



One Report 2022



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PHILOSOPHY



VISION

TO BE THE LEADING TOTAL LIGHTING SOLUTION PROVIDER IN ASEAN.



MISSION



General Information

Company Name :
Lighting & Equipment Public Company Limited

Become Public Company April 8, 2004
Registered Number 0107547000338

Listed in the Stock Exchange of Thailand (mai)
August 24, 2004

Listed in the Stock Exchange of Thailand (SET)
October 21, 2014

Type of Business Manufacturer, Importer, Supplier and
Exporter of all lighting products and accessories.
The company has also provided fully integrated services
in light and lighting for customers advantage.

Registered Capital 492,040,074 Baht (Number of Ordinary share :
492,040,074) Par Value : 1 Baht
Paid-up Capital 492,040,074 Baht (Number of Ordinary share :
492,040,074) Par Value : 1 Baht



Address and Location of Lighting & Equipment Public Company Limited and Subsidiaries

1. Lighting & Equipment Public Company Limited (L&E)

Head Office :

539/2, 16-17/F, Gypsum Metropolitan Tower,
Sriyudhya Rd., Rahthevee, Bangkok 10400
Tel: (662) 248 8133, (662) 642 5092
Fax: (662) 248 8144, (662) 642 5091
Website: www.lighting.co.th

Warehouse and Distribution Center : (Noppawong Factory)

45/25-27 Moo 3 Bangbuothong-Supanburi Road
Namai Latlumkaeo Pathumthani 12140
Tel : (662) 150 2601-4 Fax : (662) 150 2605

Assembly Factory : (Noppawong Factory)

45/27 Moo 3 Bangbuothong-Supanburi Road
Namai Latlumkaeo Pathumthani 12140
Tel: (662) 150 2606-10 Fax: (662) 150 2606 ext 3019

2. Subsidiary : L&E Manufacturing Company Limited. (LEM)

Head Office :

85/3 Soi Prachumporn, Chaengwattana Road, Lalsi,
Bangkok 10210
Tel: (662) 982 4629-31
Fax: (662) 514 5803

Noppawong Factory :

45/29 Moo 3 Bangbuothong-Supanburi Road Namai
Latlumkaeo Pathumthani 12140
Tel: (662) 150 2619-21 Fax: (662) 150 2622

Investment in subsidiary company :

L&E Manufacturing Company Limited
Registered Capital 90,000,000 Baht
(Ninety Million Baht) Share Holding Proportion 99.99%

General Information

3. Subsidiary : L&E Solid State Company Limited. (LES)

Head Office :

539/2, 16-17/F, Gypsum Metropolitan Tower,
Sriyudhya Rd., Rahthevee, Bangkok 10400
Tel: (662) 248 8133, (662) 642 5092
Fax: (662) 248 8144, (662) 642 5091

Noppawong Factory :

45/28 Moo 3 Bangbuothong-Supanburi Road
Namai Latlumkaeo Pathumthani 12140
Tel: (662) 150 2611-7 Fax: (662) 150 2618

Investment in subsidiary company :

L&E Solid State Company Limited.
Registered Capital 60,000,000 Baht
(Sixty Million Baht) Share Holding Proportion 99.99%

5. Subsidiary: Lighting & Equipment (Vietnam) Company Limited.

Head Office :

539/2, 16-17/F, Gypsum Metropolitan Tower,
Sriyudhya Rd., Rahthevee, Bangkok 10400
Tel : (662) 248 8133, (662) 642 5092
Fax : (662) 248 8144, (662) 642 5091

Office & Factory : Plot 101/3, Road 1, Long Binh
Industrial Park (Amata), Long Binh Ward, Bien Hoa City,
Donng Nai Province, Vietnam.

E-mail : exportdiv@lighting.co.th

Investment in subsidiary company : The Authorized
Capital of Lighting & Equipment (Vietnam) Company
Limited. US\$ 1,000,000 Share Holding Proportion 100.00%

4. Subsidiary : Lighting & Equipment (Myanmar) Company Limited.

Head Office :

539/2, 16-17/F, Gypsum Metropolitan Tower,
Sriyudhya Rd., Rahthevee, Bangkok 10400
Tel: (662) 248 8133, (662) 642 5092
Fax: (662) 248 8144, (662) 642 5091

Office & Lighting Application Center :

No.19-L, Myint Zu (2) Street, Yankin Township,
Parami Road between Kabaraye Pagoda Rd &
Waizayantar Rd, Yangon. Tel : (95) 99 6160 3809
E-mail : le_myanmar@lighting.co.th

Investment in subsidiary company : The Authorized
Capital of L&E Myanmar Company Limited US\$ 50,000
Share Holding Proportion 90.00%

6. Laboratory & Lighting Innovation Center (LIC)

Address : 85/3 Soi Prachumporn, Chaengwattana Road,
Laksi, Bangkok 10210

Tel : (662) 573 4787 ext 300, 400

Fax : (662) 02 574 5803

7. Lighting Solution Center (LSC)

Branch Ratchadapisek : G Floor Pakin Building
Ratchadapisek Road, Dindang Bangkok 10400

Tel: (662) 246 1161-66

Fax: (662) 246 1165

Branch Ratchapruk : SB Design Square Building
Room No.SB301, 3 Floor, 555 Moo1, Bang Khanun,
Bang Kruai, Nonthaburi 11130

Tel: (662) 118 7501

Fax: (662) 118 7505

General Information

Registrar

Thailand Securities Depository Co., Ltd.
The Stock Exchange of Thailand Building,
93 Ratchadapisek Road, Din Daeng, Bangkok 10400
Tel: (662) 009 9378-89

Auditor

Ms. Charinrat Noprampa License No. 10448 or
Mr. Krit Dhammathatto License No. 11915 or
Mr. Watchara Pattarapitak License No. 6669
KPMG Phoomchai Audit Co., Ltd.
Empire Tower, 50 Floor 1 South Sathorn Road.,
Yannawa, Sathorn Bangkok 10120
Tel: (662) 677 2000
Fax: (662) 677 2222

Legal Advisor

Kamthorn Surachet & Somsak Co., Ltd.
Suite 31A, Sinn Sathorn Tower, 77/132 Krungthonburi
Road, Klongtonsai, Klongsarn, Bangkok 10600
Tel: (662) 440 0288
Fax: (662) 440 0298

Company Secretary/Investor Relation & Communication Manager

Ms. Chitlada Jariyavidyanont
Tel: (662) 248 8133 ext. 1001
Fax: (662) 248 8144
E-mail: chitladaj@lighting.co.th

Internal Audit Manager

Ms. Jareeya Suppayakorn
Tel: (662) 248 8133 ext. 2100
Fax: (662) 248 8144

Member of Professional Association

The Illuminating Engineering Association Member
No. C0041
Thai Electrical & Mechanical Contractors Association
Member No. 11325
The Thai Chamber of Commerce & Board of Trade
of Thailand, Member No. 4408
The Federation of Thai Industries Member
No. SN5203
Listed Companies Association
Thai Institute of Directors Association
Thai Investor Relations Club

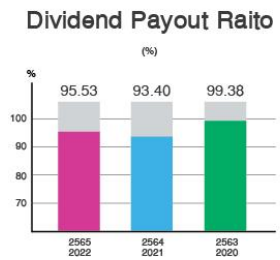
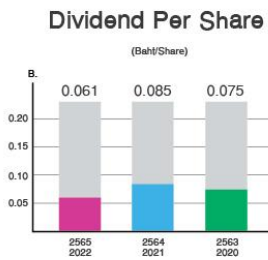
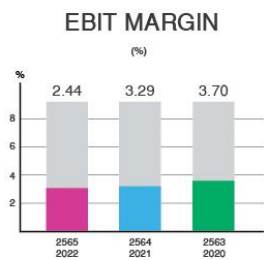
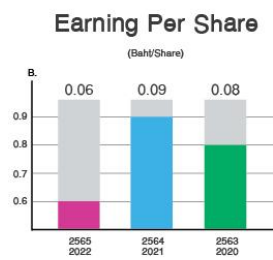
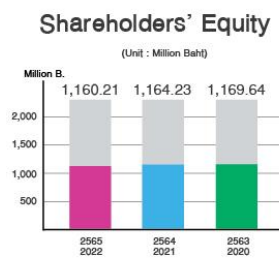
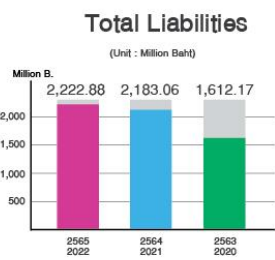
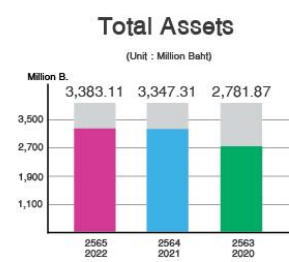
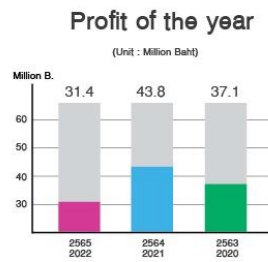
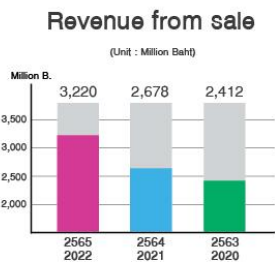
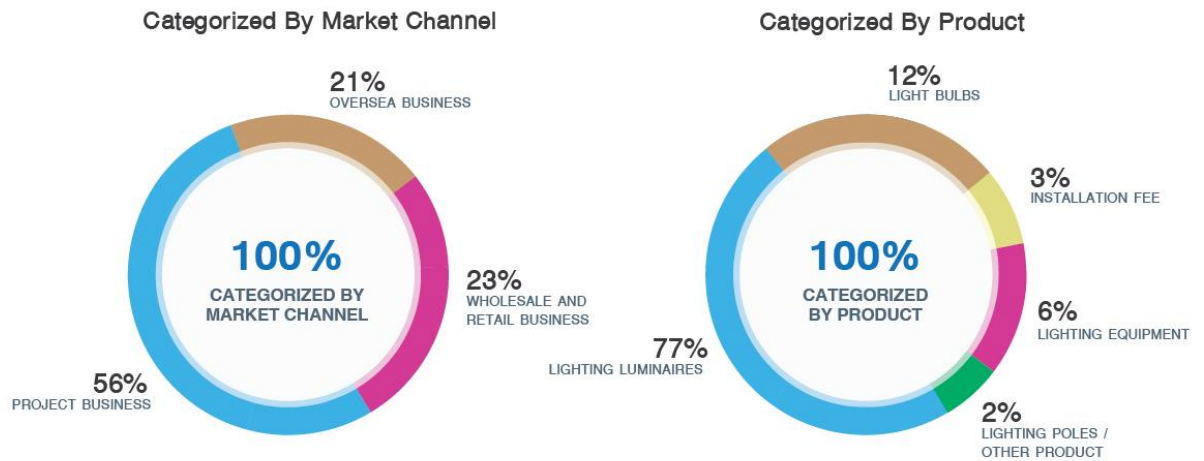
Financial Highlight

Financial Period

	31/12/2022	31/12/2021	31/12/2020
Statement of Comprehensive Income (Baht.)			
Revenue from Sale	3,220,184,744	2,677,830,247	2,412,293,433
Total Revenue	3,268,668,861	2,719,510,134	2,426,188,175
COGs and SG&A	3,189,008,745	2,630,227,170	2,336,504,462
Net Profit	31,420,344	43,829,124	37,130,820
Statement of Financial Position (Baht.)			
Total Assets	3,383,112,244	3,347,307,781	2,781,873,625
Total Liabilities	2,222,884,224	2,183,060,078	1,612,169,344
Shareholders' Equity	1,160,228,020	1,164,231,269	1,169,646,057
Financial Ratio (Baht.)			
Ordinary Share (Share)	492,040,074	492,040,074	492,040,074
Par Value	1.00	1.00	1.00
Earnings Per Share	0.06	0.09	0.08
Dividend Per Share	* 0.061	0.085	0.075
Current Ratio (X)	1.13	1.14	1.19
ROE (%)	2.70	3.76	3.12
ROA (%)	2.37	2.91	3.10
D/E (X)	1.92	1.88	1.38
Gross Profit Margin (%)	25.54	27.00	32.22
EBIT Margin (%)	2.44	3.29	3.70
Net Profit Margin (%)	0.96	1.61	1.53
Cash Cycle			
A/R Turnover (Time)	3.61	3.29	2.72
Avg. Collection Period (days)	101.12	110.99	134.37
Inventory Turnover (Times)	2.02	1.99	1.98
Avg. Inventory Period (Days)	181.10	183.28	184.65
A/P Turnover (Times)	4.81	4.57	6.05
Avg. Payment Period (Days)	75.84	79.92	60.36
Cash Cycle (Days)	206.39	214.35	258.66

*The Board of Directors has approved the dividend payment of 0.061 baht per share on February 21, 2023 and will propose to the shareholders for approval on April 19, 2023.

Revenue Structure



Timeline

MAJOR MILESTONE

Lighting & Equipment Public Company Limited operates a fully integrated business in lighting products, from research and product development, has its own IEC/ISO 17025 accredited laboratory and ISO 9001 accredited manufacturing factories as well as distributes the products to all customer groups in domestic and abroad. In addition, the company provides various services for maximum benefit to customers, i.e. recommend proper products including provide lighting designs for each application, as well as offer rental products and rental lighting systems for various events. The company has diverse and complete range of lighting products that can meet the requirement of all customer groups. i.e. residential, office, commercial building, department store, howroom, retail store, museum ,manufacturing factory, warehouse, historical structure, public park, stadium, street, airport, advertising box, etc.

01.

Started with 25 million Baht registered capital and acquired the business from Yong Enterprise Ltd. Part., a company marketing fluorescent luminaire to electrical contractors. Expanded the business to cover government agencies and has become agents for many world-class Lighting manufacturers.



1993

02.

Expanded business by offering diverse range of lighting products. Provided lighting design and recommended proper use of lighting products to provide better value to customers. Expanded marketing network to cover project and wholesale activities.



1994 - 1998

03.

Strengthen the company competitiveness by acquiring T.S. Trunking Co. Ltd. (name has now been changed to L&E Manufacturing Co. Ltd.) which manufactures whole range of fluorescent lighting luminaires and trunking products. Started to expand to export market to benefit from the weak Baht at that time.



1999

04.

Expanded business to cover modern trade market and included extensive range of decorative lighting products for residential. Established the Lighting Application Center for demonstration to customers how lighting products can be effectively applied for various applications. Developed and improved MIS and logistics system so that the company can provide faster and better services to customers.



2000 - 2003

Timeline

05.



Increased registered capital to 137.50 million Baht, became a public company and listed in the Stock Exchange of Thailand

2004

06.

Expanded manufacturing facilities to enable the company to manufacture whole range of indoor and outdoor lighting luminaries. Established representative office in Vietnam.



2005

07.



Granted 5 years corporate income tax holiday by Board of Investment for the factory expansion and manufacturing modernization of the company to improve productivity and reduce production cost.

2006

08.



Increased registered capital to 305.70 million Baht and established lighting luminaire laboratory for research and develop of lighting products as well as product quality test to ensure that products delivered to customers have good quality and meet standard.

2007

09.



Granted Top Corporate Governance Awards, mai from Stock Exchange of Thailand.

2008

10.



Established Lighting Solution Center, the showroom that completed with diverse range of lighting products for various life-styles, experienced lighting designers to provide recommendation and lighting design to customers including lighting showcases for customers to experience light effect, to expand marketing channel to retail customers.

2009

Timeline

11.

Granted IEC/ISO 17025 accreditation for lighting luminaries laboratory and ISO 9001:2008 accreditation for lighting luminaries manufacturing. Granted Top Corporate Governance
- Awards : mai from Stock Exchange of Thailand



2010

12.

Established L&E Solid State Co. Ltd. to manufacture LED products which is the first Thai factory manufacturing LED lamps for lighting.



2011

13.

Constantly develop LED products and launch them into the market and expand business into AEC market. Create slogan " *L&E more than...light* " for communication to the market.



2012 - 2013

14.

Penetrated into the consumer market by advertising it's LED lamps for the first time in the television media and other media. Increased registered capital to 494.2 million Baht. Reduced the company's PAR value from 5 Baht to 1 Baht. shift the transaction of the company's share from mai market to SET market. Opened an additional showroom, Lighting Solution Center on Ratchaprek road.



2014

15.

Opened new manufacturing factories and warehouses at Ladloomaew district, Pathumtani province, total space 80,000 SQM. comprised of : Warehouse and distribution center, total space 16,000 SQM. Assembly factory total space 5,800 SQM. LED lamps, LED components and certain LED luminaires manufacturing. factories under the subsidiary : L&E Solid State Co.,Ltd., total space 8,500 SQM. lighting luminaires and lighting poles manufacturing. factories under the subsidiary : L&E Manufacturing Co.,Ltd., total space 7,600 SQM. Established.

L&E Myanmar Co.,Ltd. a subsidiary in Yangon, The Republic of the Union of Myanmar.



2015

16.



Established a wholly-owned subsidiary, the Lighting & Equipment (Vietnam) Co., Ltd. in Dong Nai, Vietnam with the intention to import lighting product from Head Office for resale in Vietnamese market, and to manufacture lighting products for sale in Vietnamese market as well as for sale to Head Office in Thailand.
- All the 3 manufacturing factories under the company L&E Manufacturing Co., Ltd. (LEM) at Latlumkaeo Pathumthani and L&E Solid State Co., Ltd.(LES) has been assessed and conformed to the environmental system ISO 14001:2015 (TIS 14001-2559)

2016 - 2017

17.



The Grand Opening ceremony of Lighting & Equipment (Vietnam) Co.,Ltd., 12 December 2018 at Amata Industrial Estate, Dong Nai City, Vietnam.
- Year 2018 was certified as a member of the Anti-Corruption Coalition of the Thai private sector from the Thai Institute of Directors Association (IOD)



2018

18.



L&E was certified as Thai Innovation and Invention account by Budget Bureau about 2 products Horticultural LED Lighting and LED T8
- L&E Manufacturing Co.,Ltd. (LEM.) has been assessed and found to be conforming to the requirements of TIS 45001-2561 (ISO 45001-2018)

2019

19.



Aiming to the market for various innovative lighting products such as IOT products, lighting used in Agriculture and Medical industry, etc.
- Add a business model (Business Model) "Efficient Value Chain Management" to support mass production In order export to large customers abroad.

2020

20.



Lighting and Entertainment Technology new business and established L&E Lab XR (at Chang Chui)
- Year 2021 Renewal of membership of the Coalition Against Corruption has been renewed of the Thai private sector from the Thai Institute of Directors Association (IOD)



2021

21.



Established the Virtual L&E Showroom to display lighting products of the company as if experiencing the real showroom atmosphere. The customer can visit and shop online at <https://360.lightingshoponline.com/tour/virtualse>

2022

Message from Chairman

The Thai economy has been severely affected by the widespread COVID-19 pandemic since the end of 2019, forcing Thai people and entrepreneurs to adapt in order to cope with the arising difficulties. As of 2022, many companies and entrepreneurs have successfully adapted to operate amid the pandemic, resulting in business expansion and renovation. Additionally, that year the company secured several significant projects, such as the Queen Siri kit National Convention Center and the Park Silcom, and managed to slightly increase the sale of OEM products manufactured for customers in the U.S. market. Consequently, revenues from sale of goods and rendering of services increased by 20% from the prior year. Nonetheless, the consequences from the war between Russia and Ukraine, resulted in higher logistics costs, higher inflation and weaker Baht, causing higher product cost whilst the selling prices of most projects are unable to increase, resulted in unfavorable gross profit margins. Moreover, the company had to make a bad debt provision for a customer, amounting to 16 million Baht. As a result, the company's net profit has decreased from the previous year by 28%

2023 will be a challenging year, as the domestic market as well as the market in ASEAN are projected to expand, yet the business conflicts between the U.S. and China is likely to intensify, and may have an increasing negative impact on the sale of OEM products to the U.S. market via our Chinese strategic partner. To mitigate this, the company has begun to seek out new outlets for this group of products. It is expected that the overall revenues from sale of goods and rendering of services will slightly increase from the previous year. Moreover, gross profit margins will improve due to the ongoing improvement of the production process to ensure consistency of product quality and further reduce production costs. Therefore, the company's net profit is expected to be considerably higher this year.

The Board of Directors would like to take this opportunity to express their appreciation to all shareholders and stakeholders who have placed trust in the company, and have consistently provided great support. They wish to confirm that the Board will manage the company in accordance with integrity, due care, transparency and good corporate governance principles. The company has acknowledged the importance of prevention and control of fraud and corruption and accordingly, has joined the movement "Thailand's Private Sector Collective Action Coalition" in an attempt to improve the fraud and corruption situation in Thailand. In addition, the company has always been actively involved in activities that help to support and create a better community. Furthermore, the importance of environmental conservation has been taken into serious consideration and methods have been used to design products and to effectively utilize materials in the production, in order to ensure that they are eco-friendly. The company has even earned the ISO 14001 Environmental Management Certificate for all the 3 manufacturing facilities in Lardlumkaew district, Phatumthani province, which demonstrate that the company adheres to international environmental management standards. The company strongly believes that doing business in the peaceful community and

sustainable environment, will enable the company to grow constantly and sustainably. The above mentioned is in line with the Securities and Exchange Commission of Thailand and the Stock Exchange of Thailand's desires to promote ESG directives among listed companies.

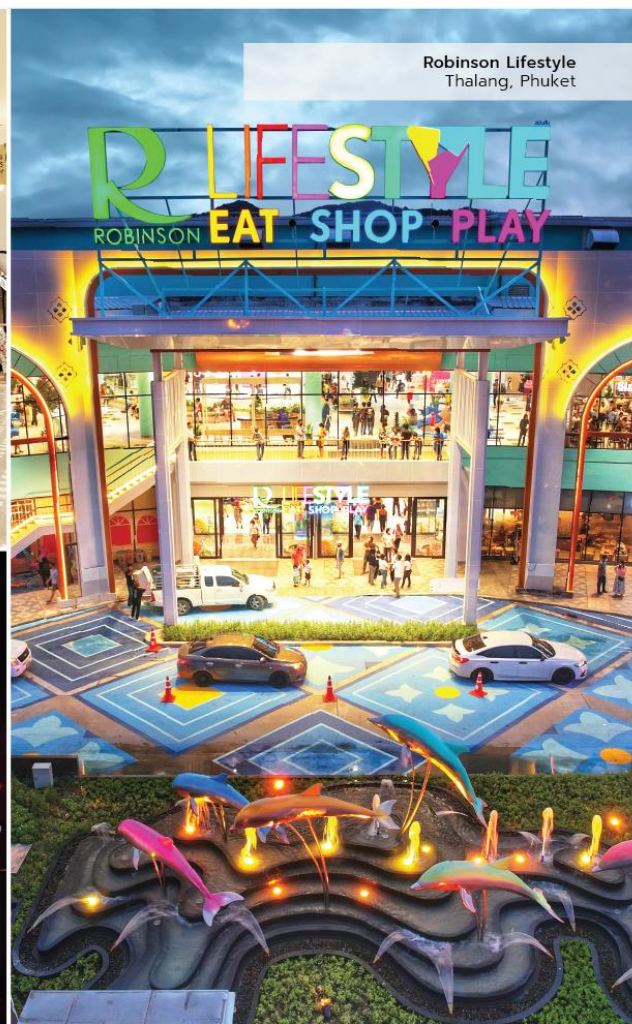


Mr. Sitthichai Kraisithisirin
Chairman

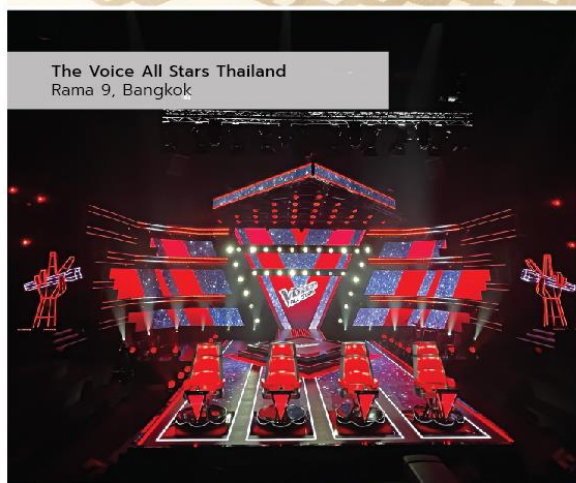
Performance Highlights for 2022



Central Department Store
Ladprao, Bangkok



Robinson Lifestyle
Thalang, Phuket



The Voice All Stars Thailand
Rama 9, Bangkok



HomePro
Prachachuen, Bangkok

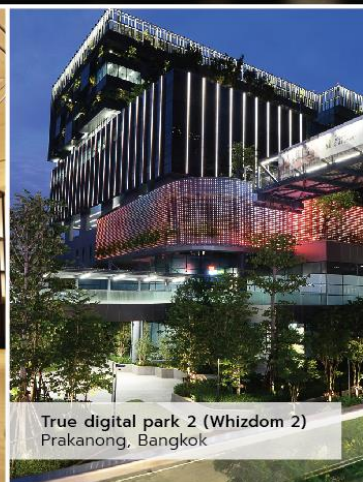


Queen Sirikit National Convention Center
Khlong Toei, Bangkok



Silom Edge
Silom, Bangkok

Performance Highlights for 2022





Part 1

Business Operations and Performance



Part 1 Business Operations

1. Corporate Group Structure and Business Operations

1.1 Policy and Overall Business Operations

In the main activity The Company operates in accordance with and in accordance with the corporate governance policy of the Company as it has activities in various fields as follow :

Products : The Company's main products consist of electric bulb group lighting equipment group electric lamp group Electric pole group and metal work because the company's lighting products are diverse and comprehensive. This makes it able to support the needs of all groups of customers who use electricity, such as homes. Office buildings, commercial buildings, exhibition centers, shopping centers, shops, warehouse Industrial plants, stadiums, parks, roads, historic sites, billboards and airports, etc.

Services : The Company has engineers, architects, decorators and graphic designers. With a lot of knowledge and experience to provide comprehensive lighting services such as introduce the application of lighting products to suit various applications. Design electric lighting products for applications that require products with specific designs or specifications and design lighting systems for various tasks which the company can design by displaying a general brightness value or rendered as a three - dimensional image including animated three-dimensional images (ANIMATION), etc.

Marketing : At present, the company has a comprehensive and effective marketing network, divided into project sales market. Wholesale and retail markets and export market with more than 3,000 customers from almost all provinces across the country. There are two showrooms selling lighting products in Bangkok. L&E Lighting Solution, LIGHTING APPLICATION CENTER, MODERN TRADE such as HOME PRO, HOME WORK, and CEMENT THAI HOME MART etc. for the export market The company has more than 40 customers scattered in various countries in Asia, Australia, Europe and the Americas.

Manufacturing : Factory of the Company (L&E Manufacturing Co., Ltd. and L&E Solid State Co., Ltd.) quality system accreditation ISO 9001, ISO 14001, ISO 1425 and certified by Thai labor standards (มรท. 8001-2546) Complete level from the Department of Labor Protection and Welfare Ministry of Labor At present, the company has 4 factories producing electric lamps, electric poles and various metal works. In addition, the company has internationally accredited testing laboratories to test product quality and develop new products to meet market demands.

Research & Product Development : Established the Lighting Innovation Center to engage in the business of complete lighting product. Since product research prototype machine and equipment to development. There is a testing Laboratory accredited according to ISO/IEC 17025

Lighting & Equipment public Company Limited operates a fully integrated business in lighting products, from research and product development, has its own IEC/ISO 17025 accredited laboratory and ISO 9001 accredited manufacturing factories as well as distributes the products to all customer groups in domestic and abroad. In addition, the company provides various services for maximum benefit to customers, i.e. recommend proper products including provide lighting designs for each application, as well as officer rental products and rental lighting systems for various events. The company has diverse and complete range of lighting products that can meet the requirement of all customer groups. i.e. residential, office, commercial building, department store, showroom, retail store, museum ,manufacturing factory, warehouse, historical structure, public park, stadium, street, airport, advertising box, etc.

The company's products comprised of 4 major groups :

1. Light bulb / Tube
2. Lighting equipment / Accessory
3. Lighting luminaires
4. Lighting pole

The company markets the lighting products under L&E trademark and LUMAX trademark. L&E is main trademark for general products, and LUMAX is trademark for certain markets that require cheaper price. The company markets the products through 3 major channels :

1. Project business group
2. Wholesale and Retail business group
3. Overseas business group



1.1.1 Vision and Mission in Business Operations

Vision : To be the leading total lighting solution provider in ASEAN.

Mission :

1. Offer diverse and complete range of lighting products to meet every sector's requirement.
2. Establish well-covered marketing networks accessible to various groups of customers.
3. Provide fully integrated services for customers' advantage.
4. Establish high standard facilities with modern and efficient manufacturing process to respond to the market requirement.
5. Establish Lighting Innovation Center to proactively innovate and develop new products to meet market requirement and establish a world class testing laboratory to facilitate new products development and innovation.

1.1.2 Significant Changes and Development

At present, the company has four wholly-own subsidiaries.

- 1. L&E Manufacturing Co.,Ltd. (99.99% owned by the company)**
Has 3 factories, manufactures various lighting luminaires and lighting poles.
- 2. L&E Solid State Co.,Ltd. (99.99% owned by the company)**
Manufactures LED products. All the products manufactured by these two subsidiaries are supplied to customers through the company. Out of the total products supplied to customers, 40% are from the subsidiaries, 20% are imported from abroad, and the balance of 40% are products purchased from other companies and outsourced from strategic partners including the products assembled from parts purchased from other companies. In future, the company has policy to increase the proportion of products manufactured by its subsidiaries in order to improve gross profit margin.
- 3. Lighting & Equipment (Myanmar) Co.,Ltd. (90.00% owned by the company)**
To provide full service related to lighting, including design, consultancy, installation, commissioning and maintenance and to provide full support services related to alternative energy devices including design, consultancy, installation, commissioning and maintenance. Establishment date on February, 2015
- 4. Lighting & Equipment (Vietnam) Co., Ltd. (a wholly - own subsidiary)**
with the intention to import lighting product from Head Office for resale in Vietnamese market, and to manufacture lighting products for sale in Vietnamese market as well as for sale to Head Office in Thailand. Establishment date on 31 July 2017.

1.2 Nature of Business

1.2.1 Revenue Structure

Categorized By Market						
Market Chanel	2022		2021		2020	
	Million Baht	(%)	Million Baht	(%)	Million Baht	(%)
Project business	1,794	56	1,472	55	1,615	67
Wholesale and retail business	731	23	617	23	668	28
Oversea business	695	21	589	22	129	5
Total	3,220	100	2,678	100	2,412	100

Categorized By Product						
Product	2022		2021		2020	
	Million Baht	(%)	Million Baht	(%)	Million Baht	(%)
Lighting luminaires	2,481	77	2,033	76	1,743	72
Lighting equipment (Control gear / accessories)	197	6	162	6	158	7
Lighting bulbs	392	12	360	13	353	15
Lighting poles / other products	47	2	53	2	99	4
Installation fee	103	3	70	3	59	2
Total	3,220	100	2,678	100	2,412	100

1.2.2 Products Information

(1) Nature of Business and Service

The company's products comprised of 4 major groups (Indoor / Outdoor) such as Light bulb / Tube, Lighting Equipment / Accessory, Lighting Luminaires and Light pole. As well as distributes the products to all customer groups in domestic and abroad. In addition, the company provides various services for maximum benefit to customer, i.e. recommend proper products including provide lighting designs for each application, as well as officer rental products and rental lighting systems for various events. The company has diverse and complete range of lighting products that can meet the requirement of all customer groups. i.e. residential, office, commercial building, department store, showroom, retail store, museum, manufacturing factory, warehouse, historical structure, public park, stadium, street, airport, advertising box, etc.

(2) Marketing & Competitive

Lighting product industry is related to the expansion of construction industry. Whenever the construction industry expand at a high rate, the lighting products will also grow at a high rate. However, the growth of lighting products also depend on the behavior of consumers to change for better quality, more energy efficient or new style products including the replacement of expired or defective products as well as the organizing of events and the expansion of lighting products usage in the media advertising industry, etc. In addition, the campaign to use energy efficient lighting products by government also impact significantly to the expansion of lighting industry.

It is currently the transition period from conventional light sources technology to the LED light source technology. LED light source is more energy efficient, longer life and more flexible, but is still more expensive. Most people and institutions forecasted that by the year 2021 the LED lighting products will constitute 90% of total lighting products. The change will significantly impact the lighting industry and the competitive environment. There will be more new players in this industry, the companies who are unable to adapt themselves will be affected and some companies may have to close down. At present, there are only a few big lighting companies recognized by customers who have capability to handle big projects and there are more than a hundred small and medium size companies operate business in this industry in Thailand.

In 2022, total market of lighting products in Thailand is approximately 17,000 million baht, and total market of lighting products in all the countries in ASEAN region is assessed at 95,000 million baht. At present, the lighting industry in Thailand is still more advance than most other countries in the region. Therefore the establishment of ASEAN Economic Community by all the countries in this region will impact positively and beneficial to lighting industry in Thailand, as the total market will be bigger, from market of 69 million population to the market of 650 million population.

Lighting & Equipment Public Company Limited is one of the large lighting product companies in Thailand and is recognized as the leading company in this industry, in particular the project business because not only the company has diverse and complete range of lighting products, but also has a big team of knowledgeable and experienced engineers, architects, and interior designers to provide integrated services, i.e. recommend the proper use of lighting products including provide lighting design for each application. In case that customer needs to have a new lighting products with special shape or functional characteristic, the company has the research and product development team to provide the service. In addition, the company has efficient rapid prototype machine, an IEC/ISO 17025 accredited laboratory, and four ISO 9001 accredited manufacturing factories to develop and manufacture the product efficiently. In 2017, All the 3 Manufacturing factories under the company L&E Manufacturing Co., Ltd. (LEM) At Latlumkaeo Pathumthani and L&E Solid State Co., Ltd. (LES) has been assessed and conformed to the environmental system ISO 14001:2015 (TIS 14001-2559)

With regard to the wholesale business, the company has a team of nearly 40 people to provide services to wholesale customs throughout the country. The company is now expanding and to increase more consumer-type lighting products in order to improve market share in wholesale business.

