be returned to the Group, except the portion which reference to the provident fund's rules. The Group measures the fair value of plan assets by using market price.

Defined benefit asset or liability is the present value of the defined benefit obligation less the fair value of plan assets which is available to pay the employee benefits obligation directly.

Actuarial gains or losses arising from defined benefit plans are recognized immediately in other comprehensive income.

Actuarial gains or losses arising from other long-term benefit are recognized immediately in profit or loss.

Past service costs are recognized in profit or loss on the earlier of the date of the plan amendment or curtailment or the date that the Group recognizes restructuring- related cost.

3.12 Financial instruments

Financial assets and financial liabilities are recognized in the Group's consolidated statement of financial position when the Group becomes a party under the contractual provisions of the instrument.

Financial assets

Classification and measurement of financial assets

All recognized financial assets are measured subsequently at either amortized cost or fair value, depending on the classification of the financial assets.

Assets are measured at fair value through other comprehensive income and financial assets are measured at fair value through profit or loss ("FVTPL"). The Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets as follows:

(1) Amortized cost and effective interest method

The effective interest method is a method of calculating the amortized cost of a debt instrument and allocating interest income over the relevant period.

Interest income is recognized in profit or loss and included in the "Finance income" line item.

(2) Equity instruments designated as at FVTOCI

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVTOCI. The classification is determined on an instrument-by-instrument basis.

Gains or losses recognized in other comprehensive income on these financial assets are never recycled to profit or loss.

The equity instrument designated at FVTOCI are not subject to impairment assessment.

(3) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortized cost or FVTOCI are measured at FVTPL;

- Investments in equity instruments are classified as at FVTPL (that is neither held for trading).
- Debt instruments that do not meet the amortized cost criteria or the FVTOCI criteria are classified as at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognized in profit or loss.

Impairment of financial assets

The Group recognizes a loss allowance for expected credit losses on investments in debt instruments that are measured at amortized cost or at FVTOCI and trade receivables. The amount of expected credit losses is updated at each reporting period date to reflect changes in credit risk since the initial recognition of the respective financial instrument.

The Group always recognizes lifetime ECL for trade receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

(1) Write-off policy

The Group writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognized in profit or loss.

(2) Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information. The exposure at default, for financial assets is represented by the asset's gross carrying amount as at the reporting date. The Group tries to understand of the specific future financing needs of the debtors, and other relevant forward-looking information.

Derecognition of financial assets

The Group derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognizes its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognize the financial asset and also recognizes a collateralized borrowing for the proceeds received.

On the date of derecognition of a financial asset measured at amortized cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognized in profit or loss.

Financial liabilities

The Group's financial liabilities are initially recognized at fair value net of transaction costs and classified as financial liabilities to be subsequently measured at amortized cost by effective interest method, except for derivative liabilities as described in Note 35 "Financial Instrument". In determining amortized costs, the Group takes into account any related fees or costs that are integral part of the effective interest rate (EIR). The EIR amortization is included in finance cost in profit or loss.

Derivative financial instruments

The Group enters into derivative financial instruments which are recognized initially at fair value at the date a derivative contract is entered into and are subsequently remeasured to fair value at each reporting date. The resulting gain or loss is recognized in profit or loss immediately unless the derivative is designated and effective as a hedging instrument in the event that the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

A derivative with a positive fair value is recognized as a financial asset whereas a derivative with a negative fair value is recognized as a financial liability. Derivatives are not offset in the financial statements unless the Group has both legal right and intention to offset. A derivative is presented as a non-current asset or non-current liability if the remaining maturity of the instrument is more than 12 months, and it is not expected to be realized or settled within 12 months. Other derivatives are presented as other current financial assets or other current financial liabilities.

Hedge accounting

The Group designates certain derivatives as hedging instruments in related respect of foreign currency risk and interest rate risk including sugar price risk (commodity) through the main financial derivatives, namely forward exchange contracts, cross currency and interest rate swap contracts, sugar futures contract and sugar future option contract.

Fair value hedges

The fair value change on qualifying hedging instruments is recognized in profit or loss except when the hedging instrument hedges an equity instrument designated at FVTOCI in which case it is recognized in other comprehensive income.

Cash flow hedges

At the beginning of the hedging relationship, the Group prepares documentation of hedging relationship between the hedging instrument and the hedged item, and the risk management objectives and strategies for hedging-related items. The Group has documentation that hedging instruments are effectiveness in offsetting changes in the fair value or cash flows of hedged items related to hedged risks. When the hedging relationship is met, the hedge effectiveness is met.

The Group recognizes any gain or loss on the hedge instrument that is effectiveness for cash flow hedges in other comprehensive income. They are transferred to profit or loss when the hedged cash flows affect profit or loss or when they are no longer expected to occur. However, the accumulated under the heading of cash flow hedging reserve, limited to the cumulative change in fair value of the hedged item from inception of the hedge. The gain or loss relating to the ineffective portion is recognized immediately in profit or loss, and is included in the “other gains and losses” line item.

3.13 Share premium account on ordinary shares

Share premium account on ordinary shares is stated in accordance with Section 51 of the Public Limited Company Act B.E. 2535. In the event the Company offers the ordinary shares for sale at the price exceeding the registered share price, the Company shall appropriate this surplus as reserve (“Share premium account on ordinary shares”). This share premium account on ordinary shares cannot be paid out as dividend.

3.14 Other components of shareholders’ equity

3.14.1 Losses on internal restructure of entities under common control is the difference between net carrying value of investment received and acquisition cost of investment occurred from internal restructure of entities under common control. This investment was a merger of entities with the same former shareholders and management and the said difference is shown as a separate item in the statement of financial position under shareholders’ equity and will be written off when the investment is disposed.

- 3.14.2 Losses on change in shareholding ratio in subsidiaries is the difference between the investment for changed proportion in subsidiaries and book value of the subsidiaries resulted from change in proportion of investment in such subsidiaries. This difference is shown as a separate item in the statement of financial position under the shareholders' equity and will be written off when the investment is disposed.

3.15 Non-controlling interests

Non-controlling interests mean the book value of the net assets of the subsidiaries in according to the shareholding ratio of the non-controlling interests or the participating portion which does not belong to the shareholders of the parent. The non-controlling interests are presented in a separate caption under the shareholders' equity in the consolidated statement of financial position and net profit (loss) of the non-controlling interests for the year are presented in a separate caption of the consolidated statement of income.

3.16 Revenue recognition

The recognized revenue excludes value-added taxes and other sales taxes. Revenue is presented net off discounts. The policies are as follows:

3.16.1 Revenue from sale of goods

Revenue from sale of goods is recognized at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value-added tax, of goods supplied after deducting returns, discounts, allowances and payment with traditional business practice to customers.

3.16.2 Rental income and its related services from an investment property

Rental income and its related services from an investment property are recognized on a straight-line basis over the term of the lease. Contingent rentals are recognized as income in the accounting period in which they are occurred. The related service income is recognized over the term of the lease.

3.16.3 Revenue from rendering of services

Revenue from rendering of services is recognized overtime when service have been rendered.

3.16.4 Revenues from sale of land are recognized when the land ownership has already been transferred to the purchaser.

3.16.5 Interest income and discount receivable from discounting notes receivable are recognized according to the related period.

3.16.6 Dividend income is recognized when entitled to receive such dividend.

3.16.7 Other incomes are recognized on an accrual basis.

3.17 Expense recognition

Other expenses are recognized on an accrual basis.

3.18 Finance costs

Finance costs comprise interest expense on borrowings and contingent consideration.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in the statement of comprehensive income using the effective interest method.

3.19 Leases

The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognizes a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lease, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low-value assets. The Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented in a separate line in the consolidated and separate statements of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group did not make any such adjustments during the year presented.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs of dismantling and removing a leased 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, a provision is recognized and measured under TAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use assets is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented in a separate line in the consolidated and separate statements of financial position.

The Group applies TAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the “Property, Plant and Equipment” policy.

Variable rents that do not depend on an index or rate are not included in the measurement the lease liability and the right-of-use asset. The related payments are recognized as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line “Other expenses” in profit or loss.

As a practical expedient, TFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group does not used this practical expedient.

3.20 Foreign currency transactions

Foreign currency transactions are translated into Baht at the exchange rates ruling on the transaction dates. Monetary assets and liabilities in foreign currencies outstanding at the statement of financial position date are translated into Baht at the exchange rates ruling on that date. Exchange gains or losses either realized or unrealized are included as incomes or expenses in the statement of profit or loss for the year.

The financial statements of overseas subsidiaries are translated to Thai Baht in preparation of the consolidated financial statements as follows:

- a. Assets and liabilities are translated to Thai Baht at the foreign exchange rates ruling at the statement of financial position date.
- b. Shareholders’ equity is translated to Thai Baht at the foreign exchange rates on the transaction date.
- c. Revenues and expenses are translated to Thai Baht at average foreign exchange rates for the year.

Gain (loss) on translation of the financial statements prepared in foreign currencies are presented as other components of equity under shareholders’ equity.

3.21 Related parties

Related parties with the Company and its subsidiaries represent individuals or enterprises which have the controlling power over the Company and its subsidiaries or are controlled by the Company and its subsidiaries either directly or indirectly, or under the common control with the Company and its subsidiaries. Furthermore, the related parties also represent the associates and the parties who hold the shares with voting rights, either directly or indirectly, and have significant influence to the Company, important managers, directors or employees of the Company and its subsidiaries who have power to plan and control the operations of the Company and its subsidiaries, including the close family members who can persuade or have power to persuade to act in compliance with said persons and businesses that said persons who have control power or significant influence, either directly or indirectly.

3.22 Income tax expenses

Income tax expense represent the sum of the current tax and deferred tax.

3.22.1 Current tax

Tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statement of profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The current tax liability is calculated using tax rates that have been enacted or substantively enacted at the statement of financial position date.

3.22.2 Deferred tax

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit (tax base). The Company and its subsidiaries recognize deferred tax liabilities for all temporary differences, and recognize deferred tax assets for temporary differences to the extent that it is probable that taxable profits will be available against which those temporary differences can be utilized. The carrying amounts of deferred tax assets are reviewed at each statement of financial position date. Deferred tax assets shall be reduced to the extent that utilized taxable profits decreased. Any such reduction shall be reversed to the extent that it becomes probable that the Company and its subsidiaries have sufficient taxable profit to allow total or part of the asset to be recovered.

The Company and its subsidiaries measure deferred tax assets and deferred tax liabilities at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates that have been enacted or substantively enacted at the end of the reporting period.

In the consolidated financial statements, deferred tax assets and deferred tax liabilities are recognized by each company in the Group, and deferred tax asset of one company in the Group is offset against deferred tax liability of another company in the Group if, and only if, the companies concerned have a legally enforceable right to make or receive a single net payment and the companies intend to make or receive such a net payment or to recover the asset and settle the liability simultaneously.

3.23 Basic earnings (loss) per share

The calculations of basic earnings (loss) per share were based on the profit (loss) for the year attributable to equity holders divided by the weighted average number of ordinary shares held by outsiders outstanding during the year. The calculations of diluted earnings (loss) per share (if any) were based on the weighted average number of ordinary shares on the assumption that all dilutive potential ordinary shares have been converted to ordinary shares.

3.24 Sectorial business operations

Sectorial business operations are disclosed under the separate business segments of the Group. By the business segment that sources products or provides services which have different risks and return from the risks and return of the products or services provided by other business segments.

3.25 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company and its subsidiaries take into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis.

In addition, fair value measurements are categorized into Level 1, 2 and 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- 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, which are observable for the asset or liability, either directly or indirectly.
- Level 3 inputs are unobservable inputs for the asset or liability.

4. USE OF MANAGEMENT JUDGEMENTS AND SIGNIFICANT ACCOUNTING ESTIMATES

The preparation of consolidated and separate financial statements in conformity with Thai Financial Reporting Standards also requires the Company's and its subsidiaries' management to exercise judgements in order to determine the accounting policies, estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the statements of financial position and the reported amounts of revenues and expenses during the reporting period. Although, these estimates are based on management's reasonable consideration of current events, actual results may differ from these estimates.

The significant accounting estimate which requires the Company's and its subsidiaries' management to exercise the significant judgements.

- Allowance for expected credit losses of farmer receivables and loans for cane plantation development

In determining allowance for expected credit losses of farmer receivables and loans for cane plantation development, the management needs to use judgement and estimates based upon, among other things, past collection history, the aging profile of outstanding debts and forecasts of economic condition for groupings of various farmer segments with similar credit risks. The Group's historical credit loss experience and forecasts of economic conditions used by the Group may not reflect whether a farmer will actually default in the future.

- Allowance for impairment of investments in associates

The carrying amounts of the investments in associates are reviewed for impairment at the end of each reporting period. The Company recognize impairment loss when the recoverable amount of an asset is lower than its carrying amount. The recoverable amount is the higher amount which is either the asset's fair value less cost to sell or its value in use. The Company determine the value in use by

estimating the present value of the future cash flows generated by the asset, discounted using the discount rate which reflects current market assessments of the time value of money and the risk specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. Details of the impairment loss calculation are set out in Note 13.

- Estimated allowance for impairment of investments in foreign subsidiaries and allowance for impairment of buildings and machinery of foreign subsidiaries

In the event that subsidiaries in a foreign country continue to operate the business, the Company considers the allowance for impairment from the value in use. It uses management's judgement about the underlying assumptions in projecting expected future cash flows which is the market condition of the business and other relevant factors according to the strategy or business plan which are disclosed in Notes 3.5 and 3.9. In the event that the subsidiary is in the process of suspending operations, the Company's management consider as indicators of impairment on investments in the subsidiaries in foreign countries in the separate financial statements and of building and machinery of those subsidiaries in foreign countries in the consolidated financial statements. The Company estimates recoverable amount of its investment in subsidiaries and of building and machinery of such subsidiaries for consideration of their losses on impairment, the amount to be recovered of the higher of the asset's value in use as described above and fair value less costs to sell.

However, fair values of assets are estimated by an independent appraiser who has been approved by the Office of the Securities and Exchange Commission (Thailand) and the costs to sell those assets are estimated by the Company's management.

- Fair value of investment property and lands

The Group's investment property and lands are measured at fair value for financial reporting purposes. Fair values are estimated by an independent appraiser who has been approved by the Office of the Securities and Exchange Commission (Thailand).

Information about valuation techniques and inputs used in determining the fair value of investment property and lands are disclosed in Notes 17 and 18.

- Unrecognized deferred tax assets

The Group recognizes deferred tax assets for temporary difference arising between the tax bases of assets or liabilities and their carrying amounts at the statement of financial position date. Management judgement is used in assessing the Group's ability to generate its future profit. The Group recognizes deferred tax assets at the end of reporting period only for amount being utilized considering that it is highly probable that the sufficient future taxable profit will be generated to utilize such amount (see Note 26).

5. ADDITIONAL CASH FLOW INFORMATION AND CASH EQUIVALENTS

- 5.1 Significant non-cash items in the consolidated and separate financial statements for the years ended October 31, are as follows:

Type of Transactions	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Purchases of property, plant and equipment which have not yet been paid	168,105	37,241	2,444	10,458
Transfer of property, plant and equipment to investment property	2,707	64,390	2,707	64,390
Transfer of property, plant and equipment to intangible assets	1,341	-	753	-
Transfer other current assets to other non-current assets	31,990	24,805	8,572	-
Transfer of short-term loans and accrued interest income to advance payment for shares	-	-	-	936,572

- 5.2 Changing in liabilities arising from financing activities for the years ended October 31, are as follows:

2023

	Unit : Thousand Baht Consolidated Financial Statements			
	Balance as at November 1, 2022	Financing cash flows	Non-cash changes	Balance as at October 31, 2023
Short-term borrowings from financial institutions	4,731,071	(645,071)	-	4,086,000
Short-term borrowings	8,100	6,000	-	14,100
Long-term debentures	2,648,672	-	229	2,648,901
Long-term borrowings	9,294,404	(1,535,000)	(132,330)	7,627,074
Lease liabilities	34,436	(16,656)	24,474	42,254
Total	<u>16,716,683</u>	<u>(2,190,727)</u>	<u>(107,627)</u>	<u>14,418,329</u>

Unit : Thousand Baht

Separate Financial Statements

	Balance as at November 1, 2022	Financing cash flows	Non-cash changes	Balance as at October 31, 2023
Short-term borrowings from financial institutions	2,550,000	62,000	-	2,612,000
Short-term borrowings	1,056,100	375,000	-	1,431,100
Long-term debentures	2,648,672	-	229	2,648,901
Long-term borrowings	8,294,404	(1,285,000)	(132,330)	6,877,074
Lease liabilities	270,508	(63,681)	28,580	235,407
Total	<u>14,819,684</u>	<u>(911,681)</u>	<u>(103,521)</u>	<u>13,804,482</u>

2022

Unit : Thousand Baht

Consolidated Financial Statements

	Balance as at November 1, 2021	Financing cash flows	Non-cash changes	Balance as at October 31, 2022
Short-term borrowings from financial institutions	5,981,934	(1,251,704)	841	4,731,071
Short-term borrowings	7,100	1,000	-	8,100
Long-term debentures	5,647,601	(3,000,000)	1,071	2,648,672
Long-term borrowings	6,906,448	2,196,620	191,336	9,294,404
Lease liabilities	28,565	(15,168)	21,039	34,436
Total	<u>18,571,648</u>	<u>(2,069,252)</u>	<u>214,287</u>	<u>16,716,683</u>

Unit : Thousand Baht

Separate Financial Statements

	Balance as at November 1, 2021	Financing cash flows	Non-cash changes	Balance as at October 31, 2022
Short-term borrowings from financial institutions	3,755,159	(1,206,000)	841	2,550,000
Short-term borrowings	409,100	647,000	-	1,056,100
Long-term debentures	5,647,601	(3,000,000)	1,071	2,648,672
Long-term borrowings	6,535,068	1,568,000	191,336	8,294,404
Lease liabilities	306,153	(63,151)	27,506	270,508
Total	<u>16,653,081</u>	<u>(2,054,151)</u>	<u>220,754</u>	<u>14,819,684</u>

5.3 Cash and cash equivalents as at October 31, are as follows:

Type of Transactions	Unit : Thousand Baht			
	Consolidated		Separate	
	Financial Statements		Financial Statements	
	2023	2022	2023	2022
Cash	936	941	123	123
Deposits at banks - Current accounts	106,520	172,003	16,503	55,374
Deposits at banks - Savings accounts	72,697	62,224	19,982	6,948
Deposits in transit	26,237	19,677	-	-
Total	<u>206,390</u>	<u>254,845</u>	<u>36,608</u>	<u>62,445</u>

6. TRANSACTIONS WITH RELATED PARTIES

The Company and its subsidiaries had transactions incurred with related parties through common shareholdings or directorship. Significant balances and transactions between the Company and its subsidiaries with related parties could be summarized as follows:

6.1 Significant balances with related parties as at October 31, are as follows:

Type of Balances	Unit : Million Baht			
	Consolidated		Separate	
	Financial Statements		Financial Statements	
	2023	2022	2023	2022
Trade and other current receivables				
Subsidiaries	-	-	1,684.94	1,016.65
Associates	0.02	5.96	0.02	5.96
Related parties	111.66	27.47	63.72	9.60
Total	<u>111.68</u>	<u>33.43</u>	<u>1,748.68</u>	<u>1,032.21</u>
Current portion of finance lease receivables (see Note 8)				
Related parties	-	380.57	-	-
Short-term loans (see Note 9)				
Subsidiaries	-	-	1,053.82	193.23
Current portion of long-term loans (see Note 9)				
Subsidiaries	-	-	533.00	632.00
Long-term loans (Excluded current portion)				
Subsidiaries	-	-	1,684.00	1,950.00
Other non-current assets				
Subsidiaries	-	-	3.27	3.27
Related parties	0.02	0.02	-	-
Total	<u>0.02</u>	<u>0.02</u>	<u>3.27</u>	<u>3.27</u>
Trade and other current payables				
Subsidiaries	-	-	18.09	75.82
Associates	0.19	-	-	-

Type of Balances	Consolidated		Unit : Million Baht	
	Financial Statements		Separate	
Related parties	2.88	3.55	0.01	-
Total	<u>3.07</u>	<u>3.55</u>	<u>18.10</u>	<u>75.82</u>
Other accrued expenses (included in other payables)				
Subsidiaries	<u>-</u>	<u>-</u>	<u>0.13</u>	<u>14.28</u>
Current portion of lease liabilities				
Subsidiaries	<u>-</u>	<u>-</u>	<u>38.58</u>	<u>36.60</u>

Type of Balances	Consolidated		Unit : Million Baht	
	Financial Statements		Separate	
	2023	2022	2023	2022
Short-term borrowings				
Subsidiaries	-	-	1,417.00	1,048.00
Related parties	14.10	8.10	14.10	8.10
Total	<u>14.10</u>	<u>8.10</u>	<u>1,431.10</u>	<u>1,056.10</u>
Other current liabilities				
Subsidiaries	-	-	0.05	0.04
Related parties	0.27	-	0.27	-
Total	<u>0.27</u>	<u>-</u>	<u>0.32</u>	<u>0.04</u>
Lease liabilities				
Subsidiaries	<u>-</u>	<u>-</u>	<u>181.06</u>	<u>219.64</u>
Other non-current liabilities				
Subsidiaries	-	-	0.47	0.47
Related parties	1.03	1.04	1.03	1.04
Total	<u>1.03</u>	<u>1.04</u>	<u>1.50</u>	<u>1.51</u>

As at October 31, 2023 and 2022, short-term loans to subsidiaries represented promissory notes receivable on demand, carrying interest rates at 1.44% - 3.08% per annum and 1.30% per annum, respectively.

As at October 31, 2023 and 2022, long-term loans to subsidiaries represented loans with maturity date within 2024 - 2030 carrying the interest rates at 2.90% - 4.90% per annum and 2.28% - 3.90% per annum.

As at October 31, 2023 and 2022, short-term borrowings from subsidiaries and related parties represented promissory notes payable on demand, carrying the interest rates at 2.52% - 2.79% per annum and 1.33% - 1.35% per annum, respectively.

6.2 Significant transactions with related parties for the years ended October 31, are as follows:

Type of Transactions	Consolidated Financial Statements		Unit : Million Baht Separate Financial Statements	
	2023	2022	2023	2022
Revenues from sales and rendering of services				
Subsidiaries	-	-	2,182.82	1,707.64
Related parties	1,437.62	1,466.55	678.60	715.50
Total	<u>1,437.62</u>	<u>1,466.55</u>	<u>2,861.42</u>	<u>2,423.14</u>
Cost of sales and rendering of services				
Subsidiaries	-	-	1,383.06	1,043.88
Related parties	29.65	47.90	-	-
Total	<u>29.65</u>	<u>47.90</u>	<u>1,383.06</u>	<u>1,043.88</u>
Interest income from finance leases				
Related parties	-	19.34	-	-
Other incomes				
Subsidiaries	-	-	152.16	109.59
Associates	1.91	6.20	1.91	6.20
Related parties	5.84	7.54	4.18	5.08
Total	<u>7.75</u>	<u>13.74</u>	<u>158.25</u>	<u>120.87</u>
Type of Transactions	Consolidated Financial Statements		Unit : Million Baht Separate Financial Statements	
	2023	2022	2023	2022
Dividend incomes				
Subsidiaries	-	-	2.03	1,333.39
Associates	34.45	265.14	34.45	265.14
Total	<u>34.45</u>	<u>265.14</u>	<u>36.48</u>	<u>1,598.53</u>
Distribution costs				
Subsidiaries	-	-	27.85	6.98
Associates	1.08	6.09	0.54	2.25
Total	<u>1.08</u>	<u>6.09</u>	<u>28.39</u>	<u>9.23</u>
Administrative expenses				
Subsidiaries	-	-	5.31	0.39
Related parties	16.66	17.15	7.24	7.51
Related juristic person	10.91	23.65	9.89	21.60
Total	<u>27.57</u>	<u>40.80</u>	<u>22.44</u>	<u>29.50</u>
Financial costs				
Subsidiaries	-	-	44.31	27.62
Related parties	0.13	0.03	0.13	0.03
Related juristic person	0.11	0.04	0.11	0.04
Total	<u>0.24</u>	<u>0.07</u>	<u>44.55</u>	<u>27.69</u>
Management compensation				
Short-term employee benefits	80.60	83.09	34.99	35.52
Post-employment benefits	1.84	1.51	0.50	0.01
Total	<u>82.44</u>	<u>84.60</u>	<u>35.49</u>	<u>35.53</u>

POLICIES OF INTER-PRICE SETTING

- The inter-purchases/sales of raw sugar transactions among the Group are based on the sugar purchases/sales agreements.
- In case of the sugar purchases/sales agreements entered into on behalf of the Group, which each company has already been allocated the sales volume. If any company within the Group has no sufficient volume of sugar to sell, the purchases of sugar can be made within the group companies at the same price as stipulated in such sugar purchases/sales agreements.
- The prices for other inter-purchases/sales of goods (except for sugar products) are in accordance with the prices stipulated in the mutually agreed contracts, which are higher than costs.
- The prices for the inter-purchases/sales of assets are in accordance with the agreed prices by counter parties, which are higher than costs or on market price of each type assets.
- Revenues from sales of supplies are in accordance with the agreed prices by counter parties, which are higher than costs.
- Revenues from land leased to a subsidiary are charged according to the lease agreement which term is 30 years, commencing from January 25, 2005 until January 24, 2035 at annual rent of Baht 0.11 million, and will be increased by 10% for every 3 years. Once the lease is expired, ownership rights on all constructions built on the leased land will be vested to the lessor.
- Rental income from land, structure and machines which lease terms range from 1 to 3 years are in accordance with the mutually agreed prices.
- Inter-service income, other income and expenses are charged according to the normal price charged to general clients.
- Fees for goods custody are charged according to the volume of the goods and the custody period at general market rates.
- Expenses paid on behalf of each other are charged at actual.

6.3 Relationship of related parties other than subsidiaries and associates consisted of:

Company Names	Relationship	Connection
K.S.L. IT Center Co., Ltd.	Related party	Same group of shareholder and mutual directors
On Nuj Construction Co., Ltd.	Related party	Same group of shareholder and mutual directors
Raja Ceramics Co., Ltd.	Related party	Same group of shareholders
Thai Fermentation Industry Co., Ltd.	Related party	Same group of shareholders
P M T Precious Group Co., Ltd.	Related party	Common mutual directors
KSL Tower Juristic Person office	Related Juristic Person	Shared owner of office building
BBGI Bio Ethanol Public Company Limited	Related party	Common shareholder and mutual directors
BBGI Bio Ethanol (Chachoengsao) Co., Ltd.	Related party	Common mutual directors

All of the aforementioned related entities are incorporated in Thailand.

Prachuap Industry Co., Ltd. holds no part in management of the Company, but is a related party, where certain directors of Prachuap Industry Co., Ltd. are also directors of K.S.L. Export Trading Co., Ltd., which is subsidiary of Khon Kaen Sugar Industry Public Company Limited.

