



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

ASIA PRECISION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : ASIA PRECISION PUBLIC COMPANY LIMITED

Symbol : APCS

Address : 223/53, 13th Floor, Country Complex Tower A, Sunphawut Road,
Bangna Tai Subdistrict, Bangna
District

Province : Bangkok

Postcode : 10260

Business : The company offers a range of engineering services with the core business in Engineering, Procurement, and Construction (EPC), providing a one-stop service from turnkey construction management to Operation & Maintenance (O&M). The company has expertise in construction of alternative energy facilities and public utility systems of all kinds. Other business such as Utilities Business and Digital Assets Business.

Registration Number : 0107554000011

Telephone : 02-361-5494-5

Fax (if applicable) : 02-361-5496

Website : www.apcs.co.th

Email : info@apcs.co.th

Total Shares Sold (shares)

Common Stock : 659,999,862

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	2,205,869.42	1,823,693.91	1,687,606.39
Engineering, Procurement and Construction (EPC) (Thousand baht)	1,324,753.70	1,736,236.38	1,198,404.54
Digital Asset Business (Thousand baht)	0.00	43,397.43	239,478.84
Raw Water Distribution (Thousand baht)	34,776.86	37,734.70	60,865.29
Precision metal parts manufacturing (Thousand baht)	813,126.89	0.00	0.00
Other (Thousand baht)	33,211.97	6,325.40	188,857.72

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Engineering, Procurement and Construction (EPC) (%)	60.06	95.20	71.01
Digital Asset Business (%)	0.00	2.38	14.19
Raw Water Distribution (%)	1.58	2.07	3.61
Precision metal parts manufacturing (%)	36.86	0.00	0.00
Other (%)	1.51	0.35	11.19

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	2,205,869.42	1,823,693.91	1,687,606.39
Domestic (Thousand baht)	1,777,034.37	1,763,939.55	1,567,738.34
International (Thousand baht)	428,835.05	59,754.36	119,868.05

Vietnam (Thousand baht)	428,835.05	59,754.36	48,343.00
Mongolia (Thousand baht)	0.00	0.00	71,525.05

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	80.56	96.72	92.90
International (%)	19.44	3.28	7.10
Vietnam (%)	100.00	100.00	40.33
Mongolia (%)	0.00	0.00	59.67

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	33,211.97	6,325.40	188,857.72
Other income from operations (Thousand baht)	0.00	0.00	7,053.56
Other income not from operations (Thousand baht)	33,211.97	6,325.40	181,804.16

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

COVID-19 Risk from the COVID-19 pandemic

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy

Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment

Risks from fluctuation in construction material price

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risks from delay in construction project

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system

Risks from dependency on engineers and personnel

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

Risks from the other contractual party failing to comply with the agreements

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

Risks from high competition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

Risks from foreign currency exchange rate fluctuation

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk from natural disasters

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment
- Climate change and disasters

Risks from weather conditions

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Risks from chemical contamination in water

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Impact on the environment

Risks from the other contractual party terminating water sales agreements

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

Risks as a result of fluctuating microbiological substances in the reservoir

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system

Risks from reliance on key customers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

Risk from environmental impact from digital asset mining

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

Risk from digital asset price volatility

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment

Risks from technological changes

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risks of cyber theft

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Risks related to laws and regulations of government agencies or regulatory agencies

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

Risks of energy crisis

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Risks of unstable power or power outages

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Risks from changes in equations, regulations, or digital asset mining environment

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Risks from an increase in digital asset mining operators

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Risk from debt collection from trade receivables.

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

Risks from holding shares in other companies (Holding Company)

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding
- Liquidity risk

Risk from changes in the business structure and income of the business group.

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Liquidity risk
- Income volatility

Risk from investments that cannot perform to the business goals set.

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment
- Income volatility

Credit Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Compliance Risk

- Legal risk

Financial Risk

- Liquidity risk
- Income volatility

Price Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Economic risk

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

Liquidity Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Liquidity risk
- Income volatility

Reinvestment Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

Financial Risk

- Insufficient sources of funding
- Liquidity risk

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : https://www.apcs.co.th/th/investor/ir_cg

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : https://www.apcs.co.th/th/investor/ir_cg

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Diesel (Litres)	17,633.11	13,953.46	391,359.80

Remark : In 2023, The company added the Diesel Volume of Vehicle Moving.