At present the LED factory of the company is able to manufacture and supply the LED lamps to wholesale network constantly. This LED factory is the first LED lamp factory in Thailand. As for retail business, the company has established the model, Lighting Solution Center, comprised of 3 components Diverse and complete range of lighting products classified by style : classic, modern, and contemporary. Demonstrative show-case to allow customers to experience by themselves the atmosphere of each lighting style. Importantly, there are knowledgeable and experienced lighting designers to recommend proper lighting products for each life style including provide lighting design for each application. The first branch of Lighting Solution Center was established in 2009 on Ratchadapisek road, second branch was established in 2015 on Ratchapruk road. The company is looking for suitable area to build new branches. With regard to export business, the company lighting products has constantly gained increasing acceptance from customers in ASEAN region as well as from other regions. At present, the company have two oversea is subsidiary companies. The first one is Lighting & Equipment (Myanmar) Co., Ltd. a subsidiary in Yangon, The Republic of the Union of Myanmar. The second is Lighting & Equipment (Vietnam) Co., Ltd. In Vietnam, marketing agent in Singapore, Philippines, Malaysia and Indonesia. The company is planning to expand the business in ASEAN as well as to other countries throughout the world to emphasize its goal to be the leading company in ASEAN.

(3) Procurement of Products and Services.

(3.1) Finished Product Procurement.

At present, approximately 40% of the products that the company distributes to customers manufactured by subsidiaries and approximately 20% are imported, and the remaining 40% purchased from other companies and partner including products that bring the electrical part and equipment come to assemble as follows :

Finished Product Source			
Sourcing	Percentage (%)		
	2022	2021	2020
L&E Manufacturing Company Limited. (LEM)	17.92	19.06	21.73
L&E Solid State Company Limited. (LES)	28.25	23.47	25.53
Imported	21.41	20.54	19.30
Purchased from other companies or partner	32.42	36.93	33.44
Total	100	100	100

Proportion Of Products Imported			
Oversea imported company	Percentage (%)		
	2022	2021	2020
The highest selling company	10.41	20.04	15.14
The next 10 highest selling companies	10.09	8.76	9.34
Other companies combined	79.50	71.20	75.52
Total	100	100	100

Proportion of Products Purchased in The Country

Domestic seller company	Percentage (%)		
	2022	2021	2020
The highest selling company	16.97	16.25	17.00
The next 10 highest selling companies	7.66	11.72	8.01
Other companies combined	75.37	72.03	74.99
Total	100	100	100

(3.2) Raw Material Procurement

The company will purchase the raw material from supplier list are have the standard guarantee and ensure that the raw materials purchased meet the standards.

Major of Raw Material are Purchase By L&E Manufacturing Co., Ltd.

Raw Material Type	Percentage (%)		
	2022	2021	2020
Aluminum sheet	3.5	1	4
Aluminum profile	9	6	5
Steel plate	3.5	6	6
Steel pipe	1	1	4
Plastic / Plastic profile	7	2	5
Ballast / Driver	0.03	0.012	0.16
Lamp holder	0.6	0.6	1.25
Wire	1.6	1	0.25
Powder Color	2.8	1	3
Box	1.2	0.70	0.25
Equipment of Waterproof Lamp	4.6	2.3	3
Other	65.17	78.89	71.34
Total	100	100	100

Probation of Companies Selling Raw Material To L&E Manufacturing Co., Ltd.

Seller Company	Percentage (%)		
	2022	2021	2020
The highest selling company	57	69*	6
The next 10 highest selling companies	18	14	34
Other companies combined	25	17	60
Total	100	100	100

Remark : In 2021, the company that sold the highest number one. There is a higher increase than the previous year due to the purchase of raw materials from partner companies in order to be an OEM export to the USA.

Major of Raw Material are Purchase By L&E Solid State Co., Ltd.

Raw material type	Percentage (%)		
	2022	2021	2020
LED beads	8	15	16
PCB sheet	4	5	5
Electronic parts	1	2	2
Housing kit	14	30	27
Other	73	48	50
Total	100	100	100

Probation of Companies Selling Raw Material To L&E Solid State Co., Ltd.

Seller company	Percentage (%)		
	2022	2021	2020
The highest selling company	13	9	15
The next 10 highest selling companies	52	45	50
Other companies combined	35	46	35
Total	100	100	100

(3.3) Capacity

The company has 2 subsidiaries that act as a manufacturing and sell all products through the company L&E Manufacturing plant for Lamp and Poles. As for L&E Solid State Co., Ltd. manufactures LED Lamps, LED Equipment.

Total Capacity and Actual Capacity

	LEM.			LES.		
	2022	2021	2020	2022	2021	2020
Total capacity (Par Year)	2,528,450	3,649,153	1,064,204	6,250,000	6,250,000	4,500,000
Actual capacity (Pre Year)	1,298,425	2,514,862	567,474	5,075,360	4,620,030	3,833,474
Capacity ratio	51%	69%	53%	81%	74%	85%

(4) Assets used in business

(4.1) Main fixed assets (Building, Land and Equipment) As December 31, 2022.

List of Asset	Ownership	Book Value (MB.)	Obligation
Office Building	Hire	0	-
Laboratory Building	Hire	0	-
Warehouse	Hire	0	-
Land and Building*	Owner	735.87	Guarantee with financial institution
Machine and Equipment*	Owner	73.99	Guarantee with financial institution
Work in Progress + Machine	Owner	2.19	-
Office Decoration	Owner	100.84	-
Vehicle	Owner	6.57	-
Vehicle + Hire purchase	Hire purchase	-	-
Total		919.46	

Details of The Lease and Hire Purchase Contract In 2022 As The Follow:
1. Office and Showroom

Location	16-17/F, Gypsum Metropolitan Tower
Counterparties	Gypsum Metropolitan Co., Ltd.
Contract Period	October 1, 2019 – September 30, 2022
and	October1, 2022 – September 30, 2025
Rental Fee	612,480 Baht / Month
Contract Period	October 1, 2019 – September 30, 2022
and	October1, 2022 – September 30, 2025
Service Fee	408,320 Baht / Month

2. Warehouse

Location	85/3 Soi Prachompon, Chaengwattana Road, Laksi, Bangkok
	1,140 SQM.
Counterparties	L&E Manufacturing Company Limited.
Contract Period	January 1, 2022 – December 31, 2025
Rental Fee	296,400 Baht / Month

3. Lighting Solution Center
3.1 Lighting Solution Center Branch Ratchadapisek

Location	No. 104, 1 Floor 1,251 SQM. And No. 201, 2 Floor 102 SQM. No. 9 Pakin Building Ratchadapisek Road, Dindang Bangkok.
Counterparties	Pakin Building Co., Ltd.
Contract Period	January 16, 2021 – January 15, 2024
Rental Fee	1,057,575 Baht / Month

3.2 Lighting Solution Center Branch Ratchapruck

Location	SB DESIGN SQUARE Building Room No.SB301, 3 Floor, 555 Moo 1, Bang Khanun, Bang Kruai, Nonthaburi.
Counterparties	SB (Thailand) Co., Ltd.
Contract Period	November 1, 2020 – October 31, 2023
Rental Fee	755,812.50 Baht / Month

(4.2) Essential Intangible Assets for the Business

List of Essential Intangible Assets for the Company's and its Subsidiaries Business as of December 31, 2022

1	Trademark L&E	Registration No.	ค 340028, ค 340029, ค 346857, ข 51092, 181124314, 201102679
2	Trademark LUMAX	Registration No.	ค 25354, ค 398170, ค 405865, ข 56883, 161107032, 221114887
3	Trademark LUSO	Registration No.	ค 1987, ค 27320
4	Trademark OPTEX	Registration No.	ค 39509, ค 46845
5	Trademark HOMEX	Registration No.	ข 15451, ค155364, ค 155365
6	Trademark LANEX	Registration No.	ค 92584, ค 92585
7	Trademark LAMEX	Registration No.	ค 84017, ค 84018
8	Trademark SIGNEX	Registration No.	ข 23975, ค 205910, ค 211977, ค 211978
9	Trademark LIC	Registration No.	171118620, 171120711, 171120712, 171120713, 171120714
10	Trademark WIREX	Registration No.	ค 287646
11	Trademark WISE	Registration No.	191111723
12	Trademark LMS	Registration No.	221126965
13	Design Patent "Luminaire"	Patent No.	49935
14	Design Patent "Luminaire"	Patent No.	49936
15	Design Patent "Luminaire"	Patent No.	44902
16	Design patent " Spring clip for locking Louver with Luminaire Housing"	Patent No.	55634
17	Design Patent "Luminaire"	Patent No.	66941
18	Design Patent "Luminaire"	Patent No.	66942
19	Design Patent "Luminaire"	Patent No.	74374
20	Design Patent "Heatsink Panel for LED modules"	Request number	22002001439 (wait for announcement)
21	Petty Patent "Light Panel for Ceiling Boards"	Petty Patent No.	12158
22	Petty Patent "Light Panel for Ceiling Boards"	Petty Patent No.	12159
23	Petty Patent "Luminaire for horticultural system"	Petty Patent No.	16946
24	Petty Patent "Luminaire with Built-In Controller, Sensors, and Network Module	Request number	2203002074 (wait for announcement)
25	petty patent of invention The inlet mounting support of the lighting unit in which the ventilation system support is integrated.	Request number	2203003326 (wait for announcement)
26	petty patent of invention The inlet mounting support of the lighting unit in which the ventilation system support is integrated.	Request number	2203003327 (wait for announcement)

One Report 2022

27	International Patent Illuminating Lamp	announcement number	131000026
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(5) Projects that have not yet been delivered in 2022

Most of the work that has not yet been delivered. It's a big project, Energy-saving projects, lighting systems and lighting systems that use IOT systems such as Mixed-use projects that are office buildings, residential, commercial shops in the same building such as Park Silom and One Bangkok. Shopping centers, Department stores such as Central Department Store. Robinson Department Store, Home Pro and Kings Power and Chulabhorn Hospital.

1.3 Shareholder Structure of Company

At present, the company has 4 wholly-own subsidiaries.

1. **L&E Manufacturing Co., Ltd.** (99.99% owned by the company) has 3 factories, manufactures various lighting luminaires and lighting poles.

2. **L&E Solid State Co., Ltd.** (99.99% owned by the company) manufactures LED products

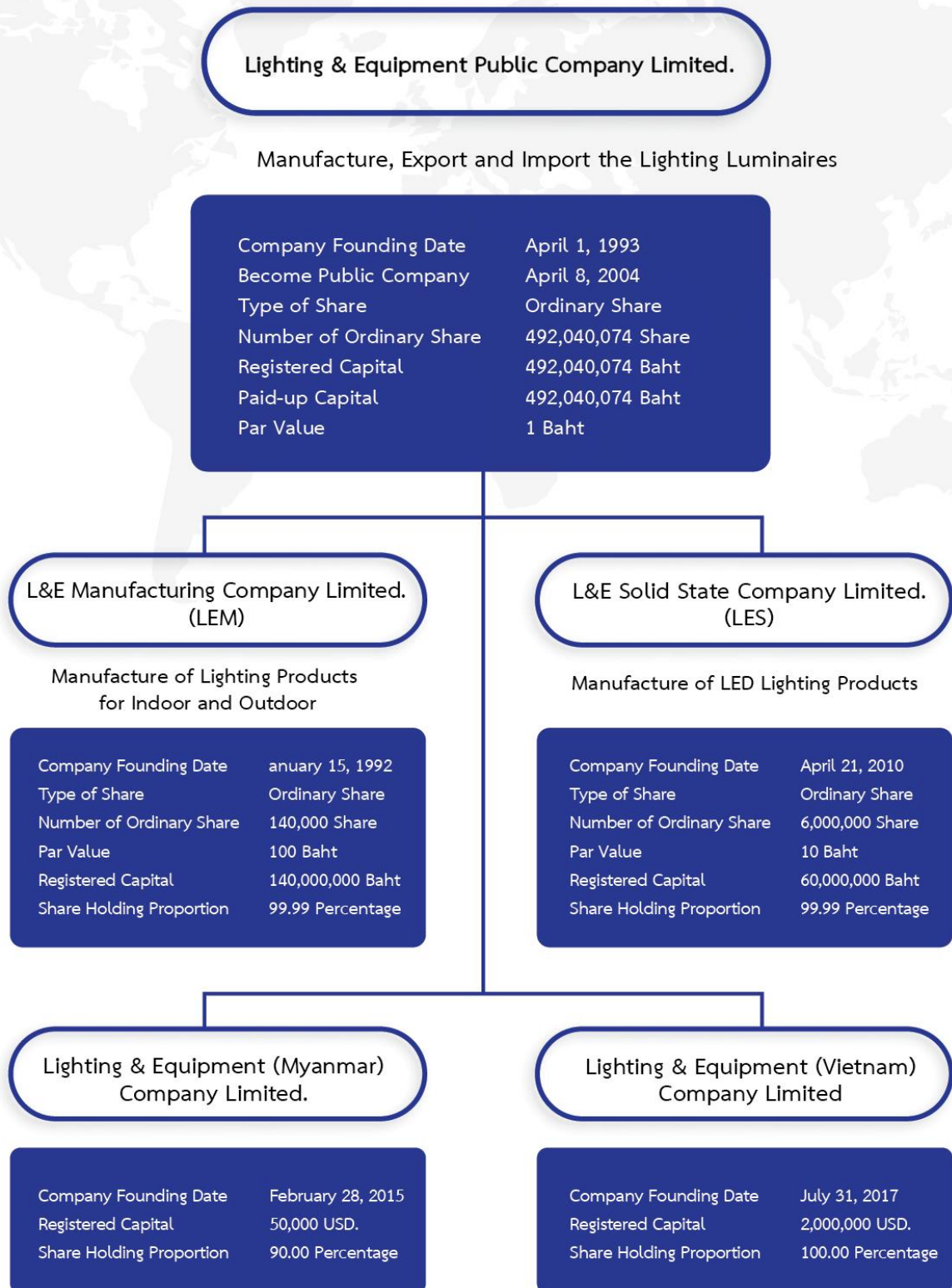
All the products manufactured by these two subsidiaries are supplied to customers through the company. Out of the total products supplied to customers, 40% are from the subsidiaries, 20% are imported from abroad, and the balance of 40% are products purchased from other companies and outsourced from strategic partners including the products assembled from parts purchased from other companies. In future, the company has policy to increase the proportion of products manufactured by its subsidiaries in order to improve profit margin.

3. **Lighting & Equipment (Myanmar) Co., Ltd.** (90.00% owned by the company) To provide full service related to lighting, including design, consultancy, installation, commissioning and maintenance and to provide full support service related to alternative energy. Establishment date on February, 2015

4. **Lighting & Equipment (Vietnam) Co., Ltd.** (a wholly-own subsidiary) with the intention to import lighting product from Head Office for resale in Vietnamese market, and to manufacture lighting products for sale in Vietnamese market as well as for sale to Head Office in Thailand. Establishment date on 31 July 2017.



At the end year 2022, Lighting & Equipment Public Company Limited The Shareholder Structure of the company as follow :



Address and location of Lighting & Equipment Public Company Limited and Subsidiaries**1. Lighting & Equipment Public Company Limited (L&E)**

Head Office	539/2, 16-17/F, Gypsum Metropolitan Tower, Sriyudhya Rd., Rahthavee, Bangkok 10400 Tel : (662) 248 8133, (662) 642 5092 Fax : (662) 248 8144, (662) 642 5091 Website : www.lighting.co.th
Warehouse and Distribution Center (Noppawong Factory)	45/25-27 Moo 3 Bangbuothong - Supanburi Road Nami Latlumkaeo Pathumthani 1214 Tel : (662) 150 2601-4 Fax : (662) 150 2605
Assembly Factory (Noppawong Factory)	45/29 Moo 3 Bangbuothong - Supanburi Road Nami Latlumkaeo Pathumthani 12140

2. Subsidiary : L&E Manufacturing Company Limited. (LEM)

Head Office	85/3 Soi Prachumporn, Chaengwattana Road, Laksi, Bangkok 10210 Tel : (662) 982 4629-31 Fax : (662) 514 5803
Noppawong Factory	45/29 Moo 3 Bangbuothong - Supanburi Road Nami Latlumkaeo Pathumthani 12140 Tel : (662) 150 2619-21 Fax : (662) 150 2622

3. Subsidiary : L&E Solid State Company Limited. (LES)

Head Office	539/2, 16-17/F, Gypsum Metropolitan Tower, Sriyudhya Rd., Rahthavee, Bangkok 10400 Tel : (662) 248 8133, (662) 642 5092 Fax : (662) 248 8144, (662) 642 5091
Noppawong Factory	445/28 Moo 3 Bangbuothong - Supanburi Road Nami Latlumkaeo Pathumthani 12140 Tel : (662) 150 2611-7 Fax : (662) 150 2618

Address and location of Lighting & Equipment Public Company Limited and Subsidiaries

4. Subsidiary : Lighting & Equipment (Myanmar) Company Limited.

Head Office	539/2, 16-17/F, Gypsum Metropolitan Tower, Sriyudhya Rd., Rahthavee, Bangkok 10400 Tel : (662) 248 8133, (662) 642 5092 Fax : (662) 248 8144, (662) 642 5091
Office & Lighting Application Center	No.19-L, Myint Zu (2) Street, Yankin Township, Parami Road between Kabaraye Pagoda Rd. & Waizayantar Rd., Yangon. Tel : (95) 99 6160 3809 E-mail : le_myanmar@lighting.co.th

5. Subsidiary : Lighting & Equipment (Vietnam) Company Limited.

Head Office	539/2, 16-17/F, Gypsum Metropolitan Tower, Sriyudhya Rd., Rahthavee, Bangkok 10400 Tel : (662) 248 8133, (662) 642 5092 Fax : (662) 248 8144, (662) 642 5091
Office & Factory	Plot 101/3, Road 1, Long Binh Industrial Park (Amata), Long Binh Ward, Bien Hoa City, Dong Nai Province, Vietnam. E-mail : exportdiv@lighting.co.th

6. Laboratory & Lighting Innovation Center (LIC)

Address	5/3 Soi Prachumporn, Chaengwattana Road, Laksi, Bangkok 10210 Tel : (662) 573 4787 ext 300, 400 Fax : (662) 574 5803
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7. Lighting Solution Center (LSC)

Branch Ratchadapisek	G Floor Pakin Building Ratchadapisek Road, Dindang Bangkok 10400 Tel : (662) 246 1161-66 Fax : (662) 246 1165
Branch Ratchapruck	SB Design Square Building Room No.SB301, 3 Floor, 555 Moo 1, Bang Khanun, Bang Kruai, Nonthaburi 11130 Tel : (662) 118 7501 Fax : (662) 118 7505

Major Shareholder

First 10 Major Shareholders (as at December 30, 2022)

Major Shareholders	Shares	(%)
1. Mr. Pakorn Borimasporn	73,051,143	14.847
2. Miss Thanjira Vimonanupong	40,000,000	8.129
3. Miss Thanya Pattarapanaskul	38,350,005	7.794
4. Nikornkij and Sons Co., Ltd.	26,181,154	5.321
5. Mrs. Napaporn Vimonanupong	24,304,616	4.940
6. Mrs. Kittaporn Borimasporn	23,512,505	4.779
7. Mrs. Sumarn Suptuaychone	16,350,832	3.323
8. UBS AG LONDON BRANCH	14,953,232	3.039
9. Mrs. Walailuk Wongthanawat	13,561,091	2.756
10. Mr. Passapol Prataungsit	12,166,470	2.473
11. Others	209,609,026	42.599
Total	492,040,074	100.00

1.4 Amount of Registered and Paid-Up Capital

The company has a registered capital of 492,040,074 baht, paid-up 492,040,074 baht, divided into 492,040,074 ordinary shares with a par value of 1.00 baht per share.

1.5 Issuance of Other Securities

Lighting & Equipment Public Company Limited has issued warrants to purchase the Company's ordinary shares 3 times and issued warrants to purchase the Company's ordinary shares to offer for sale to the directors, executives and employees of the Company once as follows :

Warrant No. 1 (L&E-W1) has allocated 15,277,529 warrants to purchase newly issued ordinary shares. The warrant holders wish to exercise their rights to purchase the Company's ordinary shares. The right can be exercised after 1 year from the date of issuance of the warrants. ("Initial Date") by the date of exercise of the Warrants is the last business day of every quarter (December 2008, March 2009 and June 2009) of each calendar year after the exercise date throughout the life of the warrants The first exercise date is December 30, 2008 and the last exercise date is October 7, 2009 (the date that the warrants expire 2 years).

Warrants No. 2 (L&E - W2) 14,102,799 units to be allocated to the existing shareholders (by specifying the names of shareholders who have the right to subscribe for newly issued ordinary shares with warrants (Record Date) on May 11, 2011 and collect the names under Section 225 of the Securities and Exchange Act B.E. 2535 (Amendment B.E. 2551) by closing the share register book on May 12, 2011), which is scheduled to exercise every last business day of January, May and September of each year. The first exercise date is September 30, 2011, and the last exercise date is May 23, 2013 (the date the warrants expire 2 years).

Warrants No. 3 (L&E - W3) has allocated 99,587,535 warrants to be allocated to the existing shareholders (by specifying the list of shareholders who have the right to subscribe for newly issued ordinary shares with warrants (Record Date) on May 7, 2014 and collect the names under Section 225 of the Securities and Exchange Act B.E. 2535 (Amended 2008) by closing the register book to suspend the transfer of shares on May 8, 2014) which is scheduled to exercise the warrants on the 15TH of June and December of each year throughout the warrant period The first exercise date is on December 15, 2014, and the last exercise date will be the 3 year warrant maturity date, which is June 15, 2017 (the 3 year warrant's maturity date)

ESOP (L&E - WA) has allocated 10,450,000 warrants to the directors, executives and employees of Lighting & Equipment Public Company Limited and/or its subsidiaries. Which can gradually exercise the right to purchase the Company's ordinary shares each year during the life of the warrants which is scheduled to exercise the warrants on the 15TH of June and December of each year throughout the warrant period The

first exercise date is on December 15, 2014, and the last exercise date will be the 3 year warrant maturity date, which is June 15, 2017 (the 3 year warrant's maturity date).

1.6 Dividend Policy.

The Company has a policy to pay dividend of not less than 40 percent of net profit after corporate income tax. However, the Company may determine that the dividend payment rate is lower than the rate specified above if the Company has a necessity to bring such net profit used to expand the company's business further.

2. Risk Management

2.1 Risk Management Policy

The Executive Committee has reviewed, improved and approved the Company's risk management policy in writing. As well as to monitor and review the annual risk management as follow:

2.1.1 Risk Management Policy

- 1) Board of Directors, Executives Management Team, all employees and all departments own the risk responsible conducting assessments, monitoring and supporting effective risk management processes to achieve the set objectives.
- 2) All departments of the company there must be a management and risk management process. In addition, systematic and continuous evaluation and follow-up must be carried out with the need to improve processes to suit business changes regularly on a monthly basis, once a month, through meetings. The Executive Committee together with Director of all departments.
- 3) Make risk assessments part of all parties' annual plans by considering all risks covering the entire organization taking into account both internal and external risk factors of the company as well as requiring appropriate risk management.
- 4) The Executive Committee is responsible for assessing risk management and presenting its opinions to the Board of Directors.
- 5) Create an organizational culture that fosters mutual understanding and awareness of risks. Build a knowledge base to enable employees at all levels to study, research and share experiences that will lead to development and improvement. The risk management process as an effective mechanism for strategic risk management should begin with the directors and executives as well as all employees in the company. Should have a consistent understanding of the definition of risk so that everyone can look at risks in the same direction.
- 6) Point out various events that will occur in the future. There are different levels of impact that prevent the Company from achieving its vision, mission, policies, strategies and plans in a timely manner and set the risk management to an acceptable level and to ensure reasonable that the Company's operations will achieve the objectives, mission and vision in time.

2.1.2 Risk Management Concept

Risk Management is a rational strategy used to identify, analyze, assess, manage, monitor and communicate risk related to department / functional activities or the Company's operating process To help reduce the loss of failure to achieve the goal to a minimum and increase the opportunity for the Company as much as possible and the perfect combination of company culture Company process and structure which directly affects the efficiency of management and the results and disadvantages of the company as well overall risk management of the company It is risk management with company structure, processes and company culture. They are assembled together and have the following important characteristics :

- 1) Mix and be part of the Company because it is part of the driving force towards good corporate governance To achieve the objectives and sustainable growth of the company and satisfying stakeholder.
- 2) Risk management should be consistent with the Company's various operational plans to achieve objectives, decision making, and can be applied to other elements in the management of the company very well.

2.1.3 Objective

Board of Directors of the Company has a policy to encourage the company there is a good management and management system. By using risk management or proactive management as a tool for operations to reasonably ensure that the Company able to achieve vision.

- 1) To create an understanding of the Company's risk management, which is a new management approach who should be aware of problems and obstacles that prevent the achievement of plans/ projects, missions, and find ways to deal with the root causes in a process in advance for the company to confidently move towards the vision.
- 2) So that the operators are aware of the risk management procedures and processes in parallel with the supervision Project planning at different levels.
- 3) To ensure that the risk management process is systematically and continually followed and in accordance with acceptable operational standards.
- 4) As a tool for communication and understanding as well as linking risk management with different strategies of the Company.
- 5) To be used as integrated and harmonized risk management tool in all levels of departments and to create a risk management culture in all parties.

2.1.4 Duties and responsibilities in risk management

There is no single standardized risk management structure. but must be adapted to suit the company which will be considered from the culture operational complexity The type and nature of the company are components. The importance of risk management structure is that the Board of Directors and executives at all levels play a role and participate in the development of the Company's risk management.

The Company's effective risk management structure will assist in the assessment control and monitor the risks of each unit and ensuring that the risk management practices by everyone in the Company are under the same framework. An effective risk management structure consists of:

- 1) Executive Board.
- 2) Director of Division, The Division or person responsible for risk management is responsible for adopting the vision of the Company in respect of risk management to formulate policies and procedures to ensure that the work promotes employees. In the department, be aware of the importance of risk management. Identify and report operational-related risks to the Division Director and participate in the preparation of risk management plans and implement the plan.

2.2 Business Risk Factor

2.2.1 Risk Relative to Operation

(1) Risk From Granting Credit to Customers

At present, the company has more than 5,000 customers. For new customers, the company will sell products to them by cash. As for old customer the company will grant them credit terms based on each customer's credit standing, financial status and payment history, and will grant them term of payment ranging from 30-90 days. As a result the company may have risk from delayed payment and possible bad debt. The granting of credit to customers is prevailing practice in the industry in order to increase volume of business and enable the company to compete in the marketplace. To reduce the risk, the company has established the policy and procedure for credit control, and has set up the Credit Control Unit in every Department of the Marketing Division, with closed supervision by Finance Department to follow up and expedite payment from customer. With regard to the accounts receivable that may have problem, the company will review each account receivable and adjust the allowance for impairment loss accordingly at the end of each quarter to ensure that sufficient allowance for impairment loss has been made. On December 31, 2022, the company had total allowance for impairment loss of 56.6 million Bahts. Out of this amount, 14.4 million Bahts is the allowance occurred in 2022, when represents 0.45% of total sales, and the balance of 42.2 million Bahts are accumulated allowance made in previous years pending for the tax benefit in accordance with the laws. However, the company may be able to collect part of the allowance for impairment loss in the future and the amount will be adjusted to reflect the proper allowance. With regard to the money collected from the written off accounts receivable, it will be recorded as other income.

(2) Risk from Exchange Rate Fluctuation

As the company imports products both the raw materials and the finished products from many countries, the company has to pay the bills in foreign currencies. Therefore, there is risk from the exchange rate fluctuations. At the same time, the company exports products to other countries and will receive payment in foreign currencies which may also incur risk from the exchange rate fluctuations. The company has policy to separate the management of risk from foreign currencies required for payment to suppliers and risk from the foreign currencies received from customers for payment of the accounts receivable, so that the risk management on exchange rate can be done more effectively and efficiently.

With regard to the risk that may incur from the foreign currencies required for payment to the suppliers, the company has assigned the Finance Manager and the Product Managers to be jointly responsible for the task. For the period that Thai Baht is deprecating against the foreign currency or the exchange rate is fluctuating, the company has policy to buy the foreign currencies through forward contracts with commercial banks when the invoices are received from suppliers. For the period that Thai Baht is appreciating against the foreign currency, the company has policy to buy the foreign currency when the account payable become due.

With regard to the risk that may incur from the foreign currencies received from customers for the payment of accounts receivable, the company has assigned the Finance Manager and the Export Manager to be jointly responsible for the task. For the period that Thai Baht is appreciating against the foreign currency or the exchange rate is fluctuating, the company has policy to sell the foreign currencies through forward contracts with commercial banks when the export department is issuing the invoices to customers (for the projects that have significant value, the forward contracts should be done when the purchase orders are received from customers). For the period that Thai Baht is depreciating against the foreign currency, the company has policy to sell the foreign currency when it is received from customers.

(3) Risk from Cheap Price Products from China

At present, many industries are facing cheap price products from China as production cost in China is much cheaper than that in domestic. Lighting industry has no exception, all the factories in lighting industry have to adjust themselves to meet the challenges. As Lighting & Equipment Public Company Limited has positioned itself as a Total Lighting Solution Provider, that mean we provide integrated products and services to customers, covering lighting design, new product development, manufacturing, and marketing through the well-covered network, the company is therefore very flexible in response to the rapidly changing environment. The company can adapt itself to focus on manufacturing of value added products and products that need special specification or unique style that the Chinese manufactures cannot make them constantly in large volume. For some products, in particular product that can be made in large volume and we are unable to compete with the Chinese, we will subcontract them to the Chinese manufacturer and ask them to make the products for us under our trademark and market them through our marketing network.

(4) Risk from Obsolete Products or Slow Moving Products Resulted from Technology Change.

As the LED lighting technology has been developing and changing rapidly, resulted in new LED products being offered in the marketplace all the time, and price erosion has been seen constantly, it is therefore possible that some products that are popular or good sale items may be replaced by new products with better quality or better price. The company has policy to divide the products into a few product groups so that they can be managed effectively and efficiently. The company has policy to keep sufficient stocks for the Master Product Group so that they can support the customer's requirements, and will keep limited stocks for the General Products Group to cover the diverse requirements of customers. For the products that are expected to be obsolete or have trend to become slow moving products, the company will move them to the Watch List Product Group or to the Stock Clearance Product Group, and will provide impairment of 10-100% to reflect the proper market value. In addition, the company will constantly review the product groups and move them to the proper product group accordingly. The company has also assigned an Assistant Product Manager to oversee the stock clearance product group so that they can be done effectively and efficiently.

(5) Risk from Technology Disruption

At present, the Disruptive Technology has become a real challenge, the products or businesses from one Technology may easily be disrupted by a new technology. The company realizes about the challenges, and has therefore established the "Lighting Innovation Center" to research and develop new products on a proactive basis, as well as to be the center to monitor and coordinate with other public and private Research and Development Organization. The company has also set up a few Working Groups to monitor various innovations, and propose to management for proper actions in response to the changing environments.

(6) Risk Relative to Finance

At present, the company D/E ratio is 1.92 and has sufficient credit lines from a few commercial banks. The covenant that the company has made with commercial banks is to maintain the D/E ratio not to exceed 3.0. Therefore, the company will still has no financial risk or having minimum risk under normal circumstances.

(7) Risk Relative to Laws and Regulations

The company has no legal issues that may affect the company's operation and the company does not anticipate impact that might arise from any law in the future.

2.2.2 Investment Risks for Shareholders

Risk from having a group of major shareholder holding more than 25 percent.

As of December 31, 2022, the group of major shareholders of the Company is the Supthuaychon family consisting of Mr.Yong Supthuaychone, Mrs. Sumarn Supthuaychone, Mrs. Napaporn Vimonanupong, Mr. Anusorn Vimonanupong, Ms. Thanjira Vimonanupong, Mr. Gritsada Supthuaychone, Ms. Natthalee Supthuaychone, Mr.Chuchoke Pattarapanasakul and Ms. Thanya Pattarapanasakul and Borimasporn family, consisting of Mr. Pakorn Borimasporn, Mrs. Kitthaporn Borimasporn, Mr. Ekkalak Borimasporn, Mrs. Walailak Wongthanawat, Mr. Arthit Wongthanawat and Orralak Borimasporn, holding 149,092,516 shares and 128,578,085 shares. representing 30.30 and 26.13 percent of the total number of shares sold of the Company (respectively) Including Mrs. Napaporn Vimonanupong, Mr.Gritsada Suptuaychone and Ekkalak Borimasporn are also authorized directors and executives of the Company. As a result, the group of major shareholders has the power to manage able to control almost all the resolutions of the shareholders' meeting whether it is about the appointment of directors or requesting resolutions on other matters requiring the majority of the shareholders' meeting Except for matters of law or the Company's Articles of Association requiring three-fourths of the vote of the shareholders' meeting, other shareholders may not collect votes to check and balance matters proposed by the major shareholders.

However, the Company's management project consists of the Board of Directors, Audit Committee Corporate Governance, Nomination and Remuneration Committee Executive Committee and management. The scope of powers and duties of each committee are clearly defined. In addition, the composition of the Audit Committee includes 3 independent directors with knowledge and competence in business management and knowledge and understanding of financial statements and various financial reports. Therefore, it helps to operate in a systematic, transparent and accountable manner. In addition, the Company has a policy on related transactions with directors, executives, major shareholders. or the person having the power to control the business including those who may have conflicts of interest By considering and comparing the conditions with third parties first and bringing various items to be considered by the Audit Committee in all cases before being proposed to the Board of Directors' meeting for approval in the next step.

3. Driving Business for Sustainability.

3.1 Sustainability Management Policies and Goals

Lighting and Equipment Public Company Limited has formulated a strategy to drive the organization towards sustainability, emphasizing good corporate governance and social responsibility. To be the foundation of strong development for the organization in the long run and can be prepared to deal with various situations both at home and abroad that are always changing quickly.

Sustainability Management System

A sustainability management system is a process that integrates sustainability vision, strategies, action plans and actions into part of daily operations. This administrative system is a tool for executives. Organizational units, business units, operating areas and working units in prioritization and planning operations. This will be a guideline for the development of follow-up measures. Check your progress towards your set goals.

Management Guidelines and Performance Results

The Company announced the Sustainable Development Policy, focusing on the operations of the commerce business as it is the sector that generates the highest income for the Company. It also has growth potential and there are plans to increase the scope of its management to cover other secondary businesses of the Company in the future, to create operations that are in line with the same policy and in the same direction.

Sustainability Management Framework It consists of 8 important components as follows:

Component 1 Corporate Governance

The Company has established a corporate governance policy. There is a Corporate Governance Committee Nomination and Remuneration and Sub-Committees together to frame and control make decisions to achieve objectives establish a sustainability management system that demonstrates the instillation of sustainability principles in the organization along with the management of various types of risks that may affect the organization. As reported in the report and website www.lighting.co.th

Component 2 Human Rights

Demonstrate a commitment to protect the human rights of those affected by the Company's business operation

Human Rights Policy and Practice

Lighting and Equipment public Company Limited and its subsidiaries respect the dignity of employees in the Company's workplace and will take steps to ensure that the Company's employees will have the right to

personal safety and has the right to have a safe, clean and hygienic workplace. The Company has established policies and guidelines on human rights. The details are as follows.