7. TRADE AND OTHER CURRENT RECEIVABLES

Trade and other current receivables as at October 31, consisted of:

	Consolidated		Unit : Thousand Baht	
	Financial Statements		Separate	
	2023	2022	2023	2022
Trade receivables	618,774	434,282	162,951	122,638
Current farmer receivables	385,613	341,536	336,858	288,555
Receivables from the Office of the Cane and Sugar Fund	49,084	26,591	-	-
Other receivables	95,261	92,145	680,498	30,729
Advance payment for shares (see Note 14)	-	-	950,007	938,113
Prepaid expenses	48,428	67,089	27,884	24,229
Advance payments	3,685	7,079	3,766	464
Accrued income	65,754	89,486	47,064	67,576
Total trade and other current receivables	<u>1,266,599</u>	<u>1,058,208</u>	<u>2,209,028</u>	<u>1,472,304</u>

7.1 Trade receivables as at October 31, consisted of:

	Consolidated		Unit : Thousand Baht	
	Financial Statements		Separate	
	2023	2022	2023	2022
Related parties	111,445	27,250	103,510	29,171
Others	507,329	407,032	59,441	93,467
Total trade receivables	618,774	434,282	162,951	122,638

Aging analysis for trade receivables as at October 31, are as follows:

7.1.1 Trade receivables - related parties

	Consolidated		Unit : Thousand Baht	
	Financial Statements		Separate	
	2023	2022	2023	2022
Domestic trade receivables				
Not yet due	111,161	25,794	97,505	22,916
Overdue not over 3 months	284	1,456	6,005	6,255
Total trade receivables - related parties	111,445	27,250	103,510	29,171

The normal credit terms granted to the related parties of the Company and subsidiaries range from 7 days to 30 days.

7.1.2 Trade receivables - others

	Consolidated		Unit : Thousand Baht	
	Financial Statements		Separate	
	2023	2022	2023	2022
Manufacturing and distribution of sugar and molasses business				
Domestic trade receivables				
Not yet due	174,296	127,011	53,079	51,208
Overdue not over 3 months	24,929	30,719	4,624	15,658
Total	199,225	157,730	57,703	66,866
Foreign trade receivables				
Not yet due	45,743	32,673	1,609	15,349
Overdue not over 3 months	176	48,395	129	11,252
Total	45,919	81,068	1,738	26,601
Total of business of manufacturing and distributing sugar and molasses	245,144	238,798	59,441	93,467
Manufacture and distribution of electricity business				
Domestic trade receivables				
Not yet due	201,898	111,734	-	-
Overdue not over 3 months	53,555	53,065	-	-
Total of business of manufacturing and distributing of electricity	255,453	164,799	-	-

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Other business				
Domestic trade receivables				
Not yet due	2,125	1,021	-	-
Overdue not over 3 months	2,265	872	-	-
Overdue over 3 months and not over 6 months	213	715	-	-
Overdue over 6 months and not over 12 months	2,129	827	-	-
Total other business	6,732	3,435	-	-
Total trade receivables - others	507,329	407,032	59,441	93,467

The normal credit terms granted by the customers of the Company and subsidiaries range from 7 days to 90 days.

7.2 Current farmer receivables as at October 31, consisted of:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Cane receivables				
Season 2022/2023	5,400	-	4,656	-
Season 2021/2022	2,778	4,700	2,778	4,142
Season 2020/2021	10,795	15,167	10,795	14,174
Season 2019/2020	21,150	25,776	2,437	3,188
Season 2018/2019	31,018	38,932	7,064	7,947
Before Season 2018/2019	133,117	143,574	40,501	44,423
Total cane receivables (see Note 15)	204,258	228,149	68,231	73,874
Advance payments for purchases of cane				
Season 2024/2025	3,138	-	3,138	-
Season 2023/2024	382,475	-	333,720	-
Season 2022/2023	-	341,536	-	288,555
Total advance payments for purchases of cane	385,613	341,536	336,858	288,555
Receivables from fuel oil, fertilizer and other services (see Note 15)	15,116	16,971	13,834	15,581
Total	604,987	586,656	418,923	378,010
Less Allowance for expected credit loss	(150,126)	(153,764)	(43,289)	(44,880)
Total farmer receivables	454,861	432,892	375,634	333,130
Less Non-current portion	(69,248)	(91,356)	(38,776)	(44,575)
Total current farmer receivables	385,613	341,536	336,858	288,555

Cane receivables are farmer receivables which had not yet delivered cane in according to contracts. Most of cane receivables are secured.

7.3 Receivables from the Office of the Cane and Sugar Fund as at October 31, consisted of:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Receivables from compensation for sugar cane price	34,366	-	-	-
Receivables from compensation for production and distribution of sugar	14,718	26,591	-	-
Total current receivables from the Office of the Cane and Sugar Fund	49,084	26,591	-	-

As at October 31, 2023, receivables from the Office of the Cane and Sugar Fund were amounts that the subsidiaries will receive from the Cane and Sugar Fund. Since the 2021/2022 harvesting year (2022: the 2018/2019 and 2021/2022 harvesting years), the final sugar cane price and the final compensation for the production and distribution of sugar were less than the initial sugar cane price. In accordance with Section 56 of the Cane and Sugar Act B.E. 2527, the Cane and Sugar Fund is to pay compensation for the production and distribution of sugar to the Group at an amount equal to the difference, and the sugar cane planters do not have to return the excess amount of the sugar cane price received.

In June 2023 and December 2022, the Board of the Office of the Cane and Sugar Fund passed a resolution to approve the payment of the compensation for sugar cane prices and production and distribution for the 2018/2019 harvesting year to the subsidiaries in fully amount, by offsetting with the amount payable to the Office of the Cane and Sugar Fund with such the compensation.

8. FINANCE LEASE RECEIVABLE

On November 1, 2019, a subsidiary entered into the financial lease agreement with the related party to lease the land, including structure, machines and other assets as stipulated in the agreement. The related party has an option to purchase these assets within 5 years after the agreement date.

On July 20, 2022, the related party has notified their intention to purchase and request the transfer of all assets within November 2022. All assets were transferred in November 2022. Finance lease current receivable is as follows:

	Unit : Thousand Baht Consolidated Financial Statements	
	2023	2022
Within 1 year	-	19,350
Over 1 year - 5 years	-	408,640
	-	427,990
<u>Less</u> Unearned interest income	-	(47,416)
	-	380,574
<u>Less</u> Current portion (see Note 6.1)	-	(380,574)
Total	-	-

9. SHORT-TERM LOANS

Short-term loans as at October 31, consisted of:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Short-term loans to subsidiaries and related parties (see Note 6.1)	-	-	1,053,824	193,233
Short-term loans to farmers	556,822	495,099	315,047	241,870
Current portion of long-term loans to subsidiaries (see Note 6.1)	-	-	533,000	632,000
Current portion of long-term loans to others (see Note 16)	13,275	14,600	12,275	13,600
Current portion of loans for cane plantation development (see Note 16)	102,472	114,150	35,234	37,000
Total short-term loans	<u>672,569</u>	<u>623,849</u>	<u>1,949,380</u>	<u>1,117,703</u>

As at October 31, 2023 and 2022, short-term loans to farmers in the consolidated financial statements of Baht 452.87 million and Baht 393.82 million, respectively, represent loans from discounted post-dated checks which the Company and its subsidiaries issued to the farmers on purchases of sugar cane, which the farmers discounted sale to the Company and its subsidiaries with interest rates based on average lending rates of commercial banks. For the remaining of Baht 103.95 million and Baht 101.28 million, respectively, represent cash advance to farmers to support their sugar cane plantation with certain terms and conditions and interest rates based on rates or commercial banks.

As at October 31, 2023 and 2022, short-term loans to farmers in the separate financial statements of Baht 315.05 million and Baht 241.87 million, respectively, represent loans from discounted post-dated checks which the Company and its subsidiaries issued to the farmers on purchases of sugar cane, which the farmers discounted sale to the Company and its subsidiaries with interest rates based on average lending rates of commercial banks.

10. INVENTORIES

Inventories as at October 31, consisted of:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Sugar and molasses	1,358,494	1,936,716	481,265	1,166,642
Bio-fertilizer	8,018	5,586	-	-
Bagasse	213,685	207,806	-	-
Real estate development	62,712	119,750	-	-
Factory supplies	104,526	107,578	47,584	37,670
Machine maintenance supplies	389,941	386,933	107,145	109,807
	<u>2,137,376</u>	<u>2,764,369</u>	<u>635,994</u>	<u>1,314,119</u>
<u>Less</u> Allowance for deteriorated or obsolete inventories	(6,315)	(21,591)	(500)	(500)
Allowance for diminution in value of inventories	-	(2,576)	-	-
Total inventories	<u>2,131,061</u>	<u>2,740,202</u>	<u>635,494</u>	<u>1,313,619</u>

Movements of allowance for deteriorated or obsolete inventories for the years ended October 31, are as follows:

	Unit : Thousand Baht			
	Consolidated		Separate	
	Financial Statements	Financial Statements	Financial Statements	Financial Statements
	2023	2022	2023	2022
Beginning balance	(21,591)	(22,876)	(500)	(1,243)
<u>Add</u> Reversal of cost of sales for the years	<u>15,276</u>	<u>1,285</u>	<u>-</u>	<u>743</u>
Ending balance	<u>(6,315)</u>	<u>(21,591)</u>	<u>(500)</u>	<u>(500)</u>

Movements of allowance for diminution in value of inventories for the years ended October 31, are as follows:

	Consolidated		Unit : Thousand Baht	
	Financial Statements		Separate	
	2023	2022	2023	2022
Beginning balance	(2,576)	(1,591)	-	-
Add Reversal (increase) of cost of sales for the years	2,576	(985)	-	-
Ending balance	-	(2,576)	-	-

11. CURRENT BIOLOGICAL ASSETS

Movements of current biological assets for the years ended October 31, are as follows:

	Unit : Thousand Baht			
	Consolidated		Separate	
	Financial Statements		Financial Statements	
	2023	2022	2023	2022
Beginning book value	52,849	46,380	-	-
Loss on arising from change in fair value	(11,922)	(7,230)	-	-
Additional plantation costs during the years	57,358	58,458	-	-
Decrease from harvesting during the years	(36,521)	(44,549)	-	-
Decrease from sales during the year	(5,101)	(210)	-	-
Ending book value	56,663	52,849	-	-

The methods and assumptions used in estimating the fair value of biological asset have been determined based on fair value less costs to sell. The valuation involves certain assumptions and estimates such as the final cane price for the next production season, a sweetness level and quantity of sugar cane. The fair value is hierarchy level 3.

12. OTHER FINANCIAL ASSETS

Other financial assets as at October 31, are as follows:

2023

			Unit : Thousand Baht	
	Consolidated		Separate	
	Current	Non-current	Current	Non-current
Equity securities measured at fair value through other comprehensive income				
Available for sales marketable securities	-	173,181	-	173,181
Interest rate and cross currency swap contracts	167,492	-	167,492	-
Foreign currency forward exchange contracts	35,623	-	35,623	-
Equity securities measured at fair value through profit or loss				
General investments	-	30,992	-	23,022
Financial assets measured at amortized cost				
Bonds	-	6,824	-	-
Total other financial assets	<u>203,115</u>	<u>210,997</u>	<u>203,115</u>	<u>196,203</u>

2022

			Unit : Thousand Baht	
	Consolidated		Separate	
	Current	Non-current	Current	Non-current
Equity securities measured at fair value through other comprehensive income				
Available for sales marketable securities	-	198,371	-	198,371
Interest rate and cross currency swap contracts	309,132	-	309,132	-
Sugar future contracts	345,963	-	345,963	-
Equity securities measured at fair value through profit or loss				
General investments	-	23,492	-	23,022
Financial assets measured at amortized cost				
Time deposits with maturities of more than 3 months but not later than 12 months	267	-	-	-
Bonds	-	6,800	-	-
Total other financial assets	<u>655,362</u>	<u>228,663</u>	<u>655,095</u>	<u>221,393</u>

13. INVESTMENTS IN ASSOCIATES

Investments in associates as at October 31, consisted of:

Consolidated Financial Statements

Company Name	Paid-up		Percentage of		Investment		Dividend		Investment		Dividend	
	share capital		shareholding		Cost		for		Cost		for	
					method		the		method		the	
	2023	2022	2023	2022	method	Equity method	year		method	Equity method	year	
Unit : Thousand Baht												
TSTE Public Company Limited (Formerly “Thai Sugar Terminal Public Company Limited”)	191,664	191,664	3.82	13.82	90,267	583,746	12,782		90,267	605,635	18,260	
T S G Trading Co., Ltd.*	-	50,000	-	4.11	-	-	-		2,061	2,061	-	
T S Oil Industry Co., Ltd.*	-	100,000	-	0.62	-	-	-		1,855	1,485	370	
T S Flour Mill Public Company Limited*	198,664	198,664	0.07	0.07	391	-	57		391	28	58	
T S Warehouse Co., Ltd.*	-	12,500	-	4.02	-	-	-		509	317	-	
T S Transport and Logistic Co., Ltd.*	-	100,000	-	0.12	-	-	-		40,508	40,508	-	
BBGI Public Company Limited	115,000	115,000	9.88	19.88	29,058	844,363	21,606		129,058	153,010	246,446	
Total					119,716	428,109	34,445		164,649	803,044	265,134	
Less Allowance for impairment of investments					-	196,037	-		-	-	-	
Total investments in associates					119,716	232,072	34,445		164,649	803,044	265,134	

Separate Financial Statements

Company Name	Paid-up		Percentage of		Investment		Dividends	
	share capital		shareholding		Cost method		For the years	
							ended	
	2023	2022	2023	2022	2023	2022	October 31,	October 31,
Unit : Thousand Baht								
TSTE Public Company Limited (Formerly “Thai Sugar Terminal Public Company Limited”)	-	91,664	-	23.82	-	90,267	12,782	18,260
T S G Trading Co., Ltd.*	-	50,000	-	4.11	-	2,061	-	-
T S Oil Industry Co., Ltd.*	-	100,000	-	0.62	-	1,855	-	370
T S Flour Mill Public Company Limited*	198,664	198,664	0.07	0.07	391	391	57	58
T S Warehouse Co., Ltd.*	-	12,500	-	4.02	-	509	-	-
T S Transport and Logistic Co., Ltd.*	-	100,000	-	10.12	-	40,508	-	-
BBGI Public Company Limited	115,000	115,000	29.88	29.88	1529,058	1529,058	21,606	246,446
Total					1529,449	1664,649	34,445	265,134

* Considering as associate due to having significant influence to TSTE Public Company Limited (Formerly “Thai Sugar Terminal Public Company Limited”), which is the parent company of these associates.

Summarized financial position in respect of associates and performance for the years ended September 30, are as follows:

			Unit : Million Baht									
			Percentage of Sharehold ing %	Curre nt Assets	Non- Curre nt Assets	Total Assets	Current Liabiliti es	Non- Current Liabiliti es	Total Liabiliti es	Total Revenu es	Total Expens es	Profit (loss)
2023												
TSTE Limited* (Formerly Terminal Public Limited")	Public Company	Company	23.82	1,771	4,212	5,983	1,605	603	2,208	2,784	2,646	138
BBGI Limited*	Public Company	Company	29.88	4,917	8,637	13,554	2,691	980	3,671	12,899	12,892	7
2022												
TSTE Limited* (Formerly Terminal Public Limited")	Public Company	Company	23.82	1,677	4,311	5,988	1,460	500	1,960	2,453	2,268	185
BBGI Limited*	Public Company	Company	29.88	5,940	9,698	15,638	2,146	2,521	4,667	14,147	13,939	208

* The associates have accounting periods ended December 31.

On March 14, 2022, BBGI Public Company Limited ("BBGI") completed its Initial Public Offering ("IPO") by issuing 433.20 million new ordinary shares with an offering price of Baht 10.50 per share (par value of Baht 2.50 per share and share premium of Baht 8.00 per share) amounting to Baht 4,549 million. The associate registered the increase in paid-up capital with the Ministry of Commerce on March 15, 2022. The associate's shares has been trading on the Security Exchange of Thailand (SET) since March 17, 2022. As a result of IPO, the Company's ownership interest in the associate decreased from 40.00% to 28.02%. As a result, the Company recognized profit from the change of proportion as other income in the consolidated financial statements for the years ended October 31, 2022, amounting to Baht 58.13 million. In addition, in March 2022, the Company purchased additional ordinary shares of BBGI Public Company Limited which resulted in the Company's ownership interest being 29.88%.

On May 11, 2022, the Board of Directors Meeting No. 4/2022 of BBGI Public Company Limited passed a resolution to approve the dividends from unappropriated retained earnings at Baht 0.15 per share. The dividends will be paid to shareholders of Baht 64.82 million on June 9, 2022.

On August 9, 2022, the Board of Directors Meeting No. 6/2022 of BBGI Public Company Limited passed a resolution to approve the interim dividends from the Company's unappropriated retained earnings, six-month period ended June 30, 2022, at Baht 0.05 per share. The dividends will be paid to shareholders of Baht 21.61 million on September 7, 2022.

On April 5, 2023, the Annual General Meeting of Shareholders for the year 2023 of BBGI Public Company Limited passed a resolution to approve to pay dividends for the year 2022 at Baht 0.25 per share, which the company has paid interim dividends at Baht 0.20 per share. The final dividends payment of 2022 will be paid at Baht 0.05 per share to the shareholders who are entitled to receive dividends. The dividends will be paid to shareholders of Baht 21.61 million on May 3, 2023.

The Board of Directors' Meeting No. 1/2022-2023 of the Company held on December 23, 2022 had a resolution to approve the Company's shares in the subsidiaries of TSTE Public Company Limited (Formerly "Thai Sugar Terminal Public Company Limited"), consisted of T S G Trading Co., Ltd., T S Oil Industry Co., Ltd., T S Warehouse Co., Ltd. and T S Transport and Logistic Co., Ltd., as the associates, amounting to Baht 55.54 million, the Company sold shares to TSTE Public Company Limited (Formerly "Thai Sugar Terminal Public Company Limited") on December 29, 2022, and recognized gain from sale investments in other income in the consolidated financial statements of profit or loss amounting to Baht 11.17 million and in the separate financial statements of profit or loss amounting to Baht 10.61 million.

The Board of Executive Board meeting No. 9/2022-2023 of the Company held on July 21, 2023, passed the resolution to approve the sale of shares of TSTE Public Company Limited (Formerly "Thai Sugar Terminal Public Company Limited"), the associates, to KSL. Agro & Trading Company Limited, the subsidiary, total amounting Baht 876.49 million and recognized gain from sale investments in other income in the separate financial statements of profit or loss amounting to Baht 786.22 million and the share transfer was completed on August 17, 2023.

As at October 31, 2023, the Company made an assessment of the recoverable amount of investment in BBGI Public Company Limited, the associate, calculated based on the estimated future cash flows are discounted to their present value. The key assumptions used in the cash flow projections include the oil prices, production profile and discount rates. The key assumptions were estimated by the Management. The forecast oil price are based on the world market. Production profiles are based on a events that happened in the past including supply and demand of oil in the world market. The discount rate is rates of the relevant industries in which the Company operates is average rate at 8%. The Company's discount rate which applied in the calculation of recoverable amounts was fall within the industries' range.

The impairment test has been prepared by the management of the Company and found that investment in BBGI Public Company Limited, has the recoverable amount lower than its carrying amount. The Group, therefore, recognised impairment loss of investment in the associate in the consolidated financial statements for the year ended October 31, 2023 amounting to Baht 196.04 million.

14. INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries as at October 31, consisted of:

Separate Financial Statements

Company Name	Paid-up		Percentage of		Investment		Unit : Thousand Baht	
	share capital		shareholding		Cost method		Dividends	
							For the years ended	
	2023	2022	2023	2022	2023	2022	October 31,	
							2023	2022
New Krung Thai Sugar Factory Company Limited	000,000	000,000	95.78	95.78	834,394	834,394	-	-
Tamaka Sugar Industry Company Limited	600,000	600,000	90.21	90.21	523,337	523,337	-	-
New Kwang Soon Lee Sugar Factory Company Limited	881,250	881,250	99.21	99.21	950,534	950,534	-	-
K.S.L. Real Estate Company Limited	840,000	840,000	40.77	40.77	319,134	319,134	-	-
K.S.L. Export Trading Company Limited	20,000	20,000	33.88	33.88	6,775	6,775	2,033	-
KSL Material Supply Company Limited**	120,000	480,000	100.00	100.00	119,119	479,119	-	13,440
Khon Kaen Sugar Power Plant Company Limited	800,000	800,000	100.00	100.00	799,972	799,972	-	1,319,954
KSL. Agro & Trading Company Limited	300,000	300,000	100.00	100.00	300,000	300,000	-	-
KSL WSP Logistic Company Limited	250	250	100.00	100.00	250	250	-	-
KHUN CHUAN Company Limited	1,000	1,000	99.97	99.97	1,000	1,000	-	-
Savannakhet Sugar Corporation	687,727	687,727	98.00	98.00	674,178	674,178	-	-
Koh Kong Sugar Industry Company Limited *	946,687	946,687	100.00	100.00	1,711,617	1,711,617	-	-
Wynn In Trading Company Limited *	487,497	487,497	100.00	100.00	487,497	487,497	-	-
Total					6,727,807	7,087,807	2,033	1,333,394
<u>Less</u> Allowance for impairment of investments					(1,811,975)	(2,027,374)	-	-
Total investments in subsidiaries					4,915,832	5,060,433	2,033	1,333,394

* These are foreign subsidiaries including Koh Kong Plantation Company Limited which the Company holds its shares indirectly through Wynn In Trading Co., Ltd. at 80% and KSL. Agro & Trading Company Limited at 20%. Furthermore, Koh Kong Plantation Company Limited and Koh Kong Sugar Industry Company Limited has the condition to dissolve the Company if its loss exceed 75% of the registered share capital and could not solve the said loss within 1 year. As at October 31, 2023, loss of Koh Kong Plantation Company Limited exceeded 75% of the registered share capital. The Company's management temporarily suspends its operations to adjust the internal structure of the subsidiary and in the process of increasing the registered capital.

** In November 2022, KSL Material Supply Company Limited registered to decrease the registered and paid-up share capital in the amount of Baht 360.00 million. The subsidiary has registered with the Department of Business Development on November 8, 2022.

Movements in investments for the years ended October 31, are as follows:

	Unit : Thousand Baht	
	Separate	
	Financial Statements	
	2023	2022
Beginning balance	5,060,433	4,613,846
Increase of investment		
New Kwang Soon Lee Sugar Factory Company Limited	-	381,250
Koh Kong Sugar Industry Company Limited	-	1
Decrease of investment		
KSL Material Supplys Company Limited	(360,000)	-
Increase in allowance for impairment of investments		
Wynn In Trading Company Limited	-	(75,539)
Reversal of allowance for impairment of investments		
Savannakhet Sugar Corporation	215,399	140,875
Ending balance	<u>4,915,832</u>	<u>5,060,433</u>

On May 20, 2022, the Extraordinary General Meeting of Shareholders No. 1 of the annual 2022 of New Kwang Soon Lee Sugar Factory Company Limited (subsidiary) has resolution to increase of registered capital totaling amount of Baht 1,525.00 million. The registered capital amount from Baht 500.00 million to the new registered capital amount of Baht 2,025.00 million by issuing 152,500,000 new ordinary shares at the par value of Baht 10.00 and on May 31, 2022, the subsidiary has already registered the increase in registered capital including the call for subscriptions of 152,500,000 new shares at the amount of Baht 2.50 per share, totaling to Baht 381.25 million.

As at September 30, 2022, Koh Kong Sugar Industry Company Limited is in the process to register the capital increase in amount of USD 25.20 million by issuing additional 70 shares at par value of USD 360,000 per share. The Company paid share subscriptions amounting to Baht 938.11 million by partially offsetting with short-term loans and accrued interest to the subsidiary. The Company paid share subscriptions amount of Baht 11.90 million during the year 2023. In addition, Koh Kong Plantation Company Limited is in the process to register the capital increase in amount of USD 5.10 million by issuing additional 34 shares at par value of USD 150,000 per share to reduce its deficit. The subsidiary paid for share subscriptions amounting to Baht 191.92 million.

On September 20, 2022, The Extraordinary General Meeting of Shareholders No. 1/2022 of KSL Material supplies Co., Ltd. (subsidiary), passed the resolution to decrease its registered capital totaling amount of Baht 360.00 million from Baht 480.00 million to the new registered capital amount of Baht 120.00 million by reducing issued ordinary shares to 12,000,000 shares at the par value of Baht 10.00. The subsidiary has registered with the Department of Business Development on November 8, 2022.

15. TRADE AND OTHER NON-CURRENT RECEIVABLES

Trade and other non-current receivables as at October 31, consisted of:

	Unit : Thousand Baht			
	Consolidated		Separate	
	Financial Statements		Financial Statements	
	2023	2022	2023	2022
Trade receivables and other non-current receivables	38,695	39,912	3,928	3,928
Farmer receivables (see Note 7.2)	219,374	245,120	82,065	89,455
Total	258,069	285,032	85,993	93,383
<u>Less</u> Allowance for expected credit loss	(181,633)	(184,830)	(47,217)	(48,808)
Total trade and other non-current receivables - net	<u>76,436</u>	<u>100,202</u>	<u>38,776</u>	<u>44,575</u>

Movements in allowance for expected credited losses of trade and other non-current receivables in the consolidated and separate financial statements for the year ended October 31, are as follows:

	Unit : Thousand Baht			
	Consolidated		Separate	
	Financial Statements		Financial Statements	
	2023	2022	2023	2022
Beginning balance	(184,830)	(226,371)	(48,808)	(41,810)
Provision for expected credit losses	(13,827)	(29,121)	(6,298)	(14,144)
Amount written off	16,641	71,612	7,889	7,146
Translation of financial statements differences	383	(950)	-	-
Ending balance	<u>(181,633)</u>	<u>(184,830)</u>	<u>(47,217)</u>	<u>(48,808)</u>

16. LONG-TERM LOANS

Long-term loans as at October 31, consisted of:

	Unit : Thousand Baht			
	Consolidated		Separate	
	Financial Statements		Financial Statements	
	2023	2022	2023	2022
Long-term loans to subsidiaries	-	-	2,217,000	2,582,000
Long-term loans to others	36,327	49,400	32,327	44,400
Loans for cane plantation development	438,120	381,893	118,270	109,431
Total	474,447	431,293	2,367,597	2,735,831
<u>Less</u> Allowance for expected credit loss	(228,400)	(189,756)	(33,387)	(22,510)
<u>Less</u> Current portion (see Note 9)	(115,747)	(128,750)	(580,509)	(682,600)
Total long-term loans	<u>130,300</u>	<u>112,787</u>	<u>1,753,701</u>	<u>2,030,721</u>

Movements in allowance for expected credited losses of long-term loans in the consolidated and separate financial statements for the year ended October 31, are as follows:

	Unit : Thousand Baht			
	Consolidated		Separate	
	Financial Statements		Financial Statements	
	2023	2022	2023	2022
Beginning balance	(189,756)	(228,942)	(22,510)	(17,213)
(Provision) reversal for expected credit losses	(48,283)	1,734	(12,874)	(7,139)
Amount written off	8,877	39,276	1,997	1,842
Translation of financial statements differences	762	(1,824)	-	-
Ending balance	<u>(228,400)</u>	<u>(189,756)</u>	<u>(33,387)</u>	<u>(22,510)</u>

As at October 31, 2023 and 2022, loans for cane plantation development included in the consolidated financial statements of Baht 416.47 million and Baht 360.24 million, respectively, and in the separate financial statements of Baht 96.62 million and Baht 87.78 million, respectively, were the loans to farmers the purpose to buy land for cane plantation, agricultural machineries and equipment. The loan agreements were entered into for the periods of 1 - 10 years. Loans carry interest rates of 5.50% - 8.50% per annum and rates of 3.50% - 8.00% per annum, respectively, which the farmers mostly use land and vehicles as collateral. For the remaining loans for cane plantation development of Baht 21.65 million equal for both years were loans to other personals and parties for purchases of agricultural machineries for planting cane for one of the Company's overseas subsidiaries for periods of 3 - 4 years and carrying interest rate at MLR+1.00% per annum. The principal and interest are paid annually. The loans are secured by such agricultural machineries.