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	7,583,155.49	7,532,716.32	42,879,316.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	378,950.00	356,450.00	56,830.25

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	35,980.00	31,640.00	14,766.80
Hazardous waste (Kilograms)	50,720.00	47,750.00	0.00
Total waste generated (Kilograms)	86,700.00	79,390.00	14,766.80

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	6,676.63
Scope 2 (Tons of carbon dioxide equivalents)	3,639.91	3,615.70	21,004.08
Scope 3 (Tons of carbon dioxide equivalents)	47.28	37.41	85.65
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	3,687.19	3,653.11	27,766.36

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : https://www.apcs.co.th/th/investor/ir_cg

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	273	270	99
Number of female employees (Persons)	333	333	59
Total number of employees (Persons)	606	603	158

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	192,352,486.62	214,634,133.76	113,538,287.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	14.04	17.62	17.73
Employee development and training expenses (baht)	91,632.00	232,920.00	556,175.32

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	2	5	0
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	23.93	16.25	15.19

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : https://www.apcs.co.th/th/investor/ir_cg

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

**Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information**

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	7	100.00
Number of male directors	5	71.43
Number of female directors	2	28.57
Number of executive directors	4	57.14
Number of non-executive directors	3	42.86
Number of independent directors	3	42.86

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NARONG VARONGKRIENGKRAI Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	26 Feb 2016	Business Administration, Banking, Automotive, Industrial Materials & Machinery, Engineering

2.	<p>Mrs. RATANA ANUPASANANT</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	14 Sep 2022	<p>Business Administration, Banking, Finance & Securities, Law, Accounting, Finance, Risk Management, Audit</p>
3.	<p>Mr. APICHART KAROONKORNSAKUL</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	7 Dec 1994	<p>Business Administration, Automotive, Industrial Materials & Machinery, Construction Services, Marketing</p>
4.	<p>Mr. SURIYON UDCHARCHON</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	27 Feb 2018	<p>Business Administration, Construction Services, Engineering, Energy & Utilities, Construction Materials</p>
5.	<p>Maj.Gen. Assoc. Prof. Dr. KRIENGCHAI PRASONGSUKARN</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	24 Apr 2021	<p>Health Care Services, Governance/ Compliance, Audit, Human Resource Management</p>

6.	Mr. PRASIT HANPIYAVATANASAKUL	Director (Executive)	15 Mar 2022	Business Administration, Finance & Securities, Corporate Management, Audit, Finance, Accounting, Marketing
	Gender: Male			
	Age: 52 years old			
	Highest level of education:	Director type: Newly		
	Bachelor's degree	appointed director to		
	Major: Accounting	replace ex-director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			
7.	Mrs. PIMPARUDA PITAKTEERATHAM	Director (Executive)	17 Jun 2022	Business Administration, Property Development, Corporate Management, Construction Services, Marketing
	Gender: Female			
	Age: 40 years old	Director type: Newly		
	Highest level of education:	appointed director to		
	Master's degree	replace ex-director		
	Major: Management			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other Information pertaining to committees

The Chairman is an independent director	: Yes
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NARONG VARONGKRIENGKRAI Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	25 Feb 2019	Business Administration, Banking, Automotive, Industrial Materials & Machinery, Engineering
2. Maj.Gen. Assoc. Prof. Dr. KRIENGCHAI PRASONGSUKARN Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	18 Jun 2022	Health Care Services, Governance/ Compliance, Audit, Human Resource Management
3. Mrs. RATANA ANUPASANANT [1] Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	14 Sep 2022	Business Administration, Banking, Finance & Securities, Law, Accounting, Finance, Risk Management, Audit

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. APICHART KAROONKORNSAKUL Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	4 Jan 2011
2. Mrs. PIMPARUDA PITAKTEERATHAM Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	17 Jun 2022
3. Mr. SURIYON UDCHARCHON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Mar 2022
4. Mr. PRASIT HANPIYAVATANASAKUL Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Mar 2022

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Maj.Gen. Assoc. Prof. Dr. KRIENGCHAI	Chairman
	PRASONGSUKARN	Member
	Mr. NARONG VARONGKRIENGKRAI	Member
The Risk Management Committee	Mrs. RATANA ANUPASANANT	
	Mrs. RATANA ANUPASANANT	Chairman
	Mr. APICHART KAROONKORNSAKUL	Member
	Mrs. PIMPARUDA PITAKTEERATHAM	Member
	Mr. SURIYON UDCHARCHON	Member
	Mr. PRASIT HANPIYAVATANASAKUL	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: The Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Nomination and Remuneration Committee
Sub-committees responsible for corporate sustainability development	: None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. APICHART KAROONKORNSAKUL Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration	CHAIRMAN OF EXECUTIVE COMMITTEE	23 Aug 2011	Business Administration, Automotive, Industrial Materials & Machinery, Construction Services, Marketing
2. Mrs. PIMPARUDA PITAKTEERATHAM Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Management	CHIEF EXECUTIVE OFFICER (ACTING) and MANAGING DIRECTOR	17 Jun 2022	Business Administration, Property Development, Corporate Management, Construction Services, Marketing
3. Mr. PRASIT HANPIYAVATANASAKUL [1] Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Accounting	Chief Finance Officer	1 Jan 2023	Business Administration, Finance & Securities, Corporate Management, Audit, Finance, Accounting, Marketing
4. Mr. SURIYON UDCHARCHON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Science	Chief Operation Officer - EPC	1 Jan 2023	Business Administration, Construction Services, Engineering, Energy & Utilities, Construction Materials