(1) Policy and Guidelines on the Use of Forced Labor

The Company does not commit or encourage the use of forced labor in any form and will not demand or receive any security deposit, identification card or any other identification document from the employee, regardless of when they come to work or have been accepted to work or as a condition for admission to work unless the law excludes it includes not using physical punishment or the threat of violence or any other form of physical, sexual, mental, or verbal abuse as a measure of discipline or control

(2) Child labor Policy and Practice

The Company will not employ or encourage the employment of children under the age of 18 and will not provide or encourage child labor to perform work that is harmful to health or in an environment that may pose a hazard to health, sanitation and safety

(3) Policies and practices on the use of women labor

The Company shall not allow female employees to perform work that is harmful to their health or body as required by law including the company Must arrange for female employees who are pregnant to work or in an environment that is not harmful to health and safety of pregnancy including the company will not layoff, demote or reduce the benefits of female employees because of pregnancy.

(4) Discrimination Policies and Practices

The Company will not commit or encourage discrimination in employment. Paying wages and compensation for work welfare Opportunity to receive training and development promotion consideration or position termination of employment or retirement and will not interfere, obstruct or act in any way that affects the exercise of rights or practices of employees due to differences in nationality, religion Language, age, gender, marital status Personal attitudes towards sex, disability, HIV infection being patient AIDS trade union membership being an employee director Popularity in political parties or part concept other person.

(5) Freedom of Association and Collective Bargaining Policies and Practices

The Company will respect the rights of employees in the association collective bargaining Election or election of representative convenience and will treat that representative equally with other employees.

(6) Social and Labor Responsibility Policies and Practices

The Company is committed to working for all employees of the Company. work with standards under protection and fair treatment on a social basis and according to the provisions of the labor law on labor protection labor welfare relations and safety, occupation health and working environment and related regulations will be reviewed Always develop and improve to suit.

(7) Policies and practices on employee responsibility for sexual harassment and/or harassment including violence against women

The Company has measures to prevent Employees of the Company being harassed and sexually harassed by Expressed by words, gestures, physical contact or by any other means including violence against women. If the employee is threatened and or being sexually harassed, the Company will proceed with disciplinary action against those who Violate the Company's work regulation strictly.

(8) Work Compensation Policy and Practice

The Company will pay wages and compensation for working or exceeding normal working hours to employees not less than what is required by law and will let the employees know All information about wages and compensation for work received for each period is written and the components can be understood in detail, and wages are not deducted in any case, except for the exception of the law.

Component 3 Personnel in the organization

Human resource development and labor rights protection. This is the implementation of sustainability management strategies and guidelines. This commitment helps develop and retain talented personnel. Employee Motivation to enhance operational efficiency and foster new innovations as well as changing the model to a learning organization.

- Development of personnel potential
- learning organization
- Motivation and retention of talent
- labor rights

Component 4 Safety, Occupation Health and Environment

Develop the workplace environment to the highest standards both in terms of safety and health compensation and fair welfare Organize training to develop potential and job advancement opportunities for employees at all levels including against human rights violations sexual harassment and disclosure of personal information of employees and can guarantee that responsible performance occurs every day, at every level and in every position of the Company with national and international laws by enabling free and fair competition and does not give bribes to government agencies social authority or through business partners. We encourage dealers to implement the ISO 14001 standard. As well as transfer the necessary knowledge and technology to dealers and cooperate with distributors to take care of customers the best as well as maintain the quality of raw materials and always reserve them in sufficient quantities We will resolve any bugs, complaints and respond promptly and effective.

Component 5 Fair business practices and being a good organization of society

Show the intention to adhere to the principles of fair business practice in line with His philosophy

- **Uphold Fairness.**
- **Dedicate to Quality.**
- **Honest and Punctual.**
- **Work together as a Team.**

And business ethics that has been disclosed in the One-Report website www.lighting.co.th including transparency, accountability, disclosure of information and the Company's performance on a regular basis.

The Company received the Outstanding Corporate Governance Award (SET AWARDS 2008 and SET AWARDS 2010) from the Stock Exchange of Thailand. This show that company is aware of and is committed to fair business practices and being a good organization of society.

Component 6 Business Value Chain Management

Lighting and Equipment public Company Limited and its affiliates Conduct business with responsibility in accordance with good governance principles taking into account social and environmental impacts To drive the organization towards sustainable development and to enhance this action to the stakeholders of the company. The objective is to drive and promote cooperation in sustainable business operations at the same time. The Company is committed to creating value for products and services to meet the expectations of all key stakeholders.

Component 7 Product Development

The Company has established the Lighting Innovation Center, an innovation center for lighting product. It is the upstream unit for research and development of new products of the company. It consists of a testing laboratory that is accredited according to ISO/IEC 17025 in 2007, able to test lighting products in terms of efficiency and comprehensive safety. There is also a modern prototype machine with an experienced product development team to create new products that can respond to the market proactively, quickly and in a variety of At present, the company has registered the intellectual property list and the main products consist of electric bulb group lighting equipment group electric lamp group of electric poles and metal works because the company's lighting products are diverse and comprehensive. This makes it able to support the needs of every group of customers who use lighting.

Component 8 stakeholder participation and customer**Customer**

The company attaches great importance to the standard of customer service and has a marketing policy Responsible investment and product offerings and services

- Responsible for customer service.
- Right to the protection of confidential information.

Supplier of goods and services

The company promotes suppliers of goods and services are socially and environmentally responsible.

- Work with socially responsible suppliers of goods and services.

Shareholders and Investors

The Company communicates with shareholders and investor in a transparent, timely and equitable manner.

- Disclose accurate and sufficient information to shareholders and investors in a transparent, timely manner through channels that are easily accessible and equitable.

3.2 Managing the Impacts on Stakeholders in the Value Chain

3.2.1 Business Chain Value Analysis

Lighting & Equipment Public Company Limited and Subsidiaries Company conduct business with responsibility in accordance with good governance principles taking into account social and environmental impacts to drive the organization towards sustainable development and to enhance this action to the stakeholders of the company. The objective is to drive and promote cooperation in sustainable business operations at the same time. The Company is committed to creating value for products and services to meet the expectations of all key stakeholders.

In this regard, the business value chain of the Group It consists of two types of value chain activities as follows:

(1) Primary Activities In the main activity The Company operates in accordance with and in accordance with the corporate governance policy of the Company as it has activities in various fields as follow

Product

The company's main product consist of electric bulb group lighting equipment group electric lamp group Electric pole group and metal work because the company's lighting products are diverse and comprehensive. This makes it able to support the needs of all groups of customers who use electricity, such as homes. Office buildings, commercial buildings, exhibition centers, shopping centers, shops, warehouses Industrial plants, stadiums, parks, roads, historic sites, billboards and airports, etc.

Services

The company has engineers, architects, decorators and graphic designers. with a lot of knowledge and experience to provide comprehensive lighting services such as introduce the application of lighting products to suit various applications. Design electric lighting products for applications that require products with specific designs or specifications and design lighting systems for various tasks which the company can design by displaying a general brightness value or rendered as a three-dimensional image including animated three-dimensional images (ANIMATION), etc.

Marketing

At present, the company has a comprehensive and effective marketing network, divided into project sales market. Wholesale and retail markets and export market with more than 3,000 customers from almost all provinces across the country. There are two showrooms selling lighting products in Bangkok. L&E Lighting Solution, Lighting Application Center, Modern Trade such as HOME PRO, HOME WORK, and CEMENT THAI HOME MART etc. for the export market The company has more than 40 customers scattered in various countries in Asia, Australia, Europe and the Americas.

Manufacturing

Factory of the Company (L&E Manufacturing Co., Ltd. and L&E Solid State Co., Ltd.) quality system accreditation ISO 9001, ISO 14001, ISO 1425 and certified by Thai labor standards (มรท.8001-2546) Complete level from the Department of Labor Protection and Welfare Ministry of Labor At present, the company has 4 factories producing electric lamps, electric poles and various metal works. In addition, the company has internationally accredited testing laboratories to test product quality and develop new products to meet market demands.

Logistics

The company builds a warehouse that supports the storage of goods. Including a modern warehouse management system Support distribution both domestically and internationally.

(2) Support Activities Supporting activities to drive the Company's main activities to continue with efficiency include :

Human Resources Management which can be considered in the company's business human resources It is the key to driving the company's various transactions. Therefore, the company has given importance to From the hiring of knowledgeable and competent employees to competitive compensation management. able to motivate employees Encouraging employees to receive regular development training as well as providing opportunities for career advancement caring and building morale as well to make employees love affiliation with the company and dedicated to creating, developing, working, and providing efficient services to respond appropriately to the needs of customers.

Procurement Provide quality work tools effective with transparency Provide fairness to business partners and is committed to providing partners that support anti-corruption, which is the company's approach.

Technology Development improve service processes by using modern technology to meet the needs and the changing world as well as establishing a lighting Innovation Center to proactively study and research lighting products.

Infrastructure The company has taken care of developed and improved the important work systems in the company's business to be up-to-date all the time. To be able to provide customers with fast, accurate and efficient service, including computer technology system administrative information system Accounting and Finance Human Resources Management Information System communication system both within the company and with customers, etc.

3.2.2 Value Chain Analysis to Stakeholders

Customer

The company attaches great importance to the standard of customer service and has a marketing policy

Responsible investment and product offerings and services

- Responsible for customer service
- Right to the protection of confidential information

Supplier

The company promotes suppliers of goods and services that are socially and environmentally responsible.

- Work with Socially Responsible Suppliers and Services.

Shareholder

The company communicates with shareholders and investors in a transparent, timely and equitable manner.

- Disclose accurate and sufficient information to shareholders and investors in a transparent, timely manner through channels that are easily accessible and equitable.

3.3 Environmental Sustainability Management

3.3.1 Environmental Management Policy

- 1) Set up an appropriate environmental management system as well as to learn about environmental issues to reduce various impacts to happen.
- 2) Use technology and production processes that meet environmental standards taking into account the reduction and treatment of pollution before releasing into nature.
- 3) Use resources efficiently taking into account energy-saving measures and supporting product design using materials that do not pollute the environment Choose materials that can be recycled.
- 4) Encourage customers to be aware of environmental precautions arising from the use of the Company's products and services.
- 5) Educating and training employees on environment, safety and public health.
- 6) Prepare contingency plans to deal with any environmental issues that may arise as well as provide a system to report to the supervisory authority as soon as such incidents occur.
- 7) Support and encourage stakeholders of the Company, including customers, business partners, employees and communities surrounding the Company and factories to consider and realize the importance of the environment. And have the will to help the company in conserving the environment together to achieve sustainable development in all aspects

L&E Manufacturing Company Limited. and L&E Solid State Company Limited., both of which are subsidiaries of Lighting & Equipment Public Company Limited aware of the importance of the environment and is committed to establishing an environmental management system in the ISO 14001 system to maintain and continually improve environmental management and has established the environmental policy as follows:

Environmental Management Policy ISO 14001 L&E Manufacturing Co., Ltd. (LEM)

L&E Manufacturing Co., Ltd., a manufacturer of electric luminaires, LED luminaires, electric poles and complete lighting equipment by management and employees who are committed to the following practices:

- 1) The Company will prevent and reduce the impact on the environment on waste management including controlling energy consumption and natural resources in the production process for maximum benefit.
- 2) The Company will protect the environment, such as the cost-effective use of raw materials no discharge of wastewater caused by production into natural water sources.
- 3) The Company will comply with the commitment related to the environment, such as laws and other requirements
- 4) The Company will regularly review the objectives, targets and environmental work plans in order to continually improve.
- 5) Public relations environmental action to employees, customers and related parties to be informed in general.

Environmental Management Policy ISO 14001 L&E Solid State Co., Ltd. (LES)

L&E Solid State Co., Ltd., the manufacturer of LED bulbs and lamps, takes into account the importance of improving the implementation of the system. ISO 14001:2015 and environmentally friendly by striving as follows:

- 1) Comply with environmental laws.
- 2) Focus on improvements related to and impact on the environment
- 3) Focus on using resources economically and with maximum efficiency.
- 4) Encourage employees to have environmental awareness
- 5) Design that focuses on the use of raw materials with minimal or no environmental impact.

3.3.2 Environmental Performance

Caring for the Environment / Conserving the Environment and Energy.

The Company realizes the importance of participation in environmental stewardship. In addition to supporting various projects to help preserve and restore the environment. The company believes that it is more important to find ways to prevent environmental pollution or to reduce potential environmental pollution. Therefore, the product design should use materials that do not pollute the environment or choose materials that can be recycled (Recyclable). Including the design of energy-efficient products. It should also educate and encourage all people to know the value of energy and use energy efficiently.

Promote and conserve energy use

The company has a policy to design and manufacture electric lamps by choosing materials that do not pollute the environment. Including choosing materials that can be recycled In addition, the company has also emphasized on the design of electric lamps for energy saving. Many of the company's electric lamps have been certified as lamp No. 5, which are highly efficient and energy-saving lamps. The company has used solar panels that are powered by sunlight in conjunction with its electric lamps to promote the use of natural energy

Implement policies in accordance with the requirements of environmental and Energy conservation standards.

The company's factories have always strictly complied with the requirements of the Ministerial Regulations in terms of industrial waste treatment and wastewater treatment. The company has also been selected to participate in the Energy Efficiency Management Program of the Ministry of Energy and Environment.

Product development research and Product design

The company has a policy of research and development. Design of environmentally friendly lighting products high efficiency low power consumption and has a long service life Choose materials that can be recycled as well as choosing substances that are not toxic to the environment or limiting the use of such substances according to international standards.

Production

The company has strictly complied with the requirements of the Factory Inspection Division and the Office of Environment, Ministry of Industry in terms of industrial waste treatment. Waste water treatment and noise reduction including a plan to use resources efficiently In addition, the company's products are certified according to TIS, IEC, CE and RoHS standards, etc.

Hygiene care

The company is aware of the physical and mental health of its employees. Therefore, annual health checks have been arranged for employees. so that employees are ready to work effectively The company has an

Occupational Safety, Health and Safety Committee to take care of the safety and welfare of employees. Always ready to present and improve the working environment to be hygienic. Including annual fire suppression drills to reduce losses incurred to employees and assets of the company

Participating in environmental projects

The Company has been selected to participate in Up (Energy using Product) prototype process development project, which aims to provide a framework for defining design requirements for LED lamps. taking into account the increase in energy efficiency prevention of environmental problems and increase the stability of the energy source at the same time.

Environmentally friendly purchasing and manufacturing

The raw materials and parts we select must be safe with standards. Select raw materials and parts used during the manufacturing process low power consumption including selecting raw materials that can be recycled in the production process In addition to adopting the ISO 14001 standard as a guideline It also aims to maximize energy efficiency. Minimal waste generation during production. There is a waste separation encourage reuse and avoid buying raw materials or parts that are difficult to decompose.

Environmental Performance of Subsidiaries

Environmental Management System: L&E Manufacturing Company Limited (LEM)

Received environmental management system certification according to TIS 14001-2559 (ISO 14001:2015) standard. For the scope of :

LEM Noppawong plant 1 : Production of electric lamps and LED lamps

LEM Noppawong plant 2 : Design and manufacture of electric luminaires LED lamps, electric poles sheet metal forming service and metal coating services using powder paint.

Environmental Management System: L&E Solid State Company Limited (LES)

Received environmental management system certification according to TIS 14001-2559 (ISO 14001:2015) standard. For the scope of :

LES Noppawong factory 1: design and manufacture LED lamp products, LED lamps T8 and T5 LED bulbs, LED circuit boards tube driving device and control unit Import and sell LED serene.

Social Activities & Environment Activities Year 2022



Awarded the Green Industry Project Level 4 Green System

Everyone in the organization cooperate in Environmental matters in every activity until it becomes a corporate culture.

Measurement of toxic emissions from factory

19 September 2022



พื้นที่ตรวจวัด : ปล่องระบายอากาศ
ฝั่งรับประทานอาหารพนักงาน



พื้นที่ตรวจวัด : ปล่องระบายอากาศ
ฝั่งคลังสินค้า

เข้าร่วมโครงการอนุรักษ์พลังงาน



Department of Industrial Work
Energy Efficiency Improvement Project on Machinery
maintenance techniques



Participate in Eco-Industry Project
Assessment of Pathumthni Industry provide business information



3.4 Sustainability Management in Social Dimension

3.4.1 Social and Community Responsibility Policy

Lighting & Equipment Public Company Limited is determined to operate its business under the corporate philosophy that **"Uphold Fairness, Dedicated to Quality, Honest & Punctual and Work together as a team."** In addition, the Company also cares about the community and surrounding society. as well as being aware of taking care of the environment Because we believe that running a business under a society and environment that is conducive to operations will encourage the company to grow stably and sustainably.

Policies and guidelines for employee development and internal society.

The company believes that employees are the most valuable resources of the company, therefore encourage employees to continuously develop themselves to increase their knowledge and skills at work. The Company also provides reasonable and fair compensation to its employees by comparing the compensation of other companies with similar size and nature of business. In addition, the Company has allocated various welfares that are sufficient and in line with the actual situation as follows:

- 1) Treat employees with courtesy. Respect the individuality and human dignity.
- 2) Take care of the working environment to be safe for the life and property of the employees.
- 3) Prepare an employee's operating manual to ensure smooth operation.
- 4) Comply with relevant laws and regulations strictly and honestly.
- 5) Organize regular training and seminars to improve employees' knowledge and working skills.
- 6) Encourage employees to have the opportunity to study more in related fields
- 7) To provide fair and appropriate compensation, as well as provide adequate welfare and in accordance with the actual situation.
- 8) Appointment and transfer including rewarding and punishing employees with honesty and fairness
- 9) Provide opportunities for employees to express their opinions and make suggestions on matters that are beneficial to the Company.
- 10) Encourage employees to play sports and exercise regularly, as well as provide sports equipment for employees as appropriate.
- 11) Encourage employees to work as a team and provide sufficient meeting rooms for meetings and discussions of each team.

Participation with Society and Community Policy

The Company considers a strong community with sustainable development. It is of great importance for the development of society to be a good and livable society. Therefore, the Company has a policy to support social activities and participate in strengthening the community. Avoid all forms of pollution including support in improving the environment of neighboring communities, the guidelines are as follows:

- 1) Survey Examine how the community and society surrounding the business location near and far have been negatively affected by the business operations. to be taken into consideration to amend/ improve the operation not to have a negative impact and causing damage to communities and society both directly and indirectly.
- 2) Support activities related to community and social development by focusing on employment for workers in nearby communities to create activities and generate income for that community.
- 3) Together to maintain a clean environment in the community and society safe for living together.
- 4) Support and participate in public service The Company believes that a good social contribution project should have interaction between the giver and the receiver. In order for the project to proceed continuously, the Company has provided support to the communities surrounding the Company, including those related to the Company's business, first. Support as necessary and appropriate, such as donating lanterns to schools and temples, etc.

Respect for Children and Human Rights Policy

The Company understands that human rights are fundamental rights and freedoms a person should have, covering society, communities and all stakeholders in the value chain, and places great emphasis on respect for human dignity, rights, liberties and equality of people. The Company does not discriminate on the basis of differences in physical constitution, race, nationality, religion, gender, language, age, education and other social status. Also, the Company fairly follows the guidelines for employees and workers in accordance with labor laws, rules and regulations related to labor of both Thai and foreign workers. It does not support child labor and forced labor, and is against all forms of human trafficking.

Fair Labor Treatment and Non-Discrimination Policy

The Company is committed to treating workers, including Thai and foreign workers, fairly by complying with various labor laws, rules and regulations as well as ethics. This is in order to create justice and equality, and not discriminate solely on the basis of differences in physical constitution, race nationality, religion, gender, language, age, education and other social status. It covers women, the disabled and other disadvantaged peoples. The Company believes that its success comes from the creativity of each valued individual and through collaborative teamwork. Therefore, all workers of the Company are to be treated equally, with opportunities for personal development that leads to career advancement, to meet the business goals of the Company and further enhance the workers' quality of life.

3.4.2 Management to Good Practices and Performance

Contributions to community or society development and community responsibility and education promotion

Without a strong community Business cannot operate. Therefore, participation and responsibility to the community is something that must be practiced in conjunction with sustainable business operations. The company supports various activities and projects that support community and educational programs for schools in the community as well as reducing inequalities in information technology and including helping to alleviate the suffering of victims of natural disasters and other public disasters.

The company is of the opinion that social responsibility can start from the society within the company. By providing appropriate and sufficient welfare for employees, including creating a good working atmosphere for employees to be happy at work as well as to use their potential to the fullest. For the outside society, the Company will provide support to the surrounding communities. The company, including the community that is related to its business first and then gradually expanding to communities that are far away the company believes that contributing to society does not require a large amount of money at a time. But it should be done continuously and in accordance with the capabilities of the company and should involve everyone in the company. The Company believes that a good social contribution (CSR) project should have interaction between the giver and the receiver in order for the project to run continuously.

Inner society

The company attaches great importance to the well-being of its employees. In addition, the Company pays salaries and compensation to employees appropriately and at a level similar to that of other leading companies with similar business size The Company also provides appropriate welfare, and sufficient by providing annual health checks for employees Organize group accident insurance provide health insurance and establish a provident fund for employees, etc. Company health Organized activities to promote health for employees by organizing sports in the company every year as well as encouraging employees to exercise regularly. The Company recognizes the importance of providing opportunities for persons with disabilities to work. At present, the company has 4 persons and LES. 1 persons with disabilities working in the company. In addition, the company Promote education by giving scholarships to employees' children annually as well as giving importance to the education of employees by providing training for both domestic and international employees the company supports further studies in the field of lighting in Germany to employees by that employee The full salary will be paid until the completion of the course.

The company has operated a safety factory project since 1997 until now with the safety committee Occupational Health and Environment, which consists of professional safety officers as the mainstay the committee oversees the safety and welfare of employees, including annual fire suppression drills.

The company has carried out labor activities to ensure fairness to employees since 2005 until it has been certified for Thai labor standards (TS 8001-2003) complete level from the Department of Labor Protection and Welfare. Ministry of Labor In addition, the factory of the company It has also been certified by the Ministry of Labor and Social Welfare as a white factory or drug-free factory since 2002.

Outside society

Each year, the company cooperates with various educational institutions, in training and educating students, bachelor's degree and master's degree students from the Faculty of Architecture Faculty of Decorative Arts and the Faculty of Engineering in the application of lighting products with efficiency and suitable for the nature of the job including the correct design of lighting systems to save energy and does not cause pollution as well as designing lighting systems to make objects or products stand out and lighting design to make the atmosphere in the room look comfortable and those in the room feel relaxed, etc. It is worth noting that students these students after graduating to work, when you need lighting products or have problems related to lighting, you often think of the company. This gives the company more opportunities to sell products academic institute including various business organizations to educate and exchange experiences on various occasions every year, the company provides an opportunity for undergraduate students to come and do internships at the company to learn, and prepare for work after graduation for a society that is far away Donate money and items to victims of natural disasters In addition, the company has supported scholarships for students in need, including donating electric lamps to many educational institutions.

Innovation and the dissemination of innovations which comes from operating with responsibility to society, environment and stakeholders.

The company is confident that our business will have continuous and stable growth. When the society is peaceful and the environment is sustainable the company is aware of the need to be a good member of society, as well as being responsible to society and the environment by supporting various social and environmental projects that is suitable for the company's ability.

- (1) Design products using materials that do not pollute the environment and use materials that can be recycled. The product design is based on the development and application of the company's basic products. To have features that meet the daily needs of the general public and from the marketing experience that can be used to further analyses the latent needs of consumers Therefore, it is used as the main information for use in product development to meet the needs of users who can control the light, color, light intensity of the lamp. Or can be adjusted to meet various needs more by yourself this will create an opportunity to expand other product bases for general consumers to remember the company's image. When it comes to lighting, L&E comes first.

- (2) Train and educate students on modern and accurate lighting as well as the general public who are interested in this knowledge and exchanging knowledge and experiences in electric lighting and business management with various organizations and educational institutions.
 - (3) Continuously improve and develop product processes to prevent environmental pollution or reduce environmental pollution to a minimum and must not exceed the requirements of relevant agencies.
- Social and Community Contributions** The stakeholder and the community where our factory is located is of utmost importance. We are committed to improving the quality of life of the communities surrounding the factory. By developing people in the community help save the environment and promote community customs Conduct business as a good citizen of society and use part of the company's income to run social projects so that we can play an important role in the sustainable development of Thai society.

Social and Community

Place the highest priority on our stakeholders and the communities in which our facilities are located. Committed to improving the quality of life of the communities around the factory take part of the company's income to social activities to be a part of sustainable social development.

Social Activity Year 2022



L&E & Agrow Plus

"AgrowPlus agricultural innovation for Thai people" to raise the level of modern agriculture by applying various technologies to increase agriculture productivity to be quality and safe.

L&E Organized a Personal Data Protection Law (PDPA) training program for operators.

To working groups and DPO personal data protection officers appointed from personnel of the company in each department as a working group.



โครงการอบรม PDPA สำหรับผู้ปฏิบัติงาน
(Personal Data Protection Act for Officer)

Grand opening ceremony of the Accident and Emergency Center at Bangyai

November 15, 2022

L&E Support Lamp and Equipment for the Accident and Emergency Center, Bangyai Hospital, Nontaburi with Tisco Ruamjai 9 Project.



August 26, 2022

**L&E supports funding for the project "Friends of Bangsaen Aquarium" 2022,
Burapha University**



4. Explanation and Analysis From Management

4.1 Management Discussion and Analysis for the Year 2022

Financial Position Statements

Assets

Description	2022		2021	
	Million Baht	(%)	Million Baht	(%)
Cash	59.7	1.8	88.5	2.7
Accounts Receivable	883.5	26.1	900.7	26.9
Inventories	1,214.1	35.9	1,165.4	34.8
Land, Building, Machines and Equipment	919.5	27.2	907.8	27.1
Other Assets	306.3	9.0	284.9	8.5
Total	3,383.1	100	3,347.3	100

Cash

Total cash is 59.7 million Baht, represents 1.8% of total assets. The company has policy to keep cash at an appropriate level, cash generated from the operation will be used essentially for investment activities as well as for repayment of debts. Total cash decreased by 28.8 million Baht from a year earlier or decreased by 33%.

Accounts Receivable

Total accounts receivable is 883.5 million Baht, represents 26.1% of total assets. The accounts receivable decreased by 17.2 million Baht from a year earlier or decreased by 2% despite the sale increase of 20%, due primarily to the efficient management of the accounts receivable collection. The accounts receivable of 883.5 million Baht comprised of accounts receivable within credit terms 376.5 million Baht, accounts receivable that overdue less than 3 months 313.0 million Baht and overdue more than 3 months 250.8 million Baht. Out of the 250.8 million Baht, 56.6 million Baht is the accumulated provision for possible bad debts.

Inventories

Total inventories is 1,214.1 million Baht, represents 35.9% of total assets. The inventories increased by 48.7 million Baht from a year earlier or increased by 4% despite the sale increase of 20% due essentially to the efficient management of the inventories.

Land, Buildings, Machines and Equipment

Land, Buildings, Machines and Equipment are 919.5 million Baht, represents 27.2% of total assets. The fixed assets increased by 11.7 million Baht from a year earlier or increased by 1%, due essentially to the installation of solar roof system by a subsidiary company in order to reduce electricity cost.

Other Assets

Other assets is 306.3 million Baht, represents 9.0% of total assets. Other assets increased by 21.4 million Baht from a year earlier or increased by 8%. Other assets comprised of advance to suppliers 72.0 million Baht, prepaid expenses 11.8 million Baht, disbursement 2.3 million Baht, other accounts receivable 27.8 million Baht, time deposits pledged as collateral 13.0 million Baht, investment properties 1.8 million Baht, assets utilization right under lease contract 75.4 million Baht (before the TFRS-16 accounting standard is effective, this item was recorded as administrative expenses), deferred tax assets 44.3 million Baht, intangible assets 41.1 million Baht and other non-current assets 16.8 million Baht.

Liabilities and Shareholders' Equity

Description	2022		2021	
	Million Baht	(%)	Million Baht	(%)
Bank Overdrafts and Short-term Loans	1,367.9	40.4	1,190.9	35.6
Accounts Payable	432.9	12.8	563.5	16.8
Other Current Liabilities	208.0	6.2	231.1	6.9
Long-term Loans from Bank	-	-	2.0	0.1
Other Non-current Liabilities	214.1	6.3	195.6	5.8
Shareholders' Equity	1,160.2	34.3	1,164.2	34.8
Total	3,383.1	100	3,347.3	100

Bank Overdrafts and Short-term Loans

Total bank overdrafts and short-term loans is 1,367.9 million Baht, represents 40.4% of total assets. The bank overdrafts and short-term loans increased by 177.0 million Baht from a year earlier or increased by 15% due principally to the increase of working capital resulting from the increase of sales.

Accounts Payable

Total accounts payable is 432.9 million Baht, represents 12.8% of total assets. The accounts payable decreased by 130.6 million Baht from a year earlier or decreased by 23%, despite the sale increase of 20%, due essentially to the early payment of accounts payable to a few suppliers in exchange for additional discount.

Other Current Liabilities

Other current liabilities is 208.0 million Baht, represents 6.2% of total assets. The other current liabilities decreased by 23.1 million Baht from a year earlier or decreased by 10%. Other current liabilities comprised of contract liabilities 7.7 million Baht, current portion of long-term loans 2.0 million Baht, current refund liabilities 11.4 million Baht, current portion of finance lease liabilities 34.1 million Baht, income tax payable 0.3 million Baht, advances received from customers 41.3 million Baht, accrued design and consulting expenses 16.3 million Baht, accrued sale commission 15.5 million Baht, accrued expenses 26.8 million Baht, accrued bonus 24.1 million Baht, liabilities to revenue department 10.8 million Baht and other current liabilities 17.7 million Baht.

Long-term Loans from Banks

The company has no Long-term loans from banks this year as opposed to 2.0 million Baht for the previous year.

Other Non-current Liabilities

Other Non-current liabilities is 214.1 million Bath, represents 6.3% of total assets. The other non-current liabilities increased by 18.5 million Baht from a year earlier or increased by 9%. Other non-current liabilities comprised of finance lease liabilities 38.8 million Baht, contract liabilities 17.3 million Baht, employee benefit obligations 148.1 million Baht and other non-current liabilities 9.9 million Baht.

Shareholders' Equity

Shareholders' equity is 1,160.2 million Baths, represents 34.3% of total assets. The total shareholders' equity decreased by 4.0 million Baht from a year earlier or decreased by 0.3% due to the increase from operating profit 31.4 million Baht, the decrease from dividend payout 41.8 million Baht, and the increase resulting from other comprehensive income 6.0 million Baht.

Income Statements

Description	2022		2021	
	Million Baht	(%)	Million Baht	(%)
Revenue from sale of goods and rendering of services	3,220.2	100.0	2,677.8	100.0
Other income	47.9	1.5	41.7	1.6
Cost of sale of goods and rendering of services	2,397.9	74.5	1,954.9	73.0
Selling and administrative expenses	790.6	24.6	675.3	25.2
Finance Cost	40.9	1.3	34.8	1.3
Income tax Expense	7.3	0.2	10.7	0.4
Profit for the year (Owners of the parent)	31.4	1.0	43.8	1.6
Total Comprehensive income for the year	37.8	1.2	31.9	1.2

Income for the Year 2022

Revenue from Sale of Goods and Rendering of Services

Total revenue from sale of goods and rendering of services is 3,220.2 million Baht, increased by 542.4 million Baht from a year earlier or increased by 20%, due to Project Sale increased by 22%, Wholesale/Retail Sale increased by 18%, Overseas Sale increased by 18%. The improved situation of COVID-19 in Thailand has allowed businesses to adapt well to the pandemic, encouraging them to renovate and expand their operations, and in 2022 the company has secured a few major projects, such as the Queen Siri kit National Convention Center, and the Park Silcom, etc., resulting in the increase of Project Sale and Wholesale/Retail Sale. With regard to the Overseas Sale, the sale of goods to the U.S. market has been able to maintain a slight increase for 2022.

Other Income

Other income is 47.9 million Baht, increased by 6.2 million Baht from a year earlier or increased by 15%, due essentially to the income from warehouse rental and logistics cost charged to customer for the export of products to the U.S. market.

Cost of Sale of Goods and Rendering of Services

Total cost of sale of goods and rendering of services is 2,397.9 million Baht, increased by 443.0 million Baht from a year earlier or increased by 23%, while revenue from sale of goods and rendering of services increased by 20%, due essentially to the ratio of cost of sales/revenue from sales deteriorated from 73.0% in 2021 to 74.5% in 2022, resulted from the adverse product mix, with a higher proportion of lower margin products sold in 2022. Moreover, during the year, the company has suffered from the installation costs of a turn-key project.

Selling and Administrative Expenses

Total selling and administrative expenses is 790.6 million Baht, increased by 115.3 million Baht from a year earlier or increased by 17%, due essentially to the increase of expenses that varied with the sale and operating performance, and the increase of expenses associated with the implementation of SAP ERP, including the increase of logistics expenses arising from higher sales and higher petroleum cost. Moreover, in 2022 the company had to make a bad debt provision for a project business customer, amounting to 16.0 million Baht.

Finance Cost

Total finance cost is 40.9 million Baht, increased by 6.1 million Baht from a year earlier or increased by 18%, due essentially to higher borrowings and the unfavorable interest rate, the average interest rate was increased from 2.64% in 2021 to 2.82% in 2022.

Income Tax Expenses

Total income tax expenses are 7.3 million Baht, decreased by 3.4 million Baht from a year earlier, or decreased by 32%.

Total Profit for the Year

Total profit for the year attributable to Owners of the Company is 31.4 million Baht, decreased by 12.4 million Baht from a year earlier, or decreased by 18%, due to the following factors :

- Gross Profit and Other Income increased by 105.6 million Baht or increased by 13.8%, is a result of the increase of sale by 20% and the decrease of gross profit margins from 27.0% in 2021 to 25.5 % in 2022, due essentially to the adverse product mix, with a higher proportion of lower margin products sold in 2022. Moreover, during the year, the company has suffered from the installation costs of a turn-key project.
- Marketing and Administrative Expenses including Interest Expenses increased by 121.4 million Baht due to the increase of expenses that varied with sale and operating performance, the increase of expenses associated with the implementation of SAP ERP, as well as higher logistics expenses arising from higher sales and higher petroleum cost. In 2022 the company had to make a bad debt provision

for a project business customer, amounting to 16.0 million Baht. Additionally, the interest expenses also increased due to higher borrowing level attributed to higher sales.

- Income Tax Expenses decreased by 3.4 million Baht.