17. INVESTMENT PROPERTIES

Movements of investment properties for the years ended October 31, are as follows:

2023

	Unit : Thousand Baht						
	Consolidated Financial Statements				Separate Financial Statements		
	Land	Buildings and Warehouse ses	Construction in progress	Total	Land	Buildings and Warehouse es	Total
Fair value:							
As at November 1, 2022	272,103	1,024,532	52	6,296,687	492,569	686,602	1,179,171
Adjustment and reclassification	2,707	-	-	2,707	2,707	-	2,707
Purchases	2,288	175	120	2,583	2,288	-	2,288
Transfer in (out)	-	172	(172)	-	-	-	-
Gains (losses) from fair value adjustments							
on investment property	137,825	(19,621)	-	118,204	99,147	20,213	119,360
As at October 31, 2023	<u>414,923</u>	<u>1,005,258</u>	<u>-</u>	<u>6,420,181</u>	<u>596,711</u>	<u>706,815</u>	<u>1,303,526</u>

2022

	Unit : Thousand Baht						
	Consolidated Financial Statements				Separate Financial Statements		
	Land	Buildings and Warehouse ses	Construction in progress	Total	Land	Buildings and Warehouse es	Total
Fair value:							
As at November 1, 2021	019,344	1,092,260	-	6,111,604	360,365	648,903	1,009,268
Adjustment and reclassification	64,390	-	-	64,390	64,390	-	64,390
Purchases	5,084	58	52	5,194	4,872	-	4,872
Disposals	(4,040)	(1,761)	-	(5,801)	-	-	-
Gains (losses) from fair value adjustments							
on investment property	187,325	(66,025)	-	121,300	62,942	37,699	100,641
As at October 31, 2022	<u>272,103</u>	<u>1,024,532</u>	<u>52</u>	<u>6,296,687</u>	<u>492,569</u>	<u>686,602</u>	<u>1,179,171</u>

For the years ended October 31, 2023 and 2022, the Group recognized rental income from investment property of Baht 133.60 million and Baht 165.61 million, respectively, in the consolidated statements of income, and of Baht 44.59 million and Baht 53.15 million, respectively, in the separate statements of income.

The fair value of investment property was determined by an independent appraiser who has been approved by the Office of the Securities and Exchange Commission (Thailand) using income approach discounted cash flow method and market approach which is hierarchy level 3.

18. PROPERTY, PLANT AND EQUIPMENT

Movements of property, plant and equipment for the years ended October 31, are as follows:

2023

Unit : Thousand Baht

Consolidated Financial Statements								
	Land	Land Improvem ent	Buildings and Construc tion	Machiner y and Equipme nt	Motor Vehicles and Labor Saving Tools	Furnitur e and Office Equipme nt	Construct ion in progress	Bearer Plant Total
Cost:								
As at November 1, 2022	134,940	1,770,530	6,986,566	5,347,497	1,524,095	297,300	162,540	345,221 7,568,689
Adjustment and reclassification	(2,707)	-	-	(18)	4	11	(1,467)	- (4,177)
Purchases	5,839	-	-	13,812	31,558	7,634	971,994	11,286 1,042,123
Disposals/written off	-	(15)	(852)	(80,495)	(61,752)	(13,530)	-	- (156,644)
Transfer in (out)	-	4,724	16,306	259,473	1,176	1,023	(282,702)	- -
Translation of financial statements differences	-	(33,119)	(34,159)	(79,495)	(2,180)	(988)	-	(14,033) (163,974)
As at October 31, 2023	138,072	1,742,120	6,967,861	5,460,774	1,492,901	291,450	850,365	342,474 3,286,017
Accumulated depreciation:								
As at November 1, 2022	-	(597,847)	2,147,027	2,036,711	1,177,122	(280,216)	-	(317,73 6,556,656)
Depreciation for the year	-	(37,288)	(169,798)	(817,422)	(37,637)	(8,403)	-	(10,711) 1,081,259
Disposals/written off	-	4	432	39,357	57,854	13,465	-	- 111,112
Translation of financial statements differences	-	11,856	7,854	13,007	1,502	985	-	11,214 46,418
As at October 31, 2023	-	(623,275)	2,308,539	2,801,769	1,155,403	(274,169)	-	(317,23 7,480,385)
Differences on revaluation of assets:								
As at November 1, 2022	695,627	-	-	-	-	-	-	- 3,695,627
As at October 31, 2023	695,627	-	-	-	-	-	-	- 3,695,627
Allowance for impairment of assets:								
As at November 1, 2022	(77,081)	(75,262)	(64,767)	(338,510)	(1,627)	-	-	(11,225) (568,472)
(Increased) decreased	-	-	-	7,181	-	-	-	- 7,181
Disposals/written off	-	-	-	7,778	23	-	-	- 7,801
Translation of financial statements differences	-	4,007	3,110	14,655	87	-	-	2,819 24,678
As at October 31, 2023	(77,081)	(71,255)	(61,657)	(308,896)	(1,517)	-	-	(8,406) (528,812)
Net book value:								
As at October 31, 2023	756,618	1,047,590	4,597,665	2,350,109	335,981	17,281	850,365	16,838 3,972,447

2022

Unit : Thousand Baht

Consolidated Financial Statements								
	Land	Land Improvement	Buildings and Construction	Machinery and Equipment	Motor Vehicles and Labor Saving Tools	Furniture and Office Equipment	Construction in progress	Bearer Plant
								Total
Cost:								
As at November 1, 2021	151,163	1,674,182	6,864,217	5,061,588	1,525,195	296,657	169,108	299,931
Adjustment and reclassification	(16,223)	-	-	112	-	(112)	(655)	-
Purchases	-	-	-	4,371	4,703	3,379	184,919	14,570
Disposals/written off	-	(293)	(2,178)	(38,258)	(12,545)	(5,757)	-	(2,881)
Transfer in (out)	-	17,341	42,737	129,322	672	760	(190,832)	-
Translation of financial statements differences	-	79,300	81,790	190,362	6,070	2,373	-	33,601
As at October 31, 2022	134,940	1,770,530	6,986,566	5,347,497	1,524,095	297,300	162,540	345,221
Accumulated depreciation:								
As at November 1, 2021	-	(532,196)	1,957,976	1,154,860	1,136,988	(273,382)	-	(282,044)
Depreciation for the year	-	(37,556)	(171,079)	(881,354)	(46,522)	(10,211)	-	(11,518)
Disposals/written off	-	293	834	30,668	10,596	5,733	-	2,679
Translation of financial statements differences	-	(28,388)	(18,806)	(31,165)	(4,208)	(2,356)	-	(26,850)
As at October 31, 2022	-	(597,847)	2,147,027	2,036,711	1,177,122	(280,216)	-	(317,733)
Differences on revaluation of assets:								
As at November 1, 2021	743,813	-	-	-	-	-	-	-
Adjustment and reclassification	(48,186)	-	-	-	-	-	-	-
As at October 31, 2022	695,627	-	-	-	-	-	-	-
Allowance for impairment of assets:								
As at November 1, 2021	(77,081)	(58,035)	(57,322)	(241,477)	(1,379)	-	-	(6,355)
(Increased) decreased	-	(8,748)	-	(72,106)	-	-	-	1,881
Translation of financial statements differences	-	(8,479)	(7,445)	(24,927)	(248)	-	-	(6,751)
As at October 31, 2022	(77,081)	(75,262)	(64,767)	(338,510)	(1,627)	-	-	(11,225)
Net book value:								
As at October 31, 2022	753,486	1,097,421	4,774,772	2,972,276	345,346	17,084	162,540	16,263
Depreciation for the years ended October 31,								
2023							Thousand Baht	1,081,259
2022							Thousand Baht	1,158,240

2023

Unit : Thousand Baht								
	Separate Financial Statements							Total
	Land	Land improvement	Buildings and construction	Machine and equipment	Motor Vehicles and Labor Saving Tools	Furniture and Office Equipment	Construction in progress	
Cost:								
As at November 1, 2022	439,079	479,491	2,318,268	1,614,251	534,068	132,233	39,583	5,556,973
Adjustment and reclassification	(2,707)	-	-	-	-	-	(753)	(3,460)
Purchases	1,525	-	-	2,745	2,465	3,114	47,297	57,146
Disposals/written off	-	-	(484)	(12,980)	(17,384)	(3,235)	-	(34,083)
Transfer in (out)	-	4,723	57	35,529	1,176	365	(41,850)	-
As at October 31, 2023	437,897	484,214	2,317,841	1,639,545	520,325	132,477	44,277	5,576,576
Accumulated depreciation:								
As at November 1, 2022	-	(138,621)	(659,254)	4,695,333	(400,622)	(123,909)	-	5,017,739
Depreciation for the year	-	(19,422)	(67,170)	(317,143)	(17,828)	(4,191)	-	(425,754)
Disposals/written off	-	-	65	10,636	17,384	3,185	-	31,270
As at October 31, 2023	-	(158,043)	(726,359)	5,001,840	(401,066)	(124,915)	-	5,412,223
Differences on revaluation of assets:								
As at November 1, 2022	002,702	-	-	-	-	-	-	002,702
As at October 31, 2023	002,702	-	-	-	-	-	-	002,702
Allowance for impairment of assets:								
As at November 1, 2022	(26,549)	-	-	-	-	-	-	(26,549)
As at October 31, 2023	(26,549)	-	-	-	-	-	-	(26,549)
Net book value:								
As at October 31, 2023	414,050	326,171	1,591,482	1,637,705	119,259	7,562	44,277	5,140,506

2022

Unit : Thousand Baht								
	Separate Financial Statements							Total
	Land	Land improvement	Buildings and construction	Machine and equipment	Motor Vehicles and Labor Saving Tools	Furniture and Office Equipment	Construction in progress	
Cost:								
As at November 1, 2021	455,302	479,491	2,320,200	1,599,016	535,152	132,919	20,965	5,543,045
Adjustment and reclassification	(16,223)	-	-	-	-	-	-	(16,223)
Purchases	-	-	-	384	12	1,247	41,375	43,018
Disposals/written off	-	-	(2,019)	(7,393)	(1,096)	(2,359)	-	(12,867)
Transfer in (out)	-	-	87	22,244	-	426	(22,757)	-
As at October 31, 2022	439,079	479,491	2,318,268	1,614,251	534,068	132,233	39,583	5,556,973

Accumulated depreciation:

As at November 1, 2021	-	(119,234)	(591,759)	4,346,925	(381,829)	(120,500)	-	-	1,560,247
Depreciation for the year	-	(19,387)	(68,170)	(353,891)	(19,841)	(5,757)	-	-	(467,046)
Disposals/written off	-	-	675	5,483	1,048	2,348	-	-	9,554
As at October 31, 2022	-	(138,621)	(659,254)	4,695,333	(400,622)	(123,909)	-	-	1,017,739

Differences on revaluation of assets:

As at November 1, 2021	050,888	-	-	-	-	-	-	-	,050,888
Adjustment and reclassification	(48,186)	-	-	-	-	-	-	-	(48,186)
As at October 31, 2022	002,702	-	-	-	-	-	-	-	,002,702

Allowance for impairment of assets:

As at November 1, 2021	(26,549)	-	-	-	-	-	-	-	(26,549)
As at October 31, 2022	(26,549)	-	-	-	-	-	-	-	(26,549)

Net book value:

As at October 31, 2022	415,232	340,870	1,659,014	1,918,918	133,446	8,324	39,583	-	1,515,387
------------------------	---------	---------	-----------	-----------	---------	-------	--------	---	-----------

Depreciation for the years ended October 31,

2023									Thousand Baht 425,754
2022									Thousand Baht 467,046

As at October 31, 2023 and 2022, buildings and construction of two foreign subsidiaries at book value of Baht 414.26 million and Baht 437.46 million, respectively, in the consolidated financial statements, are located on the concessional which the ownership will be transferred to the lesser when the agreements are expired (see Note 34.8.3).

As at October 31, 2023 and 2022, assets at cost of Baht 7,230.03 million and Baht 6,630.04 million, respectively, in the consolidated financial statements, and of Baht 3,212.74 million and Baht 3,078.25 million, respectively, in the separate financial statements, were fully depreciated but still in use.

As at October 31, 2023 and 2022, land which is recorded at revaluation method with the net value of Baht 4,756.62 million and Baht 4,753.49 million, respectively, in the consolidated financial statements, and of Baht 1,414.05 million and Baht 1,415.23 million, respectively, in the separate financial statements represented fair value of land which was determined by an independent appraiser who has been approved by the Office of the Securities and Exchange Commission (Thailand) using the market approach which is hierarchy level 3. As at October 31, 2023 and 2022, land net book value at the cost method of Baht 1,138.07 million and Baht 1,134.94 million, respectively, in the consolidated financial statements, and of Baht 437.90 million and Baht 439.08 million, respectively, in the separate financial statements.

As at October 31, 2023 and 2022, there are no borrowing costs capitalized as costs of property, plant and equipment.

19. RIGHT-OF-USE ASSETS

Movements of right-of-use assets for the years ended October 31, are as follows:

Unit : Thousand Baht						
2023	Consolidated Financial Statements					Balance as at October 31, 2023
	Balance as at November 1, 2022	Adjustment and reclassification on	Additions	Decreased	Differences on translation of financial statements	
Cost						
Office equipment	2,762	-	-	-	-	2,762
Vehicles	58,162	-	22,579	(12,501)	-	68,240
Concession	15,551	-	-	-	(828)	14,723
Total cost	76,475	-	22,579	(12,501)	(828)	85,725
Accumulated depreciation						
Office equipment	(1,089)	-	(1,381)	-	-	(2,470)
Vehicles	(25,305)	(6)	(13,809)	12,332	-	(26,788)
Concession	(403)	-	(185)	-	16	(572)
Total accumulated depreciation	(26,797)	(6)	(15,375)	12,332	16	(29,830)
Right-of-use-asset - net	49,678					55,895

Unit : Thousand Baht				
2022	Consolidated Financial Statements			Balance as at October 31, 2022
	Balance as at November 1, 2021	Additions	Differences on translation of financial statements	
Cost				
Office equipment	-	2,762	-	2,762
Vehicles	41,661	16,501	-	58,162
Concession	13,569	-	1,982	15,551
Total cost	55,230	19,263	1,982	76,475
Accumulated depreciation				
Office equipment	-	(1,089)	-	(1,089)
Vehicles	(12,306)	(12,999)	-	(25,305)
Concession	(175)	(184)	(44)	(403)
Total accumulated depreciation	(12,481)	(14,272)	(44)	(26,797)
Right-of-use-asset - net	42,749			49,678
Depreciation for the years ended October 31,				
2023		Thousand Baht		15,375
2022		Thousand Baht		14,272

Unit : Thousand Baht				
2023	Separate Financial Statements			Balance as at October 31, 2023
	Balance as at November 1, 2022	Additions	Decreased	
Cost				
Buildings and warehouse	294,941	-	-	294,941
Machineries	28,957	-	-	28,957
Office equipment	1,859	-	-	1,859
Vehicles	23,745	8,057	(4,168)	27,634
Total cost	349,502	8,057	(4,168)	353,391
Accumulated depreciation				
Buildings and warehouse	(72,777)	(36,389)	-	(109,166)
Machineries	(7,240)	(3,619)	-	(10,859)
Office equipment	(738)	(930)	-	(1,668)
Vehicles	(11,021)	(5,698)	4,168	(12,551)
Total accumulated depreciation	(91,776)	(46,636)	4,168	(134,244)
Right-of-use-asset - net	<u>257,726</u>			<u>219,147</u>

Unit : Thousand Baht				
2022	Separate Financial Statements			Balance as at October 31, 2022
	Balance as at November 1, 2021	Additions	Decreased	
Cost				
Buildings and warehouse	294,941	-	-	294,941
Machineries	28,957	-	-	28,957
Office equipment	-	1,859	-	1,859
Vehicles	20,404	3,341	-	23,745
Total cost	344,302	5,200	-	349,502
Accumulated depreciation				
Buildings and warehouse	(36,388)	(36,389)	-	(72,777)
Machineries	(3,620)	(3,620)	-	(7,240)
Office equipment	-	(738)	-	(738)
Vehicles	(5,470)	(5,551)	-	(11,021)
Total accumulated depreciation	(45,478)	(46,298)	-	(91,776)
Right-of-use-asset - net	<u>298,824</u>			<u>257,726</u>

Depreciation for the years ended October 31,

2023	Thousand Baht	46,636
2022	Thousand Baht	46,298

20. SHORT-TERM BORROWINGS FROM FINANCIAL INSTITUTIONS

Short-term borrowings from financial institutions as at October 31, consisted of:

	Unit : Thousand Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2023	2022	2023	2022
Promissory notes	4,086,000	4,731,071	2,612,000	2,550,000
Total short-term borrowings from financial institutions	<u>4,086,000</u>	<u>4,731,071</u>	<u>2,612,000</u>	<u>2,550,000</u>

As at October 31, 2023 and 2022, promissory notes are borrowings denominated in Baht, in the consolidated financial statements, of Baht 4,086.00 million and Baht 4,731.07 million, respectively, carrying interest rates at 2.42% - 2.98% per annum and 1.18% - 2.50% per annum, respectively, and in the separate financial statements, of Baht 2,612.00 million and Baht 2,550.00 million, respectively, carrying interest rates at 2.42% - 2.98% per annum and 1.18% - 1.40% per annum, respectively.

21. TRADE AND OTHER CURRENT PAYABLES

Trade and other current payables as at October 31, consisted of:

	Unit : Thousand Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2023	2022	2023	2022
Trade payables - related parties	2,775	3,523	383	40,080
Trade payables - other	738,115	365,346	293,007	286,199
Advances received	125,502	129,897	30,728	75,386
Other accrued expenses	412,639	307,065	214,688	164,371
Payable for purchases of assets	179,948	75,254	2,615	11,190
Other payables	198,467	195,695	93,440	104,981
Total trade and other current payables	<u>1,657,446</u>	<u>1,076,780</u>	<u>634,861</u>	<u>682,207</u>

22. LONG-TERM DEBENTURES

Long-term debentures as at October 31, consisted of:

	Unit : Thousand Baht	
	Consolidated Financial Statements/ Separate Financial Statements	
	2023	2022
Unsecured and non-subordinated debentures	2,648,901	2,648,672
Net	<u>2,648,901</u>	<u>2,648,672</u>

The Company issued Thai Baht currency debentures which are holder specified, non-subordinated and unsecured bonds at par value of Baht 1,000 per unit to a limited number of investors, with the following details:

Unit : Thousand Baht

Consolidated Financial Statements/Separate Financial Statements as at October 31, 2023									
Bond Set No.	Symbol	Term	Maturity date	Interest rate per annum	Number of units issued	Total value	Deferred debenture issuance cos	Net	Fair value
1	KSL27DA	10 years	December 7, 2027	3.74	,000,000	2,000,000	969	1,999,031	,847,778
2	KSL285A	10 years	May 3, 2028	3.60	650,000	650,000	130	649,870	589,929
Total long-term debentures					<u>650,000</u>	<u>2,650,000</u>	<u>1,099</u>	<u>2,648,901</u>	<u>,437,707</u>

Unit : Thousand Baht

Consolidated Financial Statements/Separate Financial Statements as at October 31, 2022									
Bond Set No.	Symbol	Term	Maturity date	Interest rate per annum	Number of units issued	Total value	Deferred debenture issuance cos	Net	Fair value
1	KSL27DA	10 years	December 7, 2027	3.74	,000,000	2,000,000	1,169	1,998,831	,799,884
2	KSL285A	10 years	May 3, 2028	3.60	650,000	650,000	159	649,841	572,757
Total long-term debentures					<u>650,000</u>	<u>2,650,000</u>	<u>1,328</u>	<u>2,648,672</u>	<u>,372,641</u>

Movements of long-term debentures in the consolidated and the separate financial statements for the years ended October 31, are as follows:

	Unit : Thousand Baht	
	2023	2022
Beginning book value	2,648,672	5,647,601
Redemptions during the years	-	(3,000,000)
Debenture issuance cost	229	1,071
Ending book value	<u>2,648,901</u>	<u>2,648,672</u>

Other significant compliance to the covenants of the debenture issuances are as follows:

- The Company shall maintain the debts with interest to equity ratio in the consolidated financial statements as at October 31 in every year ratio not exceed 2 : 1 the entire term.

As at October 31, 2023 and 2022, the Company maintains the debts with interest to equity ratio in accordance with the conditions (see Note 30).

- The Company shall proceed the credit rating the entire term. In case the credit rating of the debentures is lower than the current Company's rating at that time, the Company shall pledge assets as collateral for the debenture holders or proceed to correct the credit rating of the debentures to be at the same level or better than the credit rating of the Company.

As at October 31, 2023, the credit rating of the debentures was not lower than the Company's credit rating.

23. LONG-TERM BORROWINGS

Long-term borrowings as at October 31, consisted of long-term borrowings from financial institutions in Baht and US dollar currencies as follows:

	Unit : Thousand Baht			
	Consolidated		Separate	
	Financial Statements	Financial Statements	Financial Statements	Financial Statements
	2023	2022	2023	2022
Borrowings	7,627,074	9,294,404	6,877,074	8,294,404
<u>Less</u> Current portion	<u>(2,962,000)</u>	<u>(2,535,000)</u>	<u>(2,712,000)</u>	<u>(2,285,000)</u>
Long-term borrowings - net	<u>4,665,074</u>	<u>6,759,404</u>	<u>4,165,074</u>	<u>6,009,404</u>

Movements of long-term borrowings for the years ended October 31, are as follows:

	Unit : Thousand Baht			
	Consolidated		Separate	
	Financial Statements	Financial Statements	Financial Statements	Financial Statements
	2023	2022	2023	2022
Beginning book value	9,294,404	6,906,449	8,294,404	6,535,069
Additional borrowings during the years (see Note 5.2)	1,000,000	4,250,000	1,000,000	3,250,000
Repayment during the years (see Note 5.2)	(2,535,000)	(2,053,380)	(2,285,000)	(1,682,000)
Exchange rates adjustment	(132,330)	191,335	(132,330)	191,335
Ending book value	<u>7,627,074</u>	<u>9,294,404</u>	<u>6,877,074</u>	<u>8,294,404</u>

The interest rates of long-term borrowings as at October 31, are as follows:

	Consolidated		Separate	
	Financial Statements	Financial Statements	Financial Statements	Financial Statements
	2023	2022	2023	2022
	%	%	%	%
Borrowings - Baht currency	2.90 - 4.09	1.975 - 3.25	2.90 - 4.09	1.975 - 3.25
Borrowings - USD currency	2.85	2.85	2.85	2.85

Maturity of long-term borrowings were as follows:

	Unit : Thousand Baht			
	Consolidated		Separate	
	Financial Statements	Financial Statements	Financial Statements	Financial Statements
	2023	2022	2023	2022
Within 1 year	2,962,000	2,535,000	2,712,000	2,285,000
Over 1 year but within 5 years	<u>4,665,074</u>	<u>6,759,404</u>	<u>4,165,074</u>	<u>6,009,404</u>
	<u>7,627,074</u>	<u>9,294,404</u>	<u>6,877,074</u>	<u>8,294,404</u>

The significant terms of such borrowings are as follows:

Credit Limit	Balances As at October 31, 2023 2022		Interest rate p.a.	Principal repayment	Interest payment	Commencing repayment	Maturity
	Thousand Baht	Thousand Baht					
The Company							
THB Currency							
1. Baht 1,000 million	-	150,000	Fixed rate	Semi-annual	Monthly	April 2018	October 2023
2. Baht 1,000 million	-	100,000	Fixed rate	Semi-annual	Monthly	June 2018	December 2022
3. Baht 1,000 million	-	200,000	MLR - Fixed rate	Semi-annual	Monthly	November 2018	May 2023
4. Baht 1,000 million	-	200,000	MLR - Fixed rate	Semi-annual	Monthly	March 2019	September 2023
5. Baht 1,000 million*	-	223,000	AMLR - Fixed rate	Semi-annual	Quarterly	August 2019	August 2023
6. Baht 1,000 million*	120,000	340,000	AMLR - Fixed rate	Semi-annual	Quarterly	January 2020	January 2024
7. Baht 1,000 million*	120,000	340,000	AMLR - Fixed rate	Semi-annual	Quarterly	February 2020	February 2024
8. Baht 2,000 million	1,750,000	1,900,000	Fixed rate	Semi-annual	Monthly	January 2022	July 2025
9. Baht 1,750 million	1,650,000	1,750,000	Year 1-3 Fixed rate Year 4-5 THOR + Fixed rate	Semi-annual	Monthly	April 2023	October 2026
10. Baht 500 million	300,000	500,000	Fixed rate	Semi-annual	Monthly	February 2023	August 2025
11. Baht 1,000 million	778,000	1,000,000	THOR + Fixed rate	Semi-annual	Quarterly	March 2023	March 2027
12. Baht 1,000 million*	1,000,000	-	AMLR - Fixed rate	Semi-annual	Monthly	March 2025	September 2029
USD Currency							
13. USD 48.08 million**	1,159,074	1,591,404	SOFR + Fixed rate	Semi-annual	Semi-annual	September 2021	March 2024
Total	<u>6,877,074</u>	<u>8,294,404</u>					
The Subsidiary							
THB Currency							
14. Baht 1,000 million	750,000	1,000,000	Year 1-3 Fixed rate Year 4 MLR - Fixed rate	Semi-annual	Monthly	January 2023	July 2026
Total	<u>750,000</u>	<u>1,000,000</u>					
Grand Total	<u>7,627,074</u>	<u>9,294,404</u>					
Less Current portion	<u>(2,962,000)</u>	<u>(2,535,000)</u>					
Net	<u>4,665,074</u>	<u>6,759,404</u>					

* AMLR is the average MLR of 4 large Thai financial institutions.

** The US dollar borrowing is made a foreign exchange contract and cross currency swap to hedge the full amount of risk throughout the term of the borrowing and pay interest at the rate 2.85% per annum on every 6 months (see Note 35.3).

The Company and its subsidiaries have to abide to certain financial conditions, which the Company and its subsidiaries have to maintain the interest-bearing debt to equity ratio (see Note 30) and for the long-term loan agreement of a subsidiary, there is a condition requiring the Company has to maintain its shareholding ratio in that subsidiaries. As at October 31, 2023 and 2022, the Company and its subsidiaries are able to maintain the ratios as stipulated in the agreements.