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : No

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	30,402,805.33	40,230,000.00	27,908,600.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 99

Number of female employees (persons) : 59

Total number of employees (persons) : 158

Employee Remuneration

Total employee remuneration : 113,538,287.00

Provident fund

Total number of employees (persons) : 158

Number of employees contributing to the PVD (persons) : 60

Percentage of employees who are members (%) : 37.97

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

- List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NARONG VARONGKRIENGKRAI Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 26 Feb 2016	Business Administration, Banking, Automotive, Industrial Materials & Machinery, Engineering

- List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. RATANA ANUPASANANT Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 14 Sep 2022	Business Administration, Banking, Finance & Securities, Law, Accounting, Finance, Risk Management, Audit

2.	Mr. SURIYON UDCHARCHON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 27 Feb 2018	Business Administration, Construction Services, Engineering, Energy & Utilities, Construction Materials
3.	Maj.Gen. Assoc. Prof. Dr. KRIENGCHAI PRASONGSUKARN Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 24 Apr 2021	Health Care Services, Governance/ Compliance, Audit, Human Resource Management
4.	Mr. PRASIT HANPIYAVATANASAKUL Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 15 Mar 2022	Business Administration, Finance & Securities, Corporate Management, Audit, Finance, Accounting, Marketing
5.	Mrs. PIMPARUDA PITAKTEERATHAM Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 17 Jun 2022	Business Administration, Property Development, Corporate Management, Construction Services, Marketing

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NARONG VARONGKRIENGKRAI	Chairman of the board	Non-participating
Mrs. RATANA ANUPASANANT	Vice Chairman	Participating

Mr. APICHART KAROONKORNSAKUL	Director	Non-participating
Mr. SURIYON UDCHARCHON	Director	Non-participating
Maj.Gen. Assoc. Prof. Dr. KRIENGCHAI PRASONGSUKARN	Director	Non-participating
Mr. PRASIT HANPIYAVATANASAKUL	Director	Participating
Mrs. PIMPARUDA PITAKTEERATHAM	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 5

Date of AGM meeting : 20 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. NARONG VARONGKRIENGKRAI (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2. Mrs. RATANA ANUPASANANT (Vice Chairman)	-	5/5	Participating	Did not hold the meeting
3. Mr. APICHART KAROONKORNSAKUL (Director)	-	5/5	Non-participating	Did not hold the meeting
4. Mr. SURIYON UDCHARCHON (Director)	-	5/5	Participating	Did not hold the meeting
5. Maj.Gen. Assoc. Prof. Dr. KRIENGCHAI PRASONGSUKARN (Director)	-	5/5	Participating	Did not hold the meeting

6.	Mr. PRASIT HANPIYAVATANASAKUL (Director)	-	5/5	Participating	Did not hold the meeting
7.	Mrs. PIMPARUDA PITAKTEERATHAM (Director)	-	5/5	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. NARONG VARONGKRIENGKRAI (Chairman of the board)	-	180,000.00	240,000.00	N/A
2.	Mrs. RATANA ANUPASANANT (Vice Chairman)	-	150,000.00	180,000.00	N/A
3.	Mr. APICHART KAROONKORNSAKUL (Director)	-	95,000.00	0.00	N/A
4.	Mr. SURIYON UDCHARCHON (Director)	-	95,000.00	0.00	N/A
5.	Maj.Gen. Assoc. Prof. Dr. KRIENGCHAI PRASONGSUKARN (Director)	-	125,000.00	120,000.00	N/A
6.	Mr. PRASIT HANPIYAVATANASAKUL (Director)	-	95,000.00	0.00	N/A
7.	Mrs. PIMPARUDA PITAKTEERATHAM (Director)	-	95,000.00	0.00	N/A

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. NARONG VARONGKRIENGKRAI (Chairman of the audit committee)	-	4/4
2.	Maj.Gen. Assoc. Prof. Dr. KRIENGCHAI PRASONGSUKARN (Audit committee)	-	4/4
3.	Mrs. RATANA ANUPASANANT (Audit committee)	-	4/4