Total Comprehensive Income for the Year

Total comprehensive income for the year attributable to Owners of the Company is 37.8 million Baht because there is gain on re-measurements of defined benefit plans 10.4 million Baht, and loss from exchange differences on translating financial statements 4.0 million Baht.

Statements of Cash Flows

Cash Flows from Operating Activities

The company received net cash from operating activities before change in the operating assets and operating liabilities 219.0 million Baht, decreased 14.6 million Baht from a year earlier or decreased by 6%. The increase of 14.6 million Baht is a result of the decrease of cash from the operating profit 12.4 million Baht, the decrease of cash from tax expense 3.3 million Baht, the increase of cash from finance cost 6.1 million Baht, the increase of cash from depreciation and amortization 3.2 million Baht, the decrease of cash from unrealized loss on foreign exchange 14.4 million Baht, the increase of cash from expected credit loss 10.5 million Baht, the decrease of cash from losses on inventories devaluation(reversal) 6.4 million Baht, the increase of cash from employee benefit expenses 2.5 million Baht, and the decrease of cash from other transactions 0.4 million Baht.

The company used cash from changes in operating assets and liabilities 227.7million Baht, compared with those of the previous year 268.3 million Baht, an increase of 40.6 million Baht. The increase of cash used from charges in operating assets and liabilities is a result of the increase of cash from accounts receivable 299.7 million Baht, the increase of cash from inventories 281.9 million Baht, the decrease of cash from accounts payable 397.0 million Baht, the decrease of cash from other payables 28.8 million Baht, and the decrease of cash from other transactions 15.2 million Baht.

When included the cash used for taxes paid of 14.3 million Baht, total net cash used in operating activities becomes 23.0 million Baht versus those of the previous year 42.8 million Baht.

Cash Flows from Investing Activities

Total net cash used in investing activities is 58.2 million Baht, a decrease of cash used by 44.0 million Baht from a year earlier. The decrease of cash used 44.0 million Baht comprised of the decrease of cash used for acquisition of plant and equipment 18.6 million Baht, the decrease of cash used for acquisition of intangible assets 24.3 million Baht, and the increase of cash received from proceeds from sale of plant and equipment 1.1 million Baht.

Cash Flow from Financing Activates

Total net cash received from financing activities is 52.0 million Baht, a decrease of cash received by 90.2 million Baht from the previous year. The decrease of cash received of 90.2 million Baht is a result of the decrease of cash received from short-term borrowing 76.3 million Baht, the decrease of cash used for the repayment of loan borrowing 5.7 million Baht, the increase of cash used for payment of the outstanding liability relating to a finance lease 8.4 million Baht, the increase of cash used for the dividends paid to owners of the company 4.9 million Baht and the increase of cash used for interest paid 6.3 million Baht.

4.2 Major Factors That May Impact The Performance and Financial Position of The Company in The Future

The trade war between America and China since 2019 has encouraged a number of American enterprises to seek alternative suppliers from other countries to replace the products from China. The movement not only from the American enterprises, but also from the enterprises of other countries who are the strategic partners of America. In 2020, the company has manufactured lighting products and exported them to the American markets for the amount of 84 million Bahts, and the export amount had increased to 572 million Bahts in 2022. The company expected that the products exported to the American market, including the markets in other countries who are strategic partners of America will be constantly increasing. At the same time, there is also threats from the Chinese enterprises who may dump their products to other countries, including Thailand, and it may affect the company's performance. The company has restructured the manufacturing facilities as well as the manufacturing process to ensure that the company's products are competitive and will be able to compete with the Chinese products.

The widespread COVID-19 pandemic since late 2019, has severely affected the world economy as well as the Thai economy, and as a result it has also affected the performance of the company. In order to cope with the challenges, the company has adopted the new working philosophy to enable employees to work from home or work from anywhere that is convenient for the employee, by equipping them with the necessary computer hardware, computer software, relevant App and communication devices, as well as the effective performance measuring tools. As for the manufacturing direct labor who has to work on the production lines, the company has rearranged the production lines to allow proper working distance between the direct labor in order to prevent or reduce the COVID-19 infection. At present, the vaccination rate in Thailand is quite high and the government is considering to announce COVID-19 to become an Endemic, so that the people daily life and business will be back to normal. If so, the company operating performance will be improving significantly.

The current conflicts between NATO and Russia has led to the war between Russia and Ukraine since early 2022, and the war has started to impact the inflation and global supply chains. If the conflicts prolong or escalate into a full-scale war, there might be serious impact to the global economy and global supply chains, and of course it will certainly affect the company's performance one way or the other. The company has been watching the situation very closely and carefully so that the company can adjust itself to respond to the changing environment in time and efficiently

The world is now moving into the IoT (Internet of Things) era, and the company has been well prepared for the trend for quite sometime. The company has been entrusted by a number of companies to provide IoT solutions for their smart offices, and has also been entrusted by a number of local governments to install the smart street light for their street light projects. The company has been seriously developing the IoT products as well as relative services to ensure that it will be ready for the coming trend of IoT era.

4.3 Key Financial Ratios

Overall Company Performance

Year 2020 The company had revenue from sales and services of 2,412.3 million Baht, a decrease of 296.6 million Baht from the previous year, or a decrease of 11%, as a result of project work. declined by 16 percent in the wholesale and retail segments decreased by 3 percent and export jobs increased by 42 percent, mainly due to Businesses are impacted by the COVID-19 epidemic. Causing to slow down investment and purchase products from the company including the unit price of some products have to decline because of intense competition. As a result, the same amount of revenue from sales has decreased in value. In addition, there are a number of project worth approximately 256 million Baht that the customer requested to postpone the delivery from 2020 to 2021, profitable for the period. Owners of the parent company 37.1 million Baht, a decrease of 35.1 million Baht from the previous year or decreased by 49% as a result of the gross profit from sales and other revenues decreased by 156.7 million Baht and the gross profit margin has decreased from 34.5 % in 2019 to 32.2% in 2020 because the company has sell a lower percentage of the product with a higher gross margin including having products some items require a lower selling price while reducing production costs is less Selling and administrative expenses including interest expenses decreased by 109.0 million Baht as a result of the decrease in variable expenses according to operating performance and travel and promotional expenses decrease, which is the impact of the COVID-19 epidemic-There is a decrease in corporate income tax of 12.8 million Baht.

Year 2021 The company has revenue from sale of goods and rendering of services 2,678 million Baht, increased 266 million Baht from a year earlier or increased by 11%, due to Project Sale decreased by 9% and is a result of the lock down of construction worker camp for approximately 2 months because of the widespread COVID-19 pandemic, wholesale/Retail Sale decreased by 7% and is also a result of the widespread COVID-19 pandemic, Export Sale increased 460 million Baht or increased by 357% and is a result of the newly opened market in America which generated additional 440 million Baht or increased 524%

The company has net profit of 43.8 million Baht, increased 6.7 million Baht from a year earlier or increased by 18% due to :

- Gross Profit and Other Income decreased 26.5 million Baht or decreased by 3%, due to revenue from sale of goods and rendering of services increased by 11%, but the gross profit margin was decreased from 32.2% in year 2020 to 27.0% in year 2021 due essentially to the gross profit margin of sale to the newly opened market in America is lower than the gross profit margin of sale to the company's traditional markets.
- Marketing and Administrative Experiences including Interest Expense decreased 30.2 million Baht or decreased by 4%, due essentially to the decrease of expenses that varied with the operating performance, and the decrease of interest expenses resulted from favorable interest rate.
- Income Tax decreased by 3.0 million Baht.

In 2022, The company had sales and service income of 3220 million baht, an increase of 542 million baht or 20% from the previous year, resulting from an increase in project sales revenue of 22%, an increase in wholesale/retail sales. 18%, while international sales increased 18%, mainly due to the COVID-19 pandemic has reduced the violence. Including companies, department stores Able to adjust to be able to conduct business in the midst of the situation where there is still an epidemic of the disease. Resulting in more expansion or improvement of the business And this year, the company has sold products to many large projects such as Queen Sirikit National Convention Center and Park Silom, etc. as for the increase in international sales as a result of selling products in The US market can still rise this year.

The company's profit for the period was 31.4 million baht, a decrease of 12.4 million baht from the previous year or a decrease of 28%, resulting from an increase in gross profit from sales including other income of 105.6 million baht. Administrative expenses including interest expenses increased by 121.4 million baht (of which there was a reserve for bad debts of 16 million baht for a project customer) and corporate income tax decreased by 3.4 million baht.

Statement of financial position

Assets

As of December 31, 2020 The Company and its subsidiaries had total assets of 2,781.87 million Baht, a decrease from as of 31 December 2019 by 221.87 million Baht, with main assets as follows:

1. Trade accounts receivable amounted to 741.09 million Baht or accounted for 26.63% of the total assets of the Company and its subsidiaries, which decreased from as of December 31, 2019 amounted to 331.99 million Baht or 30.94% due to higher sales reduce and collection of receivables with increased efficiency.
2. Net inventories of 797.92 million Baht or accounted for 28.7% of the total assets of the Company and its subsidiaries as of December 31, 2020, which decreased from December 31, 2019 by 58.59 million Baht. Inventories decreased from the year. The previous 6.8 percent was due to lower sales.
3. Land, plant and equipment, amounting to 917.1 million Baht or accounted for 36% of the total assets of the Company and its subsidiaries, which increased from as of December 31, 2019 in the amount of 104 million Baht or an increase of 11.6%. The main reason was the improvement of factory buildings. Including the purchase of machinery to be used in the production of LED products, which is continuously expanding in the amount of 18.43 million Baht, and recording the right to use according to the accounting standard that adheres to TAS 16, amounting to 85.6 million Baht.

As of December 31, 2021 The Company and its subsidiaries have total assets of 3,347.31 million Baht, an increase of 565.44 million Baht from as of December 31, 2020. The main assets are as follows:

1. Trade accounts receivable amounted to 902.22 million Baht or accounted for 26.95% of the total assets of the Company and its subsidiaries as of December 31, 2021, which increased from December 31, 2020, amounting to 161.13 million Baht or an increase of 21.74 percent, as a result of increased sales.
2. Net inventories amounted to 1,165.36 million Baht or accounted for 34.81% of total assets of the Company and its subsidiaries as of December 31, 2021, which increased from December 31, 2020, amounting to 367.44 million Baht. Inventories increased from the previous year. 46.05 percent previously was due to an increase in sales.
3. Land, plant and equipment in the amount of 907.8 million Baht or accounted for 27 percent of the total assets of the Company and its subsidiaries, a decrease from as of December 31, 2020, amounting to 9 million baht or a decrease of 1%, due to assets having Depreciation of 82.6 million Baht.

As of December 31, 2022, The Company and its subsidiaries had total assets of 3,383.11 million baht, an increase of 35.8 million baht from December 31, 2021, with the following main assets:

1. Trade accounts receivable in the amount of 883.50 million baht or 26.11% of the total assets of the Company and its subsidiaries, which decreased from December 31, 2021 in the amount of 17.2 million baht or 2.07% as a result of the efficiency in debt collection. better
2. Net inventories in the amount of 1,214.13 million baht or 35.88% of the total assets of the Company and its subsidiaries as of 31 December 2022, Which increased from 31 December 2021 in the amount of 48.77 million baht. Inventories increased from the previous year. 4.18 percent as a result of the increase in sales and the need to keep stock of products to support sales in the next year.
3. Property, plant and equipment in the amount of 919.5 million baht or 27% of the total assets of the Company and its subsidiaries. Which increased from December 31, 2021 in the amount of 11.7 million baht or an increase of 1% due to an increase in assets of 50.41 million baht and transfers from inventories into assets of 42.45 million baht with amortization of 19.41 million baht and depreciation of 61.73 million baht.

Asset quality

Trade accounts receivable

Because trade account receivable are the main assets of the Company and its subsidiaries which accounted for approximately 26.1% of the total assets of the Company and its subsidiaries. And most of the company's sales are credit sales to customers. Therefore, the company has established policies and procedures on trade credit control with the following steps.

1. **The preliminary consideration process** is to consider the nature of business and business conditions of customers, reputation, financial status type and quantity of products ordered as a preliminary information for determining trade credit.
2. **Consideration of commercial terms** if you are a new customer The Company may require payment of goods in cash or in the event that the buyer needs commercial credit The Company may require the purchaser to place securities as a guarantee for the purchase of goods. Which the company will consider on a case by case basis in the case of a customer who has placed and order with the Company for a period of time and have a good payment history The company will provide trade credit between 30-90 days.
3. **Credit control procedures** in addition to establishing a credit department to monitor and expedite debt payments from customers, the Company reviews its accounts receivable every quarter to consider setting aside for bad debts according to the facts shown For debts that are overdue for more than 1 year and have financial problems The company will continue to take legal action against that debtor.

Table showing trade accounts receivable of the Company and its subsidiaries.

Accounts Receivable Status	As of December 31,2022		As of December 31,2021		As of December 31,2020	
	Million Baht	%	Million Baht	%	Million Baht	%
Within the due date	376.47	40.04	486.90	51.34	368.46	46.88
Overdue payment :						
Less than 3 months	312.99	33.29	288.76	30.45	229.54	29.21
3-6 months	110.68	11.77	41.71	4.40	35.94	4.57
6-12 month	37.27	3.96	45.02	4.75	35.23	4.48
More than 12 months	102.87	10.94	85.9	9.06	116.78	14.86
Total	940.28	100	948.34	100	785.95	100
Less bad debt reserve	(56.62)	6.02	(44.28)	4.67	(40.72)	5.18
Less income and deferred interest	(0.16)	0.02	(1.84)	0.19	(4.14)	0.53
Net trade accounts receivable	883.50		902.22		741.09	

Inventories

The Company and its subsidiaries have inventories as their main assets. which accounted for approximately 35.9% of the total assets of the Company and its subsidiaries due to the Company's policy to sell a variety of products. As a result, the quantity of products that the company has to reserve is quite high. More than 64.68% of the Company's inventories are finished goods. Which can be divided into 4 groups as detailed below.

1. **Main products** are product that the company sells regularly at present including products that are planned to penetrate the market in the future.
2. **General goods** are product that the company has for general distribution to save customers. This group of products is a product that has a constant rotation and has a large inventory. Therefore, the company tries to reserve each product in quantity that is not very high.
3. **Monitoring products** are product that have not moved for more than 6 months or are more than 2 year old, or products that are ordered for specific projects. and the project has been completed and the company believes that it may not be able to sell such products at the same price to other customers which this group of products The company has a policy to set the impairment of products at the rate of 10% of the cost price.
4. **Clearance products** It is a product that is becoming less popular. Or is it a product that is likely to have a cheaper alternative. The company has a policy to release this group of products ASAP by organizing a promotion to reduce the price of products, including bringing products to sell at trade show in different places in the past, the company was able to sell such products at a price higher than the cost. However, the company has a policy to reserve for impairment of inventory at the rate of 20-50% of the cost price. Ventilation product section incomplete stock The Company will set aside full allowance for impairment.

The table showing details of the components of inventories of the Company and its subsidiaries are as follows

Inventory type	As of December 31,2022		As of December 31,2021		As of December 31,2020	
	Million Baht	%	Million Baht	%	Million Baht	%
Products bought and sold and finished goods	913.04	71.29	824.89	66.71	637.07	73.45
Project work products during installation	57.34	4.48	48.21	3.90	6.55	0.75
Products in process	26.88	2.10	63.33	5.12	48.54	5.60
Direct raw material	231.55	18.08	249.16	20.15	140.83	16.24
Goods on the way	51.88	4.05	50.95	4.12	34.33	3.96
Total	1,280.69	100	1,236.54	100	867.32	100
Less allowance for obsolete and slow moving products	(66.56)	-	(71.18)	-	(69.40)	0.15
Total	1,214.13		1,165.36		797.92	

Liquidity

Cash flow

In 2020, The Company received cash from

1. Operating activities excluding changes in operating assets and liabilities totaled 223.7 million Baht, a decrease of 46.3 million Baht from the previous year or a decrease of 17%. Cash from operating activities decreased in the amount of 46.3 million Baht. This was a result of a decrease in cash from annual profit of 34.9 million Baht, a decrease in cash from income taxes of 12.8 million Baht, a decrease in cash from finance costs of 3.7 million Baht, an increase in cash from depreciation and amortization. 34.1 million Baht An increase in cash from impairment loss recognized in profit or loss, inducing a reserve for doubtful accounts of 5.7 million Baht, a decrease in cash from an unrealized foreign exchange loss of 8.3 million Baht, a decrease in Cash from bad debts of 2.0 million Baht, a decrease in cash from employee benefit expenses of 22.7 million Baht and a decrease from other transactions of 1.7 million Baht. The company received cash from changes in operating assets and liabilities amounted to 311.2 million Baht, an increase of 261.8 million Baht from the previous year or a 69% increase from the previous year from changes in operating assets and liabilities amounted to 311.2 million Baht resulting from an increase in cash from trade accounts receivable 282.7 million Baht, an increase from trade accounts payable 26.5 million Baht and increased from inventories of 43.6 million Baht, but cash decreased from other receivables of 18.3 million Baht, decreased from other payables of 66.0 million Baht, and cash decreased from other transactions of 6.7 million Baht.
2. Cash flow from investing activities The Company used net cash in investing activities totaling 105.1 million Baht, an increase of 44.4 million Baht or 73% from the previous year. It is an investment in buildings and equipment of 106.6 million Baht and is used to purchase intangible assets of 1.5 million Baht, but has cash received from selling unused equipment of 2.8 million Baht.
3. The Company used cash in financing activities of 394.6 million Baht, compared to the previous year which used cash in such activities of 249.8 million Baht. Cash used in financing activities of 394.6 million Baht consisted of Short-term borrowings decreased by 172.1 million Baht, repayment of long-term loans of 75.5 million Baht, payments for finance lease transactions of 39.3 million Baht, dividends paid to shareholders of the company 68.9 million Baht, and interest expenses of 38.8 million Baht.

Year 2021 The Company received net cash from

1. The company received net cash from operating activities before change in the operating assets and operating liabilities 233.9 million Bahts, increased 10.1 million Bahts from a year earlier or increased by 4.5%. The increase of 10.1 million Bahts is a result of the increase of cash from the profit 6.7 million Bahts, the decrease of cash from tax expense 3.0 million Bahts, the decrease of cash from finance cost 4.1 million Bahts, the increase of cash from depreciation and amortization 0.5 million Bahts, the increase of cash from unrealized loss on foreign exchange 8.2 million Bahts, the decrease

of cash from expected credit loss 2.3 million Bahts, the increase of cash from losses on inventories devaluation (reversal) 3.0 million Baht, the increase of cash from employee benefit expenses 0.4 million Bahts, and the increase of cash from other transactions 0.7 million Bahts.

The company used cash from changes in operating assets and liabilities 24.3 million Bahts, as opposed to the receipt of cash of 564.4 million Bahts a year earlier. Total cash from changes in operating assets and liabilities of 588.7 million Bahts, is a result of the decrease of cash from accounts receivable 490.0 million Bahts, the increase of cash from accounts payable 216.5 million Bahts, the increase of cash from other payables 87.4 million Bahts, the decrease of cash from inventories 429 million Bahts and the increase of cash from other transactions 26.7 million Bahts.

When included the cash for taxes paid of 8.1 million Bahts, total cash used in operating activities is 32.4 million Bahts.

2. Cash Flow From Investing Activities

Total net cash used in investing activities 112.6 million Bahts, increased 7.5 million Bahts from a year earlier or increased by 7%. The 105.1 million Bahts used in investing activities comprised of acquisition of plant and equipment 66.5 million Bahts, acquisition of intangible assets 46.9 million Bahts, proceeds from sale of plant and equipment 0.8 million Bahts.

3. Cash Flow From Financing Activities

Total net cash received from financing activities is 142.2 million Bahts, compared with total net cash used in financing activities of 394.6 million Bahts a year earlier. The total cash of 142.2 million Bahts comprised of the receipt of short-term borrowing 253.3 million Bahts, the repayment of loan borrowing 6.2 million Bahts, payment of the outstanding liability relating to a finance lease 33.2 million Bahts, dividends paid to owners of the company 36.9 million Bahts and interest paid 34.8 million Bahts.

In 2022, The company received cash from

1. Operating activities excluding changes in operating assets and liabilities totaled 219 million baht, a decrease of 14.6 million baht from the previous year or a decrease of 6.2 percent. Cash from operating activities decreased in the amount of 14.6 million baht as a result. from a decrease in cash from annual profit of 12.4 million baht, a decrease in cash from income tax of 3.3 million baht, and an increase in cash from finance costs of 6.1 million baht. An increase in cash from depreciation and amortization of 3.2 million baht. An increase in cash from impairment losses recognized in profit or loss including reserve for doubtful accounts of 10.5 million baht. A decrease in cash from losses. from the unrealized exchange rate of 14.4 million baht, an increase in cash from employee benefit expenses of 2.5 million baht and reductions from other activities of 6.8 million baht. Cash from changes in operating assets and liabilities amounted to 227.2 million baht, an increase of 40.6 million baht from the previous year an increase in cash from the previous year from changes in operating assets and liabilities, an increase of

40.6 million baht The cash increase from the previous year from changes in operating assets and liabilities amounted to 199.7 million baht, resulting from an increase in cash from trade accounts receivable An increase of 397 million baht and decrease from other transaction 15.2 million bath.

2. Cash flows from investing activities The Company's net cash used in investing activities amounted to 58.2 million baht, a decrease of 44 million baht or 43% from the previous year. The amount of cash used in investing activities was 58.2 million baht. It was an investment in buildings and equipment of 47.9 million baht and was used to buy intangible assets of 12.2 million baht, but there was cash received from the sale of unused equipment of 1.9 million baht.
3. The company received cash from financing activities in the amount of 52 million baht, compared to the previous year in which cash received from such activities decreased in the amount of 90.2 million baht. increased by 177 million baht, repayment of long-term loans of 0.5 million baht, payments for finance lease transactions of 41.6 million baht, dividends paid to shareholders of the Company of 41.8 million baht and interest expenses of 41.1 million baht.

Liquidity ratio

It is a ratio calculated from current assets divided by current liabilities. The values released indicate the company's ability to pay short-term debt by considering the current assets that the company has at any given time whether it is sufficient to pay for short-term obligations or not. In this case, the company's ratio is 1.19 times in 2020, 1.14 times in 2021, and 1.13 times in 2022, respectively, indicating that the company's liquidity slightly decreased compared to 2020 and 2021.

In 2022, the Company and its subsidiaries had trade receivables of 883.5 million baht with an average collection period of 101 days compared to the receivables as of December 31, 2021, which had trade receivables of 902.22 million baht and Collection period of 111 days, a decrease of 18.72 million baht or 2.1% from December 31, 2021 due to More efficient credit control and debtor management Although sales are higher But the debt collection period is shorter.

The Company and its subsidiaries have inventories of 1,214.13 million baht with an average sales period of 181 days. Compared to the balance as of December 31, 2021, the Company and its subsidiaries had inventories of 1,165.36 million baht, with an average selling period of 183.28 days. Inventories in 2022 increased from 2021 in the amount of 48.77 million baht, 4.2% as a result of increased sales and keep stock for sale in 2022.

Quick Ratio

This is because inventories are classified as current assets with very low liquidity. Therefore, considering the Company's ability to pay off short-term debt without taking into account the cost of inventories. The Company has a quick liquidity ratio of 0.70 times in 2019, 0.63 times in 2020 and 0.55 times in 2021. It can be seen that the company's liquidity from liquid assets is 2021, a slight decrease compared to the years 2020 and 2019 because the company have current liabilities by cultivating higher trade accounts payable from higher sales. In particular, higher account payables from higher sales resulted in higher purchases as well.

Cash Cycle

Refers to the period in which the Company's cash flows from the period from which cash is paid until cash is received. It indicates the number of days the entity has to wait to receive the invested cash back into circulation, i.e. the amount of cash the entity has to invest in receivables and inventory. According to calculations, the company has a cash cycle of 258 days in 2020 decreased to 214 days in 2021 and reduced to 206 days in 2022 respectively. In 2022, respectively, it can be seen that the company has a shorter period of cash turnover than 2021 by 8 days due to the company's more efficient credit control and debt management.

Financial Policy Analysis Ratio

Debt to Equity Ratio The Company's calculations are equal to 1.38 times in 2020, 1.88 times in 2021 and 1.92 times in 2022, which is considered the proportion of total liabilities compared to the proportion of shareholders. The company's capital structure comes more from debt. Shareholders' equity In 2022, the company's debt-to-equity ratio slightly increased. Because the company uses more debt to manage inventory. for higher sales.

Profitability Ratio

Return on Equity Ratio It represents the net profit attributable to the shareholders' equity compared to the amount of investment received from the shareholders' equity. To analyze the ability to make a profit for the shareholders of the business the return on equity of the company is calculated to be 3.12% in 2020, 3.76% in 2021 and 2.70% in 2022. The year 2022 has slightly increased from 2021 because in 2022, although sales increased to 20 percent, gross profit increased by only 14 percent because in 2022, the company sold products with a higher gross margin in a lower proportion. In addition, the Company was affected by the installation of a project which resulted in an increase in the cost of the project.

Suitability of the capital structure

As of December 31, 2020 The Company and its subsidiaries' main sources of funds are liabilities. The debt to equity ratio is 1.38, which is reduced from the ratio as of December 31, 2019, which has the debt to equity ratio of 1.48. The main reason is because in 2020 The company has total shareholders' equity of 1,169.7 million Baht, accounting for 42% of total assets. Shareholders' equity decreased from the previous year by 40.92 million Baht or 3.34% due to an increase in net profit of 36.39 million Baht, a decrease in dividend payment to shareholders of 68.88 million Baht and a decrease. From the adjustment of retained earnings from loss from impairment of receivables according to TFRS 9 8.43 million Baht. and part of the company's liabilities has total liabilities of 1,612 million Baht, a decrease from the year 2019, which has a portion of liabilities equal to 1,793 million Baht, mainly due to the year 2020, the company has overdrafts and short-term loans from banks totaling 937.56 million Baht, accounting for 33.7 percent of total assets. Bank overdrafts decreased from the previous year by 172.12 million Baht.

As of December 31, 2021, The Company and its subsidiaries have their main source of funds from liabilities. The debt to equity ratio is 1.88, increasing from the ratio as of December 31, 2020, which has the debt to equity ratio of 1.38. The main reason is because in 2021 The company has total shareholders' equity of 1,164.2 million Baht, accounting for 35% of total assets. Shareholders' equity decreased from the previous year by 5.4 million Baht or decreased by 0.5 percent as a result of an increase in net profit of 31.82 million Baht, a decrease from dividend payment of 36.9 million Baht to shareholders. Bank overdrafts and short-term loans from banks totaled 1,190.87 million Baht, accounting for 35.6% of total assets. Overdrafts increased from the previous year by 253.31 million Baht.

As of December 31, 2022, the Company and its subsidiaries' main source of funds came from liabilities. with a debt to equity ratio of 1.92, an increase from the ratio as of December 31, 2021, which had a debt to equity ratio of 1.88, the main reason being that in 2022 the company had total shareholders' equity of 1,160.2 million baht, accounting for 34% of total assets. Shareholders' equity decreased from the previous year by 4 million baht or decreased by 0.3% as a result of an increase in net profit of 37.80 million baht and a decrease in dividend payment to shareholders of 36.9 million baht. Bank overdrafts and short-term loans from banks totaled 1,367.87 million baht, accounting for 40.4% of total assets. Bank overdrafts increased from the previous year by 177 million baht.

Liabilities

As of December 31, 2020, the Company and its subsidiaries had total liabilities of 1,612.17 million baht, a decrease from as of 31 December 2019 by 180.94 million Baht, mainly due to It is a reduction in overdrafts. and short-term borrowings, a decrease of 172.11 million Baht, repayment of long-term loans of 75.49 million Baht, an increase in lease liabilities recorded in accordance with TFRS 16 accounting standard of 78.65 million Baht, an increase of trade accounts payable 47.86 million Baht, and Liabilities from contracts increased by 5.47 million Baht, other payables decreased by 57.99 million Baht.

As of December 31, 2021, the Company and its subsidiaries had total liabilities of 2,183.06 million Baht, an increase from as of December 31, 2020 by 570.89 million Baht, is an increase in overdraft and short-term loans An increase of 253.31 million Baht, an increase in non-current provisions for employee benefits 22.41 million Baht, an increase in trade accounts payable, and other payables of 304.43 million Baht, and liabilities arising from the contract decreased by 17.62 million Baht, other payables increased by 8.36 million Baht.

As of December 31, 2022, the Company and its subsidiaries had total liabilities of 2,222.88 million baht, an increase of 39.82 million baht from December 31, 2021, mainly due to an increase in bank overdrafts. and short-term loans an increase of 176.46 million baht. A decrease in non-current provisions for employee benefits of 4.21 million baht a decrease in trade payables. and other payables of 149.10 million baht and liabilities arising from contracts increased by 20.11 million baht, other payables decreased by 3.44 million baht.

Company performance

In 2020, the company has revenue from sale of goods and rendering of services 2,412.3 million Baht, decreased 297 million Baht from a year earlier, or decreased by 11%, due essentially to the widespread COVID-19 pandemic resulted in the investment slowdown throughout the country and therefore impacted the sale performance. The intense market competition has also forced the company to lower the selling price for certain products, and as a result the sale of same products quantity will generate less sale value. In addition, the delivery of a number of projects worth approximately 256 million Baht were postponed from 2020 to 2021 as requested by customers.

In 2021, the company has revenue from sale of goods and rendering of services 2,678 million Baht, increased 266 million Baht from a year earlier or increased by 11%, due to Project Sale decreased by 9% and is a result of the lock down of construction worker camp for approximately 2 months because of the widespread COVID-19 pandemic, wholesale/Retail Sale decreased by 8% and is also a result of the widespread COVID-19 pandemic, Export Sale increased 460 million Baht or increased by 357% and is a result of the newly opened market in America which generated additional 440 million Baht or increase 524%.

In 2022, The company had sales and service income of 3220 million baht, an increase of 542 million baht or 20% from the previous year, resulting from an increase in project sales revenue of 22%, an increase in wholesale/retail sales. 18%, while international sales increased 18%, mainly due to the COVID-19 pandemic. has reduced the violence Including companies, department stores able to adapt to conduct business amidst the situation where there is still an outbreak of the disease. Resulting in more expansion or improvement of the business And this year, the company has sold products to many large projects such as Queen Sirikit National Convention Center and Park Silom, etc. As for the increase in international sales as a result of selling products in The US market can still rise this year.

The total revenue growth of the Company and its subsidiaries is divided by sales channels. can be summarized as follows:

	Income growth rate		
	2022	2021	2020
Projects	22%	-9%	-16%
Wholesale & Retails	18%	-89%	-3%
Overseas Business	18%	357%	42%

Cost of sales

In 2020, the company had cost of sales and cost of services of 1,635.1 million Baht, a decrease of 139.2 million Baht from the previous year, or a decrease of 8%, as a result of a decrease in revenue from sales and services of 11% and cost ratio. Sales to sales revenue has increased from 65.4 percent in 2019 to 67.8 percent in 2020.

In 2021, the company had Total cost of sale of goods and rendering of services is 1,954.9 million Bahts, increased by 319.8 million Bahts from a year earlier or increased by 20% is a result of the increase of sales by 11%, and the ratio of cost of sales/revenue from sales deteriorated from 67.8% in 2020 to 73.0% in 2021.

In 2022, The Company's cost of sales and services was 2,397.8 million baht, an increase of 442.9 million baht or 22.6 percent from the previous year. service to revenue from sales and service has adjusted increased from 73% in 2021 to 74.46%.

Selling and administrative expenses.

In 2020, the company had selling and administrative expenses of 701.4 million Baht, a decrease of 105.3 million Baht from the previous year, or a decrease of 13%, mainly due to a decrease in variable expenses according to operating results and reduced travel and promotional expenses as a result of the COVID-19 epidemic. Including depreciation incurred from rent over 1 year amounting to 4.2 million Baht was transferred to be recorded as interest expense according to the new accounting standard (TERS-16).

In 2021, the company had Selling and Administrative Expenses is 675.3 million Bahts, decreased by 26.1 million Bahts from a year earlier or decreased by 4%, due essentially to the decrease of expenses that varied with the sale and operating performance, and the decrease of employee social welfare expenses because the Social Security Fund had reduced the subsidy rate that the company has to contribute to the fund.

In 2022, the company had selling and administrative expenses of 790.6 million baht, an increase of 115.3 million baht from the previous year or an increase of 17% when deducting the cost of transportation paid on behalf of customers first and later collecting from customers in the amount of 24.9 million bahts. The remaining selling and administrative expenses were 765.7 million baht, an increase of 90.4 million baht from the previous year or an increase of 13%. This was mainly due to an increase in expenses that varied according to operating results. and increases in costs associated with the implementation of SAP's ERP system, as well as increased freight costs due to higher sales and higher fuel prices. And this year the company set aside a bad debt reserve of 16.0 million baht for a project customer as well.

Gross profit

In 2020, the Company and its subsidiaries had gross profit of 777.16 million Baht or a gross profit margin of 32.22% of sales revenue which decreased from the year 2019 with a gross profit margin of 34.50% of the revenue from sales. This is because the Company has reduced the proportion of selling products with a higher gross margin including some products that have to adjust the selling price down while reducing production costs is less.

In 2021, the Company and its subsidiaries had gross profit of 722.91 million Baht or accounted for a gross profit margin of 27 percent of sales revenue, which decreased from the year 2020 with a gross profit margin of 32.22% of sales revenue. Because the products sent to sell in the American market have a lower margin than normal sales items because they are selling a large number of products at a time.

In 2022, the company and its subsidiaries had a gross profit of 822.3 million baht, an increase of 99.4 million baht or 14% from the previous year, although sales increased by 20% as a result of a decrease in gross profit margin from 27.0. % in 2021 to 25.6 % in 2022 because selling higher-margin products in a lower proportion In addition, this year the Company was affected by the installation of a project which resulted in an increase in the cost of the project.

Profit for the year

In 2020, the Company's profit for the year attributable to the parent company was 37.1 million Baht, a decrease of 35.1 million Baht from the previous year or a 49% decrease from the preliminary profit from the sale of other income, a decrease of 156.7 million baht, and The gross margin has dropped from 34.5 percent in 2019 to 32.2% in 2020 as the company sells a smaller proportion of its products with higher gross margins. Including some products that have to adjust the selling price down while reducing production costs is less Selling and administrative expenses including interest expenses decreased by 109.0 million Baht as a result of the decrease in variable expenses according to operating performance, and reduced travel and promotional expenses which is the impact of the Covid-19 epidemic. There was a decrease in corporate income tax of 12.8 million Baht. The portion belonging to non-controlling interests was 0.2 million Baht.