24. LEASE LIABILITIES

Lease liabilities as at October 31, consisted of:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Lease liabilities	47,006	37,975	305,479	359,918
Less Deferred interest expenses	(4,753)	(3,539)	(70,072)	(89,410)
Total	42,253	34,436	235,407	270,508
Less Current portion	(14,278)	(12,314)	(44,914)	(42,319)
Lease liabilities - net	27,975	22,122	190,493	228,189

The Group entered into the finance lease agreements with leasing companies for rental of vehicles for use in its operations, whereby it was committed to pay rental on a monthly basis. The terms of the agreements were generally for 5 years.

Expenses relating to leases that are recognized in profit or loss in the consolidated and separated financial statements for the years end October 31, consist of:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Depreciation expense of right-of-use assets	15,375	14,272	46,636	46,298
Interest expense on lease liabilities	2,064	1,776	20,523	22,377
Expenses relating to leases of low-value assets	5,418	3,578	4,470	2,618

25. OTHER CURRENT FINANCIAL LIABILITIES

Other current financial liabilities as at October 31, consisted of:

	Unit : Thousand Baht Consolidated Financial Statements/ Separate Financial Statements	
	2023	2022
Other current financial liabilities		
Derivative financial liabilities		
Foreign currency forward exchange contracts	-	514,632
Foreign currency option and sugar future option contracts	30,648	4,045
Sugar future contracts	56,407	-
Interest rate exchange contracts	29,696	38,900
Total other current financial liabilities	116,751	557,577

26. INCOME TAX EXPENSE, DEFERRED TAX ASSETS AND DEFERRED TAX LIABILITIES

26.1 Income tax expense

Income tax expense for the years ended October 31, are as follows:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
<u>Current income tax</u>				
Current income tax expense	125,295	58,500	-	-
<u>Deferred income tax</u>				
Deferred income tax expense and temporary differences	26,617	332,039	238,540	203,513
Total	<u>151,912</u>	<u>390,539</u>	<u>238,540</u>	<u>203,513</u>

Reconciliation of income tax and the results of the accounting profit multiplied by the income tax rate for the years ended October 31, are as follows:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Profit before income tax expense				
- Promoted sectors-exempted from income tax at 50% of				
income tax rate	492,309	155,532	-	-
- Non-promoted sector	579,887	1,563,857	1,255,306	2,635,745
Total profit before income tax expense	<u>1,072,196</u>	<u>1,719,389</u>	<u>1,255,306</u>	<u>2,635,745</u>
Statutory tax rates (%)	20	20	20	20
Income tax expense				
- Promoted sectors - exempted from income tax at 50% of				
income tax rate	49,231	15,553	-	-
- Non-promoted sector	115,977	312,771	251,061	527,149
Total income tax	<u>165,208</u>	<u>328,324</u>	<u>251,061</u>	<u>527,149</u>
Effect on income tax from the difference between the accounting base and the tax base	<u>(41,540)</u>	<u>(272,927)</u>	<u>(251,061)</u>	<u>(527,149)</u>
	123,668	55,397	-	-
Prior year income tax expense	1,627	3,103	-	-
Deferred income tax expense	<u>26,617</u>	<u>332,039</u>	<u>238,540</u>	<u>203,513</u>
Income tax expense	<u>151,912</u>	<u>390,539</u>	<u>238,540</u>	<u>203,513</u>
Effective tax rates (%)	14.17	22.71	19.00	7.72

26.2 Deferred tax assets - net as at October 31, are as follows:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Deferred tax assets - net				
Allowance for expected credit loss	66	-	-	-
Non-current provision for employee benefits	608	148	-	-
Loss carried forward	1,170	1,123	-	-
Change in fair value of biological assets	2,689	-	-	-
Others	(515)	-	-	-
Deferred tax assets - net	<u>4,018</u>	<u>1,271</u>	<u>-</u>	<u>-</u>

Movements of deferred tax assets for the years ended October 31, are as follows:

2023

	Unit : Thousand Baht Consolidated Financial Statements			
	As at November 1, 2022	Items as recognized in profit or loss	Items as recognized in other comprehensive income	As at October 31, 2023
Deferred tax assets - net				
Allowance for expected credit loss	-	66	-	66
Non-current provision for employee benefits	148	(8)	468	608
Loss carried forward	1,123	47	-	1,170
Change in fair value of biological assets	-	2,689	-	2,689
Others	-	(515)	-	(515)
Deferred tax assets - net	<u>1,271</u>	<u>2,279</u>	<u>468</u>	<u>4,018</u>

2022

	Unit : Thousand Baht Consolidated Financial Statements			
	As at November 1, 2021	Items as recognized in profit or loss	Items as recognized in other comprehensive income	As at October 31, 2022
Deferred tax assets - net				
Non-current provision for employee benefits	597	(475)	26	148
Loss carried forward	534	589	-	1,123
Deferred tax assets - net	<u>1,131</u>	<u>114</u>	<u>26</u>	<u>1,271</u>

Unrecognized deferred tax assets of two and three foreign subsidiaries, respectively, as at October 31, are as follows:

Unit : Thousand Baht		
Consolidated		
Financial Statements		
	2023	2022
The following deferred tax assets have not been recognized		
Temporary differences	(179,603)	(72,329)
Loss carried forward	235,977	283,941
	<u>56,374</u>	<u>211,612</u>

As at October 31, 2023, the Company's management assessed that the deferred tax assets may not be utilized in full amount because the future taxable profit of subsidiaries may not be sufficient to utilize such deferred tax assets. The loss carried forward which is not recognized as deferred tax assets of Baht 235.98 million, will be matured by the years 2024 to 2028.

26.3 Deferred tax liabilities - net as at October 31, are as follows:

Unit : Thousand Baht				
	Consolidated		Separate	
	Financial Statements	Financial Statements	Financial Statements	Financial Statements
	2023	2022	2023	2022
Deferred tax liabilities - net				
Allowance for expected credit loss	(71,832)	(60,083)	(17,212)	(13,326)
Allowance for diminution in value of inventories	(2,716)	(3,533)	-	-
Allowance for impairment in investments in associates	(39,207)	-	-	-
Allowance for impairment in investments in subsidiaries	-	-	(362,395)	(405,475)
Non-current provision for employee benefits	(40,566)	(42,277)	(15,655)	(14,957)
Gain on asset revaluation	734,766	746,173	200,540	200,540
Loss carried forward	(518,976)	(526,719)	(342,946)	(487,750)
Depreciation	386,463	341,641	222,829	199,804
Change in fair value of investment properties	779,142	735,818	400,068	365,259
Change in fair value of biological assets	(2,298)	(2,603)	-	-
Gain from amalgamation	482,573	482,573	482,573	482,573
Provision on cash flow hedges	(12,019)	(30,725)	(12,019)	(30,725)
Others	(61,146)	(36,552)	(43,805)	(39,511)
Deferred tax liabilities - net	<u>1,634,184</u>	<u>1,603,713</u>	<u>511,978</u>	<u>256,432</u>

Movements of deferred tax liabilities for the years ended October 31, are as follows:

2023

Unit : Thousand Baht			
Consolidated Financial Statements			
	As at November 1, 2022	Items as recognized in profit or loss	Items as recognized in other comprehensive income
			As at October 31, 2023
Deferred tax liabilities - net			
Allowance for expected credit loss	(60,083)	(11,749)	-
Allowance for diminution in value of inventories	(3,533)	817	-
Allowance for impairment in investments in associates	-	(39,207)	-
Non-current provision for employee benefits	(42,277)	8,361	(6,650)
Gain on asset revaluation	746,173	-	(11,407)
Loss carried forward	(526,719)	7,743	-
Depreciation	341,641	44,822	-
Change in fair value of investment properties	735,818	43,324	-
Change in fair value of biological assets	(2,603)	305	-
Gain from amalgamation	482,573	-	-
Provision on cash flow hedges	(30,725)	(5,964)	24,670
Others	(36,552)	(19,556)	(5,038)
Deferred tax liabilities - net	<u>1,603,713</u>	<u>28,896</u>	<u>1,575</u>
			<u>1,634,184</u>

2022

Unit : Thousand Baht			
Consolidated Financial Statements			
	As at November 1, 2021	Items as recognized in profit or loss	Items as recognized in other comprehensive income
			As at October 31, 2022
Deferred tax liabilities - net			
Allowance for expected credit loss	(76,342)	16,259	-
Allowance for diminution in value of inventories	(4,636)	1,103	-
Non-current provision for employee benefits	(40,648)	5,849	(7,478)
Gain on asset revaluation	755,811	-	(9,638)
Loss carried forward	(761,292)	234,573	-
Depreciation	300,798	40,843	-
Change in fair value of investment properties	689,465	36,715	9,638
Change in fair value of biological assets	(2,627)	24	-
Gain from amalgamation	482,573	-	-
Provision on cash flow hedges	(15,530)	(7,781)	(7,414)
Others	(47,731)	4,568	6,611
Deferred tax liabilities - net	<u>1,279,841</u>	<u>332,153</u>	<u>(8,281)</u>
			<u>1,603,713</u>

2023

Unit : Thousand Baht

	Separate Financial Statements		
	As at November 1, 2022	Items as recognized in profit or loss	Items as recognized in other comprehensive income
			As at October 31, 2023
Deferred tax liabilities - net			
Allowance for expected credit loss	(13,326)	(3,886)	-
Allowance for impairment in investments in subsidiaries	(405,475)	43,080	-
Non-current provision for employee benefits	(14,957)	1,927	(2,625)
Gain on asset revaluation	200,540	-	-
Loss carried forward	(487,750)	144,804	-
Depreciation	199,804	23,025	-
Change in fair value of investment properties	365,259	34,809	-
Gain from amalgamation	482,573	-	-
Provision on cash flow hedges	(30,725)	(5,963)	24,669
Others	(39,511)	744	(5,038)
Deferred tax liabilities - net	256,432	238,540	17,006

2022

Unit : Thousand Baht

	Separate Financial Statements		
	As at November 1, 2021	Items as recognized in profit or loss	Items as recognized in other comprehensive income
			As at October 31, 2022
Deferred tax liabilities - net			
Allowance for expected credit loss	(10,867)	(2,459)	-
Allowance for impairment in investments in subsidiaries	(418,542)	13,067	-
Non-current provision for employee benefits	(17,450)	4,293	(1,800)
Gain on asset revaluation	210,178	-	(9,638)
Loss carried forward	(631,914)	144,164	-
Depreciation	177,933	21,871	-
Change in fair value of investment properties	331,913	23,708	9,638
Gain from amalgamation	482,573	-	-
Provision on cash flow hedges	(15,894)	(7,781)	(7,050)
Others	(52,773)	6,650	6,612
Deferred tax liabilities - net	55,157	203,513	(2,238)

27. NON-CURRENT PROVISION FOR EMPLOYEE BENEFITS

The Company and its subsidiaries operate retirement benefit plans under the Thai Labor Protection Act and the Company and its subsidiaries' retirement rules, which are considered as unfunded defined benefit plans.

Amount recognized in the statement of profit or loss in respect of these defined benefit plans for the years ended October 31, are as follows:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Current service cost	10,647	10,811	3,937	3,978
Interest cost	6,649	4,319	2,376	1,490
Total	<u>17,296</u>	<u>15,130</u>	<u>6,313</u>	<u>5,468</u>

Movement in the present value of non-current provision for employee benefits for the years ended October 31, are as follows:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Non-current provision for employee benefits brought forward	198,213	210,313	74,786	87,248
Current service cost	10,647	10,811	3,937	3,978
Interest cost	6,649	4,319	2,376	1,490
Actuarial loss on the estimation of the obligations	35,583	37,525	13,124	9,004
Benefits paid during the years	<u>(40,218)</u>	<u>(64,755)</u>	<u>(15,949)</u>	<u>(26,934)</u>
Non-current provision for employee benefits carried forward	<u>210,874</u>	<u>198,213</u>	<u>78,274</u>	<u>74,786</u>

The significant actuarial assumptions used to provision for non-current provision for employee benefits as at October 31, are as follows:

	Consolidated Financial Statements		Separate Financial Statements	
	2023 %	2022 %	2023 %	2022 %
Discount rate	2.90 - 4.02	2.56 - 4.49	3.21 - 3.36	2.92 - 3.19
Expected rate of salary increase	5.00	5.00	5.00	5.00
Voluntary resignation rate (Depended on employee's age)				
- Monthly employees	3.00 - 18.00	3.00 - 19.00	8.00 - 14.00	9.00 - 15.00
- Daily employees	4.00 - 48.00	4.00 - 50.00	8.00 - 44.00	9.00 - 50.00

The sensitivity analysis of the above actuarial assumptions impacted on present value of the non-current provision for employee benefits as at October 31, are as follows:

	Consolidated Financial Statements		Unit : Million Baht Separate Financial Statements	
	2023	2022	2023	2022
<u>Discount rates</u>				
Discount rates, decrease of 0.5 percent	0.56 - 80.61	0.48 - 75.86	80.61	75.86
Discount rates, increase of 0.5 percent	0.52 - 76.07	0.44 - 73.26	76.07	73.26
<u>Salary growth rates</u>				
Salary growth rates, decrease of 0.5 percent	0.53 - 76.20	0.44 - 73.33	76.20	73.33
Salary growth rates, increase of 0.5 percent	0.55 - 80.45	0.48 - 75.76	80.45	75.76
<u>Turnover rates</u>				
Turnover rates, decrease of 1 percent	0.59 - 83.46	0.50 - 77.27	83.46	77.27
Turnover rates, increase of 1 percent	0.50 - 73.67	0.42 - 72.07	73.67	72.07

28. DIVIDENDS PAID AND LEGAL RESERVE

The Company passed a resolution to pay dividends as follows:

Dividends	Approved by	Number of	Dividends Paid	Dividends Paid	Dividends Paid
		shares			Date
			per share		
		Billion shares	Baht	Million Baht	
- Dividends paid from the Company’s result of operations from November 1, 2021 to October 31, 2022	The Annual General Meeting of Shareholders No. 1/2023 held on February 23, 2023	4.41	0.07	308.71	March 17, 2023
- Interim Dividends paid from unappropriated retained earnings as at July 31, 2022	Board of Directors meeting No. 7/2021-2022 held on September 9, 2022	4.41	0.03	132.31	October 7, 2022
- Dividends paid from the Company’s result of operations from November 1, 2020 to October 31, 2021	The Annual General Meeting of Shareholders No. 1/2022 held on February 23, 2022	4.41	0.03	132.31	March 18, 2022

In accordance with the Public Limited Company Act B.E. 2535, the Company is required to set aside a legal reserve of at least 5 percent of net earnings after deducting accumulated deficit brought forward (if any) until reserve reaches 10 percent of the authorized share capital and this reserve is not available for distribution as dividends.

As at October 31, 2023 and 2022, the Company's legal reserve reaches 10 percent of the Company's authorized share capital.

29. DIRECTORS REMUNERATION

The compensation paid to the directors of the Company approved by the Annual General Meeting of shareholders in accordance to Section 90 of Public Company Act are as follows:

	Unit : Thousand Baht	
	Consolidated/Separate	
	Financial Statements	
	2023	2022
For the years ended October 31,	12,276	7,857

30. CAPITAL MANAGEMENT

The primary objectives of the Company and its subsidiaries' capital management are to maintain their ability to continue as a going concern, to maintain an appropriate capital structure and to maintain the interest-bearing debt to equity ratio in the consolidated financial statements not to exceed the covenants of the debenture issuances (see Note 22) and the loan agreements (see Note 23).

As at October 31, Interest-bearing debt to equity ratio in the consolidated financial statements are as follows:

	2023	2022
Interest-bearing debt to equity	0.66 : 1.00	0.78 : 1.00

In addition, a subsidiary has required to maintain the interest-bearing debt to equity ratio in the subsidiary's financial statements to be in accordance with the new long-term loan agreements issued during the year 2022. As at October 31, 2023 and 2022, the ratio are 0.22 : 1.00 and 0.29 : 1.00 respectively, which does not exceed the terms of the loan agreement.

31. EXPENSES BY NATURE

Significant expenses by nature for the years ended October 31, are as follows:

	Consolidated Financial Statements		Unit : Thousand Baht Separate Financial Statements	
	2023	2022	2023	2022
Raw material and supply used	13,876,474	10,098,868	7,804,944	5,705,782
Purchases of finished goods and supply	727,284	456,356	1,098,988	1,180,990
Changes in finished goods and goods in process	(1,387,936)	595,119	(1,035,533)	86,607
Salaries, wages and other employee benefits	1,134,776	1,093,962	398,622	366,536
Depreciation and amortization	1,103,350	1,180,464	478,155	519,818
Maintenance expenses	569,385	466,311	152,257	122,657
Transportation expenses	511,230	434,209	291,493	258,528
Finance costs	472,778	428,712	444,582	405,223

32. BASIC EARNINGS PER SHARE

The calculations of basic earnings per share were based on dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares held by the outsiders during the years. Basic earnings per share for the years ended October 31, are as follows:

2023

	Consolidated Financial Statements			Separate Financial Statements		
	Profit for the year	Number of shares	Earning s per share	Profit for the year	Number of shares	Earnings per share
	Thousand Baht	Thousand Shares	Baht	Thousand Baht	Thousand Shares	Baht
Basic earnings per share						
For the year ended to ordinary equity holders	903,587	4,410,233	0.205	1,016,767	4,410,233	0.231

2022

	Consolidated Financial Statements			Separate Financial Statements		
	Profit for the year	Number of shares	Earning s per share	Profit for the year	Number of shares	Earnings per share
	Thousand Baht	Thousand Shares	Baht	Thousand Baht	Thousand Shares	Baht
Basic earnings per share						
For the year ended to ordinary equity holders	1,321,221	4,410,233	0.300	2,432,231	4,410,233	0.551

33. DISCLOSURE OF SECTORIAL BUSINESS OPERATIONS

The Company and subsidiaries (“the Group”) presented the segment information in respect of the Group’s business segments. The primary format in segment information report is based on the Group’s management and internal reporting structure.

The Group comprises the following main business segments:

Manufacture and Distribution of Sugar and Molasses

Produce and distribute sugar and molasses to industrial enterprises, re-export manufacturing enterprises and international sugar traders.

Manufacture and Sale of Electricity

Generate and sale electricity to Electricity Generating Authority of Thailand and the Group.

Real Estate Rental

Operate office building for rent and holiday resort for recreation and seminar center.

Geographical segments information is based on the Group operating in the country and overseas. The overseas operations comprise Lao People’s Democratic Republic and Kingdom of Cambodia.

Major Customer Information

For the years ended October 31, 2023 and 2022, the Group’s revenues contains revenue from the following major external customers:

- Revenue from one and two oversea customers, which are the international sugar traders, in manufacture and distribution of Sugar and Molasses sector in the amount of Baht 3,614.60 million and Baht 4,026.26 million, respectively.
- Revenue from a single customer in the country in electricity sector in the amount of Baht 1,502.88 million and Baht 1,160.86 million, respectively.

Details of the operating segments of the Group are as follows:

Consolidated Statements of Profit or Loss

For the years ended October 31, 2023 and 2022

	Unit : Million Baht													
	Manufacture and Distribution of Sugar and Molasses				Manufacture and Sale of Electricity		Real Estate Rental		Others Business		Inter-Transaction		Total	
	2023		2022		2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
	Thai	Overseas	Thai	Overseas	Thai	Thai	Thai	Thai	Thai	Thai				
Net revenue from external customers	15,187	677	13,659	535	1,717	1,354	111	118	757	663	-	-	18,449	16,329
Net revenue from internal customers	5,382	-	4,231	-	1,601	1,170	-	-	595	578	(7,578)	(5,979)	-	-
Total	20,569	677	17,890	535	3,318	2,524	111	118	1,352	1,241	(7,578)	(5,979)	18,449	16,329
Gross profit	1,485	336	2,111	262	553	244	40	56	136	103	68	13	2,618	2,789
Other incomes													308	414
Distribution, administrative expenses and others													(1,474)	(1,236)
Finance income	182	8	170	7	8	1	-	-	2	20	(119)	(93)	81	105
Finance costs	(518)	(20)	(457)	(39)	(47)	(28)	(27)	(20)	-	-	139	115	(473)	(429)
Share of gain on investment in associates													12	76
Income tax expense													(152)	(390)
Net profit													920	1,329
Less Profit for the years of non-controlling interest													(17)	(8)
Profit for the years to owners of the parent													903	1,321
Depreciation	(759)	(38)	(838)	(38)	(346)	(346)	-	-	(6)	(6)	46	48	(1,103)	(1,180)

Consolidated Statements of Financial Position

As at October 31, 2023 and 2022

Trade and other current receivables	2,961	31	2,273	38	302	265	18	11	22	28	(2,067)	(1,557)	1,267	1,058
Inventories	1,705	89	2,271	104	281	266	-	-	74	128	(18)	(29)	2,131	2,740
Property, plant and equipment	15,890	2,503	15,732	2,606	5,917	6,134	105	120	94	97	(537)	(550)	23,972	24,139
Central assets	16,815	191	16,505	183	652	234	4,882	4,770	500	840	(10,612)	(8,819)	12,428	13,713
Total Assets	37,371	2,814	36,781	2,931	7,152	6,899	5,005	4,901	690	1,093	(13,234)	(10,955)	39,798	41,650
Total Liabilities	20,512	1,817	20,761	2,018	1,635	1,831	892	1,019	177	85	(6,811)	(5,427)	18,222	20,287

Disaggregation of revenue

The Group derives its revenue from the transfer of goods and services over time and at a point in time in the following major product lines. This is consistent with the revenue information that is disclosed for each reportable segment under TFRS 8 for the years ended October 31, are as follows:

Unit : Million Baht													
Manufacture and Distribution of Sugar and Molasses				Manufacture and Sale of Electricity		Real Estate Rental		Others Business		Inter-Transaction		Total	
2023		2022		2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Thai	Overseas	Thai	Overseas	Thai	Thai	Thai	Thai	Thai	Thai				
At a point in time													
Overtime													
Total													
20,569	677	17,890	535	3,160	2,355	-	-	1,187	1,107	(7,292)	(5,709)	18,301	16,178
-	-	-	-	158	169	111	118	165	134	(286)	(270)	148	151
20,569	677	17,890	535	3,318	2,524	111	118	1,352	1,241	(7,578)	(5,979)	18,449	16,329

34. COMMITMENTS, CONTINGENT LIABILITIES AND SIGNIFICANT AGREEMENTS

As at October 31, 2023 and 2022, apart from liabilities presented in the statements of financial position, the Company and its subsidiaries have commitments and contingent liabilities as follows:

34.1 The Company and its subsidiaries have commitments relating to the sales agreements which have not yet delivered in the consolidated financial statements amounting to Baht 3,653.65 million and Baht 5,710.71 million, respectively, and in the separate financial statements amounting to Baht 2,640.39 million and Baht 4,674.55 million, respectively.

34.2 The Company and its three subsidiaries had issued post-dated checks to the farmers to purchase canes. The Company and its subsidiaries did not record such liabilities as the checks have not yet due and the cane has not been received from the farmers as at October 31, as follows:

	Consolidated Financial Statements		Unit : Million Baht Separate Financial Statements	
	2023	2022	2023	2022
For the production season 2024/2025	5.39	-	5.39	-
For the production season 2023/2024	522.38	-	309.53	-
For the production season 2022/2023	-	467.03	-	241.87

34.3 The Company entered into a land and building lease agreement with a company. The rental rate is Baht 1.36 million per month. The rental period is from June 1, 2023 to May 31, 2028. Prior to the expiration of the contractual term, the agreement shall be extended 3 times for the contractual term of 5 years at each time and the lessee shall inform to the Company for the extension of the contractual term in writing at not less than 90 days prior to the expiry date of the agreement.

34.4 A subsidiary entered into two electricity sale-purchase agreements with the Electricity Generating Authority of Thailand (EGAT) as follows:

- Agreement dated February 21, 2005, EGAT agrees to buy electricity from the subsidiary at Namphong District, Khonkaen Province, for the period of 21 years commencing from the first month of electricity sales (December 2006) at the volume of 20 Megawatt at the voltage of 115 Kilovolts. For the second year until the year before last year, EGAT agrees to buy electricity at not less than 80% of the electricity volume stipulated in the agreement.

On December 16, 2020, the subsidiary amended its EGAT electricity sale-purchase agreement to the “Feed-in Tariff” (FiT) sales calculation method. The original electricity sale-purchase agreement has the period of 21 years commencing from the first month of electricity sales (December 2006). For the amended agreement, the remaining term is 6 years and 2 months, which will be ended December 15, 2026.

On November 11, 2022, the subsidiary amended its EGAT electricity sale-purchase agreement to buy additional electricity at the volume of 5 Megawatt at the mutually-agreed price as stipulated in the agreement. The period is from November 15, 2022 to December 31, 2024 or the expiration of the contractual term, whichever occurs first.

- Agreement dated January 12, 2010, EGAT agrees to buy electricity at the volume of 22 Megawatt at the voltage of 115 Kilovolts from the subsidiary at Bo Ploy District, Kanchanaburi Province, at the mutually-agreed price as stipulated in the agreement for the period of 5 years commencing from April 1, 2011. Prior to the expiration of the contractual term, the subsidiary shall inform EGAT for the extension of the contractual term in writing at not less than 30 days prior to the expiry date of the agreement and the agreement shall be extended for the contractual term of 5 years at a time. The subsidiary has pledged the letter of guarantee at the amount of Baht 4.40 million as collateral for the offer to sell the electricity. Subsequently, on June 2, 2014, EGAT agrees to buy additional electricity at the volume of 8 Megawatt totaling 30 Megawatt at the voltage of 115 Kilovolts, at the mutually-agreed price as stipulated in the agreement for the contractual term of 5 years and automatically be renewed for consecutive 5 year-terms.

- 34.5 A subsidiary entered into an electricity sale-purchase agreement with the Provincial Electricity Authority (PEA) on September 18, 2012, PEA agrees to buy electricity at the volume of 2.12 Megawatt at the voltage of 22,000 volts at Wangsaphung District, Loei Province, at the mutually-agreed price as stipulated in the agreement commencing from November 20, 2012 for the period of 5 years and automatically be renewed for consecutive 5 years-terms, unless either party terminate this agreement.

On August 18, 2022, the subsidiary amended its PEA electricity sale-purchase agreement to buy additional electricity from the volume of 2.12 Megawatt to the volume of 8 Megawatt at the mutually-agreed price as stipulated in the agreement. The agreement is ended December 31, 2024 or the expiration of the contractual term, whichever occurs first.

- 34.6 The consolidated and separate financial statements have commitments and credit facilities as follows:

Unit : Million						
Consolidated Financial Statements						
Currency	As at October 31, 2023			As at October 31, 2022		
	Limit	Utilized	Remainin g	Limit	Utilized	Remainin g
Commitments						
Contract to guarantee of debt repayment of subsidiary for all contingent liabilities	THB	-	1,538.76	-	2,243.27	-
Credit facilities						
Letters of guarantees (unspecified credit limit)	THB	-	70.10	-	67.54	-
Letters of credit and trust receipts	THB	90.00	-	90.00	-	90.00
Overdraft and short-term borrowings	THB	20,197.74	3,545.00	19,547.74	3,910.07	15,637.67
Short-term borrowings	USD	0.50	-	0.50	-	0.50
Joint credit line in short-term borrowings	THB	1,771.00	541.00	1,921.00	821.00	1,100.00
Long-term borrowings	THB	6,468.00	6,468.00	7,703.00	7,703.00	-
Long-term borrowings	USD	32.05	32.05	41.67	41.67	-

Unit : Million

		Separate Financial Statements					
		As at October 31, 2023			As at October 31, 2022		
	Currency	Total	Utilized	Remaining	Total	Utilized	Remaining
Commitments							
Contract to guarantee of debt repayment of subsidiary for all contingent liabilities	THB	-	1,478.76	-	-	2,183.27	-
Credit facilities							
Letters of guarantees (unspecified credit limit)	THB	-	1.37	-	-	1.37	-
Letters of credit and trust receipts	THB	30.00	-	30.00	30.00	-	30.00
Overdraft and short-term borrowings	THB	10,992.00	2,612.00	8,380.00	10,342.00	2,550.00	7,792.00
Short-term borrowings	USD	0.50	-	0.50	0.50	-	0.50
Joint credit line in short-term borrowings	THB	1,771.00	541.00	1,230.00	1,921.00	821.00	1,100.00
Long-term borrowings	THB	5,718.00	5,718.00	-	6,703.00	6,703.00	-
Long-term borrowings	USD	32.05	32.05	-	41.67	41.67	-

The above credit facilities are partially secured between the Company and its subsidiaries. In addition, for certain credit facilities, if they are utilized, certain inventories of the Company and its subsidiaries will be used as collateral, however, as at October 31, 2023 and 2022, the Company and its subsidiaries have not yet used those facilities.

As at October 31, 2023 and 2022, the Company and three subsidiaries have secured loans issued by a bank to farmers in the consolidated financial statements amounting to Baht 113.16 million and Baht 145.25 million, respectively, and in the separate financial statements amounting to Baht 22.72 million and Baht 14.58 million, respectively.

The Company and its subsidiaries are required to comply with certain financial conditions for commitments, contingent liabilities and credit facilities as above, which the Company and its subsidiaries have to maintain the interest-bearing debt to equity ratio and for a long-term loan of a subsidiary, there is condition requiring the Company has to maintain the shareholding ratio of the Company in that subsidiary.

34.7 The Company and its subsidiaries have the remaining commitments under the various contracts as follows:

Unit : Million

		Consolidated Financial Statements			
		As at October 31, 2023		As at October 31, 2022	
	Currency	Contractual Amount	Outstanding Contractual Commitments	Contractual Amount	Outstanding Contractual Commitments
Construction and subcontract agreements	THB	3,962.64	3,292.71	43.56	24.74
Machine and equipment purchase agreements	THB	16.00	1.60	-	-
	USD	0.56	-	0.56	-
	EUR	-	-	0.02	0.01

Unit : Million

Consolidated Financial Statements									
Outstanding Contractual Commitments									
		As at October 31, 2023				As at October 31, 2022			
Currency	Within 1 year	1 - 5 years	Over 5 years	Total	Within 1 year	1 - 5 years	Over 5 years	Total	
Leased concessions agreements	USD	0.14	0.56	4.00	4.70	0.14	0.56	4.14	4.84

Unit : Million

Separate Financial Statements					
Currency	As at October 31, 2023		As at October 31, 2022		
	Contractual Amount	Outstanding Contractual Commitments	Contractual Amount	Outstanding Contractual Commitments	
Construction and subcontract agreements	THB	13.74	4.11	29.31	16.72
Machine and equipment purchase agreements	EUR	-	-	0.02	0.01

34.8 Other significant agreements

- 34.8.1 A subsidiary was granted the electricity generating business concession from the Ministry of Energy on October 1, 2005 in the area of 43 Moo 10, Tambol Namphong, Amphur Namphong, Khonkaen Province, for the period of 21 years. However, such subsidiary obtained a license for energy industry operation from the Energy Regulatory Commission (ERC) as a replacement when the Energy Industry Act B.E. 2550 was effective, for the period of 19 years ending in December 2028. The subsidiary has to comply with the Energy Industry Act B.E. 2550 and the conditions according to the license.
- 34.8.2 On February 16, 2006, Savannakhet Sugar Corporation (subsidiary) made a contract to develop area in the Laos People's Democratic Republic with the Government of that country to be used for the subsidiary's office, factory unit, road and area for cane plantation with the total area of 10,000 hectares covering the period of 40 years which can be extended for another 20 years if approved by the counter party. As at October 31, 2023 and 2022, the subsidiary has already utilized the area of 5,636.35 hectares equal for both years and the rental fee according to the contract.
- 34.8.3 Koh Kong Plantation Company Limited and Koh Kong Sugar Industry Co., Ltd. (subsidiaries) entered into the Memorandum of Understanding (MOU) with the Government of Kingdom of Cambodia on August 2, 2006 in order to build a sugar mill factory and receive concession land for cane plantation in Koh Kong Province, Kingdom of Cambodia with total area of 18,057 hectares covering period of 90 years and the rental price has a grace period of the first 5 years, afterwards, the rate of rental price of USD 5 per hectare per annum and the rental fee will increase by 1% every year and later on February 25, 2016, the Government of Kingdom of Cambodia

amended the new concession to 50 years. As at October 31, 2023 and 2022, the subsidiaries have already utilized the area of 9,133.03 hectares equal for both years. Buildings and structure of subsidiaries are located on the concession land which the ownership will be transferred to the lessor when the agreements are expired (see Note 18).

- 34.8.4 Koh Kong Sugar Industry Co., Ltd. (subsidiary) entered into two long-term land lease agreements with an outside person to build port and land awaiting development dated June 1, 2007 and May 21, 2007, respectively. The contractual term is 90 years for both agreements. (see Note 19).

35. FINANCIAL INSTRUMENTS

35.1 Other current financial assets and liabilities

Other current financial assets and liabilities as at October 31, consisted of:

	Unit : Thousand Baht	
	Consolidated/Separate	
	Financial Statements	
	2023	2022
Derivative assets		
Derivative assets designated as hedging instruments		
Foreign currency forward exchange contracts	35,623	-
Cross Currency and interest rate Swap contracts	167,492	309,132
Sugar future contracts	-	345,963
Total other current financial assets	<u>203,115</u>	<u>655,095</u>
Other current financial liabilities		
Derivative liabilities designated as hedging instruments		
Foreign currency forward exchange contracts	-	514,632
Sugar future contracts	56,407	-
Foreign currency option and Sugar future option contracts	30,648	4,045
Interest rate swap contracts	29,696	38,900
Total other current financial liabilities	<u>116,751</u>	<u>557,577</u>

Derivatives designated as cash flow hedges

The Company has a policy to enter into the derivatives for hedging, but does not have any objective to hold for speculation. However, there is an economic relationship between the hedge items and hedge instrument and regularly evaluation of its effectiveness.

The Company assesses the hedge effectiveness by comparing changes in the fair value of the hedging instrument with changes in the fair value of the hedged item for the hedged risk.

For the years ended October 31, 2023 and 2022, the proportion of changes in the fair value of the hedging instrument to the change in the fair value of the hedged item was tested which effectiveness was not recognized in the statement of profit or loss.

Reconciliation of loss on cash flow hedges which recognized in the shareholders' equity that relate to cash flow hedge relationships for the years ended October 31, 2023 and 2022.

Cash flow hedges	Unit : Thousand Baht	
	Loss on cash flow hedges	
	Consolidated Financial Statements	Separate Financial Statements
Balance as at November 1, 2022	(122,996)	(122,996)
Effective portion of changes in fair value of cross currency and interest rate swap contracts	(8,954)	(8,954)
Income tax related to amounts transferred	1,791	1,791
	(7,163)	(7,163)
Effective portion of changes in fair value of foreign currency forward exchange contracts	550,255	550,255
Income tax related to amounts transferred	(110,051)	(110,051)
	440,204	440,204
Effective portion of changes in fair value of foreign currency option contracts	(15,584)	(15,584)
Income tax related to amounts transferred	3,117	3,117
	(12,467)	(12,467)
Effective portion of changes in fair value of sugar future contracts	(402,370)	(402,370)
Income tax related to amounts transferred	80,474	80,474
	(321,896)	(321,896)
Balance as at October 31, 2023	(24,318)	(24,318)

Cash flow hedges	Unit : Thousand Baht	
	Loss on cash flow hedges	
	Consolidated Financial Statements	Separate Financial Statements
Balance as at November 1, 2021	(93,339)	(94,795)
Effective portion of changes in fair value of cross currency and interest rate swap contracts	25,509	25,509
Income tax related to amounts transferred	(5,102)	(5,102)
	20,407	20,407
Effective portion of changes in fair value of foreign currency forward exchange contracts	(466,028)	(464,208)
Income tax related to amounts transferred	93,206	92,842
	(372,822)	(371,366)
Effective portion of changes in fair value of foreign currency option contracts	29,090	29,090
Income tax related to amounts transferred	(5,818)	(5,818)
	23,272	23,272
Effective portion of changes in fair value of sugar future contracts	374,358	374,358
Income tax related to amounts transferred	(74,872)	(74,872)
	299,486	299,486
Balance as at October 31, 2022	(122,996)	(122,996)

For the years 2023 and 2022, the Group recognized gains (losses) from changes in fair value as above amount of Baht 98.68 million and Baht (29.66) million, respectively, in the statement of comprehensive income in full amount.

35.2 Hedging related to the distribution of sugar

The Group entered into sugar future contracts and sugar futures option contracts and foreign currency forward exchange contracts. The main objective is for hedging from exporting sugar. The Group has forecast export sales based on the information that is probable in the future, such as the projected the quantity of sugar cane and sugar production in the next production season, history of market share in sugar cane procurement of the Group and export sale contracts that have already been committed before the end of the period, etc.

The Company had gradually hedged in accordance with the sugar future contracts and the foreign currency forward contracts of Thailand Cane and Sugar Corporation (TCSC). The price of sugar of TCSC receives from selling for export raw sugar from the amount of sugar that has been allocated according to the Cane and Sugar Board's determination to produce and deliver part of the sugar in each factory to TCSC of sellers will determine the cost of sugar cane for every sugar factory in Thailand in each year of production. The hedging is made to reduce the risk in the gross profit of sugar distribution. In other words, hedging is for sugar and sugar cane prices.

(A) Risk from commodity price of fluctuation (sugar)

The Company and its subsidiaries in Thailand have entered into sugar future contracts and sugar future option contracts that are based on the expected export sales in the next 12 months. The Company has a policy to hedge in the range of 70% - 90% of hedge or actual transactions. Such derivative contracts generally have a term consistent with the duration of the sugar futures contracts of TCSC, which generally have a contract term not more than 12 months.

As at October 31, 2023 and 2022, outstanding balances under sugar future contracts with the details are as follows:

		Unit : Million			
		Consolidated/Separate Financial Statements			
	Foreign currency	Contract value		Fair value	
		2023	2022	2023	2022
Buying future contracts	USD	12.27	42.33	11.91	41.98
Selling future contracts	USD	27.62	109.37	25.68	118.09

As at October 31, 2023 (2022: Nil), outstanding balances under sugar future option contracts with the details are as follows:

Unit : Million			
Consolidated/Separate Financial Statements			
As at October 31, 2023			
Sold quantity	Bought quantity	Contract exchange rate	Fair value loss
Million Pound	Million Pound	USD per Pound	Million Baht
53.76	-	0.70	(17.66)

(B) Foreign currency risk

The Company and its subsidiaries in Thailand have entered into foreign currency forward exchange contracts and foreign currency option contracts in accordance with the Group's policy to manage foreign currency risk associated with sales expected to occur over a period of 12 months. The Group have a hedging policy in accordance with the foreign currency forward contracts of TCSC. In the past, most of them were in the range of 60% - 80% of the actual risks or transaction and have a contract term not more than 12 months. The derivative contracts were executed in accordance with the Group's policy by entering into derivative contracts through a subsidiary.

As at October 31, 2022, the Company and its subsidiaries have outstanding foreign currency forward contracts amounting USD 192.22 million in an average rate of 34.41 Baht/USD. The remaining term of the contract is in the range of 180 - 355 days and there are financial liabilities arising from fair value measurement of Baht 514.63 million.

As at October 31, 2023, the Company and its subsidiaries have outstanding foreign currency forward contracts amounting USD 134.50 million in an average rate of 35.61 Baht/USD and amounting YEN 680.00 million in an average rate of 0.25 Baht/YEN. The remaining term of the contract is in the range of 180 - 355 days and there are financial liabilities arising from fair value measurement of Baht 35.62 million.

As at October 31, 2022 (2023:Nil), outstanding balances under foreign currency option contracts with the details are as follows:

Consolidated/Separate Financial Statements			Unit : Million
As at October 31, 2022			
Sold quantity	Bought quantity	Contract exchange rate	Fair value loss
Million USD	Million USD	USD per Baht	Million Baht
4.00	-	37.00 - 38.60	(2.08)

35.3 Hedging foreign currency and interest rate risk

The Company entered into cross currency and interest rate swap contracts to mitigate risks from rising interest rates and exposure to fluctuations in US dollar currency exchange rates of a US dollar borrowing contract with a floating interest rate. The borrowing and derivative contracts were entered into with the same financial institution including the maturity period of both the principal and interest is the same period.

As at October 31, 2023 and 2022, outstanding balances under cross currency and interest rate swap contracts with the details are as follows:

Consolidated/Separate Financial Statements

As at October 31, 2023

Contract	Maturity	Amount to pay		Amount to receive		Fair value gain
		Notional amount	Interest rate	Notional amount	Interest rate	
						Million Baht

Long-term borrowing	March 2024	USD 32.05 million	SOFR 6M+1.96%	Baht 1,000 million	2.85%	167.49
---------------------	------------	-------------------	---------------	--------------------	-------	--------

Consolidated/Separate Financial Statements

As at October 31, 2022

Contract	Maturity	Amount to pay		Amount to receive		Fair value gain
		Notional amount	Interest rate	Notional amount	Interest rate	
						Million Baht

Long-term borrowing	March 2024	USD 41.47 million	LIBOR 6M+1.96%	Baht 1,300 million	2.85%	309.13
---------------------	------------	-------------------	----------------	--------------------	-------	--------

35.4 Financial risk management

The Group's management (the Company and its subsidiaries) assesses the risks, monitors and manages the financial risks associated with the Group's operations by analyzing the risks according to the level and size of the risks. These risks include market risk, foreign currency risk, interest rate risk, price risk, credit risk and liquidity risk.

The Group considers mitigate the effects of risk primarily by using financial instruments including financial derivatives that are suitable for hedging. There is no policy to hold or issue any financial instruments for speculation or trading.

Market risk

The Group has market risks demonstrates the main financial risk from changes in foreign currency forward rates, interest rate risk and commodity (sugar) price risk. The Group has entered into various derivative financial instruments to manage exposure, including:

- Forward foreign currency contracts to hedge US dollar exchange rate risks arising from exports.
- Sugar futures contracts and sugar futures option contracts to reduce the price risk of the products sold.

Foreign currency risk

Risk on exchange rates for the Company and its subsidiaries are mainly involved with sales of goods and import of machineries which are transactions denominated in foreign currencies. As at October 31, the significant assets and liabilities denominated in foreign currencies of the Company and its subsidiaries which the risk on exchange rates have not been hedged are as follows:

Currency	Consolidated Financial Statements				Separate Financial Statements			
	2023		2022		2023		2022	
	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities
USD	0.05	0.74	2.51	1.18	25.36	-	31.04	-
YEN	-	2.50	-	6.50	-	-	-	-
RIEL	212.83	10.41	191.23	9.92	-	-	-	-
LAK	189.52	3,333.12	83.37	3,366.84	-	-	-	-

Analysis of foreign currency sensitivity

The effect on the Group's profit before tax is due to changes may be occur. If the reasonably possible change by 5% in exchange rates of the Thai Baht for all other variable are fixed. The profit for the years ended October 31, 2023 and 2022 will be changed are as follows:

	Consolidated		Separate	
	Financial Statement		Financial Statements	
	2023	2022	2023	2022
Effect on profit before tax in the statement of profit or loss				
THB against USD				
- Weakened	(1.24)	2.56	45.86	59.27
- Strengthened	1.24	(2.56)	(45.86)	(59.27)
THB against YEN				
- Weakened	(0.03)	(0.08)	-	-
- Strengthened	0.03	0.08	-	-
THB against RIEL				
- Weakened	0.09	0.08	-	-
- Strengthened	(0.09)	(0.08)	-	-
THB against LAK				
- Weakened	(0.27)	(0.37)	-	-
- Strengthened	0.27	0.37	-	-

This information is not a forecast or prediction of future market conditions and should be used with care.

Interest rate risk

The Company and its subsidiaries have derived from the interest rate risk arising from future fluctuations in market interest rates, which will affect upon the Company and its subsidiaries' operating results and cash flows. However, the Group manage risk on interest rate by using various methods including the loans allocation to gain appropriate balance between fixed and floating interest rate loans and compatible to different activities of the Group with the details mainly as follows:

Unit : Thousand Baht

Consolidated Financial Statements As at October 31, 2023					
	Fixed Interest Rate			Floating Interest Rate	Total
	Within 1 year	More than 1 year to 5 years	More than 5 years		
Financial Assets					
Saving accounts deposits	-	-	-	72,697	72,697
Loans for cane plantation development	114,238	89,886	5,263	333	209,720
Short-term loans to farmers	549,704	-	-	7,118	556,822
Long-term loans	13,275	23,052	-	-	36,327
Other non-current financial assets	-	6,824	-	-	6,824
Total	<u>677,217</u>	<u>119,762</u>	<u>5,263</u>	<u>80,148</u>	<u>882,390</u>
Financial Liabilities					
Short-term borrowings from financial institutions	4,086,000	-	-	-	4,086,000
Short-term borrowings	14,100	-	-	-	14,100
Long-term debentures	-	2,648,901	-	-	2,648,901
Long-term borrowings	2,962,000	4,665,074	-	-	7,627,074
Lease liabilities	14,278	27,975	-	-	42,253
Total	<u>7,076,378</u>	<u>7,341,950</u>	<u>-</u>	<u>-</u>	<u>14,418,328</u>

Unit : Thousand Baht

Consolidated Financial Statements As at October 31, 2022					
	Fixed Interest Rate			Floating Interest Rate	Total
	Within 1 year	More than 1 year to 5 years	More than 5 years		
Financial Assets					
Saving accounts deposits	-	-	-	62,224	62,224
Fixed account deposits	267	-	-	-	267
Loans for cane plantation development	123,362	58,406	9,594	775	192,137
Short-term loans to farmers	487,239	-	-	7,860	495,099
Long-term loans	14,600	34,800	-	-	49,400
Other non-current financial assets	-	-	6,800	-	6,800
Total	<u>625,468</u>	<u>93,206</u>	<u>16,394</u>	<u>70,859</u>	<u>805,927</u>
Financial Liabilities					
Short-term borrowings from financial institutions	4,731,071	-	-	-	4,731,071
Short-term borrowings	8,100	-	-	-	8,100
Long-term debentures	-	-	2,648,672	-	2,648,672
Long-term borrowings	2,535,000	6,759,404	-	-	9,294,404
Lease liabilities	12,314	22,122	-	-	34,436
Total	<u>7,286,485</u>	<u>6,781,526</u>	<u>2,648,672</u>	<u>-</u>	<u>16,716,683</u>

Unit : Thousand Baht

Separate Financial Statements As at October 31, 2023					
	Fixed Interest Rate			Floating	Total
	Within 1 year	More than 1 year to 5 years	More than 5 years	Interest Rate	
Financial Assets					
Saving accounts deposits	-	-	-	19,982	19,982
Loans for cane plantation development	35,234	46,162	3,487	-	84,883
Short-term loans to farmers	315,047	-	-	-	315,047
Short-term loans	1,053,824	-	-	-	1,053,824
Long-term loans	545,275	1,572,052	132,000	-	2,249,327
Total	<u>1,949,380</u>	<u>1,618,214</u>	<u>135,487</u>	<u>19,982</u>	<u>3,723,063</u>
Financial Liabilities					
Short-term borrowings from financial institutions	2,612,000	-	-	-	2,612,000
Short-term borrowings	1,431,100	-	-	-	1,431,100
Long-term debentures	-	2,648,901	-	-	2,648,901
Long-term borrowings	2,712,000	4,165,074	-	-	6,877,074
Lease liabilities	44,914	190,493	-	-	235,407
Total	<u>6,800,014</u>	<u>7,004,468</u>	<u>-</u>	<u>-</u>	<u>13,804,482</u>

Unit : Thousand Baht

Separate Financial Statements As at October 31, 2022					
	Fixed Interest Rate			Floating	Total
	Within 1 year	More than 1 year to 5 years	More than 5 years	Interest Rate	
Financial Assets					
Saving accounts deposits	-	-	-	6,948	6,948
Loans for cane plantation development	37,000	41,170	8,751	-	86,921
Short-term loans to farmers	241,870	-	-	-	241,870
Short-term loans	193,233	-	-	-	193,233
Long-term loans	645,600	800,800	1,180,000	-	2,626,400
Total	<u>1,117,703</u>	<u>841,970</u>	<u>1,188,751</u>	<u>6,948</u>	<u>3,155,372</u>
Financial Liabilities					
Short-term borrowings from financial institutions	2,550,000	-	-	-	2,550,000
Short-term borrowings	1,056,100	-	-	-	1,056,100
Long-term debentures	-	-	2,648,672	-	2,648,672
Long-term borrowings	2,285,000	6,009,404	-	-	8,294,404
Lease liabilities	42,319	228,189	-	-	270,508
Total	<u>5,933,419</u>	<u>6,237,593</u>	<u>2,648,672</u>	<u>-</u>	<u>14,819,684</u>

Analysis of interest rate sensitivity

The effect on the Group's profit before tax is due to changes may be occur. If the reasonably possible change by 1% in interest rates for all other variable are fixed. The profit for the years ended October 31, 2023 and 2022 will be changed are as follows:

	Consolidated Financial Statement		Unit : Million Baht Separate Financial Statements	
	2023	2022	2023	2022
Effect on profit before tax in the statement of income				
- Decrease in interest rate by 1%				
Profit before tax increase	0.82	0.56	0.82	0.56
- Increase in interest rate by 1%				
Profit before tax decrease	(0.82)	(0.56)	(0.82)	(0.56)

This information is not a forecast or prediction of future market conditions and should be used with care.

Commodity prices fluctuation risk

Group of companies in the production and distribution of sugar business in Thailand

As mentioned in Note 35.2, the Group operates derivatives to hedge sugar prices, which is consistent with the sugar price hedging transaction of TCSC due to the selling prices of exporting sugar and the exchange rate that TCSC actually sells in each production year will be calculated as part of the cost of sugarcane that the sugar mill has to pay to the farmers in each year for the Group in Thailand engaged in the production and distribution of sugar in Thailand.

Initially, the Group entered into the sugar futures contracts in the future market based on the sugar futures price, sales volume and termination period as per the actual sales by TCSC. The Group hedged for the undelivered sales contracts as well as the forecasted export sales in the following year. When the Group enters into the sales contracts with customers, the Group will close the above futures contract positions.

At present, there are no such hedging contracts made by the foreign subsidiaries.

Analysis of commodity price sensitivity

The effect on the Group's profit before tax is due to changes may be occur. If the reasonably possible change by 5% in commodity price for all other variable are fixed. The profit for the years ended October 31, 2023 and 2022 will be changed are as follows:

	Consolidated Financial Statement		Unit : Million Baht Separate Financial Statements	
	2023	2022	2023	2022
Effect on profit before tax in the statement of profit or loss				
- Increase in price of sugar				
Profit before tax increase	511.75	435.10	285.71	266.52
- Decrease in price of sugar				
Profit before tax decrease	(511.75)	(435.10)	(285.71)	(266.52)

This information is not a forecast or prediction of future market conditions and should be used with care.

Credit risk

Credit risk is the potential financial loss resulting from the failure of a customer or a counterparty to settle its financial and contractual obligations to the Group as and when they fall due.

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on customers requiring credit over a certain amount. At the reporting date, there were no significant concentrations of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statements of financial position.

Liquidity risk

The Group has monitored liquidity risk by using overdrafts, promissory notes, loans, debentures and leases. The Group has the ability to access a wide range of funding sources sufficiently and manages risks by controlling short-term and long-term liabilities to maintain the balance of debt repayments as appropriate for investment types and business operations.

35.5 Fair value measurements

The Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. The fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Fair values have been determined for measurement and/or disclosure purposes based on the following methods. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset and liability.

Financial assets and financial liabilities measured at fair value.

Fair value of financial assets and financial liabilities which are measured at fair value and their fair value hierarchy level classification as at October 31, 2023 and 2022 were summarized as follows:

Financial assets/ financial liabilities	Consolidated financial statements		Separate financial statements		Fair value hierarchy	Valuation techniques and key inputs for fair value measurement
	Fair value as at October 31, 2023 (Thousand Baht)	2022	Fair value as at October 31, 2023 (Thousand Baht)	2022		
<u>Financial assets</u>						
1. Time deposits with maturities of more than 3 months but not more than 12 months	-	267	-	-	Level 3	Amortized cost and effective interest method.
2. Marketable equity securities	173,181	198,371	173,181	198,371	Level 1	Use of quoted market prices in an active market for such assets or liabilities.
3. Investment in non-marketable equity securities	30,992	23,492	23,022	23,022	Level 3	Fair value of investment in non-marketable equity securities which is determined by net asset value.
4. Non-marketable debt securities	6,824	6,800	-	-	Level 3	Fair value of non-marketable debt securities which is determined by net asset value.
5. Foreign currency forward exchange contracts	35,623	-	35,623	-	Level 2	The estimated future cash flows is from forward foreign currency exchange rates (from observable forward foreign currency exchange rates at the end of the reporting period) and contract forward rates, a discounted at market rate.
6. Cross currency and interest rate swap contracts	167,492	309,132	167,492	309,132	Level 2	The estimated discounted cash flows is from future cash payment and future cash receive which is discounted by observable yield curve.
7. Sugar future contracts	-	345,963	-	345,963	Level 2	Discounted cash flow and adjust commodity price yield curves.
<u>Financial liabilities</u>						
1. Foreign currency forward exchange contracts	-	514,632	-	514,632	Level 2	The estimated future cash flows is from forward foreign currency exchange rates (from observable forward foreign currency exchange rates at the end of the reporting period) and contract forward rates, a discounted at market rate.
2. Foreign currency option and sugar future option contracts	30,648	4,045	30,648	4,045	Level 2	Discounted cash flow and adjust commodity price yield curves.
3. Interest rate swap contracts	29,696	38,900	29,696	38,900	Level 2	The estimated discounted cash flows is from future cash payment and future cash receive which is discounted by observable yield curve.
4. Sugar future contracts	56,407	-	56,407	-	Level 2	Discounted cash flow and adjust commodity price yield curves.