In 2021, the company has net profit of 43.8 million Baht, increased 6.7 million Baht from a year earlier or increased by 18% due to: - Gross Profit and Other Income decreased 26.5 million Baht or decreased by 3%, due to revenue from sale of goods and rendering of services increased by 11%, but the gross profit margin was decreased from 32.2% in year 2020 to 27.0% in year 2021 due essentially to the gross profit margin of sale to the newly opened market in America is lower than the gross profit margin of sale to the company's traditional markets. - Marketing and Administrative Experiences including Interest Expense decreased 30.2 million Baht or decreased by 4%, due essentially to the decrease of expenses that varied with the operating performance, and the decrease of interest expenses resulted from favorable interest rate. - Income Tax decreased by 3.0 million Baht.

In 2022, the company had a profit for the year attributable to the parent company of 31.4 million baht, a decrease of 12.4 million baht from the previous year or a decrease of 28% as a result of gross profit from sales including other income increased by 105.6 million baht. While selling and administrative expenses including interest expenses increased by 121.4 million baht (of which there was a reserve for bad debts of 16 million baht for a project customer) and corporate income tax decreased by 3.4 million baht.

5. General information and Highlight Information

5.1 General Information

Please see the details at page 3-5

5.2 Highlight Information

Subsidiaries Owned and Operated by Company : Please see the details in subject 1.3 Shareholder Structure

5.3 Legal Dispute

- None –

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Part 2

Corporate Governance

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6. Corporate Governance Policy

6.1 Overview of Corporate Governance Policy and Guidelines of Corporate Governance

The Board of Directors strongly believes that good corporate governance is one of the important factors that help ensure the success of the company and enable the company to grow constantly and sustainably. The policy on Corporate Governance is therefore adopted so that company's directors, management and employees can use it as the guidelines. In 2022 the company implemented the followings:

1. Corporate Governance Policy

The Corporate Governance Policy of the company has been adopted in accordance with the Good Corporate Governance outlined by the Stock Exchange of Thailand in 2012 and was approved by the Board of Directors on November 7, 2022.

2. Rights of Shareholders and Equitable Treatment of Shareholders.

Shareholders are the owners of the company and control the company by appointing the Board of Directors to act as their representatives. Shareholders are eligible to make decisions on any significant corporate changes. Basic rights of Shareholders are: buy, sell or transfer of shares, share in profit of the company, obtain relevant and adequate information on the company in a timely manner and on a regular basis, participate and vote in the shareholders' meeting to appoint or remove members of the Board, appoint the independent auditor, make decision of dividend payment and other matters that affect the company such as increase or decrease of capital and amendment to the company's Articles of Association etc. The company uphold the principle of equitable treatment of shareholders. All shareholders will be treated equally and fairly. The company also encourage shareholders to exercise their rights. In 2022, the company implemented the followings:

- In October 7, 2022 the Company provides the opportunity to shareholders to nominate candidates as Directors by proposing the candidates' names with details of qualifications and the candidates' letters of consent through the Company's Board of Directors three months prior to Annual General Meeting of Shareholders, which would be between October 7, 2022 and December 30, 2022. No shareholder proposes candidates for directorship.
- Organized the 2022 Annual shareholders meeting in the electronic meeting format. (e-AGM)
- Distributed the notice calling for shareholders meeting 14 days in advance and attached with agendas and other relevant documents such as minutes of last shareholders meeting, the annual report, preliminary details of the warrants allocated to existing shareholders, report of the capital increase, preliminary information of the directors who are due to retire and are nominated to directorship for another term, preliminary information of the auditor, articles of association that relevant to this

meeting, proxy form and letter advising the documents needed for attending the meeting and map of the meeting venue.

- In the proxy form, the company provided options to shareholders by providing names of the three audit committee members so that shareholders may select one of them as their proxies to attend the meeting and vote in the meeting.
- In the notice calling for the meeting, the company had provided agendas together with the objective and rationale as well as the opinion of the Board on each agenda. As for the agendas to approve the annual financial reports and to appoint the independent auditor, the company had included the opinion of the Audit Committee.
- On the day of the meeting, the company open for registration 2 hours before the meeting.
- Chairman, Chairman of the Audit Committee, Chairman of Executive Committee and other directors all together 11 persons which cover all the members of the Board attended the meeting and listen to the opinions of shareholders on various issues.
- Before the meeting, in accordance with the agendas stipulated in the notice calling for the meeting, Chairman of the meeting had informed shareholders regarding the procedure of the meeting and the voting method for each agenda, which approved unanimously by the shareholders.
- Chairman of the meeting had run the meeting in accordance with the agendas stipulated in the notice calling for the meeting. provided equal opportunities to shareholders to check the company's performance as well as to ask, give opinions and provide recommendations. The company had written down all the major points in the minutes of meeting so that shareholders can investigate them accordingly.
- The voting is by raising the hand. However, if there is any person who disagree or abstain in any agenda, the chairman will ask shareholders to vote by using the ballot distributed to shareholders during the registration and the Legal Advisor will be the chairperson of the vote counting committee.
- On the agenda appointing directors to replace those who retired by rotation, the company provided opportunity to shareholders to elect directors on individual basis.
- No other agendas are considered in addition to those stipulated in the notice calling for the meeting. The company had prepared the minutes of shareholders' meeting covered all the major
- points correctly and accurately. The company forwarded the minutes of meeting to the Stock Exchange of Thailand as well as disclosed the minutes of meeting on the company's website within 14 days after the date of the meeting.
- The company had adopted the safeguard and investigation system for the use of internal information for inappropriate personal gain. All directors and management must report the changes in holding of the company's securities to the Security Exchange Commission. All directors, management and employees who involved in the internal information are prohibited to disclose such information to

outside people or people whose job are not involved with the information. Also, all directors, management and employees who involved with the preparation of the financial reports are prohibited to sell or buy the company's securities one month before the information is disclosed to the public.

- The company has policy to disclose correct and accurate information constantly and on time. The company had disclosed information and other company's news to shareholders, investors and other people who are interest in the above-mentioned through various channels provided by the Stock Exchange of Thailand and through the company's website www.lighting.co.th.

In addition, the company has established the Investor Relations office in order to communicate with shareholders, investors and other people who are interested in the above-mentioned. The Investor Relations Office can be contacted as follows:

Tel : 02-248-8133 ext. 1001

E-mail : chitladaj@lighting.co.th

3. Roles and Rights of Stakeholders

Stakeholders of the company will be treated fairly in accordance with their legal rights as specified in relevant laws. The Board of Directors will not do anything in violation of stakeholders' legal rights. Stakeholders include, but are not limited to shareholders, employees, customers, suppliers, competitors, independent auditors and community in the neighborhood of the company, etc. The company has adopted the Codes of Conduct so that directors, management and employees can use it as guidelines in running the company's business. This Codes of Conduct was approved by the Board of Directors on November 8, 2022 and comprised of

- Introduction
- Policy and Guidelines on Conflict of Interests
- Policy and Guidelines Relative to Shareholders
- Policy and Guidelines Relative to Employees
- Policy and Guidelines Relative to Customers
- Policy and Guidelines Relative to Suppliers or Sub-contractors
- Policy and Guidelines Relative to Creditors
- Policy and Guidelines Relative to Competitors
- Policy and Guidelines Relative to Independent Auditors
- Policy and Responsibilities to Social and Environment
- Implementation and Enforcement

In 2022, the company implemented the Codes of Conduct as follows:

3.1 Policy and Guidelines Relative to Shareholders.นโยบายและการปฏิบัติต่อผู้ถือหุ้น

The company treated all shareholders equally and fairly as per the details mentioned in the Rights of Shareholders and Equitable Treatment of Shareholders

3.2 Policy and Guidelines Relative to Employees.

The company strongly believes that employees are the most valuable resources of the company, it therefore encourage employees to learn and develop their skills continuously. The company had policy the followings for the employees:

- (1) The company provide training and development program for employees both In-house training, and public training.
- (2) For In-house training, company will facilitate training course, lecturer and provide training place for employees.
- (3) Employees can join public-training with the training institute if the company consider that training-course will be benefit for the company. All training expenses occur in (2) and (3) will be bear by the company.
- (4) Employees may request oversea training to the company. The company may approve if the training course will be benefit for company and employee. But employee has to response all expenses by themselves (In case the company send employee for oversea training, company have to bear for all expenses.)

In 2022, The Company had already completed employees training accounting to Department of skill development regulation (not less than 6 man-hours / course and 80% attendance training period.

In 2022, The company had implemented the followings for the employees:

As for the remuneration for employees.

- In addition to salaries and bonuses that the company paid to the employees which close to those paid by other companies with similar size and similar nature of business, the company has arranged to have the Provident Fund, Health Insurance, Life Assurance and Accident Insurance as well as the annual Physical Check Up for the employees.
- The company had organized various training courses both in domestic and abroad to improve knowledge and skills of the employees in order to improve the competitive potentiality. There are total employees of 434 who had received the training which are more than half of the total employees of the company.

- The company had organized the Orientation Course to all new employees so that they know the policy, culture of the company and operating practices.
- The company had arranged to have basic nursing facility and had full time professional nurse works there for 8 hours a day for the employees in the factories and warehouses.

3.3 Policy and Guidelines relative to Customers.

The company realizes the importance of customers to the success of the company business. It therefore provided diverse and complete ranges of lighting products so that customers can source any kind of lighting products from the company. The company has also provided integrated services related to lighting such as recommends proper use of lighting luminaires for various applications and the proper lighting designs, etc. so that customers can fully benefit from the company. In addition, the company has established efficient and well-covered marketing networks so that customers can have better access to the company's products and services with the aim to improve customers' satisfaction. In addition to the above-mentioned implementation, the company has also added the services of rental of lighting products and rental of lighting systems and has installed new machines as well as improved the manufacturing process to improve the product quality and delivery lead time.

3.4 Policy and Guidelines Relative to Suppliers.

The company has dialed with suppliers fairly and equally under the basis of mutual benefit, exchanged with them the true and correct information as well as strictly observed the agreement made with them. In addition, the company provided supports and assistance to them in the development of new products and services. All directors, management and employees are prohibited to ask or receive any improper benefit from suppliers.

3.5 Policy and Guidelines Relative to Creditors.

The company has dialed with creditors fairly and equally, provided correct, true and on time information to creditors as well as observed all conditions of the agreement made with them.

3.6 Policy and Guidelines Relative to Competitors.

The company has dialed with competitors fairly by adhering to the generally accepted practices. Avoided the abusing of confidential information and the infringing of righteous rights of the competitors, as well as the dishonest way to destroy competitors.

3.7 Policy and Guidelines relative to Independent Auditors.

The company realizes the importance of the Independent Auditors as the key mechanism of shareholders in auditing the Management's performance and to ensure that the financial reports are correct and accurate and has given full supports to the Independent Auditors by providing them correct and accurate information, as well as providing them convenience during their auditing process. The financial reports of the company including the 2022 annual reports have certificated by the Independent Auditor. The financial report are unqualified (clean report).

3.8) Policies and Responsibilities for Society and Public

The company is confident that our business will grow continuously and steadily. When the society as a whole is peaceful and the environment is sustainable, the company realizes the need to be a good member of society. as well as having liability Socially and environmentally friendlyด้านสังคม

The company has social projects in various forms. The Company believes that supporting social projects does not require a large amount of money at a time. But should be done continuously and according to the ability of the company. Including everyone in the company should be involved. The company believes that a good social support project should have interaction between donors. and the recipient so that the project can continue continuously.

The company therefore gives support to the communities surrounding the company, including communities related to the company's business first. For communities that are far away, the company will consider providing support as necessary and appropriate, such as Donate lamps to schools and temples, etc. In 2022, the company has undertaken important social-related matters as follows:

- (1) The company has trained about electric lighting for students. Students from various educational institutions Including taking a visit to the lighting product application center, production plant and testing laboratory
- (2) The company has trained about electric lighting to various professional associations and institutions. Including taking a tour of the lighting product application center, production plant and testing laboratory
- (3) The Company's factory has conducted labor activities to ensure fairness to employees until it has been certified. Thai Labor Standard (TLS 8001 - 2005) at the complete level from the Ministry of Labor and Social Welfare since 2005 until now.
- (4) The company's factory has a safety, health and environment committee to oversee the safety and welfare of employees. And the company's factory has been certified by the Ministry of Labor and Social Welfare as a drug-free factory since 2002 until now.
- (5) The company's factory has been renovated to have a new infirmary. and a new canteen for employees to be more convenient

Environmental

The company has a policy to manage the organization on the environment. to lead the green factory In order for the aforementioned policies to be effective and tangible. and achieve the goal Therefore, the green factory project environment policy has been announced to encourage all employees to participate in environmental management in the factory. In 2022, the company has implemented important environmental matters as follows:

- (1) Provide an appropriate environmental management system Including studying knowledge about environmental issues to reduce various impacts. to happen Including taking care of the environment in carrying out activities in the factory, such as replacing the new roof and improving the cooling system until it can reduce the temperature in the factory by 4C and reduce the use of electricity.
- (2) Use technology and production processes that meet environmental standards. taking into account the reduction and pollution treatment before releasing to nature, such as industrial waste treatment wastewater treatment and noise reduction Implemented the installation of the WET SCRUBBER system to capture all the fine dust generated by the painting production line. out into the external environment.
- (3) Use resources efficiently taking into account energy saving measures and product design support by using materials that do not pollute the environment Choose materials that can be recycled.
- (4) Encourage customers to be aware of environmental precautions resulting from the use of the Company's products and services.
- (5) Educate and train employees on environment, safety and public health.
- (6) Prepare contingency plans to deal with potential environmental issues. including setting up a reporting system regulators as soon as such incidents occur.
- (7) Support and encourage those involved with the company, including customers, business partners, employees and communities surrounding the company and factories to consider and realize the importance of the environment. and has the willpower to help the company in conserving the environment together to achieve sustainable development in all aspects.
- (8) The Company's factory complies with the requirements of the Factory Environment Inspection Division. Ministry of Industry in various fields strictly There has never been a complaint from surrounding communities. In 2022, all 3 factories of the company has received ISO:14000 and has set a policy on environmental preservation and have concrete practices according to international standards.

4.) Disclosure and Transparency

The company has policy to pay attention to the disclosure and transparency with regard to the corporate governance. In 2022, the company had disclosed information both the financial information and other information correctly, accurately, transparently and on time, in accordance with the regulations of the Stock Exchange Commission and the Stock Exchange of Thailand as follows:

- Had forwarded the financial reports and other reports such as the change of directors and change in securities of the company held by each director etc. to SEC and Stock Exchange of Thailand within the given time set forth by them. Clearly disclosed the company financial information, nature of business, competitive environment and major risk in the annual report.
- Had disclosed the financial status and other information such as nature of business, competitive environment, business risk, the number of security of the company held by each director and management, the connected transactions and the implementation of the Corporate Governance policy. etc. in the One Report 2022
- Had disclosed the financial information and other information correctly and accurately in the company's website www.lighting.co.th
- Had met with the investors, security analysts and media on the Opportunity Day organized by the Stock Exchange of Thailand 4 times to explain the company's performance as well as answer questions raised in the meeting.
- The company has established the Investor Relations office so that shareholders and other persons can contact at

Ms. Chitlada Jariyavidyanont Tel. : 02-2488133 ext. 1001 or Fax. : 02-2488144 or

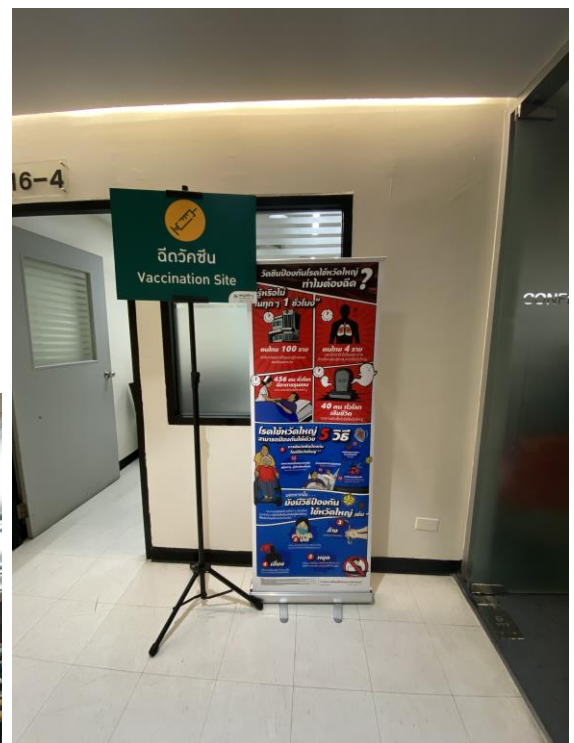
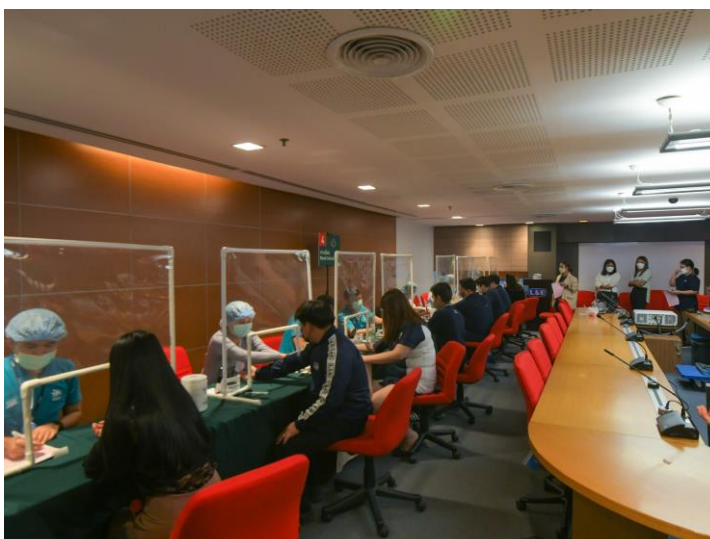
E-mail : chitladaj@lighting.co.th
- The Board of Directors had selected the Independent Auditors who are independent and have no conflict of interest with the company and the auditors have been approved by
S.E.C. The company has appointed the auditors from KPMG Phoomchai Audit Co.,Ltd. as the company's auditor for the year 2021 .-

The Company takes responsibility by preparing accurate, complete, transparent and timely financial reports, in order to protect the Company's assets from being lost or used by unauthorized person; prevents fraud and unusual operation, and sticks with the accounting standards generally recognized in Thailand; and complies with laws and related announcements to boost stakeholder's confidence in financial reports. The Board of Directors has assigned the Audit Committee to supervise the preparation of financial reports to ensure the use of appropriate accounting policies, including reviewing the accuracy and sufficiency of financial reports.

The Audit Committee requires a meeting with the auditors without the management's presence at least once a year to inquire and seek opinions from the auditor on various matters. In addition, there is a report on the Board of Directors' responsibility for financial reports. This covers important matters according to the Code of Conduct for the Board of Directors recommended by the Stock Exchange of Thailand. It is presented in conjunction with the Auditor's Report in the Annual Report.

6.2 Code of Conduct

The Company provides a Code of Conduct manual for directors, executives and employees in the Group. There is an operating framework with common standards and ethical values, which takes into account various groups of stakeholders. Our Code of Conduct policy identifies key principles, including performing duties with integrity, equality of human rights for all stakeholder, non-infringement of intellectual property or copyright, corporate social and environmental responsibility, respect for stakeholders, the protection of information and assets, and the supervision of the use of internal information. We communicate, review and revise the business ethics annually. In addition, the full version of the Code of Conduct is published on the Company's website and disclosed in Attachment 5. We communicate clearly about our core values and corporate culture, both internally and externally. We enhance awareness and foster behaviors consistent with our core values and corporate culture in terms of work and lifestyles. Success in these regards is due to our long-term vision, leadership principles and our support for the development of our personnel. We assess both employees and supervisors on their performance related to the promotion of core values and culture, as a part of professional ethics.



6.3 Significant changes and developments in policies, practices and corporate governance systems in the past year.

Lighting and Equipment Public Company Limited has approved the status of a member of the Thai Private Sector Collective Action Coalition against Corruption. to the Board of Director As the company has prepared a self-assessment on anti-corruption measures. and submitted a self-assessment to the Committee on the Private Sector Collective Action Coalition (CAC) for consideration. Thai Institute of Directors Association (IOD) As secretary of the Committee of the United Nations At the meeting of the Coalition Against the Committee for the quarter 1/21, the meeting resolved to renew the certification of "Lighting and Equipment Public Company Limited." Be a member of the Ani-Corruption Coalition of the Thai private sector The accreditation will be valid for 3 years from the date of approval on June 30, 2021, the end of the 3 year certification period on June 30, 2024. The Board of Directors has resolved to acknowledge. Disclosure of the resolution of certification as a member of the Thai Private Sector Collective Action Coalition against Corruption including anti-corruption policies At the Board of Directors Meeting No. 3/2564, the following policies are included.

Quality Assessment of the 2022 Annual General Meeting of Shareholders from the Thai Investors Association The results of the assessment of the quality of the 2022 Annual General Meeting of Shareholders, Lighting and Equipment Public Company Limited received a score of 100% according to the 2022 assessment form, which is the form that has been considered. Consistent with the situation of COVID-19, but still maintain the intention according to good governance practices.

6.3.1 Review of policies, guidelines and the corporate governance system

The Company has continually improved its policies, guidelines and corporate governance systems. The Board of Directors Meeting No.4/22, on November 8, 2022, had a review. Update the Company's Code of Conduct Manual More important in the field of information security control and the company's information system this includes personal data and additional non-infringement practices. Intellectual Property or Copyright as well as improving the social and environmental responsibility employees and employees in accordance with the development direction of the organization.

6.3.2 Applying Good Corporate Governance Principles for Listed Companies.

In 2022 The Company has complied with the principles of good corporate governance but may not be covered by Criteria in the following matters:

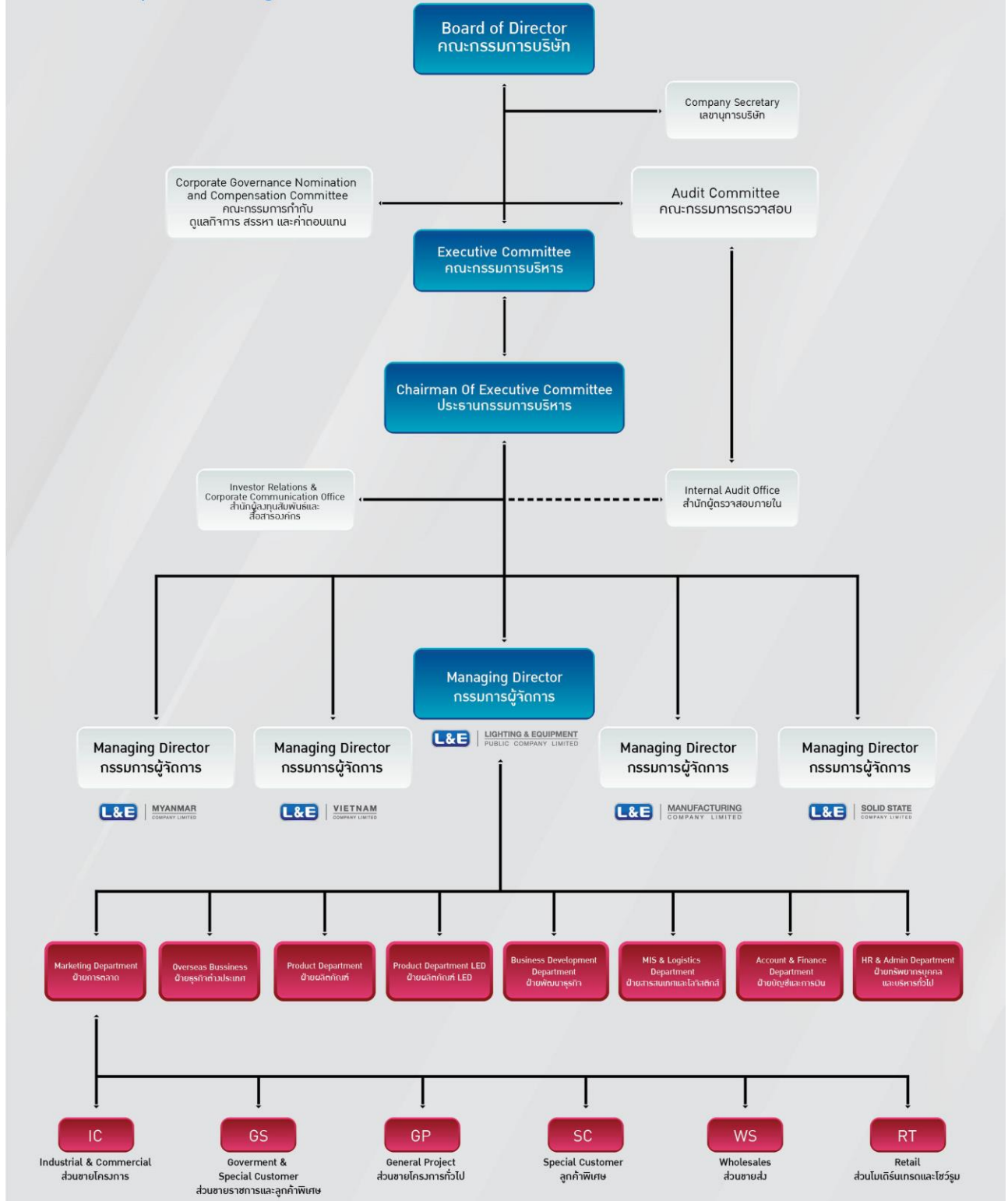
- 1) Did not disclose the remuneration of executive directors in the part that they received from being a director another company because it is not the company's information.
- 2) The Board of Directors does not specify a term of office for an independent director to be no more than 9 years because there is an opinion Independent directors are knowledgeable and competent and very experienced Therefore, being a director for a long time will help to understand the company's business operations. Better.
- 3) The Company does not specify the method of voting for the election of directors by means of ballot ballots. Accumulated (Cumulative Voting) because the company There is a regulation in voting for one share to be one vote. However, the Company has given the opportunity for minority shareholders to propose agenda in advance or propose Name of person to be considered for election Being a directors of the company at the annual general meeting of shareholders via Company website in advance.

6.3.3 Other practical information according to the principles of good corporate governance to support the assessment

- Not a company with unfair connected transactions. which the official agency has notified Investors use discretion in making decisions.
- Not a company that is in violation of the criteria for maintaining the status of a listed company in Stock Exchange of Thailand Independent Director and Audit Committee.
- Not a company with unusual securities trading behavior through the actions of the directors or executives who have been convicted and declared guilty by the SEC In this regard, the Board of Directors have arranged to prepare "Corporate Governance Policy" and "Business Code of Conduct" by publishing on the Company's website. so that outsiders and those who have all stakes have been acknowledged and is also used in the communication within the company. In order for the directors, executives and employees to study and understand and be able to use them as a framework for their operations properly and appropriately.

7. Corporate Management Structure and the information of Board of Director, Sub-Committee, Executive Committee, Employee and etc.

7.1 Corporate Management Structure.



7.2 The Board of Directors Information

The Board of Directors realizes that Directors play an important role in corporate governance for the best interest of the company which must be understood in the role responsibility the role are clearly divided between the Board of Directors and the Management and take care of the company There is a work system that ensures that transactions or business The Company's operations are carried out in a legal manner and ethical.

In this regard, in order to perform the duties of the Board of Directors with efficiency and effectiveness The Board therefore jointly determines and reviews the structure of the Board of Directors. Selection of competent and suitable persons to serve as directors Consideration of the Board of Directors' remuneration to propose to the shareholders' meeting Supervision of policies and operations of subsidiaries and other businesses in which the Company investment.

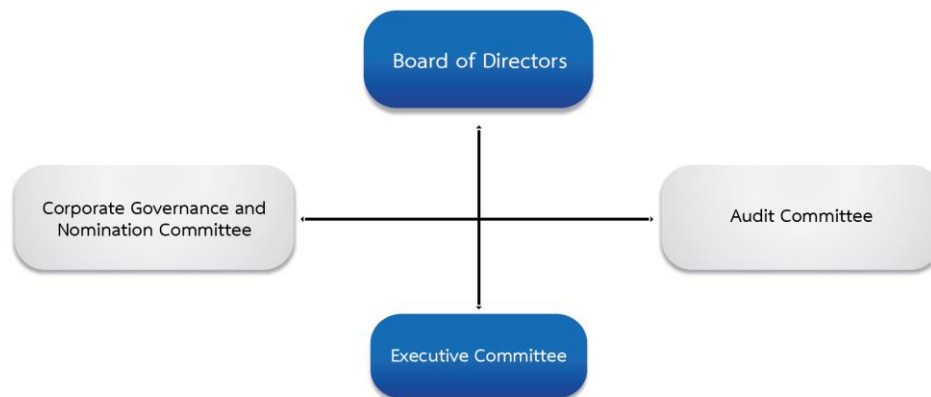
7.2.1 The Board of Directors Structure

The Board of Directors consists of persons with knowledge, abilities and experience in many fields such as engineering, economics, business administration, law, accounting and finance, etc. The directors have passed the director training program from the Thai Institute of Directors Association (IOD). The said group of people plays an important role in formulating the company's policies together with senior management planning both short-term and long-term operations. as well as formulating financial policies risk management and overview of the organization It plays an important role in overseeing, auditing and evaluating the Company's performance including the performance of senior management to be independently according to the plan.

The structure of the Board of Directors of the Company consists of 4 committees as follows:

1. The Executive Committee
2. The Audit Committee
3. The Management Committee
4. The Corporate Governance and Nomination Committee

The company has clearly defined and separated the powers of each committee. In making decisions on important matters must be approved by each committee which has specific duties and propose the matter to the Board of Directors for consideration or acknowledgment to counterbalance and review transparency and fairness to all parties involved.



- The Board of Directors comprised of 11 members, 4 executive directors, 4 independent directors and 2 non-executive directors.
- The Board has 4 independent directors which is more than 1/3 of total directors. Out of the 4 independent directors, 3 are Audit Committee members and Corporate Governance and Nomination Committee member.
- The Chairman and the Chairman of Executive Committee is not the same person.
- The Company Secretary also acts as the Secretary of the Board.
- The vacating directors may be eligible for re-election. There is no limit for number of terms of being the company director which is subject to the approval of shareholders.
- The executive directors must not be the directors in other public companies more than 5 companies. The holding of director ship in other companies mentioned above must be informed to the Board and approved by the Board.
- Executive Director is an executive who is appointed as a member of the Board, Non-Executive Director is a director who has no position in the company's management team, and the Independent Director is a director who has no position in the company's management team and must meet the qualification outlined by the Stock Exchange Commission and the Stock Exchange of Thailand

7.2.2 Board of Directors Information

At December 31, 2022 The Board of Directors total 11 members as follow:

1. Mr. Sitthichai Kraisithisirin	Chairman
2. Mr. Anant Kittivittayakul	Chief Executive Officer / Executive Director
3. Mrs. Napaporn Vimonanupong	Managing Director / Member of Corporate Governance Nomination and Compensation Committee / Executive Director
4. Mr. Utis Chanchenchop	Chairman of Audit Committee / Independent Director
5. Mr. Boonlert Khawcharoenporn	Chairman of Corporate Governance Nomination and Compensation Committee / Member of Audit Committee / Independent Director
6. Mrs. Ranu Buakrid	Member of Audit Committee / Member of Corporate Governance Nomination and Compensation Committee / Independent Director
7. Mrs. Kalayarat Suriyasat	Director
8. Miss Natthalee Suptuaychone	Director
9. Mr. Supachai Watanangura	Independent Director
10. Mr. Gritsada Suptuaychone	Executive Director
11. Mr. Ekkalak Borimasporn	Executive Director

Authorized Directors to sign on behalf of the Company consist of Mr. Anant Kittivittayakul, Mrs. Napaporn Vimonanupong, Mr. Gritsada Suptuaychone and Mr. Ekkalak Borimasporn two of four signing jointly and affixed with the company's seal.

Executive Director means Director who holds an executive position or participates in the management of the company

Non-Executive Director means Director who does not hold an executive position or participate in the management of the company

Independent Director means Director who is not an executive and must have qualification in accordance with the requirement of the SEC and Stock Exchange of Thailand.

7.2.3 Roles, Duties and Responsibilities of Company Directors

Roles, Duties and Responsibilities of Company Directors There are guidelines for practice as follows:

- 1) Consideration and jointly determine the objectives and goals of the Company and its subsidiaries for the Company's business operations that are appropriate for the period of each year. divided into short-term, medium-term and long-term, covering many dimensions such as Qualitative Perspective, Quantitative Perspective including considering and approving the vision, mission and business plans of the Company and its subsidiaries including companies in which the subsidiary is a major shareholder.
 - Determining the vision of the company and its subsidiaries as a guideline for doing business in the same direction and to lead to the goal of sustainable growth taking into account the balance of returns both quantitatively and qualitatively to all groups of stakeholders It also takes into account social and environmental responsibility.
 - Determining the missions of the company and its subsidiaries It will be implemented every year to meet the changing economic and social environment.
- 2) At the meeting of the Board of Directors each year In addition to defining the mission also jointly formulate a strategy policy to operate in accordance with the mission each year for the management and the management to operate in accordance with the established policies. It is reported to the Board of Director on a quarterly basis to evaluate and improve the performance accordingly in each period.
- 3) Jointly prepare the charter of the Board of Directors which defines the duties and responsibilities of the Board of Directors. This charter stipulates that the Company's directors must manage the Company's operations in accordance with the law, regulations, and resolutions of the shareholders' meeting. as well as the established guidelines Including the approval process for important operations in accordance with the law including determining the approval authority of the Board of Directors to approve various matters of the Company and its subsidiaries as required by law.
- 4) To jointly consider the preparation of the Company's business ethics. Including the business ethics of the directors and the business ethics of employees. The aim is to have the Code of Conduct as a guideline for the Company's directors. and for the employees of the Company and its subsidiaries to study and use their discretion in their work. Which is based on the principles of ethics.
- 5) Monitoring, evaluating and overseeing the reporting of operating results the corporate governance policy has been revised and approved by the Board of Directors annually to be up-to-date, appropriate and in accordance with changing times and circumstances The newly revised policy is based on the principles of good corporate governance. for the Company Listed on the Stock Exchange of Thailand and will be published on the Company's website, www.lighting.co.th

Roles and Duties of Chairman and Managing Director

Chairman: Being a non-executive director including not being the same person as the Chief Executive Officer/ Chief Executive Officer or holding a position in a sub-committee The Chairman of the Board of Directors is independent from the management. There is a clear separation of duties in formulating governance policies and routine administration. The Chairman of the Board of Directors is responsible for the chairmanship of the Board of Directors meeting. Which sets the vision, Mission and important policies for the management to implement All directors are independent in proposing meeting agendas. Commenting on the Company's operations in various fields including careful consideration in matters that may conflict of interest in order to be accurate, transparent and can be examined In addition, there are important duties such as considering the agenda of the Board of Directors' meetings. Leadership in the shareholders' meeting in accordance with the agenda Articles of Association and related laws and overseeing the performance of duties of the Board of Director as a whole Sub-Committees, etc.

Chairman of the Executive Board / Chief of Executive Officer: Be the chief executive responsible for supervising the management of the company in accordance with the vision, mission and policies of the Board of Directors. There is management to follow up on the operations of the management and management departments by requiring a meeting to be held together To report the progress of the company's performance and operating results on a monthly basis. There is a decentralization of powers down to the management in the determination of duties. Responsibility and approval limit .

Managing Director: Not the same person as the Chief Executive Officer/Chief Executive Officer but is considered a senior management On the part of the management by acting in the business and/or day-to-day management of the company according to the guidelines that the Board of Directors Board of Directors and the Chairman of the Executive Committee including considering various transactions related to the normal operation of the company.

7.3 Sub-Committees Information

Lighting & Equipment Public Company Limited has the Board of Director Structure Consists of 3 Sup-Committee and The Executive Board, Audit Committee, Corporate Governance and Nomination Committee.

(1) The Executive Committee comprised of :

Name	Position	Total	Attendance (times)
1. Mr. Anant Kittivitayakul	Chief Executive Officer	12	12
2. Mrs. Napaporn Vimananupong	Executive Director	12	12
3. Mr. Gritsada Suptuaychone	Executive Director	12	12
4. Mr. Ekkalak Borimasporn	Executive Director	12	12

The Executive Committee has regular meeting to consider and manage the company to grow constantly in accordance with the policy and strategic direction set forth by the Board.

The Executive Committee had performed its duties and responsibilities as per the following details:

1. Approve payment or become guarantor for the payment for the company's normal business transactions within limit of not more than 200 million Baht.
2. Appoint or remove officer of the company whose rank not higher than the Managing Director.
3. Prepare and establish the policy and strategic direction of the company for the approval of Board of Directors.
4. Establish the Organization Chart and the Management Structure of the company covering the selection, training, employment and termination of employee of the company.
5. Establish business plan and management authorities, approve the annual business budget and manage the company business in accordance with the business plan and business strategy, and in compliance with the policy and strategic direction approved by Board of Directors.
6. Perform other duties assigned by Board of Directors.

In case that any Executive Director or its related parties have any interest in any transaction or matter directly affect the company, The Executive Director must not participate in the decision making process on such issues.

(2) The Audit Committee comprised of :

Name	Position	Total	Attendance (times)
1. Mr. Utis Chanchenchop	Chairman of Audit Committee	4	4
2. Mr. Boonlert Khawcharoenporn	Member of Audit Committee	4	4
3. Mrs. Renu Buakerd	Member of Audit Committee	4	4
** Mrs. Renu Buakerd Audit Committee has knowledge and experience in reviewing the financial statements of the company during year 2004 – Present.			

The Audit Committee had performed its duties as assigned by the Board as per the following details (see details in the Charter of the Audit Committee in the company's website www.lighting.co.th)

1. Review the financial reports (quarterly financial report and audited financial report) to oversee that the reports are sufficient and correct before forwarding them to the Board of Directors for consideration.
2. Review the internal control system to oversee that the internal audit procedures are adequate, appropriate and efficient.
3. Review the risk assessment and risk management system to oversee that they are appropriate, adequate and efficient.
4. Review the business operating procedures to oversee that they are in compliance with rules and regulations of the Security Exchange Commission and those of the Stock Exchange of Thailand as well as other laws relative to the company business.
5. Recommend to the Board the independent auditors to be nominated for shareholder approval to audit the financial reports of the company. Review with the independent auditors the objectivity of audit, responsibility and auditing procedures of the independent auditors including problems found during the audit as well as issues that the independent auditors feel they may have material impact on the company financial reports.
6. Review the disclosure of connected transactions or transaction that may have conflict of interest to oversee that they are accurate, correct and timely.
7. Issue an Audit Committee Report to be included in the company's annual report and the report must be signed by the Audit Committee Chairperson.
8. Other matters that assigned by the Board.

(3) The Corporate Governance and Nomination Committee comprised of :

Name	Position	Total	Attendance (times)
1. Mr. Boonlert Khawcharoenporn	Chairman of Corporate Governance Nomination and Compensation Committee	1	1
2. Mrs. Renu Buakerd	Member of Corporate Governance Nomination and Compensation Committee	1	1
3. Mrs. Napaporn Vimonanupong	Member of Corporate Governance Nomination and Compensation Committee	1	1

Roles and Duties of Member of Corporate Governance Nomination and Compensation Committee.

1. Consider and review the policy and practice of Corporate Governance and Codes of Conduct of the company and update them accordingly.
2. Monitor and assess the compliance of the company to the policy of Corporate Governance and Codes of Conduct constantly and at least once a year.
3. Carry out the annual evaluation of the performance of the Board, the Board's committees (including its own performance) and of each member of the Board, review the result of the evaluation of each of the Board's committees and report to the Board.
4. Carry out the annual evaluation of Chairman of Executive Committee annually with further inform to the Board.
5. Nominate persons suitable for company's directors to the Board of Directors and for approval by shareholder's meeting.
6. Nominate person suitable for company's Chairman of Executive Committee to the Board of Directors for approval.
7. Review and recommend compensations for the company's directors.
8. Review and recommend compensations for the Chief Executive Officer.

7.4 The Management Committee Information

7.4.1 The Management Committee

Authorities and Duties of Chairman of Executive Committee / Chief Executive Officer

The Chairman of Executive Committee is the highest management of the company and is also the Chairman of Executive Committee. The Chairman of Executive Committee shall manage the company to fulfill its duties as assigned by the Board of Directors.

- (1) Lead the management committee and control the management to grow the company and its wealth in accordance with the company's policy and strategic direction.
- (2) Perform or manage the company business in accordance with the business plan and annual operating budget.
- (3) Approve payment or become guarantor for the payment of the company's normal business transactions within the limit of not more than 100 million Baht.
- (4) Act on behalf of the company in managing the company business in accordance with the objectives, Articles of Association and policy of the company, as well as the resolutions of the shareholders' meeting, resolutions of the Board of Directors and resolutions of the Executive Committee.

The authorities of the Chairman of Executive Committee and the authorities delegated to other persons by the Chairman of Executive Committee shall not cover the authorization to approve the connected transactions or transactions that may have conflict of interest that involved with the Chairman of Executive Committee as outlined by the Stock Exchange of Thailand. The approval of such transactions must be done by the Board of Directors and/or the shareholder's meeting resolution.

Authorities and Duties of Managing Director

The Managing Director has the following authorities and duties.

- (1) Perform or manage the company's business as assigned by the Executive Committee or by the Chief Executive Officer.
- (2) Approve payment or become guarantor for the payment of the company's normal business transactions within the limit of not more than 50 million Baht.
- (3) Issue orders, regulations and announcement so that employees will comply to the company's policy and maintain discipline.
- (4) Appoint counsellors needed for the company's business.
- (5) Act on behalf of the company with outside people for related business that are beneficial to the company.

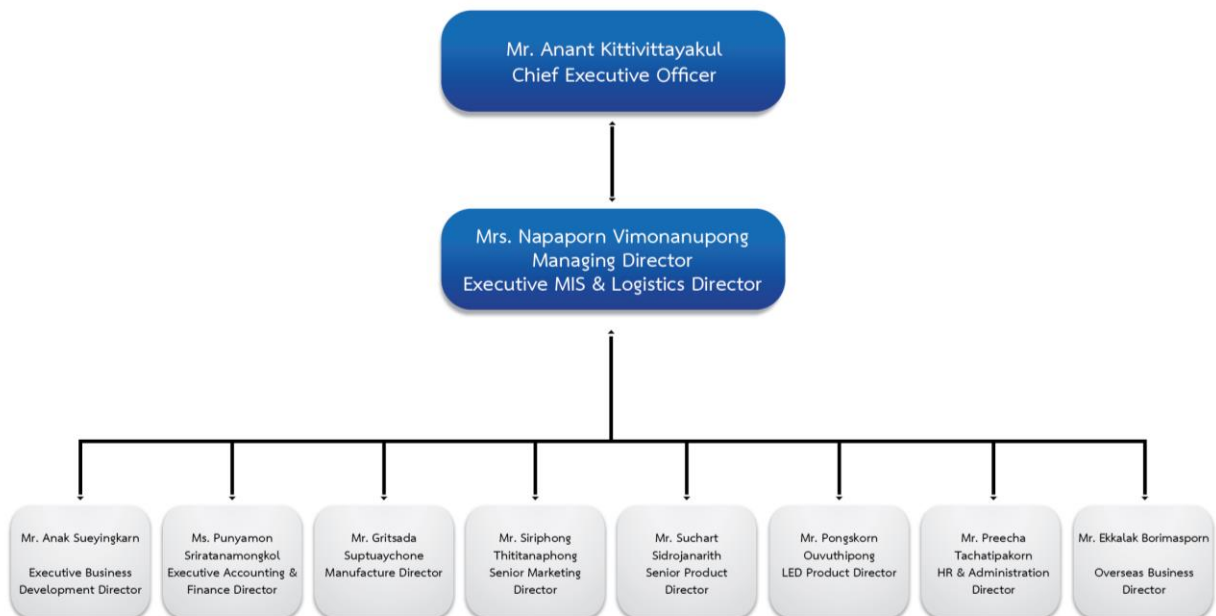
- (6) Act on behalf of the company in managing the company business in accordance with the objectives, Articles of Association and policy of the company, as well as resolutions of the shareholders' meeting, resolutions of the Board of Directors and resolutions of the Executive Committee.

The authorities delegated to Managing Director and the authorities delegated to other persons by the Managing Director shall not cover the authorization to approve the connected transactions or transactions that may have conflict of interest involved with the Marketing Director. The approval of such transactions must be done by the Board of Directors and/or the shareholders' meeting resolution. The Managing Director will report directly to the Chief Executive Officer and manage the company's business in accordance with the policy and guidelines set forth by Executive Committee.

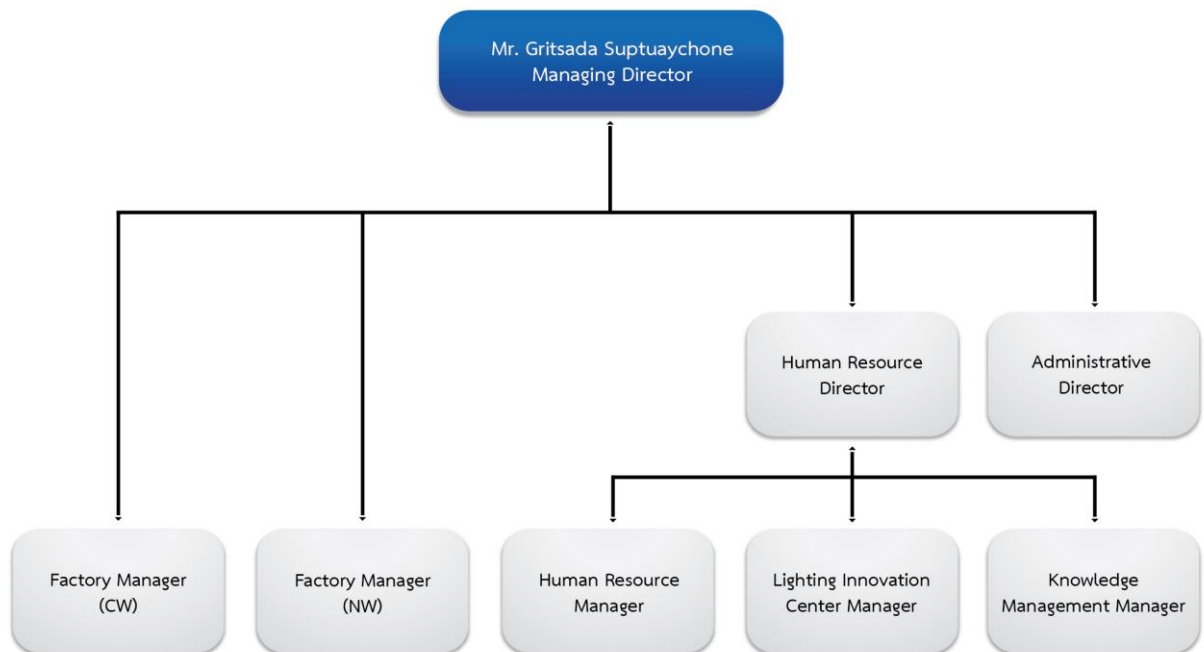
**At December 31, 2022, The Management Committee of Lighting & Equipment Public Company Limited.
It consists of 10 qualified persons with the name as follows:**

1	Mr. Anant Kittivittayakul	Chief Executive Officer
2	Mrs. Napaporn Vimonanupong	Managing Director / Executive MIS & Logistics Director
3	Mr. Anak Sueyingkarn	Executive Business Development Director
4	Mr. Gritsada Suptuaychoen	Production Director
5	Miss Punyamon Sriratanamongkol	Executive Accounting & Finance Director
6	Mr. Siriphong Thititanaphong	Senior Marketing Director
7	Mr. Suchart Sidrojanarith	Senior Product Director
8	Mr. Pongsorn Ouvuthipong	Senior LED Product Director
9	Mr. Preecha Tachatipakorn	Senior HR & Administration Director
10	Mr. Ekkalak Borimasporn	Overseas Business Director

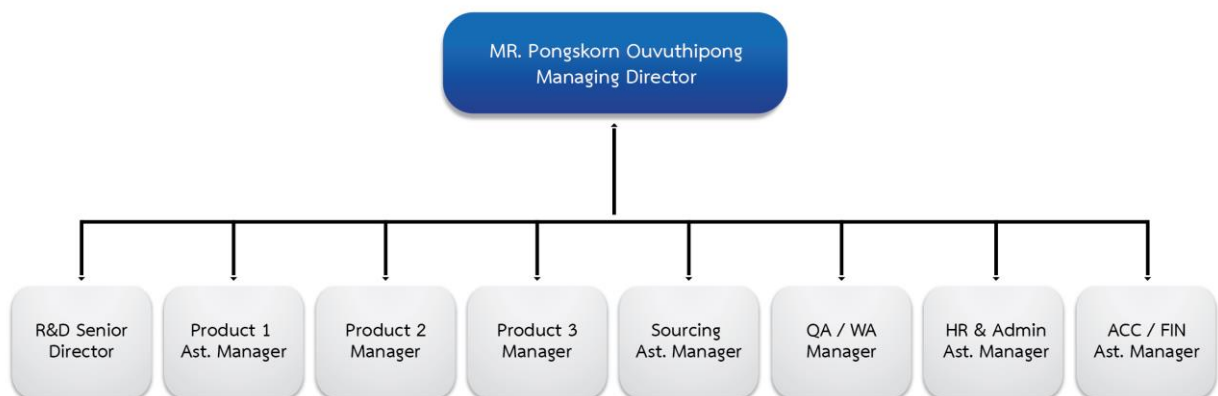
Organization Chart of Lighting & Equipment Public Company Limited (L&E)



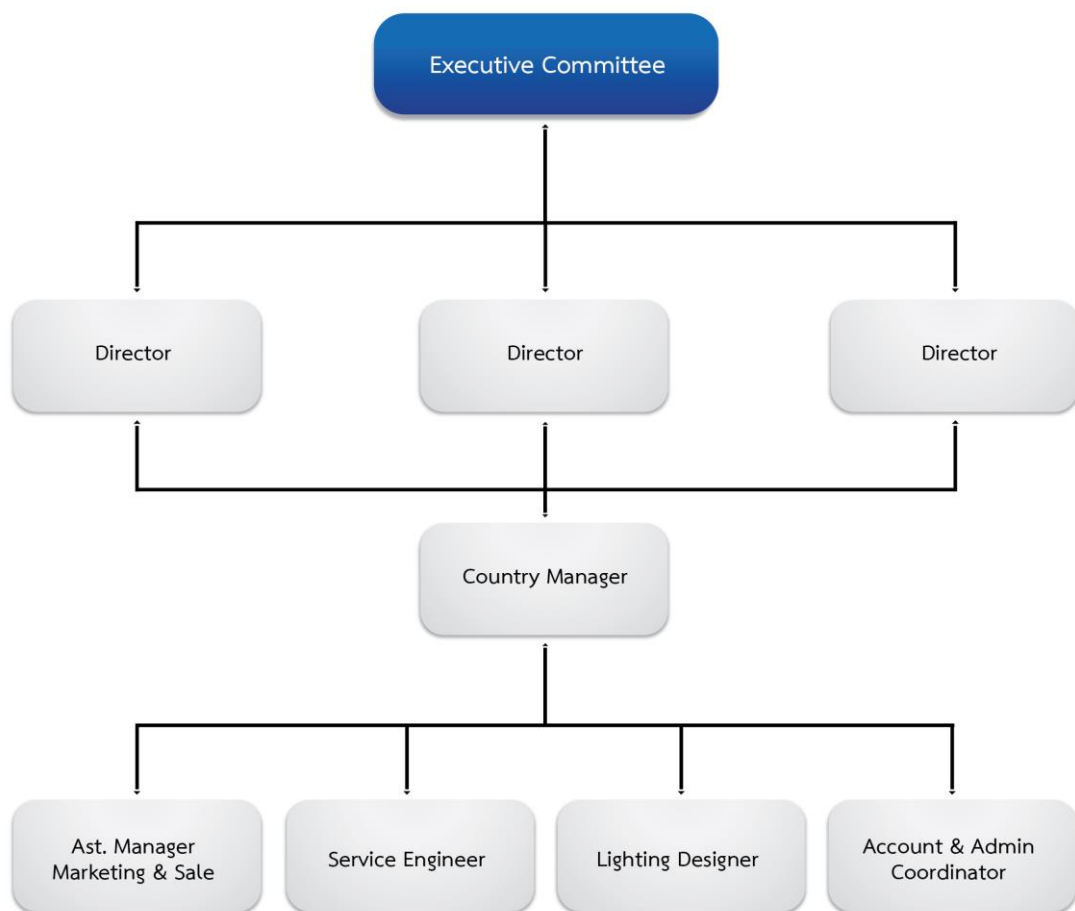
Subsidiary Management Organization Chart
L&E Manufacturing Company Limited (LEM)



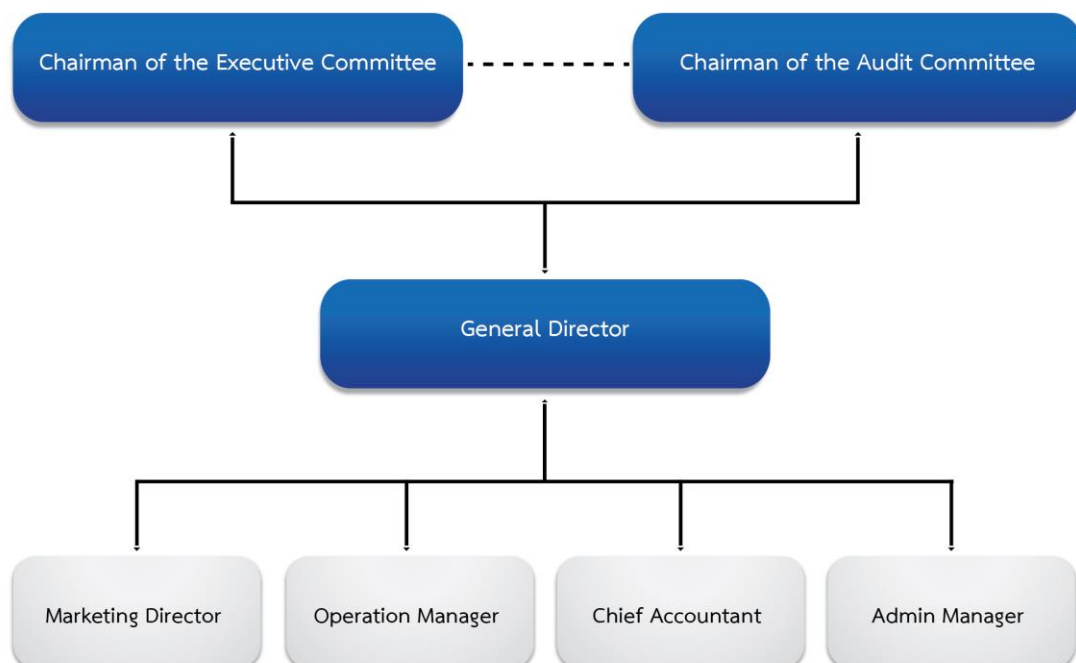
Subsidiary Management Organization Chart
L&E Solid State Company Limited (LES)



Subsidiary Management Organization Chart
Lighting & Equipment (Myanmar) Company Limited.



Subsidiary Management Organization Chart
Lighting & Equipment (Vietnam) Company Limited



7.4.2 Remuneration Policy

The policy and criteria for determining remuneration for directors are in line with best practices by the Corporate Governance, Nomination and Compensation committee act an important role in setting policies and supervising the operations of the company. Consideration of the remuneration of directors and sub-committees should be considered to be at an appropriate level and in line with their duties and responsibilities and roles and participation of each director and can be compared with similar businesses. The Board of Directors considers the remuneration of directors and top executives.

Remuneration of Executives Directors

- Monetary compensation

The Company has criteria to pay the remuneration by linked to the Company's performance, knowledge and capability and Performance evaluation of each person.

- Non-monetary remuneration

The Company has set up the provident funds which the employees will voluntarily contribute the fund at the ratio of 5-10% of their salaries and the Company will jointly contribute the fund at the rate of 5-10% of their monthly salaries. The registered fund is managed by a licensed fund manager in compliance with the Act of Provident Fund B.E 2530 (1987).

The executives shall have other welfare same as the employee in several forms such as medical care, health insurance, annual physical checkups plan categorized by the age, allowance for funerals of employee's family, uniforms.

Lighting & Equipment Public Company Limited has a Corporate Governance, Nomination and Compensation Committee to consider payment of Compensation to directors and presented to the shareholders' meeting for consideration through the Board of Directors by adhering to the criteria for consideration as follows:

Criteria and procedure for offering compensation

- Compensation established must be able to incentivize directors with qualifications appropriate to the needs and circumstances of the company to be directors or executives.
- Compensation of directors and executives varies according to the company's performance and business size by comparing with the Compensation of directors of companies listed on the Stock Exchange of Thailand of similar types and sizes of businesses.
- Consider the experiences, roles, duties and scope of responsibility of each director including the expected benefits that the company will receive from each director.

Frame of Compensation of the Board of Directors consists of

- Annual Compensation or director's bonus This is in accordance with the duties and responsibilities of the Board of Directors or sub-committees.
- Meeting allowance as compensation for each meeting For non-executive directors.

7.4.3 Executive Compensation

In 2022, the remuneration of the management of Lighting & Equipment Public Company Limited as of December 31, 2022 here means

1. Mr. Anant Kittivittayakul, Mrs. Napaporn Vimonanupong, Mr. Gritsada Suptuaychone and Mr. Ekkalak Borimasporn, who are employees of the Company. Therefore, compensation here means compensation as an employee.
2. Director of the company and subsidiary

Therefore, in 2022, the remuneration of 12 executives is as follows:

The table shows the monetary remuneration of the senior management.

Monetary	Amount (Baht)
Salary	22,850,400.00
Position income	3,084,000.00
Special compensation	3,636,088.00
Including monetary compensation	29,570,488.00

Other compensation non-monetary or other benefits

1. Non-monetary compensation is in the form of group health insurance provident fund and annual health check
2. Mrs. Napaporn Vimonanuphong, Mr. Gritsada Supthuaychone and Mr. Ekkalak Borimasporn are employees of the Company. Therefore, there is a provident fund as an employee. As for the director, there is no provident fund.
3. In 2022, the company has no policy on ESOP / Warrant.

Other compensation tables to senior management.

Compensation details	Amount (Baht)
Provident Fund	1,811,640.00
Contributions Social Security	56,700.00
Contributions Compensation for Employee benefits-TAS19	953,868.00
Including monetary compensation	2,819,508.00

7.5 Information regarding Employees

The company believes that employees are the most valuable resources, therefore encourage employees of continuously develop themselves to increase their knowledge and skill. The company also provides reasonable and fair compensation to employees by comparing the compensation of other companies with similar size and nature of business. In addition, the company has allocated adequate welfare benefits and in accordance with the actual situation.

Details of the number of Employees by the group of Division as of the year 2022

Division	2022	2021	2020
Management	10	10	10
Investor Relations & Corporate Communication Office	3	3	3
Internal Audit Office	3	3	2
Marketing Division	270	276	312
Product Division	144	146	162
MIS & Logistics Division	163	165	170
Business Development Division	80	71	70
Product Division LED	13	9	8
Account & Finance Division	35	34	34
HR & Admin Division	37	35	32
Overseas Business	20	19	-
L&E Manufacturing Co., Ltd.	346	405	373
L&E Solid State Co., Ltd.	195	197	196
Lighting & Equipment (Myanmar) Company Limited.	7	9	9
Lighting & Equipment (Vietnam) Company Limited.	11	12	12
Total	1,337	1,394	1,393

In 2022, The Company has paid the compensation to Employees such as Salary, Bonus and Other compensation.

The compensation of employees by divisions for the year 2022

Remuneration details	Amount (Baht)
Salary	196,492,475.79
Bonus	93,275,165.84
Provident Fund	10,293,872.75
Contributions Social Security	4,038,685.00
Contributions Compensation for Employee benefits - TAS19	7,407,388.00
Total	311,507,587.38

In 2022, the Company has taken important actions related to employees as follows:

- In addition, the company has paid salaries and bonuses similar to other companies of similar size and nature of business. It also provides a provident fund, health insurance, life insurance and accident insurance including providing annual health checks for all employees.
- Arrange for employees to receive training in various courses both at home and abroad to increase knowledge and operational skills, the company has increased competitiveness with employees who have attended internal and external. L&E 239 people, LES. 107 people Total 346 people.
- Organized a company introduction training for all new employees to know the policy corporate culture and operational guidelines.
- A basic medical facility with professional nurses has been provided during working hours, 8 hours a day for factory workers and warehouse employees.

7.6 Other Important Information

7.6.1 Information of Company secretary, Person Supervising Accounting, Head of Internal Audit and Head of Corporate Compliance Information.

Company Secretary

The Board of Directors has appointed Mrs. Chitlada Jariyavidyanont to be the Company Secretary held on April 1, 2012. The detail of the Company Secretary are shown in the Attachment 1.

The Person Supervising Accounting

Ms. Punyamon Srirattanamongkol to be the Executive Director of Accounting & Finance held on February 23, 1995. The detail of the Executive Director of Accounting & Finance are shown in the Attachment 1.

Head of Internal Audit

In addition, the Company appointed Mrs. Jareeya Suppayakom to act as the Head of Internal Audit Compliance are shown in Attachment 3.

Head of Corporate Compliance

Company's appointed Mr. Preecha Techatipakorn to act as the Human Resource and Administrative Director and act Head of Corporate Compliance. The profiles of the Human Resource and Administrative Director are shown in Attachment 1.

7.6.2 Investor Relations

The Company, in recognition of the importance of sustainable development as a key business growth driver, and in response to changing global trends, offers choices for local and foreign funds, enabling them Information of Investor Relations and Sustainable Development Department:

Contact Details:

Telephone : 02 248 8133 # 1001

E-mail : chitladaj@lighting.co.th

Website : www.lighting.co.th

7.6.3 The annual audit fee

The annual audit fee for 2022 financial statements of the Company and quarterly review fees of company audit by KPMG Phoomchai Audit Co., Ltd.

The auditor's compensation	Year 2022
Review of the 1st-3rd quarter financial statements and audit of the financial statements for the year	2,440,000 Baht
Other service fee	No
Total	2,440,000 บาท

The annual audit fee for 2022 financial statements of the company's subsidiaries, and quarterly review fees of subsidiaries audited by KPMG Phoomchai Audit Ltd. in Thailand and other countries, the fees of which are borne by each subsidiary as follows:

The auditor's compensation	Year 2022	Auditor's name
Annual audit fees of the Company's subsidiaries in Thailand.L&E Manufacturing Co., Ltd.	420,000 Baht	KPMG
Compensation for BOI compliance audit	200,000 Baht	KPMG
L&E Solid State Co., Ltd.	350,000 Baht	KPMG
Compensation for BOI compliance audit	100,000 Baht	KPMG
Annual audit fees of the subsidiaries outside Thailand. L&E Myanmar Co., Ltd.	62,000 Baht	KHIN SU HTAY & Associates
L&E Vietnam Co., Ltd.	248,000 Baht	KPMG

The company's Auditor the physical year 2022

1. Ms. Charinrat Noprampa	License No.	10448
2. Mr. Krit Dhammathatto	License No.	11915
3. Mr. Watchara Pattarapitak	License No.	6669

In the case that the above auditors are unable to perform the duty, we may provide an alternative auditor from KPMG Phoomchai Audit Ltd. to perform the duty. The Audit Committee considers that the Office of the Auditor, KPMG Phoomchai Audit Company Limited is a reliable institution with good performance record and has sufficient and competent staffs. The Audit Committee then proposed KPMG as the independent auditor of the Company and its subsidiary and nominate Ms. Charinrat Noprumpa License No.10448 or Mr. Krit Dham- mathatto License No.11915 or Mr. Watchara Pattarapitak License No.6669 to be the Company's auditor for year 2022.

8. Report of Corporate Governance

8.1 Summary of the Board's Performance in 2022

The Board of Directors realizes that Directors play an important role in corporate governance for the best interest of the company which must be understood in the role responsibility the roles are clearly divided between the Board of Directors and the Management and take care of the company There is a work system that ensures that transactions or business The Company's operations are carried out in a legal manner and ethical unless the following powers can be exercised only upon prior approval from the shareholder's meeting:

1. Matters required by law to be resolutions of the shareholders' meeting.
2. Any transaction that a director has an interest in and is within the scope of the laws prescribed by the Stock Exchange of Thailand requires approval from the shareholders' meeting.

8.1.1 Nomination, Development and Evaluation of the Board of Directors

Definition and Qualification of the Independent Directors

Independent Director is a director who has no position in the company's Management team or any of its subsidiaries, is independent from management and major shareholders, and has no business dealings with company, which may compromise our interests and/or the shareholder's interests and must meet the minimum qualification outlined by the Securities and Exchange Commission or the Stock Exchange of Thailand.

(1) The Qualifications of Independent Director:

1. Hold company shares of not more than 1%, including shares held by a related person, of the issued shares of company or an affiliated, associated, or related company.
2. Must not be the management, employee, staff or advisors who receive regular compensation from the company or an affiliated, associated, or related company unless they have not been involved in such positions for at least two years prior to the date of appointment.
3. Must be free of any direct or indirect, financial or other interests in the management and business of the company or its subsidiaries, associated or related companies, or major shareholders in a way that might interfere with their independent decision making, unless they have not been involved in such position for at least two years prior to the date of appointment.
4. Must not be related to any executive director, executive officer, controlling person, or major shareholder no matter by blood or registration under laws such as parents, spouse, sibling, and child, including the spouse of the child, executive director, executive officer, controlling person, or major shareholder of the company or its subsidiary.

5. Must not act as a nominee or representative of any director, major shareholder or group of shareholders, or are a relative of any major shareholder or group of shareholders.
6. Must carry out their duties and exercise their judgment without being influenced by executive directors or our major shareholders, including any related persons or relatives.
7. Must not be or used to be an auditor of the company or an affiliated, associated, or related company, unless they have not been involved in such positions for at least two years prior to the date of appointment.
8. Must not be or used to be persons who provided any professional advice and services, such as legal advisor or financial consultant, who receives service fees more than Baht 2 million per annum from the company or an affiliated, associated, or related company, unless they have not been involved in such position for at least two years prior to the date of appointment.

(2) Nomination of Directors and Executives

The Company's directors have qualifications and experience as required by the Company and does not have any prohibited characteristics under the Public Limited Companies Act B.E. 2535, the Securities and Exchange Act B.E. 2535 and other related laws. The directors must have sufficient time. Dedicate knowledge and ability to perform duties for the company The Company has criteria for selecting persons to be appointed as directors in accordance with the Company's Articles of Association in summary as follows:

1. Directors are appointed, elected and removed by the shareholders' meeting. having a term of office in accordance with the Articles of Association of the Company and upon completion of the term may be reelected to hold office except in the case where the position of director of the Company is vacant by not being out of the agenda The Corporate Governance, Nomination and Remuneration Committee will consider and nominate suitable persons to propose to the Board of Directors' meeting to appoint a person to be a director in a vacant position in accordance with the Company's Articles of Association.
2. Proposing a person to be elected by the shareholders' meeting to replace the director who retires by rotation The Corporate Governance, Nomination and Remuneration Committee will nominate. to propose to the Board of Director for consideration before proposing to the shareholder's meeting for consideration.
3. At the annual general meeting of shareholders One-third of the directors must retire. If the number of directors cannot be divided into three parts it shall be issued by the number closest to one-third.
4. In the election of directors, the voting method shall be used to select individual directors and shareholders have the right to elect a person nominated as a director to be elected at that time without being able to divide the votes.

5. Person receiving the highest number of votes in descending order be elected as directors equal to the number of directors to be elected at that time by the directors who are due to retire by rotation may be reelected.
6. Shareholders have one share one vote.

The Board of Directors is of the opinion that The Corporate Governance and Nomination Committee has considered, for maximum benefit to the company together with qualification, experience, individual assessment results, by self and by other directors, and has proposed the below candidates for election. It will be responsible for nominating qualified persons to be the Company's directors and independent directors. The chairman of the board will propose the persons to be appointed as the Company's Directors and Independent Directors to the shareholders' meeting for consideration.

In the year 2022, The Company had encouraged shareholders to nominate suitable persons to the director positions in accordance with the procedure stipulated in the company's website during 7 October - 30 December 2022 However, there were no nominations from shareholders.

In 2022, in the election of directors to replace those who retire by rotation at the 2020 Annual General Meeting of Shareholders held on April 20, 2022, there are 4 directors who retire by rotation, as follows:

- | | | |
|----|----------------------------|---|
| 1. | Mrs. Kalayarat Suriyasat | Director |
| 2. | Mrs. Ranu Buakird | Member of Audit Committee / Member of Corporate Governance
Nomination and Compensation Committee / Independent Director |
| 3. | Mr. Anant Kittivittayakul | Chief Executive Officer / Authorized Director |
| 4. | Mrs. Napaporn Vimananupong | Executive Director / Managing Director / Member of Corporate
Governance Nomination and Compensation Committee /
Authorized Director |

Therefore, the resolution of Annual General Meeting of Shareholder 2022 approved by majority to re-elect 4 Director as the company's Directors for another term.