These financial assets and financial liabilities are presented as part of other current financial assets and other current financial liabilities, respectively, in the statements of financial position.

Financial assets and financial liabilities not measured at fair value.

Fair value of financial assets and financial liabilities which are not measured at fair value and their fair value hierarchy level classification as at October 31, 2023 and 2022 was summarized as follows:

Unit : Thousand Baht

	Consolidated financial statements				
	2023		2022		Fair value hierarchy
	Carrying amount	Fair value	Carrying amount	Fair value	
Financial assets					
Cash and cash equivalents	206,390	206,390	254,845	254,845	Level 3
Trade and other current receivables	1,266,599	1,266,599	1,058,208	1,058,208	Level 3
Short-term loans	672,569	672,569	623,849	623,849	Level 3
Trade and other non-current receivables	76,436	76,436	100,202	100,202	Level 3
Long-term loans	130,300	130,300	112,787	112,787	Level 3
Financial liabilities					
Short-term borrowings	4,086,000	4,086,000	4,731,071	4,731,071	Level 3
Trade and other current payables	1,657,446	1,657,446	1,076,780	1,076,780	Level 3
Current portion of long-term borrowings from financial institutions	2,962,000	2,962,000	2,535,000	2,535,000	Level 3
Short-term borrowings	14,100	14,100	8,100	8,100	Level 3
Debentures	2,648,901	2,437,707	2,648,672	2,372,641	Level 2
Long-term borrowings from financial institutions	4,665,074	4,665,074	6,759,404	6,759,404	Level 3

Unit : Thousand Baht

	Separate financial statements				
	2023		2022		Fair value hierarchy
	Carrying amount	Fair value	Carrying amount	Fair value	
Financial assets					
Cash and cash equivalents	36,608	36,608	62,445	62,445	Level 3
Trade and other current receivables	2,209,028	2,209,028	1,472,304	1,472,304	Level 3
Short-term loans	1,949,380	1,949,380	1,117,703	1,117,703	Level 3
Trade and other non-current receivables	38,776	38,776	44,575	44,575	Level 3
Long-term loans	1,753,701	1,753,701	2,030,721	2,030,721	Level 3
Financial liabilities					
Short-term borrowings from financial institutions	2,612,000	2,612,000	2,550,000	2,550,000	Level 3
Trade and other current payables	634,861	634,861	682,207	682,207	Level 3
Current portion of long-term borrowings from financial institutions	2,712,000	2,712,000	2,285,000	2,285,000	Level 3
Short-term borrowings from subsidiaries and related parties	1,431,100	1,431,100	1,056,100	1,056,100	Level 3
Debentures	2,648,901	2,437,707	2,648,672	2,372,641	Level 2
Long-term borrowings from financial institutions	4,165,074	4,165,074	6,009,404	6,009,404	Level 3

Valuation technique for financial assets and financial liabilities not measured at fair value of the Company and the subsidiaries are as follows:

Cash and cash equivalents, trade and other current receivables and short-term loans, the carrying amounts stated in the statements of financial position approximate their fair values due to the relatively short-term maturity of these financial instruments. Fair values of trade and other non-current receivables do not have significantly different from the carrying values stated in the statements of financial position.

The carrying amounts of long-term loans carrying interest at rates approximating the market rate, in the statement of financial position approximates their fair value.

Short-term borrowings from financial institutions, trade and other current payables, current portion of long-term borrowings, short-term borrowings from subsidiaries and related parties, and other current liabilities the carrying amounts stated in the statements of financial position of these financial liabilities approximate their fair values because of the short-term period to maturity of these financial instruments.

The carrying amounts of long-term borrowings from financial institutions with fixed and floating interest rate carrying interest at rates approximating the market rate, in the statement of financial position approximates their fair value.

Fair value of debentures is based on market price at the reporting date.

	Consolidated / Separate Financial Statement		Fair value Hierarchy	Valuation technique of fair value
	Carrying amount Million Baht	Fair value Million Baht		
As at October 31, 2023				
Financial liabilities				
Long-term debentures	2,649	2,438	Level 2	Calculated from the closing price of the last Bond Market Association Thailand at the last day.
As at October 31, 2022				
Financial liabilities				
Long-term debentures	2,649	2,373	Level 2	Calculated from the closing price of the last Bond Market Association Thailand at the last day.

36. PROVIDENT FUND

The Company and 8 subsidiaries and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. For the years ended October 31, 2023 and 2022, the Group and their employees monthly contributed to the fund at the rate of 2% - 15% for both years. The fund, which is managed by Bangkok Capital Fund Management Co., Ltd. for both years, will pay the employees upon their termination in accordance with the fund rules. For the years ended October 31, 2023 and 2022, the Company and its subsidiaries contributed in amounts of Baht 20.78 million and Baht 21.88 million, respectively, in the consolidated financial statements and the Company contributed in amounts of Baht 7.58 million and Baht 8.16 million, respectively, in the separate financial statements.

37. PRIVILEGES OF BENEFITS FROM PROMOTED INVESTMENT

A domestic subsidiary received 3 investment promotion certificates from the Board of Investment of Thailand (BOI) under the Investment Promotion Act B.E. 2520. The benefits includes the exemption from income tax for profit for the year derived from operations of promoted businesses for the period of 8 years, commencing from the date of first receiving operation revenue of promoted businesses. The details are as follows:

Certificate No.	Sections Privilege	Date	Promoted activity types	Commenced date of revenues generated	Expire date
1432(2)/2552	25, 26, 28, 31(1), 31(2), 31(3), 31(4), 34, 35(1), 35(2) and 35(3)	June 24, 2009	- Production of electricity, power steams and water for manufacture	November 30, 2010	November 29, 2018
1349(2)/2556	25, 26, 28, 31(1), 31(2), 31(3), 31(4), 34, 35(1), 35(2) and 35(3)	March 15, 2013	- Production of electricity, power steams and water for manufacture	January 21, 2014	January 20, 2022
61-0170-1- 00-1-0	25, 26, 28, 31(1), 31(2), 31(3), 31(4) and 34	February 12, 2018	- Production of electricity, power steams and water for manufacture	Income not yet derived	

Furthermore, in accordance with the Promotion Certificate No. 1432(2)/2552, and 1349(2)/2556, the subsidiary receives the privilege at 50% income tax reduction of the regular rate for the period of 5 years commencing from the expiration date of income tax exemption and under all Promotion Certificates, the subsidiary is granted privilege for exemption of import duties for approved machinery and exemption from income tax on dividend on profit from promoted businesses during the period in which the subsidiaries is granted exemption from corporate income tax.

38. APPROVAL OF THE FINANCIAL STATEMENTS

These financial statements have been approved for issuance by the Company's Board of Directors on December 22, 2023.

KSL GROUP

"SUSTAINABLE GROWTH"



Attachment 1 Details of Directors, Executives, Controlling Persons and Company Secretary In 2023 (As of 31 October 2023)

The Board of Directors



Mr. Manu Leopairote
Chairman / Independent Director



Mr. Chamroon Chinthammit
Director / Chairman of the Executive Board



Mr. Pornsin Thaemsirichai
Director



Mr. Sukhum Tokaranyaset
Director

The Board of Directors



Mr. Thawatchai Rojanachotikul
Director



Mrs. Intira Sukhanindr
Director



Ms. Duangdao Chinthammit
Director



Mr. Chalush Chinthammit
Director/ CEO and President

The Board of Directors



Mr.Somchai Chinthammit
Director



Ms.Duangkae Chinthammit
Director



Mr. Chanachai Chutimavoraphand
Director



Mr. Somchat Chinthammit
Director

The Board of Directors



Mr. Tachpong Pakornsiriwongse
Director



Mr. Chatri Chinthammit
Director



Mr. Trakarn Chunharojrit
Director



Pol. Gen. Boonpen Bumpenboon
Independent Director

The Board of Directors



Mr. Sitti Leelakasameeruk
Independent Director



Mr. Warapatr Todhanakasem
Independent Director



Ms. Nongluck Phinainitisart
Independent Director



Mrs. Anchalee Pipatanasern
Independent Director

Details of Directors, Executives, Controlling Persons and Company Secretary In 2023

(As of 31 October 2023)

1. Mr. Manu Leopaiprote	
Age 80 years	
Director qualified as an independent director	
Position Independent director Chairman of the Board of Directors Date of Appointment as a Director - 18 March 2004 Education/Training - Honorary Degree of Doctor of Business Administration, Thammasat University, Thailand - M.Sc. (Economics) University of Kentucky, USA - B.Sc. in Economics (Honours), Thammasat University - Diploma Industrial Development, Nagoya, Japan - Diploma, National Defence College Class 34 Expertise - Strategic Planning & Risk Management - Corporate Governance - Government & Government Relations Director Training - Diploma of Chairman 2000, Class 3/2001, Thai Institute of Directors Association - Director Accreditation Program (DAP) 30/2003, Thai Institute of Directors Association (IOD)	Board Member/Management in Other Listed Company (5) Since 2017, Chairman, SVOA PCL Since 2011, Chairman, TMC Industrial PCL Since 2010, Chairman, Jubilee Enterprise PCL Since 2010, Chairman, ARIP PCL Since 2004, Chairman, Polyplex (Thailand) PCL Position in Other Company/Organization/Institution (3) Since 2004, Chairman Affiliate KSL Sugar Factories - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: (None) - Held by Spouse or minor children : (None) Family Relationship among Directors and Executives (None)

2. Mr. Chamroon Chinthammit	
Age 73 years	
Position Director/ Chairman of the Executive Board/ (Authorized signatory) Date of Appointment as a Director - 26 February 2004 Education/Training - Honorary Degree of Doctor of Arts (Geosocial-Based Management), Srinakharinwirot University - BBA in Faculty of Commerce and Accountancy (Honours), Chulalongkorn University Expertise - Business Management - Strategic Planning & Risk Management - Corporate Governance Director Training - Director Accreditation Program (DAP) 17/2004, Thai Institute of Directors Association (IOD) - Diploma of Chairman 2000, Class 10/2004, Thai Institute of Directors Association (IOD) Board Member/Management in Other Listed Company (1) October 2017-July 2023, Director, BBGI PCL Position in Other Company /Organization/Institution (19) Since 1996, Director Affiliated KSL sugar companies - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. Since 2004, Director, KSL Sugar Holding Co., Ltd. Since 2006, Chairman, KSL Agro and Trading Co., Ltd.	Since 2006, Chairman, Koh Kong Sugar Industry Co., Ltd. Since 2006, Chairman, Savannakhet Sugar Corporation Since 2003, Chairman, Khon Kaen Sugar Power Plant Co., Ltd. Since 2002, Chairman, KSL Export Trading Co., Ltd. Since 2000, Chairman, Thai Fermentation Industry Co., Ltd. Since 2000, Chairman, Raja Product Co., Ltd. Since 1999, Chairman, Raja Porcelain Co., Ltd. Since 1997, Chairman, Chengteh Chinaware (Thailand) Co., Ltd. Since 1997, Director, Thai Sugar Millers Co, Ltd. Since 1996, Chairman, KSL Real Estate Co., Ltd. Since 1993 Director CHAVANANTHAKIJ CO., LTD. Since 1989, Director, Chamroonvadhana Co., Ltd. Since 1989, Chairman, Champion Fermentation Co., Ltd. Since 1976, Director, National Enterprises Co., Ltd. Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: 116,460,400 shares (2.64%) - Spouse: M.L.Charuvadhana Chinthammit 52,775,901 shares (1.20%) Family Relationship among Directors and Executives - Brother-in-Law of person number 3 (Mr.Pornsin Thaemsirichai) - Brother of person number 6 (Mrs. Intira Sukhanindr) - Brother of person number 7,9 and 10 (Ms.Duangdao Chinthammit , Mr.Somchai Chinthammit , Ms.Duangkae Chinthammit) - Uncle of person number 8,11 and 14 (Mr. Chalush Chinthammit, Mr. Chanachai Chutimavoraphand, Mr.Chatri Chinthammit) - Father of person number 22 and 28 (Mr.Piripon Chinthammit , Mrs. Kanyarat Sumitra)

3. Mr. Pornsin Thaemsirichai	
Age 78 years	
Position Director and Executive Director (Authorized signatory) Date of Appointment as a Director - 26 February 2004 Education/Training - Honorary Degree of Doctor of Philosophy (Business Management), Ramkhamhaeng University - MBA., The University of Southern Queensland, Australia - MS in Engineering North Dakota State University, USA. - B.Eng. in Civil Engineering, Chulalongkorn University Expertise - Business Management - Strategic Planning & Risk Management - Food & Beverage Director Training - Director Accreditation Program (DAP) 18/2004, Thai Institute of Directors Association (IOD) - Director Certification Program (DCP) 50/2004, Thai Institute of Directors Association (IOD) Board Member/Management in Other Listed Company(1) Since 2013, Director, Sahamit Machinery PCL Since 2023, Director, BBGI PCL	Position in Other Company /Organization/Institution (7) Since 1983, Director Affiliated KSL sugar companies - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. - Since 2010, Chairman, Koh Kong Plantation Co., Ltd. - Since 2007, Director, Savannakhet Sugar Corporation - Since 2007, Director, Koh Kong Sugar Industry Co., Ltd. - Since 2003, Director, Khon Kaen Sugar Power Plant Co., Ltd. 5-year Past Experiences and / or Remarkable position 2003 - October 2019, Managing Director, Khon Kaen Sugar Power Plant Co., Ltd. Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: 29,390,196 Shares (0.67%) - Spouse: Mrs. Montanut Thaemsirichai 30,688,231 Shares (0.69%) Family Relationship among Directors and Executives -Brother-in-Law of person number 2 (Mr.Chamroon Chinthammit)

4. Mr. Sukhum Tokaranyaset	
Age 76 years	
Position Director (Authorized signatory) Date of Appointment as a Director - 26 February 2004 Education/Training - Vocational Certificate Kitti Commerce College Expertise - Accounting - Finance	Since 2015, Chairman, Raja Transfer Co., Ltd. Since 2006, Director, Koh Kong Sugar Industry Co., Ltd. Since 2006, Director, KSL Agro and Trading Co., Ltd. Since 2002, Director, KSL Export Trading Co., Ltd. Since 2002, Director, KSL Real Estate Co., Ltd. Since 2002, Director, Champion Fermentation Co., Ltd. Since 2002, Director, TFI Green Biotech Co., Ltd. Since 2000, Vice Chairman, Raja Porcelain Co., Ltd. Since 2000, Director, Thai Fermentation Industry Co., Ltd

<p>- Food & Beverage</p> <p>Director Training</p> <p>- Director Accreditation Program (DAP) 18/2004, Thai Institute of Directors Association (IOD)</p> <p>Board Member/Management in Other Listed Company</p> <p>(None)</p> <p>Position in Other Company /Organization/Institution (14)</p> <p>Since 2004, Director, Affiliated KSL sugar companies</p> <ul style="list-style-type: none"> - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. 	<p>Since 1988, Vice Chairman, Chengteh Chinaware (Thailand) Co., Ltd.</p> <p>Since 1989, Executive Director, Raja Product Co., Ltd.</p> <p>Shareholding (Ordinary Shares) (as of 31 October 2022)</p> <ul style="list-style-type: none"> - Own: 5,000,000 Shares (0.11%) - Held by Spouse or minor children : (None) <p>Family Relationship among Directors and Executives</p> <p>(None)</p>
--	--

5. Mr. Thawatchai Rojanachotikul Age 70 years	
<p>Position</p> <p>Director (Authorized signatory)</p> <p>Date of Appointment as a Director</p> <p>- 26 February 2004</p> <p>Education/Training</p> <p>- BBA in Business Administration, Auckland Technical institute, New Zealand</p> <p>Expertise</p> <ul style="list-style-type: none"> - Business Management - Food & Beverage - Marketing & Business Development <p>Director Training</p> <p>- Director Accreditation Program (DAP) 17/2004, Thai Institute of Directors Association (IOD)</p> <p>Board Member/Management in Other Listed Company</p> <p>(None)</p>	<p>Position in Other Company /Organization/Institution (11)</p> <p>Since 1996, Director, Affiliated KSL sugar companies</p> <ul style="list-style-type: none"> - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd <p>Since 2006, Director, KSL Agro and Trading Co., Ltd.</p> <p>Since 2002, Director, TFI Green Biotech Co., Ltd.</p> <p>Since 2000, Director, and Deputy Managing Director (DMD) Thai Fermentation Industry Co., Ltd.</p> <p>Since 1998, Director, KSL Export Trading Co., Ltd.</p> <p>Since 1989, Director, Champion Fermentation Co., Ltd.</p> <p>Since 1989, Director, KSL Real Estate Co., Ltd.</p> <p>Since 1987, Director, Chengteh Chinaware (Thailand) Co., Ltd.</p> <p>Shareholding (Ordinary Shares) (as of 31 October 2023)</p> <ul style="list-style-type: none"> - Own: 55,937,112 Shares (1.27%) - Spouse: Mrs. Korakot Rojanachotikul 3,166,748 Shares (0.07%) <p>Family Relationship among Directors and Executives</p> <p>(None)</p>

6. Mrs. Intira Sukhanindr	
Age 76 years	
Position Director (Authorized signatory) Date of Appointment as a Director - 25 June 2010 Education / Training - Certificate of Secretary, Melbourne, Australia Expertise - Business Management - Food & Beverage - Marketing & Business Development Director Training - Director Accreditation Program (DAP) 50/2006, Thai Institute of Directors Association (IOD) Board Member/Management in Other Listed Company (1) Since 2005, Director, Sub Sri Thai Warehouse PCL	Position in Other Company /Organization/Institution (7) Since 2010, Director, Affiliated KSL sugar companies - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. Since 2010, Director, KSL Agro and Trading Co., Ltd. Since 2010, Director, Khon Kaen Sugar Power Plant Co., Ltd. Since 2004, Director, Thai Fermentation Industry Co., Ltd. Since 2003, Director, Champion Fermentation Co., Ltd. Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: 25,471,699 shares (0.58%) - Held by Spouse or minor children: (None) Family Relationship among Directors and Executives - Elder Sister of person number 2 (Mr.Chamroon Chinthammit)

7. Ms. Duangdao Chinthammit	
Age 65 years	
Position Director/ Executive Director/ Nomination and Remuneration Committee/ (Authorized signatory) Date of Appointment as a Director - 26 February 2004 Education/Training - Master of Science, Agricultural Economics, University of Saskatchewan, Canada - Bachelor of Science, Computer Information System, Western Michigan University, USA. - Bachelor of Business Administration, Faculty of Economics and Business Administration, Kasetsart University	Board Member/Management in Other Listed Company (1) Since 2005, Director, Sub Sri Thai Warehouse PCL Position in Other Company /Organization/Institution (6) Since 2004, Director, Affiliated KSL sugar companies - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. Since 2006, Director, KSL Agro and trading Co., Ltd. Since 2004, Director, KSL Sugar Holding Co., Ltd. Since 1999, Director, KSL Real Estate Co., Ltd. Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: 99,799,954 Shares (2.26%)

<ul style="list-style-type: none"> - SD Forum 2/2017: Sustainability Strategy Key Blueprint for Business Growth, SET <p>Expertise</p> <ul style="list-style-type: none"> - Human Resources Management - Corporate Governance - Marketing & Business Development <p>Director Training</p> <ul style="list-style-type: none"> - Director Certification Program (DCP) 71/2006, Thai Institute of Directors Association (IOD) - Director Accreditation Program (DAP) 17/2004, Thai Institute of Directors Association (IOD) 	<p>Family Relationship among Directors and Executives</p> <ul style="list-style-type: none"> - Younger Sister of person number 2 <p>(Mr.Chamroon Chinthammit)</p>
---	---

8. Mr. Chalush Chinthammit Age 54 years	
<p>Position</p> <p>Director/ Risk Management Committee/ Executive Director/ Chief Executive Officer and President / (Authorized signatory)</p> <p>Date of Appointment as a Director</p> <ul style="list-style-type: none"> - 26 February 2004 <p>Education / Training</p> <ul style="list-style-type: none"> - MBA in Finance and Banking, Mercer University, USA. - BBA in Finance and Banking, Assumption University - Capital Market Academy Program 10 - Certificate, Executive Program on Energy Literacy for a Sustainable Future (TEA), Class 6, Thailand Energy Academy - Top Executive in Industrial Development and Investment, Class 3, Institute of Business and Industrial Development (IBID) - Business Revolution and Innovation Network (BRAIN) Class 2, The Federation of Thai Industries <p>Expertise</p> <ul style="list-style-type: none"> - Diversification - Marketing & Business Development - Corporate Governance 	<p>Position in Other Company /Organization/Institution (26)</p> <p>Since 1 November 2023, Chief Executive Officer and President, Affiliated KSL sugar companies</p> <ul style="list-style-type: none"> - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. <p>Since 2004-2022, President, Affiliated KSL sugar companies</p> <ul style="list-style-type: none"> - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. <p>Since 2021, Director, KHUN CHUAN Company Limited</p> <p>Since 2018, Director, Bangchak Bioethanol Co., Ltd</p> <p>Since 2016, Director, WSP Logistics Co., Ltd.</p> <p>Since 2015, Director and Chairman of the Audit Committee, Dhanarak Asset Development Co., Ltd.</p> <p>Since 2007, Director, KSL. Agro and Trading Co., Ltd</p> <p>Since 2003, Director, Koh Kong Plantation Co., Ltd.</p> <p>Since 2006, Director, Savannakhet Sugar Corporation</p> <p>Since 2003, Director, KhonKaen Sugar Power Plant Co., Ltd.</p> <p>Since 2016, Director, BBGI Bioethanol Public Company Limited</p> <p>Since 2003, Director, KSL Export Trading Co., Ltd.</p>

<p>Director Training</p> <ul style="list-style-type: none"> - Director Accreditation Program (DAP) 21/2004, Thai Institute of Directors Association (IOD) <p>Board Member/Management in Other Listed Company (6)</p> <ul style="list-style-type: none"> - Since 2016 , Board of Director/Audit Committee/Member of Nomination and Remuneration Committee/Member of Corporate Governance Committee Since, Master Ad Public Company Limited - Since 2007, Director and Executive Director, TS Flour Mill PCL - Since 2007, Director, Thai Sugar Terminal PCL - Since October 2017, Director, BBGI PCL - Since 2020, Director, Triton Holding PCL - Since 2019, Director, Kerry Express (Thailand) PCL 	<p>Since 2002, Director, Thai Sugar Miller Co., Ltd.</p> <p>Since 1997, Director, Onnuch Construction Co., Ltd.</p> <p>Since 2007, Chairman, Colossal International Co., Ltd.</p> <p>Since 1996, Director, MMP Corporation Co., Ltd.</p> <p>Since 1996, Director, Chengteh Chinaware (Thailand) Co., Ltd.</p> <p>Since 1997, Director, KSL Real Estate Co., Ltd.</p> <p>Since 2004 Director, KSL Sugar Holding Co., Ltd.</p> <p>Since 2017 Chairman, DAD SPV Co., Ltd.</p> <p>Since 2015 Director, Cheng Pres Co., Ltd.</p> <p>Since 2013 Director, NATIONAL ENTERPRISES Co., Ltd.</p> <p>Since 2012 Director, RAJASOLAR MATERRIAL Co., Ltd.</p> <p>Since 2007 Director, THAI HOANG KUER CERAMIC Co., Ltd.</p> <p>Since 2007 Director, CHANARAL Co., Ltd.</p> <p>Since 2004 Director, PARA RUAMCHOKE Co., Ltd.</p> <p>Since 1996 Director, CHENGTEH CHINAWARE (THAILAND) Co., Ltd.</p> <p>5-year Past Experiences and / or Remarkable position</p> <p>2014 - 1 August 2019, Director and Executive Director, Mudman PCL</p> <p>1996 - 1 July 2019, Managing Director, KSL Real Estate Co., Ltd.</p> <p>Shareholding (Ordinary Shares) (as of 31 October 2023)</p> <ul style="list-style-type: none"> - Own: 43,279,926 Shares (0.98%) - Minor children: Miss Chollapim Chinthammit 374,000 Shares (0.01%) <p>Family Relationship among Directors and Executives</p> <ul style="list-style-type: none"> - Nephew of person number 2 (Mr.Chamroon Chinthammit)
--	--

9. Mr. Somchai Chinthammit	
Age 71 years	
Position Director Date of Appointment as a Director - 26 February 2004 Education/Training - Certificate Mini MBA, Thammasat University - Diploma, Computer College, Germany Expertise - Business Management - Food & Beverage - Finance Director Training - Director Accreditation Program (DAP) 17/2004, Thai Institute of Directors Association (IOD) Board Member/Management in Other Listed Company (None) Position in Other Company /Organization/Institution (5) Since 1996, Director, Affiliated KSL sugar companies - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd.	- New Kwang Soon Lee Sugar Factory Co., Ltd. Since 2003, Director, Khon Kaen Sugar Power Plant Co., Ltd. Since 1981, Director, Thai Fermentation Industry Co., Ltd. 5-year Past Experiences and / or Remarkable position 2008 – 15 May 2020 Director, TS Flour Mill PCL Director, Thai Sugar Terminal PCL Director, TS Warehouse Co., Ltd. Director, TS G Trading Co., Ltd. Director, TS Oil Industry Co., Ltd. Director, TS Transport and Logistic Co., Ltd. Director, KSL Green Innovation PCL. Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: 96,475,726 Shares (2.19%) - Spouse: Mrs. Somjit Somsukcharoen 279,206 shares (0.01%) Family Relationship among Directors and Executives - Younger Brother of person number 2 (Mr.Chamroon Chinthammit)

10. Ms. Duangkae Chinthammit	
Age 68 years	
Position Director Date of Appointment as a Director - 26 February 2004 Education/Training - Diploma from Katinka School, United Kingdom - Certificate Modern Managers Program (MMP), Chulalongkorn University Expertise - Business Management	Position in Other Company /Organization/Institution (6) Since 1996, Director, Affiliated KSL sugar companies - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. Since 2004, Director, KSL Sugar Holding Co., Ltd. Since 1993, Director, Chavananthakij Co., Ltd. Since 1976, Director, National Enterprises Co., Ltd. Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: 99,733,643 Shares (2.26%) Family Relationship among Directors and Executives

<ul style="list-style-type: none"> - Finance - Human Resources Management <p>Director Training</p> <ul style="list-style-type: none"> - Director Accreditation Program (DAP) 17/2004, Thai Institute of Directors Association (IOD) <p>Board Member/Management in Other Listed Company(1)</p> <p>Since 2005, Director, Sub Sri Thai Warehouse PCL</p>	<ul style="list-style-type: none"> - Younger Sister of person number 2 <p>(Mr. Chamroon Chinthammit)</p>
--	---

11. Mr. Chanachai Chutimavoraphand	
Age 51 years	
<p>Position</p> <p>Director and Executive Director (Authorized signatory) Date</p> <p>of Appointment as a Director</p> <ul style="list-style-type: none"> - 1 April 2017 <p>Education/Training</p> <ul style="list-style-type: none"> - Bachelor of Law, Chulalongkorn University - Master Degree of Business Administration, Tennessee University, U.S.A. - Master Degree of Arts, Business Law, Chulalongkorn University - Bachelor Degree, Electrical Engineering, Chulalongkorn University - Orientation Course - CFO Focus on Financial Federation of Accounting Professions - CFA Charter holder, Association for Investment Management and Research (AIMR) <p>Expertise</p> <ul style="list-style-type: none"> - Accounting - Finance - Legal & Tax <p>Director Training</p> <ul style="list-style-type: none"> - Director Accreditation Program (DAP) 37/2005, Thai Institute of Directors Association (IOD) <p>Board Member/Management in Other Listed Company (3)</p> <p>Since October 2017, Director BBGI PCL</p> <p>Since 2000, Chief Executive Officer, TSTE PCL</p> <p>Since 2000, Director, TS Flour Mill PCL</p>	<p>Position in Other Company /Organization/Institution (10)</p> <p>Since 2004, Director, Affiliated KSL sugar companies</p> <ul style="list-style-type: none"> - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. <p>Director, Munkong Sayam Business Co., Ltd.</p> <p>Director, BB Capital Co., Ltd</p> <p>Since 2016, Director, WSP Logistics Co., Ltd</p> <p>Since 2006, Director, Koh Kong Sugar Industry Co., Ltd.</p> <p>Since 2006, Director, Savannakhet Sugar Corporation</p> <p>Since 2022, Chairman, Onnuch Construction Co., Ltd.</p> <p>5-year Past Experiences and / or Remarkable position</p> <p>2003 - June 2016, Director, KSL Material Supplies Co., Ltd.</p> <p>2002 – April 2019 Director, KSL Green Innovation PCL.</p> <p>March 2014 - 2021, Director, KSL Real Estate Co., Ltd.</p> <p>Shareholding (Ordinary Shares) (as of 31 October 2023)</p> <ul style="list-style-type: none"> - Own:115,355,499 shares (2.62%) - Held by Spouse or minor children: (None) <p>Family Relationship among Directors and Executives</p> <ul style="list-style-type: none"> - Nephew of person number 2 <p>(Mr.Chamroon Chinthammit)</p>

12. Mr. Somchat Chinthammit	
Age 65 years	
Position Director (Non - Executive Director)/ Corporate Governance and Sustainable Development Committee Date of Appointment as a Director - 26 February 2004 Education/Training - MIM in Marketing, Thammasat University - MBA./Marketing, Chulalongkorn University - B.Eng in Mechanical, King Mongkut's University of Technology Thonburi Expertise - Food & Beverage - Marketing & Business Development - Corporate Governance Director Training - Director of Accreditation Program (DAP) 17/2004, Thai Institute of Directors Association (IOD) - Directors Certification Program (DCP) 55/2005, Thai Institute of Directors Association (IOD) - Audit Committee Program (ACP) 8/2005, Thai Institute of Directors Association (IOD) Board Member/Management in Other Listed Company(1) Since 2005, Independent Director and Audit Committee, UOB Kay Hian Securities (Thailand) PCL	Position in Other Company/Organization/Institution(9) Since 2004, Director, Affiliated KSL sugar companies - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co.,Ltd Since 2018, Director, Chinpongsawat Co., Ltd. Since 2005, Director, Boathouse Huahin Co., Ltd. Since 2005, Managing Director, Top Blend International Co., Ltd. Since 1989, Director, Phongwilai Co., Ltd. Since 1988, Deputy Managing Director, Bangkok Inter food Co., Ltd. Since 1988, Managing Director, Thai Flour Industry Co., Ltd. Shareholding (Ordinary Shares)(as of 31 October 2023) - Own: 22,907,921 Shares (0.52%) - Spouse: Mrs.Darunee Lertdamronglak 2,194,852 Shares (0.05%) Family Relationship among Directors and Executives (None)

13. Mr. Tachpong Pakornsiriwongse	
Age 73 years	
Position Director Date of Appointment as a Director - 26 February 2004 Education/Training - Certificate in Financial Management, Chulalongkorn University	Position in Other Company /Organization/Institution (5) Since 2004, Director, Affiliated KSL sugar companies - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co.,Ltd Since 2007, Director, KSL Sugar Holding Co., Ltd.

Expertise <ul style="list-style-type: none"> - Business Management - Food & Beverage - Marketing & Business Development Director Training <ul style="list-style-type: none"> - Director Accreditation Program (DAP) 21/2004, Thai Institute of Directors Association (IOD) Board Member/Management in Other Listed Company (None)	Since 2006, Director, Koh Kong Plantation Co.,Ltd Shareholding (Ordinary Shares) (as of 31 October 2023) <ul style="list-style-type: none"> - Own: 158,162 Shares (0.004%) - Held by Spouse or minor children: (None) Family Relationship among Directors and Executives (None)
---	---

14. Mr. Chatri Chinthammit Age 50 years	
Position Director (Non - Executive Director) Date of Appointment as a Director <ul style="list-style-type: none"> - 26 February 2004 Education/Training <ul style="list-style-type: none"> - Master of Science, Computer Science, Bellevue University, USA. - BBA in Economics, University of The Thai Chamber of Commerce Expertise <ul style="list-style-type: none"> - Information Technology - Business Management - Marketing & Business Development Director Training <ul style="list-style-type: none"> - Director Accreditation Program (DAP) 21/2004, Thai Institute of Directors Association (IOD) - TLCA Executive Development Program (EDP)1/2008, by TLCA - Successful FORMULATION & Execution Program (SFE) 9/2010, Thai Institute of Directors Association (IOD) 	Board Member/Management in Other Listed Company (None) Position in Other Company /Organization/Institution (4) Since 2003, Director, Affiliated KSL sugar companies <ul style="list-style-type: none"> - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co.,Ltd Since 2000, Deputy Managing Director - Software Department, KSL IT Center Co., Ltd. Shareholding (Ordinary Shares) (as of 31 October 2023) <ul style="list-style-type: none"> - Own: 57,467,546 Shares (1.30%) Family Relationship among Directors and Executives <ul style="list-style-type: none"> - Nephew of person number 2 (Mr.Chamroon Chinthammit)

15. Mr. Trakarn Chunharojrit	
Age 83 years	
Position Director Date of Appointment as a Director - 26 February 2004 Education/Training - Certificate in Accounting Expertise - Food & Beverage - Government & Government Relations - Corporate Governance Director Training - Director Accreditation Program (DAP) 17/2004, Thai Institute of Directors Association (IOD) Board Member/Management in Other Listed Company (None)	Position in Other Company /Organization/Institution (7) Since 2004, Director, Affiliated KSL sugar companies - New Krung Thai Sugar Factory Co., Ltd. - Tamaka Sugar Industry Co., Ltd. - New Kwang Soon Lee Sugar Factory Co., Ltd. Since 2006, Director, KSL Agro and Trading Co., Ltd. Since 2003, Director, Khon Kaen Sugar Power Plant Co., Ltd. Since 1997, Director, Chengteh Chinaware (Thailand) Co., Ltd. Since 1992, Director, KSL Real Estate Co., Ltd. 5-year Past Experiences and / or Remarkable position (None) Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: 13,621,766 Shares (0.31%) - Spouse: Mrs.Rattana Chunharojrit 2,244,720 Shares (0.05%) Family Relationship among Directors and Executives (None)

16. Pol. Gen. Boonpen Bumpenboon	
Age 78 years	
Director qualified as an independent director	
Position Independent Director/ Chairman of Nomination and Remuneration Committee /Corporate Governance and Sustainable Development Committee Date of Appointment as a Director - 26 February 2004 Education/Training - MPA./ Public Administration, NIDA - Diploma,National Defence College (37) - LL.B.,Sukhothai Thammathirat University - BBA in Public Administration, Royal Police Cadet Academy Expertise	Board Member/Management in Other Listed Company (1) Since 18 December 2013, Independent Director, The Platinum Group PCL Position in Other Company /Organization/Institution (2) Since 2006, Council of State Office of the Council of State Since 14 October 2005, Independent Director, Sahaphandh Construction PCL Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: (None) - Held by Spouse or minor children : (None) Family Relationship among Directors and Executives (None)

<ul style="list-style-type: none"> - Government & Government Relations - Corporate Governance - Strategic Planning & Risk Management <p>Director Training</p> <ul style="list-style-type: none"> - Director Accreditation Program (DAP) 11/2004, Thai Institute of Directors Association (IOD) 	
---	--

17. Mr. Sitti Leelakasameerl Age 70 years Director qualified as an independent director	
<p>Position</p> <p>Independent Director/Chairman of Audit Committee Risk Management Committee</p> <p>Date of Appointment as a Director</p> <ul style="list-style-type: none"> - 26 February 2004 <p>Education/Training</p> <ul style="list-style-type: none"> - BA in Accounting, Chulalongkorn University <p>Expertise</p> <ul style="list-style-type: none"> - Accounting - Finance - Marketing & Business Development <p>Director Training</p> <ul style="list-style-type: none"> - Director Accreditation Program (DAP) 11/2004, Thai Institute of Directors Association (IOD) - Audit Committee Forum 2014, Thai Institute of Directors Association (IOD) <p>Board Member/Management in Other Listed Company</p> <p>(None)</p>	<p>Position in Other Company /Organization/Institution (None)</p> <p>5-year Past Experiences and / or Remarkable position</p> <p>Since 2014 - 28 September 2018, Deputy Chief Executive Officer, Noble Development PCL.</p> <p>Since 1994 - 28 September 2018, Vice Chairman, Noble Development PCL.</p> <p>Since 1991 - Nov 2014, Executive Vice President-Support Line1, Noble Development PCL.</p> <p>Since 2013 - 26 April 2019, Director, S&P Property Management Co., Ltd.</p> <p>Since 2012 - 26 April 2019, Director, N.K.Energy Conservation Co., Ltd.</p> <p>Since 2005 - 26 April 2019, Director, Ban Suk Sabai Co., Ltd.</p> <p>Since 1995 - 26 April 2019, Director, Continental City Co., Ltd.</p> <p>Shareholding (Ordinary Shares) (as of 31 October 2023)</p> <ul style="list-style-type: none"> - Own: (None) - Held by Spouse or minor children : (None) <p>Family Relationship among Directors and Executives</p> <p>(None)</p>

18. Mr. Warapatr Todhanakasem	
Age 74 years	
Director qualified as an independent director	
Position Independent Director/ Chairman of Corporate Governance and Sustainable Development Committee Audit Committee Date of Appointment as a Director - 26 February 2010 Education/Training - Ph.D. in Business Economics University of Illinois, Urbana-Champaign, USA - M.S. in Economics University of Illinois, Urbana- Champaign, USA. - M.B.A. in Finance Kellogg School of Management, Northwestern University, Evanston, Illinois, USA. - B.Econ.(1st Class Honor) Thammasat University - LL.B. Thammasat University - Capital Market Academy Program, Class 5 - The Executive Director Course of Process of Judgment, Class 15 - Certificate, Executive Program on Energy Literacy for a Sustainable Future (TEA), Class 9 - Institute of Metropolitan Development Class 4 - TEPCOT Class 2 Expertise - Corporate Governance - Finance - Strategic Planning & Risk Management	Director Training - Directors Certification Program DCP 0/2000, Thai Institute of Directors Association (IOD) - The Executive Director Course EDC 1/2012, Thai Institute of Directors Association (IOD) - Certificate of International Corporate Governance, Yale University, U.S.A. - Director Certificate Program, Australian Institute of Corporate Directors (Class Train the Trainers), Bangkok Board Member/Management in Other Listed Company (6) Since 30 November 2022, Chairman of the Audit Committee Independent Director, Risk Management Committee and Corporate Governance Committee BLUE SOLUTIONS PUBLIC COMPANY LIMITED Since 1 January 2022 Chairman, Moshi Moshi Retail Corporation Public Company Limited Since 2020, Independent Director, Audit Committee and Nomination and Remuneration Committee, Standard Chartered Bank (Thai) PCL, Since June 2013 to February 2023, Director, True Corporation PCL Since August 2012, Director, Amata VN PCL Since 2009, Chairman and Independent Director, Prinsiri PCL Position in Other Company /Organization/Institution Since June 2012, President, Institute of Research and Development for Public Enterprises of Thailand (IRD P) Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: (None) - Held by Spouse or minor children: (None)

	Family Relationship among Directors and Executives (None)
--	---

19. Ms. Nongluck Phinainitisart Age 64 years Director qualified as an independent director	
Position Independent Director/Chairman of Risk Management Committee/Audit Committee/Nomination and Remuneration Committee Date of Appointment as a Director - 26 February 2010 Education/Training - Doctorate Degree in Electrical Engineering, Chulalongkorn University - Master Degree in Electrical Engineering, University of Missouri, U.S.A. - Bachelor Degree in Electrical Engineering, Chulalongkorn University - Executive Program, Harvard University, USA - Stanford Executive Program 2013 Expertise - Strategic Planning & Risk Management - Marketing & Business Development - Business Management Director Training - Director Accreditation Program (DAP) 4/2003, Thai Institute of Directors Association (IOD) - Director Certification Program (DCP) 71/2006, Thai Institute of Directors Association (IOD)	Board Member/Management in Other Listed Company (1) Since 1 September 2019, Director and Executive Director, Mudman PCL Position in Other Company /Organization/Institution (None) Shareholding (Ordinary Shares) (as of 31 October 2022) - Own: (None) Family Relationship among Directors and Executives (None)

20. Mrs. Anchalee Pipatanasern Age 71 years Director qualified as an independent director	
Position Independent Director/Audit Committee Corporate Governance and Sustainable Development Committee Date of Appointment as a Director - 29 September 2017 Education/Training - Continuing Education Program in AIS, University of Texas at Austin, USA. - MS. (Accounting), Thammasat University - BBA. (Accounting) (second class Honours), Thammasat Business School, Thammasat University - Thammasat Leadership Program (for social) Class2, Thammasat University Expertise - Accounting - Finance - Corporate Governance Director Training - Director Certification Program (DCP) 124/2009, Thai Institute of Directors Association (IOD) - Audit Committee and Continuing Development Program (ACP) Class30/2010, Thai Institute of Directors Association (IOD) - Advanced Audit Committee Program (Advanced ACP) 2/2010, Thai Institute of Directors Association (IOD) - Role of Chairman 25/2011, Thai Institute of Directors Association (IOD)	- Board Matters and Trends (BMT) 7/2019 ,Thai Institute of Directors Association (IOD) Board Member/Management in Other Listed Company (3) Since 2010, Audit Committee/Independent Director, AIRA Capital PCL Since 2009, Audit Committee/Independent Director, AIRA Securities PCL Since 2009, Chairman of Audit Committee/ Independent Director, Prinsiri PCL Position in Other Company /Organization/Institution (2) Since 2012, Subcommittee, University Council on Finance and Property, Thammasat University Since 2012, Committee of Real Estate Business Program, Thammasat Business School, Thammasat University 5-year Past Experiences and / or Remarkable position 2008 – 2010, Head, Department of Accounting, Thammasat Business School, Thammasat University 2004 – 2007, Vice Rector for Finance, Thammasat University Shareholding (Ordinary Shares) (as of 31 October 2023) - Own: (None) - Held by Spouse or minor children: (None) Family Relationship among Directors and Executives (None)

21. Mr. Theera Sanguandeeikul	
Age 72 years	
Position Vice President - Sugar Production Education/Training <ul style="list-style-type: none"> - MSc.Chemical Engineering ,University of Wisconsin, Madison, USA - Executive MBA , Kasetsart University - Chemical Technology, Faculty of Science, Chulalongkorn University 	Board Member/Management in Other Listed Company (None) Position in Other Company /Organization/Institution (5) Since 2007, Director, Koh Kong Sugar Industry Co., Ltd. Since 2006, Director, Savannakhet Sugar Corporation Since 2003, Director, Royal Place Realty Co., Ltd. Since 1992, Director, Chareonlarp Development Co., Ltd. Since 2010, Director, Royal Residence Development Co., Ltd. Shareholding (Ordinary Shares) (as of 31 October 2023) <ul style="list-style-type: none"> - Own: 1,650,000 Shares (0.04%) - Held by Spouse or minor children: (None) Family Relationship among Directors and Executives (None)

22. Mr. Piripon Chinthammit	
Age 43 years	
Position Vice President - Raw Material Supply Education/Training <ul style="list-style-type: none"> - Master Degree in Business Administration (Organization Leadership), University of Findlay, Ohio, U.S.A. - Bachelor Degree in Business Administration (Marketing), Bangkok University - Competency For Executive Management, 2018 - Key Successors Development Program, 2017 - Leadership Development Program, 2016 - Energy Literacy for the world, 2015 Board Member/Management in Other Listed Company (None) Position in Other Company /Organization/Institution(8) Director, Koh Kong Sugar Industry Co., Ltd.	Director, Savannakhet Sugar Corporation Director, KSL Real Estate Co., Ltd. Director, WSP Logistics Co., Ltd. Director, KSL Agro and Trading Co., Ltd. Since January 2019, Director, Thai Sugar Millers Co., Ltd. Since April 2021, Director, Thai Sugar And Bioenergy Producers Association (TSEA) Since 10 August 2022, Director, Office of Cane and Sugar Board Shareholding (Ordinary Shares) (as of 31 October 2023) <ul style="list-style-type: none"> - Own: 93,847,124 shares (2.13%) - Spouse : Mrs. Wikanda Chinthammit 64,900 shares (0.001%) Family Relationship among Directors and Executives <ul style="list-style-type: none"> - Son of person number 2 (Mr. Chamroon Chinthammit)

23. Mr. Sommanus Potisat	
Age 61 years	
Position Vice President-Office of President Education/Training <ul style="list-style-type: none"> - B.Sc. in Economics, Thammasat University, 1983 - Master of Business Administration (Marketing), Chulalongkorn University, 1986 Director Training <ul style="list-style-type: none"> - Director Certification Program (DCP) 105/2008, Thai Institute of Directors Association (IOD) 	Board Member/Management in Other Listed Company (None) Position in Other Company /Organization/Institution (2) Since 1 November 2019, Managing Director, Khon Kaen Sugar Power Plant Co., Ltd. Since 22 January 2019, Director Thai Sugar Millers Co., Ltd. Shareholding (Ordinary Shares) (as of 31 October 2023) <ul style="list-style-type: none"> - Own: (None) - Held by Spouse or minor children: (None) Family Relationship among Directors and Executives (None)

24. Mr. Skulrath Siriphannon	
Age 46 years	
Position ..Vice President- Office of President..... Education/Training <ul style="list-style-type: none"> ● Bachelor degree of Engineering King Mongkok University of Technology Thonburi (2nd class honors) ● Master degree of Engineering Chulalongkorn University ● Master degree of Business Administration in Finance and Marketing University of Massachusetts, USA ● Director Certificate Program (DCP) 267/2018 Thai Institute of Directors (IOD) ● Leadership Succession Program (LSP) 10/2019 Institute of Research and Development of Public Enterprises (IRDP) ● Strategic Board Master Class (SBM) 7/2019 Thai Institute of Directors (IOD) Board Member/Management in Other Listed Company . (None)	Position in Other Company /Organization/Institution <ul style="list-style-type: none"> ● Director / BBGI Bioethanol (Chachoengsao) Co., Ltd. ● Director / BBGI Bioethanol Public Company Limited ● Director / BBGI Utility and Power Co., Ltd ● Director / BBGI Biodiesel Co., Ltd Shareholding (Ordinary Shares) (as of 31 October 2023) <ul style="list-style-type: none"> - Own: (None) - Spouse: (None) Family Relationship among Directors and Executives (None)

25. Mr. Isaes Janyawannasiri	
Age 45 years	
Position Assistant Vice President – Finance and Accounting Education/Training <ul style="list-style-type: none"> - Bachelor Degree BBA (Accounting), Burapha University - Master Degree Commerce and Accountancy (Information Technology), Chulalongkorn University - Certificated Public Accountant, Thailand, Federation of Accounting Professions - CFO's Orientation Course for New IPOs 5th, 2564, Stock Exchange of Thailand Director Course Director Accreditation Program (DAP), 2021, Thai Institute of Directors (IOD)	Board Member/Management in Other Listed Company Feb 2021 – Mar 2022, Director, Nova Organic Public Company Limited Position in Other Company /Organization/Institution Since Apr 2022, Director, DN Pro Company Limited Shareholding (Ordinary Shares) (as of 31 October 2023) <ul style="list-style-type: none"> - Own: (None) - Spouse: (None) Family Relationship among Directors and Executives (None)

26. Ms. Wanna Areeprayoonkij	
Age 41 years old	
Position Senior Manager Accounting (supervising accounting) Education / Training <ul style="list-style-type: none"> - Master's degree of Account, Kasetsart University - Bachelor of Accounting University of the Chamber of Commerce 	Work experience/ Listed Company (None) Work experience/ Company Limited (None) Shareholding (Ordinary Shares) (as of 31 October 2023) (None) Relation among family within company (None)

27. Mr. Chartchai Poowong	
Age 53 years old	
Position Internal Audit Supervisor Education / Training <ul style="list-style-type: none"> - BACHELOR BUSINESS ADMINISTRATION ACCOUNTING KASEM BUNIDIT UNIVERSITY 	<ul style="list-style-type: none"> - AUDITING INFORMATION SYSTEM - RISK BASED AUDIT - VALUE ADDED BUSINESS CONTROL THE RIGHT WAY TO MANAGE RISK Work experience/ Listed Company (None)

<p>-PROFESSIONAL INTERNAL AUDITOR OF THAILAND (CPIAT 21)</p> <p>- TOOLS AND TECHNIQUES FOR THE AUDIT MANAGER</p> <p>- INTERNAL QUALITY ASSESSMENT</p>	<p>Work experience/ Company Limited (None)</p> <p>Shareholding (Ordinary Shares) (as of 31 October 2023)</p> <p>(None)</p> <p>Relation among family within company (None)</p>
---	--

<p>28. Mrs. Kanyarat Sumitra</p> <p>Age 48 years</p>	
<p>Position</p> <p>Company Secretary/Director of Company Secretary and Legal Office</p> <p>Date of Appointment as a Company Secretary</p> <p>- 15 January 2021</p> <p>Education / Training</p> <p>- Bachelor of Science in Chemistry, Chulalongkorn University</p> <p>- Master of Science in Finance University of Denver, Denver, Colorado, USA</p> <p>- Master of Science in Information Technology University of Denver, Denver, Colorado, USA</p> <p>- Company Secretary Program (CSP120/2021) by Thai Institute of Directors (IOD)</p> <p>- Professional Development Program for Company Secretary by Thai Listed Companies Association (TLCA)</p> <p>- Corporate Sustainability Strategy Class 4/2022 by The Securities Exchange of Thailand (SET)</p> <p>● Certificate in ESG Management (C-ESG) Class 3/2023</p> <p>● GHD Reduction Management System & Calculating your carbon footprint Class January 10-11, 2023</p>	<p>Board Member/Management in Other Listed Company</p> <p>(None)</p> <p>Position in Other Company /Organization/Institution (2)</p> <p>Since 2021, Director and Assistant General Manager</p> <p>KSL Real Estate Co., Ltd.</p> <p>Since 2021, Director, Khun Chuan Co., Ltd.</p> <p>Shareholding (Ordinary Shares) (as of 31 October 2023)</p> <p>- Own: 52,029,044 shares (1.18%)</p> <p>- Held by Spouse: Mr. Nitat Sumitra: 16,740,120 (0.38%)</p> <p>- minor children : (None)</p> <p>Family Relationship among Directors and Executives</p> <p>- Daughter of person number 2 (Mr. Chamroon Chinthammit)</p>

Attachment 2 Directors in subsidiaries and Affiliated companies of Khon Kaen Sugar Industry PCL. as of October 31, 2023

Name - Surname	Position														
	Khon Kaen Sugar Industry PCL.	Subsidiaries and Associates													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
1.Mr.Manu Leopairote	Chairman/ Independent director	X	X	X											
2.Mr.Chamroon Chinthammit	Director/ Chairman of the Executive Board	/ X/	/ X/	/ X/	X	X	X	X	X		X				/
3.Mr.Pornsir Thaemsirichai	Director/ Executive Director	/ //	/ //	/ //		/			/	X					
4.Mr.Sukhum Tokaranyaset	Director	/	/	/	/		/	/			/				
5.Mr.Thawatchai Rojanachotikul	Director	/	/	/	/		/	/	/						
6.Mrs.Intira Sukhanindr	Director	/	/	/		/		/							
7.Ms.Duangdao Chinthammit	Director/ Executive Director/ Nomination and Remuneration Committee	/ ///	/ ///	/ ///			/	/							
8.Mr.Chalush Chinthammit	Director/ Risk Management Committee/ Executive Director/ Chief Executive Officer and President	/ ///	/ ///	/ ///	/	/	/	/	/	/		/	/	/	/
9.Mr.Somchai Chinthammit	Director	/	/	/		/									

10.Ms.Duangkae	Chinthammit	Director	/	/	/												
11.Mr.Chanachai	Chutimavoraphand	Director/ Executive Director	/ ///	/ ///	/ ///		/	/	/	/		/	/		/	/	
12.Mr.Chatri	Chinthammit	Director	/	/	/												
13.Mr.Somchat	Chinthammit	Director/ Corporate Governance and Sustainable Development Committee	/	/	/												
14.Mr.Tachpong	Pakornsiriwongse	Director	/	/	/						/						
15.Mr.Trakarn	Chunharojrit	Director	/	/	/		/	/	/								
16.Pol.Gen.Boonpen	Bumpenboon	Independent Director/ Chairman of Nomination and Remuneration Committee /Corporate Governance and Sustainable Development Committee															
17.Mr.Sitti	Leelakasemlerk	Independent Director/Chairman of Audit Committee Risk Management Committee															
18.Mr.Warapatr	Todhanakasem	Independent Director/ Chairman of Corporate Governance and Sustainable Development Committee															
19.Ms.Nongluck	Phinainitisart	Independent Director/Chairman of Risk Management Committee/Audit Committee/Nomination and Remuneration Committee															

20.Mrs.Anchalee	Pipatanasern	Independent Director/Audit Committee Corporate Governance and Sustainable Development Committee															
21.Mr.Theera	Sanguandeeikul	Vice President								/		/					
22.Mr.Piripon	Chinhammit	Vice President						/	/	/	/		/				
23.Mr.Sommanus	Potirat	Vice President															
24. Mr. Skulrath	Siriphannon	Vice President															
25. Mr. Isares	Janyawannasiri	Assistant Vice President (CFO)															

NOTE :

Symbols	Position
x	Chairman
/	Director
X/	Chairman of the Executive Board
//	Vice President of the Executive Committee
///	Executive Committee

2) Name of Subsidiaries and Associates

Name of Subsidiaries

1. Tamaka Sugar Industry Co., Ltd.
2. New Krung Thai Sugar Factory Co., Ltd.
3. New Kwang Soon Lee Sugar Factory Co., Ltd.
4. KSL Export Trading Co., Ltd.
5. Khon Kaen Sugar Power Plant Co., Ltd.
6. KSL Real Estate Co., Ltd.
7. KSL Agro and Trading Co., Ltd.
8. Savannakhet Sugar Corporation
9. Koh Kong Plantation Co., Ltd.
10. Koh Kong Sugar Industry Co.,Ltd.
11. WSP Logistics Co., Ltd.
12. KHUN CHUAN Company Limited

Name of Associates

13. Thai Sugar Terminal PCL.
14. BBGI PCL.

Attachment 3 Details of Internal Audit Supervisor

MR. CHARTCHAI POOWONG

EDUCATION : BACHELOR BUSINESS ADMINISTRATION ACCOUNTING KASEM BUNDIR UNIVERSITY

WORK EXPERIENCE : 2547 – CURRENT INTERNAL AUDIT MANAGER KHON KAEN SUGAR INDUSTRY
PUBLIC COMPANY EXPERIENCE IN INTERNAL AUDIT FOR KRUNG THAI PROPERTY
DEVELOPMENT CO., LTD 2546 – 2547 AND PHATRA INSURANCE PUBLIC COMPANY
2536 – 2544

TRAINING : PROFESSIONAL INTERNAL AUDITOR OF THAILAND
(CPIAT 21)
TOOLS AND TECHNIQUES FOR THE AUDIT MANAGER
INTERNAL QUALITY ASSESSMENT
AUDITING INFORMATION SYSTEM
RISK BASED AUDIT
VALUE ADDED BUSINESS CONTROL THE RIGHT WAY TO MANAGE RISK

Attachment 4: Details of Appraised value of assets

In 2023, Khon Kaen Sugar Industry Public Company Limited and its subsidiaries have engaged an independent professional appraiser to perform a revaluation of investment property and operating land, as have adopted the accounting policies is fair value method, to reflect the current existing value of assets. The appraisal value of assets by an appraiser using the market approach and income approach, make an investment property as at October 31, 2023 have totaling amount Baht 6,420 million and have gain on fair value adjustments of investment property in the total amount of Baht 118 million.