8.1.2 Meeting Attendance and Compensation of Directors

Name of Directors	Position	Board of Director Meeting 2022	
		Total	Attendance (times)
Mr. Sittichai Kraisithisirin	Chairman	4	4
Mr. Anant Kittivittayakul	Chief Executive Officer Executive Director	4	4
Mrs. Napaporn Vimonanupong	Executive Director Managing Director Member of Corporate Governance Nomination and Compensation Committee	4	4
Mr. Gritsada Suptuaychone	Executive Director	4	4
Mr. Ekkalak Borimasporn	Executive Director	4	4
Mr. Utis Chanchenchop	Chairman of Audit Committee Independent Director	4	4
Mr. Boonlert Khawcharoenporn	Chairman of Corporate Governance Nomination and Compensation Committee Member of Audit Committee Independent Director	4	4
Mrs. Renu Buakird	Member of Audit Committee Member of Corporate Governance Nomination and Compensation Committee Independent Director	4	4
Mrs. Kalayarat Suriyasat	Director	4	3
Miss. Natthalee Suptuaychone	Director	4	4
Mr. Supachai Watanangura	Independent Director	4	4

The authorized directors who can act on behalf of the Board of Director are the signature of two out of the four director's number 2 to number 5 and fix the company seal. Details of the roles, duties and responsibilities can be seen from the One Report and from the company's website www.lighting.co.th

- The Board of Directors had fixed the meeting date in advance since the beginning of the year so that all directors and management can schedule their time efficiently.
- Chairman of the Board and Chairman of Executive Committee had considered the agendas together.
- Chairman of the Board had provided equal opportunity to each director to express his opinions, and the director who has interest in any agenda must leave the meeting room during the consideration of the agenda.
- In 2022 the No-executive Directors had one meeting among themselves.

Remuneration Policy

The policy and criteria for determining remuneration for directors are in line with best practices by the Corporate Governance, Nomination and Compensation committee act an important role in setting policies and supervising the operations of the company. Consideration of the remuneration of directors and sub-committees should be considered to be at an appropriate level and in line with their duties and responsibilities and roles and participation of each director and can be compared with similar businesses. The Board of Directors considers the remuneration of directors and top executives.

Remuneration of Directors

The Company has set the policy on remuneration for the Managing Director and directors clearly. The directors' remuneration is set appropriately with the Company's duties and also has a Nomination and Compensation Committee to consider and screen and propose to the Board of Directors for consideration by considering the suitability of various factors, including considering the size, business expansion, company's profit growth and the Company's compensation will be set at the same level as the same industry. The directors' remuneration has been approved by the shareholders' meeting every year.

Detail of directors' Compensation compared with previous years are as follows.

Position	Total of Director (Person)
- Chairman of the Board	1
- Chairman of Executive Committee	1
- Chairman of Audit Committee	1
- Chairman of Corporate Governance, Nominating and Compensation Committee	1
- Director and Independent Director (Not in the Sub Committee)	3
- Executive Director	3
- Member of Audit Committee	1*
- Member of Corporate Governance, Nominating and Compensation Committee	..**

Criteria and Procedures for Proposal of Remuneration

- The directors who hold position more than one position shall receive the retainer fee for the higher position only.
- The directors who hold position more than one position shall receive the attendance fee for every position, excepted for the executive director who already received compensation as the executive, shall not receive the attendance fee.
- * There are 2 audit committee members one of them choose to receive the retainer for as the chairman of the corporate governance nominating and compensation committee.
- ** There are 2 members for the corporate governance, nominating and compensation committee, one of them choose to receive the retainer for as the audit committee and the other choose to receive the retainer fee is the executive committee.

Non-monetary remuneration

Other benefits that provided to the Company's directors are Insurance protects the liability of directors and executive officers of the Company including the expenses for attending seminars and training courses of IOD and other related institutions.

One Report 2022

Name of Directors	Position / Sup-Committee	Retainer Baht/year/ Position	Meeting of 2022			Retainer Fee 2022
			Attendance Fees/Position	Attendance (Times)	Total	
Mr. Sittichai Kraisithisirin	Chairman	320,000	4,000	4	16,000	336,000
Mr. Anant Kittivittayakul	Chief Executive Officer	200,000	-	4	-	200,000
Mr. Utis Chanchenchop	Chairman of Audit Committee	310,000	4,000	4	16,000	342,000
	Director		4,000	4	16,000	
Mr. Boonlert Khawcharoenporn	Chairman of Corporate Governance Nomination and Compensation Committee	300,000	4,000	1	4,000	336,000
	Member of Audit Committee		4,000	4	16,000	
	Director		4,000	4	16,000	
Mrs. Renu Buakird	Member of Audit Committee	290,000	4,000	1	4,000	326,000
	Member of Corporate Governance Nomination and Compensation Committee		4,000	4	16,000	
	Director		4,000	4	16,000	
Mrs. Kalayarat Suriyasat	Director	200,000	4,000	3	12,000	212,000
Miss. Natthalee Suptuaychone	Director	200,000	-	4	-	200,000
Mr. Supachai Watanangura	Director	200,000	4,000	4	16,000	216,000
Mrs. Napaporn Vimananupong	Executive Director	200,000	-	4	-	200,000
	Member of Corporate Governance Nomination and Compensation Committee		-	1	-	
Mr. Gritsada Suptuaychone	Executive Director	200,000	-	4	-	200,000
Mr. Ekkalak Borimasporn	Executive Director	200,000	-	4	-	200,000
Retainer Fees of 11 Directors Total 2,768,000 Baht						

8.1.3 Overseeing the Operations of Subsidiaries and Associated Companies

The Board of Directors has jointly formulated the Company's vision and set the missions of the company and its subsidiaries taking into account the economic council and the competitive market conditions by strategies and plans for each year. The Company's directors will consider thoroughly by analyzing the environment factors and risks in all economic dimensions such as finance, strategy, operations, politics, etc.

In this regard, the Board of Directors has established guidelines for the Company and its subsidiaries' business operations. and lead to sustainable growth goals taking into account the balance of both quantitative and qualitative returns. The Board of Director encourages all employees in the Company and its subsidiaries to jointly realize that in running a business that can grow sustainably. Employees in the organization must work together to drive.

The Board of Directors, has given importance to honesty and business ethics proper management of the organizational structure clear assignment of duties having written policies and procedures as follows:

- Board of Directors and Subsidiaries the Company and its subsidiaries' growth targets and annual budgets have been set for each department to fulfill, such as production and sales, while the support department will make improvements to work methods to be more efficient and to lead. Attend the board meeting before the official plan is announced and determine appropriate returns.
- The Board of Directors holds monthly meetings to consider the operating results of the Company and its subsidiaries in comparison with the plans. Each department will prepare a monthly report to present to the Board of Directors' meeting. Once the Board of Directors has acknowledged the Company's performance compared to the plan will review the goals and strategic plans for the next month.
- Company and its subsidiaries Has prepared an overall organizational chart and has prepared an organizational chart separated by departments to make the line of command clear and manage work smoothly and support each other. There is a Job Description, in responsibility of Human Resources Department.
- Company and its subsidiaries there are provisions in the employment contract. It is forbidden for executive officers to become employees or work for companies in the same industry as the company for 1 year after leaving the company and its subsidiaries will compile and prepare ethical requirements within the year 2007 as a guideline for the management and employees of the Company and its subsidiaries.
- The Company and its subsidiaries have established policies and procedures in writing and are currently in practice. As well as having established a structure Authorization in various matters in writing Operation Manual.
- Company and its subsidiaries Determine the policy for good treatment of business partners as follows:
 - (1) Produce and sell good quality products as well as deliver the products on time as the customers want.
 - (2) The Company and its subsidiaries are responsible for non-standard products to customers.

- (3) The Company and its subsidiaries It has a policy to treat trade creditors with fairness and maintain good relationships.
- (4) The Company and its subsidiaries emphasize the policy to maintain the creditworthiness of the business with the financial institutions on a regular basis, such as complying with the agreed contracts and haveing continuous good communication with financial institutions.

8.1.4 Monitoring to ensure compliance with the policies and guidelines for corporate governance.

In 2022, The Board of Directors and The Corporate Governance, Nomination and Remuneration Committee will review The Code of Conduct Manual. And the company's corporate governance policy.

Which the company's corporate governance policy which the company has always adhered to will be in accordance with the updated category as follows:

1. Recognize the roles and responsibilities of The Board of Directors as an organization leader that creates sustainable value for the business.
2. Determine the objectives and main goals of the business for sustainability.
3. Build an effective Board of Committee.
4. Recruiting and developing senior executives and personnel management.
5. Promote innovation and responsible business operations.
6. Ensuring that there is an appropriate risk management and internal control system.
7. Maintain financial credibility and disclosure.
8. Encourage participation and communication with shareholders.

This will be in the context of the duties of the Board of Directors in each business process. Including adding new issues to cover concepts or factors, including to monitor the implementation of corporate governance as follows:

(1) Prevention of conflicts of interest

The Company is committee to conducting business with transparency, fairness and accountability and therefore has a policy on conflicts of interest. With the principle that any decision to enter into a transaction It must be in order to maintain the best interests of the Company and shareholders of the Company and avoid actions that may cause conflicts of interest by requiring directors or executives who are involved or have interests in the items considered must notify the Company aware of their relationship or interest in the said transaction and must not participate in the consideration Including no authority to approve such transactions, covering connected transactions intercom and situations that cause conflicts of interest.

Conflict of Interest that occurred in 2022

- None -

(2) Use of inside information for profit

The Board is responsible for overseeing the company's disclosure policy. Managing confidential information to avoid data leaks. Confidentiality of information and information that may affect securities prices.

(3) Anti-corruption and corruption

Lighting and Equipment public Company Limited has approved the status of a member of the Thai Private Sector Collective Action Coalition against Corruption to the Board of Directors As the company has prepared a self-assessment on anti-corruption measures and submitted a self-assessment to the Committee on the Private Sector Collective Action Coalition (CAC) for consideration. Thai Institute of Directors Association (IOD). As secretary of the Committee of the United Nations At the meeting of the Coalition against the Committee for the quarter 1/21, the meeting resolved to renew the certification of "Lighting and Equipment Public Company Limited". Be a member of the Anti-Corruption Coalition of the Thai private sector the accreditation will be valid for 3 years from the date of approval on June 30, 2021 the end of the 3 year certification period on June 30, 2024. The Board of Directors has resolved to acknowledge. Disclosure of the resolution of certification as a member of the Thai Private Sector Collective Action Coalition against Corruption including anti-corruption policies At the Board of Directors Meeting No. 3/2021, the following policies are included.

Message from the Chairman of the Anti-Corruption and Corruption Policy

Lighting and Equipment Public Company Limited recognizes and remembers that corruption and corruption are detrimental to the organization and society as a whole. Therefore, executives and employees at all levels are requested to perform their duties with honesty. It is transparent and can be audited according to the company's philosophy that **"Uphold fairness. Dedicate to quality. Honest and Punctual. Working together as a Team."**

The company believes that running a successful business requires dedicated work effective. There are new innovations. There are quality products and services that are preferred by consumers. without seeking income from bribery and corruption Therefore, he expressed his intention to join the Thai Private Sector Collective Action Coalition Against Corruption. To express our stance and unity in the fight against corruption and corruption and to clearly declare our intentions. that in dealing with the Company, all customers, business partners and entrepreneurs related to the Company must be treated equally and fairly and not doing anything for personal gain or any form of benefit to the employees of the company you are dealing with Proposing/receiving any compensation or benefits from employees or persons related to the Company's employees It is an act that is against the company's policy.

This Anit-Corruption and Corruption Policy It is considered part of the Code of Conduct, which sets out guidelines to help directors, executives or employees use it as a framework for performing their duties. On

behalf of the Board of Directors, we sincerely hope that all of us will adhere to and strictly adhere to this policy.

Policies and Guidelines

The Board of Directors has adopted the policy and operating procedures on anti-fraud and anti-corruption for both within and outside the organization. The policy and operating procedures are corresponding to the company's philosophy on strong determination in operating business with integrity and transparency as per the following details:

Policy and Operating Procedures Regarding Anti-fraud and Anti-corruption within The Company.

The company's policy stipulated that all directors, management and employees must perform the duty with integrity and transparency, and shall not seek improper personal benefit or benefit for the connected persons as per the following guidelines:

- (1) Prohibit all directors, management and employees to ask or receive money or benefit in other forms from customers and business partners for personal benefit or benefit for the connected persons.
- (2) Prohibit all directors, management and employees to receive gift that has value exceeding the normal accepted practice.
- (3) Prohibit all directors, management and employees to conduct business transactions with the company for improper personal benefit or benefit for the connected persons, excepted that it is a normal transaction and the transaction is done at the market price.
- (4) Prohibit all director, management and employees who have interest in any transaction of the company, involved in the purchase of the transaction.
- (5) All directors, management and employees have the duty and responsibility to safeguard and utilize the company's properties for optimal benefit of the company, and shall not use the properties for personal benefit or benefit for the connected persons.
- (6) Prohibit all directors, management and employees utilize the company's properties and time for personal benefit.
- (7) The company shall organize training for employees to promote integrity and responsibility in performing duty.

Policy and Operating Procedures Regarding Anti-fraud and Anti-corruption outside The Company.

The company's policy stipulated that all directors, management and employees shall not seek improper personal benefit, including offer illegal benefit or bribery to the government officers as per the following guidelines.

- (1) The company shall not support and offer bribery in any form to the government officers in order to secure business for the company directly or indirectly.
- (2) The company shall operate business in accordance with the laws and regulations, to prevent and avoid the demanding of bribery from government officers.
- (3) The company shall collaborate with public organizations in fighting fraud and corruption.
- (4) The relationship build up with outside persons in organizing party or dinner or offer the company's products to outside persons must be done at a proper time and with appropriate reasons, verifiable and should not be extravagant.
- (5) The company shall promote to the management and employees the value and culture that offering bribery to government officers in order to secure business for the company is an unfair practice and will destroy the society at large, and is not the way for sustainable business.

Policy on Building Consciousness to Management and Employees in Refraining from Fraud and Corruption.

The company realizes that fraud and corruption will destroy the society at large, and has therefore asked the company's management and employees to perform the duty with integrity and transparency, and are able to be verified, which is in line with the company's philosophy, started that **"Uphold Fairness, Dedicate to Quality, Honest and punctual, Work Together As a Team"**

The company believes that business success should be a result of dedication, operating efficiency, innovation, offering products and services that required by customers, and should not depend on revenue arisen from the bribery. Therefore, the company has established the policy and operating procedures so that management and employees can use them as the operating guidelines. The building of anti-fraud and anti-corruption consciousness have been done through the operating manual, announcing board, website and the company's internal activities. The company will also include the anti-fraud and anti-corruption campaign wherever it is appropriate.

Whistleblower Procedures

The Board of Directors had provided the opportunities for employees and stakeholders, having a channel for complaints and reporting illegal acts. The company secretary is serves as the complaints of corporate governance and business ethics of the company are as follows:

- development and Training
- Improve management aspects
- Audit and Investigate

Complaints and suggestions channels

- | | | | |
|-------------------------------|--------|--|----|
| - Chairman of Audit Committee | e-mail | auditcommittee@lighting.co.th | or |
| - HR & Admin Director | e-mail | preechat@lighting.co.th | or |
| - Internal Audit Manager | e-mail | jareeyas@lighting.co.th | or |
| - Company Secretary | e-mail | chitladaj@lighting.co.th | |

or : 539/2 Metropolitan Tower 16-17 Fl. Sri-Ayudhya Road, Phayathai, Rajhathevee Bangkok 10400

The audit process in such matters is fair. Which will be kept secret Do not disclose the source of the information and protect the informant. According to the process that the company determined and reported to the Board of Directors. To consider the matter and find a solution it also protects employees who refuse to pay bribes. Although such refusal will cause the company to lose business opportunities.

Participating in anti-corruption activities

The company is aware of the necessity that organizations and agencies Collaborate in order to effectively and effectively fight against corruption and corruption. The Company therefore expressed its intention to join the Private Sector Collective Action Coalition of Thailand in anti-corruption with the Thai Institute of Directors (IOD) on November 13, 2015 to express its standpoint. and cooperation in anti-fraud and corruption and for It is a clear declaration of intention of the company.

Implementation and Enforcement

- 1) Management at all levels have to oversee and responsible for their subordinates to ensure that their subordinates know, understand and strictly act in accordance with the codes of conduct. Severe punishment will be imposed on the directors and employees who act against the codes of conduct.
- 2) However, the company assigns the Internal Audit to oversee the implementation and enforcement of the codes of conduct in general sothat shareholders, employees, customers, suppliers and subcontractors, creditors and other persons can send their complaints or suggestions to the company for consideration or action.

8.2 Performance of the Audit Committee in the past year.

In the year 2022, the Company has gathered 4 Audit Committee meetings in which all Audit Committee members who are in position attend every Audit Committee meeting and report the performance of duties to the Board of Directors on a regular basis. Moreover, in the Board of Directors meeting, there is a joint meeting between the Audit Committee and the auditor without the presence of executives and each meeting takes 2 hours.

Information of attendance at the Audit Committee meeting for the year 2022.		
Name	Attendance (times) / Total	(%)
1. Mr. Utis Chanchenchop (Chairman of Audit Committee)	4/4	100
2. Mr. Boonlert Khawcharoenporn (Member of Audit Committee)	4/4	100
3. Mrs. Renu Buakerd (Member of Audit Committee)	4/4	100

The Audit Committee had performed its duties as assigned by the Board as per the following details (see details in the Charter of the Audit Committee in the company's website www.lighting.co.th)

1. Review the financial reports (quarterly financial report and annual audited financial report) to oversee that the reports are efficient and correct before forwarding them to the Board of Directors for consideration.
2. Review the internal control system to oversee that the internal audit procedures are adequate, appropriate and efficient.
3. Review the risk assessment and risk management system to oversee that they are appropriate, adequate and efficient.
4. Review the business operating procedures to oversee that they are in compliance with rules and regulations of the Security Exchange Commission and those of the Stock Exchange of Thailand as well as other laws relative to the company business.
5. Recommend to the Board the independent auditors to be nominated for shareholder approval to audit the financial reports of the company. Review with the independent auditors the objectivity of audit, responsibility and auditing procedures of the independent auditors including problems found during the audit as well as issues that the independent auditors feel they may have material impact on the company financial reports.
6. Review the disclosure of connected transactions or transactions that may have conflict of interest to oversee that they are accurate, correct and timely.
7. Issue an Audit Committee Report to be included in the company's annual report and the report must be signed by the Audit Committee Chairperson.
8. Other matters that assigned by the Board.

8.3 Performance of duties of other sub-committee

Corporate Governance Nomination and Compensation Committee

In 2022, the Company has one meeting of the Corporate Governance, Nomination and Compensation Committee on November 7, 2022 and reports on the performance of duties to the Board of Directors. The Corporate Governance Nomination and Compensation Committee have the members as follow:

Meeting attendance information of the Corporate Governance, Nomination and Remuneration Committee for the year 2022		
Name	Attendance (times) / Total	(%)
1. Mr. Boonlert Khawcharoenporn (Chairman of Corporate Governance Nomination and Compensation Committee)	1/1	100
2. Mrs. Renu Buakerd (Member of Corporate Governance Nomination and Compensation Committee)	1/1	100
3. Mrs. Napaporn Vimananupong (Member of Corporate Governance Nomination and Compensation Committee)	1/1	100

In 2022, the summary of the work that has been performed is as follows.

- 1) Consider and review the policies and practices on corporate governance and the Company's business ethics and updated to be modern and appropriate.
- 2) Follow up and evaluate the implementation of the corporate governance policy and the Company's business ethics on a regular basis at least once a year.
- 3) Propose a method for evaluating the performance of the Company's directors to the Board of Directors including participating in the evaluation and follow-up of the performance according to the resolutions of the Board of Directors.
- 4) Nomination and selection of persons to be directors of the Company for the Board of Directors to approve and propose to the shareholders' meeting for approval.

Executive Committee

The Executive Committee have the members as follow:

Executive Committee meeting attendance information for the year 2022		
Name	Attendance (times) / Total	(%)
1. Mr. Anant Kittivittayakul (Chief Executive Officer)	12/12	100
2. Mrs. Napaporn Vimananupong (Executive Director)	12/12	100
3. Mr. Gritsada Suptuaychone (Executive Director)	12/12	100
4. Mr. Ekkalak Borimasporn (Executive Director)	12/12	100

In 2022, the Executive Committee meets regularly to manage the Company's continuous growth in accordance with the policies and business directions assigned by the Board of Directors. The Executive Committee has performed its duties in accordance with its roles and responsibilities as the following details.

- 1) Have the power to approve payments or spend money, including being a guarantor of payments for transactions in the normal course of the company's business in the amount not exceeding 200 million Baht.
- 2) Have the authority to appoint and remove the company's officers in positions not higher than the Managing Director position.
- 3) Have the power to formulate, formulate policies and business directions of the Company for submission to the Board of Directors.
- 4) Establish organizational and administrative structure. This covers the selection, training, hiring and termination of employees of the Company.
- 5) Formulate a business plan and administrative power Approve the budget for doing business for the year and carry out business plans and business strategies that are consistent with the policies and business directions announced to the Board of Directors.
- 6) Perform other duties as assigned by the Board of Directors.

The delegation of such powers to the Executive Committee The list of executive directors or a connected person has a stake or may have any other conflicts of interest (as announced by the Office of the Securities and Exchange Commission) with the company or its subsidiaries The Executive Director who has an interest in any matter shall not have the right to vote in that matter.

9. Internal Control and Related Parties Transactions

9.1 Internal control

The Board of Directors of Lighting and Equipment Public Company Limited attaches great importance to efficient and effective management. In order to achieve the goals and reduce the loss of business under ever-changing conditions including corporate governance in accordance with the goals, objectives and laws, as well as the internal control system and risk management both at the management level and at the operational level and has prepared a work manual (POLICY AND PROCEDURE) for all employees to reference and follow.

In addition, the company realizes the importance of having a good internal audit system. The Board of Directors shall use the internal control system sufficiency assessment form provided on the office's website to accompany the assessment of the adequacy of the Company's internal control system as well.

The adequacy and appropriateness of the Company's internal control system.

The Board of Directors jointly assessed that the internal control is consistent with the internal control guidelines according to the international standards of COSO (The Committee of Sponsoring Organizations of the Tread Way Commission) for all 5 components as follows:

Part 1 Internal Control

It is necessary to create conditions or factors. This allows the internal control system to operate as the Company hopes. This creates a control atmosphere to encourage everyone in the company to realize the necessity of the internal control system such as the management emphasizes on honesty and ethics in business operations. Proper management of the organizational structure clear assignment of duties having written policies and procedures as follows:

- Board of Directors and Subsidiaries the Company and its subsidiaries' growth targets and annual budgets have been set for each department to fulfill, such as production and sales, while the support department will make improvements to work methods to be more efficient and to lead. attend the board meeting before the official plan is announced and determine appropriate returns.
- The Board of Directors holds monthly meetings to consider the operating results of the Company and its subsidiaries in comparison with the plans. Each department will prepare a monthly report to present to the Board of Directors' meeting. Once the Board of Directors has acknowledged the Company's performance compared to the plan will review the goals and strategic plans for the next month.
- Company and its subsidiaries Has prepared an overall organizational chart and has prepared an organizational chart separated by departments to make the line of command clear and manage work smoothly but support each other. There is a Job Description, which has the Human Resources Department to take care of.

- Company and its subsidiaries there are provisions in the employment contract. It is forbidden for executive officers to become employees or work for companies in the same industry as the company for 1 year after leaving the company and its subsidiaries. will compile and prepare ethical requirements As a guideline for the management and employees of the Company and its subsidiaries.
- The Company and its subsidiaries have established policies and procedures in writing and are currently in practice, as well as having established a structure Authorization in various matters in writing (Documentation : Operation Manual
- Company and subsidiaries determine the policy for treating business partners well as follows:
 - * Produce and sell good quality products as well as deliver the products on time as the customers require.
 - * The company and subsidiaries are responsible for non-standard products to customers.
 - * Company and Subsidiaries has a policy to treat trade creditors with fairness and maintain good relationships.
 - * The Company and its subsidiaries emphasize the policy of maintaining the creditworthiness of the business with financial institutions on a regular basis, such as complying with the agreed contracts and having good communication with financial institutions all along.

Part 2 Risk Management Measure

The business operations of the Company and its subsidiaries are always in the midst of business risks. The cause of the risk may come from internal factors such as lack of integrity and ethics by management. The company and its subsidiaries expand too quickly, making the system unable to support or inadequate supervision, etc. and external factors such as changes in technology or product consumption behavior causing an impact on the market share, etc. Therefore, in order to bring the Company and its subsidiaries to escape from the dangers caused by such risks Management is required to do the following on a regular basis.

- Does the Company and its subsidiaries regularly assess whether what are the factors in the Company's business operations that are both external and internal risk factors? This may have a significant impact on the company's business operations.
- There is a management of foreign exchange risk management by selling products to foreign customers using different currencies and continually and cautiously incurring forward risks with the bank.
- Risk from dependence on large trading partners. by selling products to many customers and purchasing raw materials from many vendors Risk of having high borrowing costs by using loans from various financial institutions and when the company is listed on the stock exchange, it will cause The Company and its subsidiaries have the opportunity to find more funding sources with low cost.
- Risk of unpopularity by giving importance to and investment in research and development units on an ongoing basis.

Part 3 Management Control Activities

Operational control of the management it is an important activity to ensure that the Company and its subsidiaries ensure that the guidelines set forth by the management are met and followed by everyone in the Company and its subsidiaries which such approaches are as follows:

3.1 The Company and its subsidiaries have clearly and in writing the scope of authority and limit of approval authority of each level of management.

- The Company and its subsidiaries have prepared an organization chart and prepared a manual for approval authority for various departments, as a guideline for working
- The Company and its subsidiaries have separate duties for approving the transaction, recording and storing assets apart to prevent damage
- The Company and its subsidiaries have written codes of conduct and penalties for employees dealing with cash and other assets.

3.2 The Company and its subsidiaries have measures to monitor whether the operations of the Company and its subsidiaries are in compliance with relevant laws or not, in order to reduce risks in business operations and maintain the Company's and subsidiaries' reputation.

- Company and its subsidiaries require each department to strictly comply with the relevant laws, such as the Civil and Commercial Code, Revenue Code, Labor Law, Factory Law, Tariff Articles of Association of the Board of Investment and various local laws such as house tax and signboard tax, etc.

Part 4 Information and Communication Measure

One of the principles of careful conduct, whether for directors, executives, shareholders or related parties, is to make decisions based on quality and sufficient information whether it is financial or other information. Therefore, it is absolutely necessary and is what helps the effectiveness of the internal control system.

4.1 In proposing the matter to the Board for consideration The Company and its subsidiaries have provided important information sufficient for the board to use in its decision-making, or not? Including details of matters proposed for consideration, reasons, impacts on the Company and its subsidiaries various options, etc.) The Company and Subsidiaries Hold meetings on a regular basis, with separate meetings.

- Weekly meetings, such as meetings to track sales figures Meeting to track productivity figures.
- Monthly meeting like a meeting Department level to track the work and fix it to achieve the goals set.

4.2 Directors of the Company and its subsidiaries receive a meeting invitation letter or meeting documents stating necessary and sufficient information for consideration prior to the meeting, at least within the minimum period required by law.

- The Company and its subsidiaries prepare the meeting invitation letter and meeting documents to the Board of Directors at least 7 days before the meeting, as well as to comply with the law in calling the shareholders' meeting.

4.3 Minutes of the Board of Directors' Meeting Are there appropriate details that enable the shareholders to examine the suitability of the directors' performance or not? The opinions of directors who disagree with the proposed matter with reasons, etc.

- Minutes of the Board of Directors' meetings with sufficient details are prepared that shareholders can check the suitability on duty of directors.

4.4 The Company and its subsidiaries keep documents supporting accounting records and various accounts and has never been notified by the auditor that there is a defect in this regard. Or have you been notified but have completely corrected the defect?

- Company and Subsidiaries There is a regulation for storing documents supporting accounting records and various accounts completely into categories as specified in the operating manual.

4.5 Company and Subsidiaries There is a regulation for storing documents supporting accounting records and various accounts completely into categories as specified in the operating manual.

- The Board of Directors considers and discusses with the auditors and advisors of the Company and its subsidiaries on generally accepted accounting policies adopted to propose to the Audit Committee of the joint company for consideration.
- The Company is in the process of preparing an agency to act as a mediator between the Company and outsiders.

Part 5 Monitoring

The Company and subsidiaries will operate efficiently and effectively The Company and its subsidiaries should regularly monitor whether the goals that have been set are being followed. The internal control system is still ongoing and has been revised in accordance with the changing situation including various defects be corrected in a timely manner.

9.1.1 The adequacy and appropriateness of the internal control system.

- In the event that the Company and its subsidiaries have set business goals The Board has compared the performance of the management to meet the set business goals.
- Company and Subsidiaries Meetings are held regularly so that the parties Use the meeting to inform the news. Policy for follow-up and urgent problem solving The Board of Directors meeting of the Company and its subsidiaries is held every month.
- In the event that the resulting performance differs from the set goals The Company and its subsidiaries have taken corrective actions within an appropriate period of time.
- The Company and its subsidiaries regularly monitor compliance with the internal control system.
- Company and Subsidiaries has provided the internal auditors Check and evaluate the internal control system of various departments to propose to the Audit Committee for consideration on a regular basis.

9.1.2 The process when a fault in the internal control system is found.

- When a material defect is detected It has been reported to the Board of Directors/Audit Committee. to consider ordering corrections within a reasonable period of time Company and Subsidiaries require the management to report to the board of directors of the company As soon as it is found that there is an incident that violates the law, fraud or unusual event that will affect the reputation and financial position of the company.
- The Company and its subsidiaries have a policy that the management must promptly report to the Board of Directors. In the event of fraud or suspected that there was an incident of corruption There is a practice that violates the law and other unusual actions This may significantly affect the reputation and financial position of the company.
- Company and Subsidiaries There is a guideline for the executives to report to the Board of Directors meeting for acknowledgment about the defect or change affecting the company and its subsidiaries significantly.

9.1.3 Opinions of the Board of Directors and the Audit Committee on the implementation of the internal control system and internal audit work for the year 2022.

- The company has established an internal auditor office which will report to the Audit Committee and the Chairman of the Executive Committee. To be a mechanism for enhancing the internal control system and internal audit including following up for improvements Fixed bugs found in the review. In order to increase efficiency and reduce risks in business operations, in 2022, the Company has undertaken such matters as follows:
- Reviewed the internal audit department's charter to be current and appropriate.
- Reviewed the operating manual to be current and appropriate.
- Reviewed the inventory system and the rental product system to be more efficient.

- Reviewed the accounting and inventory management system to be more efficient.
- Improved the production management system program to be more efficient.
- The Company has determined that connected transactions or may have conflicts of interest must be properly considered by non-interested parties carefully and must be screened by the Audit Committee.
- The Company has a policy to manage risks in various matters which are specified in the operation manual such as account receivable management Inventory Management Foreign Exchange Risk Management Property insurance management, etc. In 2022, the Company has described in the Annual Report and Form 56-1 about the risk factors and various risk management In addition, the company has also provided insurance for inventories and other material assets as well as having accident insurance group life insurance and health insurance for employees as well.
- Has reviewed the computer and information technology administration policy.
- Develop and improve the showroom system in terms of selling products in the storefront, managing the warehouse at the shop, designing and installing lamps for customers.

Opinion of the Board of Directors of Lighting and Equipment Public Company Limited about the internal control system At the Board of Directors' Meeting No. 1/2022 on February 22, 2022, the Board of Directors considered the Internal Control System Sufficiency Assessment Form of the Office of the Securities and Exchange Commission. The Audit Committee concluded that The Company's internal control system is sufficiently appropriate. effective for the company's business operations and in accordance with the principles of COSO (Committee of Sponsoring of the Treadway Commission) in various aspects, all 5 components are internal control of the organization; risk assessment control of operations of information systems data communication and tracking system The Board of Directors is of the opinion that the Company has an internal control system in relation to transactions with stakeholders that are sufficient, appropriate and consistent with the ever-changing risks and encourage the development of tools in order to be able to operate the system In 2021, the Company communicates and organizes training on business ethics (Code of Conduct) for employees, and executives throughout the organization continuously in order to be able to implement and apply it correctly and appropriately for real results Consistent with anti-corruption guidelines which focuses and gives importance to communication channels both internally and externally in writing This is a policy to protect complainants, informants or whistleblowers about corruption. Illegal and ethical (Whistleblower Policy) safely for internal control in other topics The Board of Directors is of the opinion that the Company has sufficient internal control as well. In addition, the Company's auditor is KPMG Phoomchai Audit Co., Ltd. by Ms. Charinrat Noprampa The auditor of the financial statements for the year 2022 has no opinion in the audit report that the Company has any defects in the internal control system.

9.1.4 Opinion of the Audit Committee on the person holding the position of Head of Internal Audit.

Head of Internal Audit of the Company In this regard, the Company has appointed Mrs. Jareeya Suppayakom to be the manager of the Company's Internal Audit Office on July 1, 2014 - present, having received training in Fundamentals for New Internal Auditors course, Fraud Audit course, Certified Professional Internal Audit of Thailand : CPIAT course

The Company therefore considers that it is appropriate to perform the duty of auditing and evaluating the results of internal control and report directly to the Audit Committee and the Executive Chairman regularly. In addition, the company has also prepared the internal audit office charter which is signed by the Chairman of the Audit Committee and the Chairman of the Executive Committee Specify the objectives, roles, duties and powers of the internal audit department for all employees to be informed and to support the work of the Internal Audit Department The Company is confident that the establishment of the Internal Audit Department which reports directly to the Audit Committee and the Chairman of the Executive Committee. It will be an important mechanism to strengthen the internal control system and internal audit as well as follow up to make improvements to correct the defects found from the audit to increase efficiency and reduce risks in business operations. The Board of Directors is of the opinion that At present, the Company has sufficient internal control system and is consistent with the internal control assessment form of the Office of the SEC, especially in terms of internal control related to transactions with major shareholders, directors, executives and persons related to such persons The Company has a strong and adequate internal control system. In addition, the company has also established an internal audit office and has prepared a document on the objectives roles and responsibilities as well as the powers of the Internal Audit Office to support effective internal control.

9.1.5 Appointment, Removal and Transfer of the person holding the position of Head of Internal Audit.

Manager of the Company's Internal Audit Office Direct and report to the Audit Committee In performing duties in the organization's line of command will be affiliated with the Chief Executive Officer. If there is an appointment, removal and transfer, the Chief Executive Officer will sign the document.