Note : The Company disclosed the appraised value of assets, consisted of :

Types and characteristics of assets	Appraisal (Million Baht)	Name of who role appraiser	Name of operational control or the main appraiser	Objective	The reporting date
Investment Property					
- Land	4,415	UK VALUATIONS & AGENCY CO., LTD.	Mrs. UDOMSRI NATHIKANCHANALAB Qualified Senior Valuer 026 Mr. NATEE TANGTIDTHAM Qualified Senior Valuer 346	Public	October 16, 2023
- Building	2,005	UK VALUATIONS & AGENCY CO., LTD.	Mrs. UDOMSRI NATHIKANCHANALAB Qualified Senior Valuer 026 Mr. NATEE TANGTIDTHAM Qualified Senior Valuer 346	Public	October 16, 2023

Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company.

Corporate Governance Policy and Code of Conduct

Khon Kaen Sugar Industry Public Company Limited has defined a policy on good corporate governance as a guideline that all directors, management team and employees shall comply with such policy in order to promote KSL to be an efficient company in business, good corporate governance and transparency. KSL has announced good corporate governance principles and prepared Corporate Governance Policy and Code of Conduct manual as a guideline for the directors, executives and all employees to acknowledge and perform their duties. The manual was published on the KSLGROUP website for all relevant information, see more details at the below link; <https://www.kslgroup.com/index.php/th/>

The Board of Directors

The Company plans the Board of Directors' meetings throughout the year, generally with more than six meetings per year to consider the main agendas regulated each year. However, if there is an important agenda, the Chairman of the Board of Directors will call a meeting for that important agenda which will be notified in advance, not less than the period specified by law. In 2021, the Board of Directors held a total of 7 meetings.

The powers, duties, and responsibilities of the Board of Directors are defined by reference to the Public Limited Companies Act, the Securities and Exchange Company Act, the regulations of the Stock Exchange of Thailand, and the Company's Articles of Association.

Scopes, Powers, and Duties of the Board

Previously, the powers and duties of the Board of Directors were stipulated in the Corporate Governance Policy Section 5. Subsequently, the Board of Directors at the meeting No. 7/2016-2017 dated 29 September 2017 agreed upon and approved the Board Charter which shall come into force from 1 October 2017. This Charter defines the duties of the Board of Directors to be reviewed under the Virtuous Corporate Governance Principles for Listed Companies 2017 as follows:

- (1) Manage the business by creating sustainable value for the Company, that is, for the Company to have satisfying performance, operate the business with ethics and responsibility to stakeholders, eliminating or reducing the negative impact on society and the environment, and adapt to various changing factors
- (2) Establish business objectives and goals of the entity on the basis of creating a sustainable business while taking into account, the impact on society and the environment, direct the implementation of the objectives, goals, strategies, and annual plans to success of arranged goals.
- (3) Ensure that the business has a Board of Directors with composition and qualifications consistent with the principles of virtuous corporate governance through transparent and efficient recruitments. Have developments of skills and knowledge for performing duties responsibly. Establish a framework and mechanism for overseeing policies and operations of subsidiaries and businesses in which the company invests. Appoint necessary and appropriate sub-committees.

(4) Ensure that the Company has the President and senior executives suitable for the implementation of the Company's goals.

Set up development of senior management as well as a systematic succession.

(5) Promote innovations that create value for businesses and conduct business with social awareness and environmental responsibility.

(6) Ensure that there is a standard in risk management and internal control system that responds to the achievement of long-term objectives and goals of the Company, including the prevention of unofficial disclosure of sensitive information that may occur through information technology. Provide policies and guidelines for managing conflicts of interest and related transactions, anti-corruption, channels for complaints, and evidence concerning fraud and corruption.

(7) Ensure that financial creditworthiness is maintained and the preparation of financial reports and information disclosure is transparent and under the law.

(8) Support the participation of shareholders in crucial matters and maintain the right to receive information from shareholders through appropriate and timely channels.

The above eight roles and duties can categorize as guidelines and several other guidelines referred to the “Principles of Good Corporate Governance: Code of Conduct for the Listed Board of Directors” developed by the Securities and Exchange Commission.

Duties of Directors and sub-committees

1. Audit Committee

The Audit Committee consists of not less than three directors, of which the chairman and all directors must be independent directors. At least one member of this committee must have knowledge and experience in reviewing financial statements. The audit committee must have the qualifications prescribed by the Stock Exchange of Thailand and the Capital Market Supervisory Board. The Audit Committee has a term of office of three years and can be reappointed as an audit committee but not more than three consecutive terms unless the Board of Directors deems it appropriate to hold the position. The Audit Committee has three years per term of office and can be reappointed as an Audit Committee member. However, the maximum duration is three consecutive terms unless the Board of Directors deems it appropriate to continue holding the position. The Audit Committee has the scope of powers and duties as stipulated in writing of the Audit Committee Charter.

Scope of Duties and Responsibilities

1. To review that the Company has accurate and sufficiently disclosed financial reports.
2. To review that the Company has internal controls and internal audit activities appropriately and effectively, including considers sufficiency of manpower budget and independency of the internal audit department as well as the Audit Committee's consent on appointment, rotation, promotion, and termination the head of internal audit department, including other departments who are also responsible for internal audit activities.
3. To review the risk management operations of the Company. The effects may occur at a level acceptable in order to prevent fraud and corruption.
4. To review that the Company is complied with the Securities and Exchange Act and Regulations of the SET or other laws that related to the Company's industry.

5. To select, propose for appointment and termination of independent person as the Company's auditor, including consider the remuneration. The Audit Committee shall hold a meeting with the auditor without management participation at least once a year.

6. To consider compliance of connected or conflict of interest transactions, including significant asset acquisitions and disposals in accordance with the Laws and Regulations of SET and SEC in order to assure that the transactions are reasonable and provide the best interest to the Company.

7. To report activities of the Audit Committee in the Company's annual report. The report shall be signed by the Chairman of the Audit Committee and should be included at least the following information:

7.1 Comments on completeness and reliability of the Company's Financial Reporting

7.2 Comments on sufficiency of the Company's internal control systems

7.3 Comments on compliance with Securities and Exchange Act, Regulations of SET and SEC and other related laws to the Company's industry

7.4 Comments on appropriation of the auditor

7.5 Comments on conflict-of-interest transaction

7.6 Number of Audit Committee meetings and member's participation

7.7 Overall comments or observation regarding practices of the Audit Committee in accordance with the Audit Committee Charter

7.8 Other statements that shareholders or general investors should be informed under the scope of authorities and responsibilities of the Audit Committee as assigned to the Audit Committee by the Board of Directors.

8. To perform any assignment by the Board of Directors that agreed upon by the Audit Committee

9. While the Audit Committee are performing duties and responsibilities, the Audit Committee shall report within a reasonable period of time to the Board of Directors for corrective action if the Audit Committee observed the following transactions or events that may have material impacts to the financial status and performance of the Company

9.1 Conflict of interest transaction

9.2 Fraud or misappropriation might occur or there is significant weakness in the internal control system

9.3 Violation to the laws of SET, SEC or announcements of SET or other laws relating to the Company's industry

If the Board of Directors or relevant executives do not correct the aforementioned matters in due time, any Audit Committee member may further report the finding to the Securities and Exchange Commission and the Stock Exchange of Thailand.

2. Remuneration Committee and the Nomination Committee

The Company has designated the Remuneration Committee and the Nomination Committee to be the same committee consisting of not less than three directors. The chairman of the board and other directors, together with more than half of the board, are independent directors. The Nomination and Remuneration Committee has three years per term of office and can be reappointed as the Nomination and Remuneration Committee. However, the maximum duration is three

consecutive terms unless the Board of Directors deems it appropriate to continue holding the position. The Nomination and Remuneration Committee has the scope, powers, and duties as stipulated in writing of the Nomination and Remuneration Committee Charter.

Anywise, the Nomination and Remuneration Committee has not appointed any person to be an advisor to the Nomination and Remuneration Committee since the Board consists of independent directors who can express their opinions independently under relevant rules. Their outlooks bring knowledge, experience, and expertise to provide valuable suggestions in business operations.

Scope of Duties and Responsibilities

1. Nomination

1.1 define qualifications of the directors to be consistent with the structure, size and compositions of various committees established by the Board of Directors so as to ensure transparency and expectation of the Board of Directors by considering the knowledge, experience, expertise, freedom and time to contribute to directorship;

1.2 select and nominate persons qualified to be directors for the Board of Directors' consideration to nominate to the Shareholders' meeting for appointment provided that the selection method, verification of qualifications as regulated by laws and related authorities including consent to be appointed are to be prescribed;

1.3 select and nominate persons qualified to be members in the Board of Directors and other sub-Committees to replace the members whose office terms have ended to the Board of Directors for consideration.

2. Remuneration

2.1 consider or review pattern, criteria and procedures to consider remuneration so as to suit the duties and responsibilities of the Board of Directors and other sub-Committees and submit for approval from the Board of Directors and the Shareholders' meeting respectively provided ;

2.2 review data relating to remuneration of other companies in the same and similar industry yearly;

2.3 disclose names of directors, attendance and remuneration in all types in the Company's Annual Report as well as the brief Charter and remuneration criteria.

3. Risk Management Committee

The Risk Management Committee comprises not less than three committee members, provided that Chairman and other committee members altogether being more than half of the Committee must be independent directors. The Risk Management Committee has an office term of three years each time, and they can be re-elected, but they shall not hold office for more than three consecutive terms, except where deemed suitable by the Board of Directors. The Risk Management Committee has the scope of powers and duties as prescribed in the Charter of the Corporate Governance Committee.

Scope of Duties and Responsibilities

1. Develop policies to be considered by the Board of Directors regarding the overall corporate risk management that covers the Company's major risks, such as market risk, liquidity risk, management risk, investment risk, and reputation risk.

2. Design strategies in line with risk management policies to monitor and evaluate the corporate risk amount, as well as maintain the appropriate risk level.
3. Review the adequacy of risk management policies and system, as well as effectiveness of the system and policies practiced.
4. Provide recommendations in line with policies and strategies determined by the Board of Directors and present those recommendations to the Board.

4 Corporate Governance and Sustainable Development Committee

The Corporate Governance and Sustainable Development Committee comprises not less than three committee members, provided that Chairman and other committee members altogether being more than half of the Committee must be independent directors. The Corporate Governance and Sustainable Development Committee has an office term of three years each time, and they can be re-elected, but they shall not hold office for more than three consecutive terms, except where deemed suitable by the Board of Directors. The Corporate Governance and Sustainable Development Committee has the scope of powers and duties as prescribed in the Charter of the Corporate Governance and Sustainable Development Committee.

Scope of Duties and Responsibilities

1. Consider and propose corporate governance policy, business ethics and other policies relating to the corporate governance to the Board of Directors;
2. Develop and review sustainable development strategies, plans, and goals to cover environmental, social, and good governance dimensions, to ensure balance and efficiency, and to maximize benefits to the Company and its stakeholders, while adhering to best practices according to national and international sustainability standards.
3. Consider and propose practices of the Company, Board of Directors, executives, personnel and other relevant parties which are consistent with the corporate governance policy, business ethics and other policies relating to the corporate governance to the Board of Directors;
4. Monitor and supervise as well as create understanding to the Board of Directors and management for the sake of performance pursuant to the governance policy, business ethics and governance practices;
5. Review the corporate governance policy and practices at least once a year by comparison with international standard or other appropriate standards;
6. Appoint a Secretary to the Corporate Governance and Sustainable Development Committee, sub-committees or working groups with suitable duties and responsibilities;
7. Perform other duties as assigned by the Board of Directors.

Attachment 6 : Report of Audit Committee

The Audit Committee is appointed under a resolution of the Board of Directors and comprises 4 committee members who are independent directors. In 2023, the Audit Committee held five meetings. The purpose of the meeting was to focus on reviewing the adequacy and efficiency of the internal control system, effectiveness of operations and risk management, reliability of financial report and compliance with the law and related regulations of the company , in which the meeting attendance is shown below.

<u>Name and Surname</u>	<u>Position</u>	<u>Number of Attendance</u>
1.Mr. Sitti Leelakasamelek	Chairman of the Committee	5/5
2.Mr. Warapatr Todhanakasem	Committee Member	4/5
3.Ms. Nongluck Phinainitisart	Committee Member	5/5
4.Ms. Anchalee Pipatanasern	Committee Member	5/5

All 4 committee members possess good expertise and experience in accounting, finance, law and business. Particularly, Mr. Sitti Leelakasamelek and Associate Professor Anchalee Pipatanasern fulfill the required knowledge and experience in reviewing the trustworthiness of financial reports. All committee members are well qualified, pursuant to the requirements of the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), to perform their various duties.

The Audit Committee duly performs its duties in compliance with the Charter of the Audit Committee and as assigned by the Board of Directors, by placing importance to the reviewing of financial reports, related transactions, and internal auditing works. The Committee also promotes and encourages the Company to comply with the best practices of listed companies so that the Company achieves good corporate governance, good risk management, and effective internal control. The issues which were considered by the Audit Committee in the past year are summarized as follows:

1. Review of Financial Reports

The Audit Committee duly reviewed the quarterly financial statements and the annual financial statements of 2023 of the Company and its subsidiaries, covering all material issues relating to the accounting policy and the financial statements. The Committee also had discussion with the external auditors, the Management, and the Internal Audit Office, to ensure that the preparation of financial reports and the notes therein was done and disclosed correctly and completely according to law and the financial reporting standards. The Audit Committee had an opinion that the financial statements, which were reviewed and audited by the external auditors without reservation, was prepared in accordance with the Thai Financial Reporting Standards and contained accurate, complete, correct, transparent and reliable information with sufficient disclosure therein. The Committee did not discover any misstatements which would materially affect the financial reports. Moreover, the Audit Committee also held meetings with the external auditors without the presence of the Management so as to ensure that the auditor performed his duties freely and independently in giving opinions,

acquiring and examining required information for preparing the financial statements, disclosing material matters in accordance with the relevant laws and relevant financial reporting standards as well as beneficial to investors and users of the financial reports.

2. Review of Connected Transaction and Transaction which might result in Conflict of Interest

The Audit Committee reviewed the financial reports and significant financial activities of the Company and its subsidiaries with attention to connected transactions or transactions which might cause conflict of interest by justifying the compliance with law and regulations of the Securities Exchange of Thailand. The Committee instructed the personnel concerned to report the transactions on quarterly basis and disclosed the information to SET timely. The Committee had opinion that the reported transactions in 2023 were normal business under general commercial conditions without conflict of interest and were fair, reasonable, beneficial to the Company and in full conformity with the regulations of SET. The Committee found that the disclosure of information was correct and sufficient and discovered no any misstatement.

3. Review of Good Corporate Governance, Compliance with Related Laws and Regulations

The Audit Committee had duly reviewed the compliance under the policy on corporate governance and ethics of the Company, including the compliance with related laws and regulations including the Securities Commission Act, regulations proclaimed by SET and laws related to the Company's business. It was found that the directors, the executives and the staff conducted the compliance in all respects. The Committee considered and found that the Company had appropriate and effective corporate governance procedures. The Company provided channels for complaints so that the staff, customers and other stakeholders could give information or clues concerning fraud, misconduct or defiance of business ethics and established a functional unit to handle the complaints with transparency and appropriateness.

Received a certification as a member of Thailand's Private Sector Collective Action Coalition against Corruption (CAC) which is the Company's 3rd renewal of the certification, the Audit Committee paid more attention to the governance on anti-fraud and corruption. It assigned the Internal Audit Office to review the compliance with the Company's Manual on Anti-Fraud and Corruption and reported to the Committee. The Committee considered the normal practices were appropriate and efficient for transparent business operation and found no material issues of violation against any laws and regulations.

4. Review of Risk Management

The Audit Committee also considered and reviewed the policy and practices, pursuant to the risk management principles of the Company and its subsidiaries, to ensure that the Company had appropriate and effective risk management procedures. The review on risk at organization level was considered in accordance with the COSO-ERM Guidelines. The Committee also monitored assessment of risks which might occur from changing circumstances or business environment so as to assess risk factors which might have short-term and long-term impact upon business operation.

The Risk Management Committee is responsible for setting up a risk management policy framework and monitoring the Company's risk management on a quarterly basis. The Audit Committee give the opinion that the Company has an appropriate risk management system with sufficient efficiency in accordance with the Company's policy and strategic plans, including consistency in the changes of the environment and various situations both inside and outside the company.

5. Review of Internal Control System

The Audit Committee supervised and reviewed the sufficiency of internal control system to ensure that the internal auditing activities were conducted with appropriateness, effectiveness and independence. The Committee approved the annual risk-based audit plan that was prepared pursuant to the analysis of material risks; and considered the assessment result of internal control system through “Assessment of Internal Control System Form” introduced by the Securities and Exchange Commission which was made within the framework of the Committee of Sponsoring Organizations of Treadway Commission before reporting to the Board of Directors and disclosing the outcome in Report Form 56-1 and the Annual Report.

The Audit Committee reviewed and monitored the audit outcome of the Internal Audit Office regularly on quarterly basis so as to assess the practices and work quality of the Office whether they followed the approved audit plans and internal control standards. The Committee concluded that the internal control system was appropriate and efficient enough for the business operation and bore no material issues which might affect the normal business of the Company.

6. Selection and Appointment of the External Auditors

The Audit Committee has a duty to select and propose for appointment the external auditors and audit fee by taking into account the performance, scope of work, experience, capability and work quality of the external auditors in the previous year, status of the auditors, material limitations and relevant regulations of the Stock Exchange of Thailand to ensure that the external auditors were independent and non-partisan as well as the appropriateness of audit fee comparing to the scope of work.

The Committee reviewed the performance of the auditors of Deloitte Touche Tohmatsu Jaiyos Audit Company Limited in the previous financial year together with the proposed audit fee for the year 2023-2024. The Committee found the performance of the auditors satisfactory as they possessed capability, good experience and understanding of the Company's business and performed the task in accordance with professional auditing standards with independence and timely delivery of work. Therefore, the Committee recommended that the Board of Directors agree to seek approval of the Shareholders' Meeting to appoint the named auditors, all of Deloitte Touche Tohmatsu Jaiyos Audit Company Limited, as the Company's auditors for the year 2023-2024 and to accept the audit fee as reviewed by the Committee.

7. Others

The Audit Committee has regularly reviewed the Audit Committee Charter on an annual basis to ensure alignment with the principles and best practice guidelines as prescribed by the Securities and Exchange Commission and has reported the Audit Committee's performance to the Board of Directors at regular intervals. Furthermore, the Audit Committee underwent the group and individual assessments of performance and reported the results to the Board of Directors, as a means of further uplifting and improving the performance of the Audit Committee.

In summary, the Audit Committee carried out its duties and responsibilities as stated in the Audit Committee Charter, employing their diverse expertise, care, prudence, and adequate independence while providing recommendations for the equitable benefit of stakeholders. The Audit Committee's opinion is that KSL's financial reports are accurate and credible, and also fully consistent with generally accepted accounting practices. KSL's operations were in full compliance with all applicable laws and business obligations in conducting businesses under its objectives. Furthermore, KSL had implemented good corporate governance and put in place adequate risk management, suitable and effective internal control, and efficacious internal audit systems.



Mr. Sitti Leelakasameeruk
Chairman of Audit Committee

Report of Nomination and Remuneration Committee

The Board of Directors appoints the Nomination and Remuneration Committee which consists of

<u>Name- Last name</u>	<u>Position</u>
1. Pol. Gen. Boonpen Bumpenboon	Chairman of the Committee
2. Miss Duangdao Chinthammit	Committee Member
3. Miss Nongluck Phinainitisart	Committee Member

The Committee has a major duty to recruit and select persons who have appropriate qualifications to be directors in the Board of Directors or Committees of the Board. The duties of the Committee include the regular review of structure, size and composition of the Board of Directors, making guidelines to assess the Board of Directors' performance and remuneration of the directors to propose to the Board of Directors. During 2022-2023, the Committee held four meetings that included the following agenda.

1. Recruiting persons to replace the resigning directors and the directors who completed their term in office by taking into account knowledge, capability, experience, diversification in the structure of the Board and formulating a Board Skill Matrix to be considered with the recruitment and selection.
2. Considering remuneration and bonus for directors and committee members by surveying such remuneration granted by leading listed companies in the same industry and similar size and business nature including that surveyed by the Thai Institute of Directors and taking into account duties and responsibilities of the directors as well as the Company's performance result. The Committee found it appropriate to propose the remuneration and bonus at the same amount as that of the previous year for the next year.
3. Considering training and development plan for directors.
4. Considering succession plans of high-level executives.
5. Monitoring the performance and the progress of the Company's goals.
6. Considering the Annual Working Plan of the Committee.
7. Competency Assessment for Director and Committee.

In brief, the Committee had fully performed its principal duties as stated in the Charter of the Committee in the past year.

As of 31 October 2023, the Board of Directors consisted of 20 directors, in which 6 of them were independent directors (one independent director resigned during the year and the selection was in the process), 9 persons were non-executive directors and 5 persons were executive directors. The Committee found the composition appropriate for the Company's characteristics. As for the matter of remuneration of directors, executive directors and committee members that was shown in

Directors' and Executives' remuneration, the Committee assessed the rate as appropriate. The proposed remuneration had then got approval from the Board of Directors.



Pol. Gen. Boonpen Bumpenboon

Chairman of the Nomination and Remuneration Committee

Attachment 6 Report of Corporate Governance and Sustainable Development Committee

In 2023, the Corporate Governance and Sustainable Development Committee. held altogether 3 meetings, whereby 100 percent of the committee members attended the meetings, to perform its duties according to the scope of responsibilities specified in the Corporate Government Committee's Charter, the results of which were then reported to the Board of Directors every time, which can be summarized as follows:

- Consider review and correction the Charter of the Corporate Governance and Sustainable Development Committee., social responsibility policy, and reviewing business ethics.
- Reviewed the Company's operations at the annual general meeting of shareholders in accordance with the law, rules, and best practices. This includes giving shareholders the right to propose matters to be included in the meeting agenda and nominate persons to be considered for election as directors.
- Considered and monitored the Company's operations in line with the good corporate governance principles for listed companies in 2017 and the Company's corporate governance policy.
- Proposed a name change for the Corporate Governance Committee: The Company has committed to and gives precedence to a corporate sustainability development policy in accordance with the United Nations Sustainable Development Goals (SDGs) in order to develop guidelines for corporate business operations in line with such developments of KSL Group companies.

From: Corporate Governance Committee

To: Corporate Governance and Sustainable Development Committee

- Considered a sustainability policy: The Company wishes to be included on the list of Thailand Sustainability Investments (THIS) following the change in the name of the Corporate Governance and Sustainability Committee, and the Stock Exchange of Thailand's emphasis on ESG this year; therefore this sustainability policy has been created for the first time.
- Considered amending the Company's Articles of Association to accommodate technological changes and developments, in accordance with the Public Limited Companies Act (No. 4) announced in the Government Gazette on May 23, 2022, and other related laws, to ensure they are current and relevant.
- Reviewed the self-assessment form of the directors and committee as a whole and individually.
- Considered the meeting dates of the Corporate Governance Committee for the year 2024.
- Acknowledged that the Company received an assessment at an "Excellence" level from the 2023 corporate governance survey of Thai listed companies and recommendations for improving corporate governance under the 2023 CGR Project organized by the Thai Institute of Directors.
- Acknowledged 100% of the quality assessment results of the 2023 Annual General Meeting of Shareholders.



Mr. Warapatr Todhanakasem

Chairman of Corporate Governance and Sustainable Development Committee

Report of Risk Management Committee

The Board of Directors is well aware of the importance of risk management which affects its business operations and the established targets. In order to create confidence and reliability to the investors and the stakeholders regarding the Company's operations, therefore, the Risk Management Committee, which comprises committee members who have good understanding of the business, is appointed to perform the duties of directing and reviewing the risk management framework of the Company according to the roles in the Charter of the Risk Management Committee, and then proposes guidelines on suitable risk management to the Management, while at the same time promoting risk management at all levels of the entire organization in line with international standards.

In 2023, the Risk Management Committee held 4 meetings altogether, the significant points of which can be summarized as follows:

1. The Committee supervised and considered the policy and the management of main risks of the Company to ensure that they were suitable and in line with the direction of business operation, strategic plans, and targets of the organization under changing circumstances.
2. The Committee reviewed risk criteria and approved main risk issues of the Company and the risk management plan of 2023 under risk appetite, by imposing concrete and practicable mitigation plan.
3. The Committee reviewed risk working team and educated and encouraged cooperation for overall risk management by providing systematic assessment and analysis of risk likelihood both in normal situation and in critical circumstances to ensure the complete risk survey over all procedures of operation.
4. Criteria for screening and giving opinions on the agenda to key risks such as cane forecasting that effected to annual budgeting and goal setting. Including to human resource development risk shall consistent with corporate's strategy.
5. Criteria for screening and giving opinions on the agenda related to transfer risk impact and insurance strategies by value at risk (VaR) analysis in risk point of failure in production process and the preparation of preventive equipment to suppress various incidents. This will cause the machine breakdown.
6. The Committee reported the result of risk management of the Company to the Board of Directors for acknowledgment continuously and regularly.

The Risk Management Committee is committed to perform its duties so that the Company has good governance and good management and to ensure that the Company shall operate with efficiency to achieve the established the Company's goals.



Ms. Nongluck Phinainitisart

Chairman of Risk Management Committee

“สร้างรายได้ให้แก่ชาวไร่ บนพื้นฐานของการ พัฒนาระบบการเกษตรที่ยั่งยืน”