9.2 Related Parties Transactions

The Company and Subsidiaries have agreed to enter into a transaction with a connected person. The aforementioned transaction is a normal business transaction of the Company and its subsidiaries and is in accordance with general trading conditions. In this regard, the Board of Directors has approved the management to have the power to enter into related transactions with general trading conditions. The management can do such business if those transactions have a commercial agreement in the same way that a sensible person would do with a normal counterparty in the same situation with a bargaining power without influence on his or her status as a director executives or related persons.

For the annual accounting period ending December 31, 2022, the Company and Subsidiaries have transactions with connected persons which have been disclosed by the Company's auditors in the notes to the audited financial statements and the Audit Committee has reviewed the duties and is of the opinion that all related transactions are reasonable transactions and are in normal business practice. The details are as follows.

9.2.1 Related Parties Transaction between the Company and its subsidiaries and Subsidiaries and Subsidiaries

In 2022, there were related transactions as follows:

Significant agreements with related parties and subsidiaries.

Management fee income agreement

The Company provides management service to L&E Solid State Co., Ltd., a subsidiary, in order to provide management services of manufacturing, financial accounting, human resource, general administration and information. The contract becomes effective from 1 January 2022 to 31 December 2022 with a monthly fee of Baht 140,000. The agreement shall be renewed for another 1 year as agreed by either parties.

Product testing agreement

The Company entered into a product and prototype testing agreement with L&E Manufacturing Co., Ltd., a subsidiary. The contract becomes effective from 1 January 2022 to 31 December 2022 with a monthly fee of Baht 672,500.

Space leasing agreement

The Company entered into space leasing agreement with L&E Manufacturing Co., Ltd., a subsidiary, for a purpose of warehouse. The contract becomes effective from 1 January 2022 to 31 December 2022 with a monthly fee of Baht 296,400.

Building rental income agreement

The Company provides building area service include utility and facilities for L&E Manufacturing Co., Ltd., a subsidiary, for a purpose of manufacturing plant. The agreement becomes effective from 1 January 2022 to 31 December 2022 with a monthly fee of Baht. 1,442,800. The agreement shall be renewed for another 1 year as agreed by either parties with written notice 30 days prior to the agreement expired.

Building rental income agreement

The Company provides building area service include utility and facilities for L&E Solid State Co., Ltd., a subsidiary, for a purpose of manufacturing plant. The contract becomes effective from 1 June 2022 to 31 May 2023 with a monthly fee of Baht 400,000.

Commission agreement

The Company entered into the commission agreement with L&E Myanmar Co., Ltd., a subsidiary, whereby the latter agree to provide sale support and after-sale services. In this regard, the Company is committed to pay the sale commission fee to the subsidiary on a quarterly basis on sales amount and rates as specified in the agreements. The agreement become effective from 1 January 2022 to 31 December 2022 and shall be renewed upon the agreement of both parties.

9.2.2 Necessity and Reasonableness of Connected Transactions.

Steps for making a transaction starting from the approval of the Executive Committee on the Company's annual business plan to propose for approval from the Board of Directors In practice, the company has clearly defined powers and approval limits at each level to ensure transparency and accountability. There is also an internal audit office that reviews various transactions to sufficiency and appropriateness and present the report to the Audit Committee and the Board of Directors respectively.

9.2.3 Necessity and Reasonableness of Connected Transactions.

In the future, if there are any other related transactions in the future The Company still adheres to the policy to ensure that related transaction are made on the basis of fairness and appropriateness. Plus it's a fair price. can be compared with the market price used with general customers In this regard, the Company will allow the Audit Committee to or the auditor of the company or independent experts In the event that the Audit Committee or the auditor dies not have expertise in considering related transaction Review and comment on the suitability of the price reasonableness of the transaction as well as disclosure of connected transactions. Acquisition or disposition of important assets of the company or a subsidiary to comply with the requirements of the Securities and Exchange Act and regulations, notifications, orders or regulations of the Stock Exchange of Thailand. As well as in accordance with the specified accounting standards by the Association of Certified Accountants and Auditors of Thailand.



Part 3

Financial Statement



Report from Board of Directors Relative to Financial Report

The Board of Directors is responsible for the company's financial reports and the details therein. The financial reports are prepared in accordance with the generally accepted accounting standards in Thailand, by adopting the appropriate accounting policy and consistent implementation as well as due judgement and best estimation in the financial reports preparation, including the sufficient note and explanation of the financial reports. In addition, The Board of Directors has overseen that the company's internal control system and risk management system are appropriate and efficient to ensure that the financial reports are correct, accurate and sufficient to safeguard the company's assets as well as to protect frauds.

The Board of Directors has appointed the Audit Committee to oversee and review the company's accounting policy and the accuracy of the financial reports, including the review of the company's internal control system and internal audit system, the details of which can be seen from the Audit Committee's Report included in the annual report. In addition the company's financial reports were audited by the independent auditor, KPMG Poomchai Audit Co.,Ltd, The report of the independent auditor is included in the annual report.

The Board of Directors has the opinion that the company's internal control system in general is satisfactory and can be assured that the financial reports of Lighting & Equipment Public Company Limited and its subsidiary for the year ended December 31, 2022 are accurate and fairly presented, as well as in compliance with relevant laws and regulations.



Mr. Sitthichai Kraisithisirin
Chairman



Mr. Anant Kittivittayakul
Chief Executive Officer

**Lighting and Equipment Public Company Limited
and its Subsidiaries**

Financial statements for the year ended
31 December 2022
and
Independent Auditor's Report

Independent Auditor's Report

To the Shareholders of Lighting and Equipment Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Lighting and Equipment Public Company Limited and its subsidiaries (the "Group") and of Lighting and Equipment Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2022, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2022 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Recoverability of trade accounts receivable	
Refer to Notes 3 (f) and 6 to the consolidated and separate financial statements.	
The key audit matter	How the matter was addressed in the audit
<p>The significant portion of the Group revenue is sales of lighting products where by the Group has significant amount of overdue trade accounts receivable.</p> <p>Significant judgments and estimates is required in determining the recoverability of trade accounts receivable and the amount of the lifetime impairment losses, which is estimated by taking into account on an analysis of payment histories and future expectations of the Group's customer payments, the current and future market environment including customer-specific conditions. Since the net book value of the Group's trade accounts receivable is significant, this is the most significant area which my audit is focus on.</p>	<p>My audit procedures included:</p> <ul style="list-style-type: none"> - enquiring of the responsible management regarding policy and assessment applied for setting the allowance for impairment losses calculation; - evaluating the reasonableness of the significant assumptions used by management in the accounting estimates which include forward-looking information by comparing them to relevant market information; - randomly sample for testing the accuracy of information used in calculation of expected credit losses with relevant supporting document and checked mathematical accuracy of the calculation; - randomly sample for testing cash receipts subsequent to the end of the year; and - considering the adequacy of disclosure in the financial statements in accordance with Thai Financial Reporting Standards.
Valuation of inventories	
Refer to Notes 3 (g) and 8 to the consolidated and separate financial statements.	
The key audit matter	How the matter was addressed in the audit
<p>The majority products of the Group are innovative lighting products which always affected from the dynamic change of the lighting technology result to obsolete inventories and slow-moving for some particular items. Therefore, there might be a risk that the Group have to selling below cost for some particular items.</p> <p>The Group have to exercise significant judgments and estimates in determining the decline in value of inventories. Since the net book value of the Group's inventories is significant, this is the most significant area which my audit is focus on.</p>	<p>My audit procedures included:</p> <ul style="list-style-type: none"> - understanding the Group management's policy and assessment applied to the allowance for decline in value of inventories and internal control relevant to inventory management; - attending the physical inventory count and randomly sample for inspect the inventory; - randomly sample for testing the inventory aging report and the net realisable value of inventory report with relevant supporting documents and checked mathematical accuracy of the calculation; - assessing the appropriate of estimation for the obsolete inventories and decline in value of inventories by considering historical estimation, comparing with inventories' movement. Challenging and enquire the assumptions which the management used for determining obsolete and long-outstanding inventories and selling below cost with sales planning; and - considering the adequacy of disclosure in the financial statements in accordance with Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

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 and the Company's financial reporting process.

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

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company'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 I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group 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. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I 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 I identify during my audit.

I also provide those charged with governance with a statement that I 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 my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I 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. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Charinrat Noprampa)
Certified Public Accountant
Registration No. 10448

KPMG Phoomchai Audit Ltd.
Bangkok
21 February 2023

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of financial position

Assets	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2022	2021	2022	2021
(in Baht)					
Current assets					
Cash and cash equivalents	5	59,713,844	88,460,532	29,755,490	34,667,014
Trade accounts receivable	4, 6	883,506,108	900,729,873	728,226,273	744,927,082
Other receivables	4, 7	113,945,832	105,397,010	43,961,615	61,248,567
Short-term loans to related parties	4	-	-	8,830,550	-
Inventories	8	1,214,130,364	1,165,355,214	936,996,269	793,917,176
Total current assets		2,271,296,148	2,259,942,629	1,747,770,197	1,634,759,839
Non-current assets					
Trade accounts receivable due after one year	6	-	1,498,325	-	1,498,325
Investments in subsidiaries	9	-	-	272,040,890	272,040,890
Time deposits and savings deposits pledged as collateral	14	13,045,000	13,045,000	10,545,000	10,545,000
Investment properties	10, 14	1,784,000	1,784,000	165,132,311	171,768,411
Property, plant and equipment	11, 14	919,461,327	907,781,632	508,221,357	487,728,726
Right-of-use assets	12	75,355,477	57,973,208	69,021,613	53,959,242
Deferred tax assets	22	44,292,358	42,677,996	40,030,927	38,950,719
Intangible assets	13	41,129,987	47,547,725	20,269,602	25,210,511
Other non-current assets		16,747,947	15,057,266	14,652,572	12,768,283
Total non-current assets		1,111,816,096	1,087,365,152	1,099,914,272	1,074,470,107
Total assets		3,383,112,244	3,347,307,781	2,847,684,469	2,709,229,946

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of financial position

Liabilities and equity	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2022	2021	2022	2021
		(in Baht)			
<i>Current liabilities</i>					
Bank overdrafts and short-term					
loans from financial institutions	14	1,367,865,829	1,190,871,324	1,126,755,210	994,083,481
Trade accounts payable	4	432,878,239	563,510,540	318,666,830	303,069,124
Current contract liabilities		7,745,187	5,203,001	7,745,187	5,203,001
Other payables	4, 15	152,520,541	170,991,453	122,754,602	124,394,904
Current portion of long-term loans					
from financial institution	14	1,988,575	523,716	-	-
Current refund liabilities		11,409,798	14,466,985	11,409,798	14,466,985
Current portion of lease liabilities	4, 14	34,037,232	36,576,533	33,681,576	36,081,424
Current income tax payable		313,639	3,340,179	-	2,150,941
Total current liabilities		2,008,759,040	1,985,483,731	1,621,013,203	1,479,449,860
<i>Non-current liabilities</i>					
Long-term loans from					
financial institution	14	-	1,989,927	-	-
Lease liabilities	4, 14	38,803,725	22,555,238	34,541,728	20,530,993
Non-current refund liabilities		5,849,222	3,426,440	5,849,222	3,426,440
Non-current contract liabilities		17,264,700	13,405,884	17,264,700	13,405,884
Non-current provisions					
for employee benefits	16	148,110,037	152,316,358	89,404,619	90,859,328
Provisions for asset					
dismantlement costs		4,097,500	3,882,500	4,097,500	3,882,500
Total non-current liabilities		214,125,184	197,576,347	151,157,769	132,105,145
Total liabilities		2,222,884,224	2,183,060,078	1,772,170,972	1,611,555,005

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of financial position

		Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
Liabilities and equity	<i>Note</i>	2022	2021	2022	2021
		<i>(in Baht)</i>			
Equity					
Share capital	17				
Authorised share capital		492,040,074	492,040,074	492,040,074	492,040,074
Issued and paid-up share capital		492,040,074	492,040,074	492,040,074	492,040,074
Share premium:					
Share premium on ordinary shares	17	229,555,241	229,555,241	229,555,241	229,555,241
Retained earnings					
Appropriated					
Legal reserve	18	49,204,010	49,204,010	49,204,010	49,204,010
Unappropriated		397,259,496	397,260,340	304,714,172	326,875,616
Other component of equity		(7,849,307)	(3,828,396)	-	-
Equity attributable to owners					
of the parent		1,160,209,514	1,164,231,269	1,075,513,497	1,097,674,941
Non-controlling interests		18,506	16,434	-	-
Total equity		1,160,228,020	1,164,247,703	1,075,513,497	1,097,674,941
Total liabilities and equity		3,383,112,244	3,347,307,781	2,847,684,469	2,709,229,946

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of comprehensive income

	Note	Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
		2022	2021	2022	2021
		(in Baht)			
Revenue					
Revenue from sale of goods and rendering of services	4	3,220,184,744	2,677,830,247	2,534,290,733	2,141,441,716
Net foreign exchange gain		-	4,414,550	681,883	3,607,827
Other income	4	48,484,117	37,265,337	34,706,872	66,072,977
Total revenue		3,268,668,861	2,719,510,134	2,569,679,488	2,211,122,520
Expenses					
Cost of sale of goods and rendering of services	4, 8	2,397,839,047	1,954,923,468	1,866,607,457	1,536,872,277
Distribution costs	4	316,348,062	240,018,136	288,130,367	239,561,106
Administrative expenses	4	474,271,975	435,285,566	363,093,173	353,812,436
Net foreign exchange loss		549,661	-	-	-
Finance costs		40,919,473	34,821,008	31,260,156	26,892,535
Total expenses		3,229,928,218	2,665,048,178	2,549,091,153	2,157,138,354
Profit before income tax expense		38,740,643	54,461,956	20,588,335	53,984,166
Tax expense	22	7,320,299	10,632,832	6,940,342	8,782,614
Profit for the year		31,420,344	43,829,124	13,647,993	45,201,552
Other comprehensive income					
<i>Item that will be reclassified subsequently to profit or loss</i>					
Exchange differences on translating financial statements		(4,020,911)	980,935	-	-
Total item that will be reclassified subsequently to profit or loss		(4,020,911)	980,935	-	-
<i>Item that will not be reclassified to profit or loss</i>					
Gains (losses) on remeasurements of defined benefit plans	22	10,404,206	(12,986,138)	6,013,885	(7,360,996)
Total item that will not be reclassified to profit or loss		10,404,206	(12,986,138)	6,013,885	(7,360,996)
Other comprehensive income (expense) for the year, net of tax		6,383,295	(12,005,203)	6,013,885	(7,360,996)
Total comprehensive income (expense) for the year		37,803,639	31,823,921	19,661,878	37,840,556

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries

Statement of comprehensive income

	<i>Note</i>	Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
		2022	2021	2022	2021
		<i>(in Baht)</i>			
Profit attributable to:					
Owners of the parent		31,418,272	43,827,657	13,647,993	45,201,552
Non-controlling interests		2,072	1,467	-	-
		<u>31,420,344</u>	<u>43,829,124</u>	<u>13,647,993</u>	<u>45,201,552</u>
Total comprehensive income (expense) attributable to:					
Owners of the parent		37,801,567	31,865,711	19,661,878	37,840,556
Non-controlling interests		2,072	(41,790)	-	-
		<u>37,803,639</u>	<u>31,823,921</u>	<u>19,661,878</u>	<u>37,840,556</u>
Basic earnings per share	24	<u>0.06</u>	<u>0.09</u>	<u>0.03</u>	<u>0.09</u>

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of changes in equity

	Note	Consolidated financial statements							Non-controlling interests	Total equity
		Retained earnings			Other component of equity		Equity attributable to owners of the parent			
		Legal reserve	Unappropriated	Translation reserve						
<i>(in Baht)</i>										
Year ended 31 December 2021										
Balance at 1 January 2021										
Transactions with owners, recorded directly in equity										
Distributions to owners of the parent										
Dividends	25	-	-	-	(36,901,282)	-	(36,901,282)	-	(36,901,282)	(36,901,282)
Cancellation of warrants		-	-	(379,217)	-	-	(379,217)	-	(379,217)	(379,217)
Total distributions to owners of the parent		-	-	(379,217)	-	(36,901,282)	-	(37,280,499)	-	(37,280,499)
Comprehensive income for the year										
Profit or loss		-	-	-	43,827,657	-	43,827,657	1,467	43,829,124	43,829,124
Other comprehensive income (expense)		-	-	-	(12,986,138)	1,024,192	(11,961,946)	(43,257)	(12,005,203)	(12,005,203)
Total comprehensive income (expense) for the year		-	-	-	30,841,519	1,024,192	31,865,711	(41,790)	31,823,921	31,823,921
Balance at 31 December 2021										
		492,040,074	229,555,241	-	49,204,010	397,260,340	(3,828,396)	1,164,231,269	16,434	1,164,247,703

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of changes in equity

Consolidated financial statements							
	Note	Retained earnings		Other component	Equity attributable to owners of the parent	Non-controlling interests	Total equity
		Legal reserve	Unappropriated	of equity			
				Translation reserve			
(in Baht)							
Year ended 31 December 2022							
Balance at 1 January 2022		492,040,074	229,555,241	49,204,010	397,260,340	(3,828,396)	1,164,231,269
Transactions with owners, recorded directly in equity							
Distributions to owners of the parent							
Dividends	25	-	-	-	(41,823,322)	-	(41,823,322)
Total distributions to owners of the parent		-	-	-	(41,823,322)	-	(41,823,322)
Comprehensive income for the year							
Profit or loss		-	-	-	31,418,272	-	31,420,344
Other comprehensive income (expense)		-	-	-	10,404,206	(4,020,911)	6,383,295
Total comprehensive income (expense) for the year		-	-	-	41,822,478	(4,020,911)	37,801,567
Balance at 31 December 2022							
		492,040,074	229,555,241	49,204,010	397,259,496	(7,849,307)	1,160,209,514
							18,506
							1,160,228,020

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of changes in equity

Separate financial statements							
		Retained earnings					
		Issued and paid-up share capital	Share premium	Warrants	Legal reserve	Unappropriated	Total equity
	Note				(in Baht)		
Year ended 31 December 2021							
Balance at 1 January 2021		492,040,074	229,555,241	379,217	49,204,010	325,936,342	1,097,114,884
Transactions with owners, recorded directly in equity							
Distributions to owners							
Dividends	25	-	-	-	-	(36,901,282)	(36,901,282)
Cancellation of warrants		-	-	(379,217)	-	-	(379,217)
Total distributions to owners		-	-	(379,217)	-	(36,901,282)	(37,280,499)
Comprehensive income for the year							
Profit or loss		-	-	-	-	45,201,552	45,201,552
Other comprehensive income (expense)		-	-	-	-	(7,360,996)	(7,360,996)
Total comprehensive income (expense) for the year		-	-	-	-	37,840,556	37,840,556
Balance at 31 December 2021							
		492,040,074	229,555,241	-	49,204,010	326,875,616	1,097,674,941

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of changes in equity

Separate financial statements						
		Retained earnings				
	Note	Issued and paid-up share capital	Share premium	Legal reserve (in Baht)	Unappropriated	Total equity
Year ended 31 December 2022						
Balance at 1 January 2022		492,040,074	229,555,241	49,204,010	326,875,616	1,097,674,941
Transactions with owners, recorded directly in equity						
Distributions to owners						
Dividends	25	-	-	-	(41,823,322)	(41,823,322)
Total distributions to owners		-	-	-	(41,823,322)	(41,823,322)
Comprehensive income for the year						
Profit or loss		-	-	-	13,647,993	13,647,993
Other comprehensive income (expense)		-	-	-	6,013,885	6,013,885
Total comprehensive income (expense) for the year		-	-	-	19,661,878	19,661,878
Balance at 31 December 2022		492,040,074	229,555,241	49,204,010	304,714,172	1,075,513,497

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of cash flows

	Note	Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
		2022	2021	2022	2021
		(in Baht)			
Cash flows from operating activities					
Profit for the year		31,420,344	43,829,124	13,647,993	45,201,552
<i>Adjustments to reconcile profit to cash receipts (payments)</i>					
Tax expense	22	7,320,299	10,632,832	6,940,342	8,782,614
Finance costs		40,919,473	34,821,008	31,260,156	26,892,535
Depreciation and amortisation		125,896,111	122,655,923	87,400,993	82,870,742
Impairment loss		-	-	-	1,482,947
Unrealised (gain) loss on foreign exchange		(10,172,984)	4,275,562	(1,067,879)	(2,054,795)
Expected credit losses		14,393,306	3,901,368	7,283,153	14,724,318
(Reversal of) losses on inventories devaluation	8	(4,626,453)	1,792,573	(4,557,549)	1,677,570
(Gains) losses on disposal of plant and equipment		(154,432)	190,600	(24,407)	100,512
Dividend received		-	-	-	(30,000,000)
Interest income		(40,640)	(48,719)	(2,705,135)	(35,774)
Employee benefits expense		14,076,967	11,586,019	8,361,256	7,065,790
		219,031,991	233,636,290	146,538,923	156,708,011
Changes in operating assets and liabilities					
Trade accounts receivable		14,329,411	(185,381,864)	11,479,133	(99,698,665)
Other receivables		(12,571,310)	(28,737,352)	18,652,393	649,902
Inventories		(87,326,815)	(369,229,606)	(181,699,662)	(206,277,527)
Trade accounts receivable due after one year		1,498,325	11,801,976	1,498,325	11,801,976
Other non-current assets		(1,031,204)	1,634,364	(1,224,812)	2,169,921
Trade accounts payable		(132,638,442)	264,380,585	16,048,538	54,143,033
Other payables		(9,599,664)	19,276,932	10,657,848	(3,490,291)
Contract liabilities		6,401,002	3,940,351	6,401,002	6,027,006
Refund liabilities		(634,405)	17,893,425	(634,405)	17,893,425
Employee benefits paid		(6,186,489)	(3,889,345)	(2,298,608)	(239,750)
Net cash generated from (used in) operations		(8,727,600)	(34,674,244)	25,418,675	(60,312,959)
Taxes paid		(14,313,269)	(8,091,803)	(12,334,440)	(5,116,709)
Net cash from (used in) operating activities		(23,040,869)	(42,766,047)	13,084,235	(65,429,668)

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 31 December		Year ended 31 December	
	2022	2021	2022	2021
	<i>(in Baht)</i>			
<i>Cash flows from investing activities</i>				
Proceeds from sale of plant and equipment	1,876,120	849,542	1,248,729	112,652
Acquisition of plant and equipment	(47,922,510)	(66,527,737)	(19,824,053)	(45,952,650)
Acquisition of investment properties	-	-	-	(2,321,458)
Acquisition of intangible assets	(12,174,057)	(36,537,355)	(9,255,338)	(16,796,135)
Interest received	42,217	36,973	27,873	24,755
Short-term loans to related parties	-	-	(8,830,550)	-
Net cash used in investing activities	(58,178,230)	(102,178,577)	(36,633,339)	(64,932,836)
<i>Cash flows from financing activities</i>				
Increase in bank overdrafts and short-term borrowing from financial institutions	176,994,505	253,315,349	132,671,728	200,775,473
Repayment of borrowings	(525,068)	(6,170,123)	-	-
Payment of lease liabilities	(41,562,354)	(33,221,414)	(40,602,831)	(30,320,882)
Dividends paid to owners of the Company	(41,823,322)	(36,901,282)	(41,823,322)	(36,901,282)
Interest paid	(41,110,424)	(34,859,269)	(31,340,051)	(27,911,972)
Net cash from financing activities	51,973,337	142,163,261	18,905,524	105,641,337
Net decrease in cash and cash equivalents, before effect of exchange rates	(29,245,762)	(2,781,363)	(4,643,580)	(24,721,167)
Effect of exchange rate changes on cash and cash equivalents	499,074	653,743	(267,944)	682,175
Net decrease in cash and cash equivalents	(28,746,688)	(2,127,620)	(4,911,524)	(24,038,992)
Cash and cash equivalents at 1 January	88,460,532	90,588,152	34,667,014	58,706,006
Cash and cash equivalents at 31 December	59,713,844	88,460,532	29,755,490	34,667,014

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 31 December		Year ended 31 December	
	2022	2021	2022	2021
	<i>(in Baht)</i>			
Non-cash transactions				
Property, plant and equipment purchased during the year are detailed as follows:				
Increase in property, plant and equipment during the year	(50,406,371)	(73,303,176)	(19,146,088)	(54,015,090)
Increase (decrease) in other payables - purchase of plant and equipment	2,483,861	6,553,939	(677,965)	7,840,940
Increase in provisions for asset dismantlement costs	-	221,500	-	221,500
Purchase of property, plant and equipment paid by cash	(47,922,510)	(66,527,737)	(19,824,053)	(45,952,650)
Intangible assets purchased during the year are detailed as follows:				
Increase in intangible assets during the year	(4,056,395)	(44,549,329)	(789,426)	(25,262,047)
Increase (decrease) in other payables - purchase of intangible assets	(8,117,662)	8,011,974	(8,465,912)	8,465,912
Purchase of intangible assets paid by cash	(12,174,057)	(36,537,355)	(9,255,338)	(16,796,135)
Assets acquired by lease	55,486,541	57,695,265	52,428,718	55,572,019

The accompanying notes are an integral part of these financial statements.

Lighting and Equipment Public Company Limited and its Subsidiaries
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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 21 February 2023.

1 General information

Lighting and Equipment Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand in August 2004. The Company’s registered office at 539/2, 16 and 17 Floor, Gypsum Metropolitan Tower, Sri-Ayudhya Road, Rajthevee, Bangkok, Thailand. Its factory is located at 45/25-27 Moo 3 Bangbuathong-Supanburi Road, Namai, Latlumkaeo, Pathumthani.

The Company’s major shareholders during the financial year were the Suptuaychone Family which holds 30.30% shareholding and Borimasporn Family which holds 26.13% shareholding.

The principal businesses of the Group are trading of lighting fixtures, lamp and electrical equipment, and installation service and design of electric and lighting systems. Details of the Company’s subsidiaries as at 31 December 2022 and 2021 are given in note 9.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (TFRS); guidelines promulgated by the Federation of Accounting Profession and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”).

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation.

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(b) Investments in subsidiaries

Investments in subsidiaries in the separate financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Group's right to receive payment is established. If the Company disposes of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments are recognised in profit or loss.

(c) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

Foreign currency differences are generally recognised in profit or loss.

Foreign operations

The assets and liabilities of foreign operations are translated to Thai Baht at the exchange rates at the reporting date. The revenues and expenses of foreign operations are translated to Thai Baht at rates approximating the exchange rates at the dates of the transactions.

Foreign exchange differences are recognised in other comprehensive income and accumulated in the translation reserve until disposal of the investment, except to the extent that the translation difference is allocated to non-controlling interests.

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely in the foreseeable future, exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in other comprehensive income, and presented in the translation reserve in equity until disposal of the investment.

(d) Financial instruments

(d.1) Classification and measurement

Financial assets and financial liabilities (except trade accounts receivable (see note 3(f)) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or fair value through profit or loss (FVTPL). Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

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Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

(d.2) Derecognition and offset

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(d.3) Derivatives

Derivative are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

(d.4) Impairment of financial assets other than trade accounts receivable

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group considers a financial asset to have low credit risk when its credit rating is equivalent to the globally understood definition of investment grade. The Group recognises ECLs for low credit risk financial asset as 12-month ECLs.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

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The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group takes actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

(d.5) Write off

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(d.6) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

(e) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand are a component of financing activities for the purpose of the statement of cash flows.

(f) Trade accounts receivable

A trade receivable is recognised when the Group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when incurred.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find the ECLs rates. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(g) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the weighted average cost principle. Cost includes direct costs incurred in acquiring the inventories. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

A right to recover returned products is recognised when the products are expected to be returned by customers and measured by reference to the former carrying amount of the sold inventories less any expected costs to recover those products.

Lighting and Equipment Public Company Limited and its Subsidiaries

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(h) Investment properties

Investment properties are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the investment property.

Differences between the proceeds from disposal and the carrying amount of investment property are recognised in profit or loss.

Depreciation is calculated on a straight-line basis over the estimated useful lives of land improvements, buildings and furniture and fixtures and recognised in profit or loss. The estimated useful lives are as follow:

Land improvements	30 years
Buildings	30 years
Furniture and fixtures	5 and 10 years

No depreciation is provided on freehold land.

(i) Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction and installation.

The estimated useful lives are as follows:

Land improvements	5, 10, 20 and 30 years
Buildings, building improvements and leasehold improvements	5, 10, 20 and 30 years
Machinery and equipment	3 - 20 years
Furniture, fixtures and office equipment	3 - 10 years
Vehicles	5 and 7 years

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(j) Intangible assets

Intangible assets are measured at cost less accumulated amortisation and impairment losses. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss.

The estimated useful lives are as follows:

Software licences	3 and 10 years
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No amortisation is provided on assets under installation.

(k) Leases

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Group has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognised as expenses on a straight-line basis over the respective lease terms.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification, or a change in the assessment of options specified in the lease. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

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As a lessor

At inception or on modification of a contract, the Group allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Group considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

The Group recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of other income. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

(l) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount.

The recoverable amount is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss of asset recognised in prior periods 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 amortisation, if no impairment loss had been recognised.

(m) Employee benefits

Defined contribution plans

Obligations for contributions to the Group's provident funds are expensed as the related service is provided.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed regularly by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

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When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(n) Share-based payments

The employee share option programme allows certain of the Group's directors and employees to acquire shares of the Company under certain conditions.

The grant-date fair value of equity-settled share-based payment awards granted to employees is generally recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions at the vesting date. For share-based payment awards with non-vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

(o) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

(p) 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 in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

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The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit or loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the instrument or until the fair value level is transferred or the transaction is closed out.

(g) Revenue from contracts with customers

(1) Revenue recognition

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding value added tax and is after deduction of any trade discounts.

Sales of goods and service

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers. For the sales that permit the customers to return the goods, the Group estimates the returns based on the historical return data, does not recognise revenue and cost of sale for the estimated products to be returned.

Revenue from rendering of services is recognised as services are provided.

Revenue from long-term warranty is recognised in profit or loss on a straight-line basis over the term of the agreement.

Revenue from long-term agreement

Revenue from long-term agreement comprises revenue from the sale of products, maintenance and warranties and interest. Revenue from the sale of products is recognised when a customer obtains control of the goods, generally on delivery of the goods to the customers. Revenue from maintenance and warranties is recorded as deferred revenue and recognised as revenue based on straight-line method over the agreement period. Interest is recorded as deferred income and recognised as revenue using the effective rate method.

For bundled packages, the Group recognises revenue from sales of products and rendering of services separately if a product or service is separately identifiable from other items and a customer can benefit from it. The consideration received is allocated based on their relative stand-alone selling prices.

(2) Contract balances

Contract assets are recognised when the Group has recognised revenue before it has an unconditional right to receive consideration. The contract assets are measured at the amount of consideration that the Group is entitled to, less allowance for expected credit loss. The contract assets are classified as trade receivables when the Group has an unconditional right to receive consideration.

Contract liabilities are the obligation to transfer goods or services to the customer. The contract liabilities are recognised when the Group receives or has an unconditional right to receive non-refundable consideration from the customer before the Group recognises the related revenue.

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A refund liability is the obligation to refund some or all of the consideration received from the customer and is measured at the amount the Group ultimately expects it will have to return to the customer. The refund liability is reassessed at each reporting date and the Group makes a corresponding change to the amount of revenue recognised.

(r) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(s) Earnings per share

Basic earnings per share (EPS) is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period.

4 Related parties

A related party is a person or entity that has direct or indirect control, or has significant influence over the financial and managerial decision-making of the Group; a person or entity that is under common control or under the same significant influence as the Group; or a person or entity over which the Group has direct or indirect control or has significant influence over the financial and managerial decision-making.

Relationships with subsidiaries are described in note 9. Other related parties that the Group had significant transactions with during the year were as follows:

	Nationality	Nature of relationships
Key management personnel	Thai	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Group.

Lighting and Equipment Public Company Limited and its Subsidiaries
Notes to the financial statements
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<i>Significant transactions with related parties</i> <i>Year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Subsidiaries				
Sales of goods	-	-	9,554	5,196
Purchases of goods	-	-	919,734	719,142
Commission expense	-	-	1,435	3,646
Dividend income	-	-	-	30,000
Rental and service income	-	-	22,114	19,594
Management fee income	-	-	1,680	1,680
Interest income	-	-	2,678	-
Other expenses	-	-	8,751	8,309
Key management personnel compensation				
Short-term employee benefit	40,612	40,883	31,564	31,246
Post-employment benefits	1,280	1,129	954	837
Total key management personnel compensation	41,892	42,012	32,518	32,083

Balances as at 31 December with related parties were as follows:

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Trade accounts receivable				
Subsidiaries	-	-	32,483	30,788
Less allowance for expected credit loss	-	-	-	(1,648)
Net	-	-	32,483	29,140
Other receivables				
Subsidiaries	-	-	13,597	45,302
Less allowance for expected credit loss	-	-	(2,678)	(14,104)
Net	-	-	10,919	31,198
Loans to				
	Interest rate At 31 December 2022 <i>(interest rate per annum)</i>		Separate financial statements	
			2022	2021
			<i>(in thousand Baht)</i>	
Subsidiaries	7.50		21,098	-
Less allowance for expected credit loss			(12,267)	-
Net			8,831	-

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	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
<i>(Reversal of) expected credit losses for the year ended 31 December</i>				
Trade accounts receivable	-	-	(1,648)	563
Other receivables	-	-	(11,426)	12,193
Loans to subsidiaries	-	-	12,267	-
<i>Trade accounts payable</i>				
Subsidiaries	-	-	181,920	162,589
<i>Other payables</i>				
Subsidiaries	-	-	-	17
<i>Current portion of lease liabilities</i>				
Subsidiaries	-	-	3,196	3,472
<i>Lease liabilities</i>				
Subsidiaries	-	-	6,810	-

Significant agreements with related parties

Management fee income agreement

The Company provides management service to L&E Solid State Co., Ltd., a subsidiary, in order to provide management services of manufacturing, financial accounting, human resource, general administration and information. The agreement becomes effective from 1 January 2022 to 31 December 2022 with a monthly fee of Baht 140,000. The agreement shall be renewed for another 1 year as agreed by either parties.

Product testing agreement

The Company entered into a product and prototype testing agreement with L&E Manufacturing Co., Ltd., a subsidiary. The agreement becomes effective from 1 January 2022 to 31 December 2022. with a monthly fee of Baht 672,500.

Space leasing agreement

The Company entered into space leasing agreement with L&E Manufacturing Co., Ltd., a subsidiary, for a purpose of warehouse. The agreement becomes effective from 1 January 2022 to 31 December 2022 with a monthly fee of Baht 296,400.

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Building service income agreement

The Company provides building area service include utility and facilities for L&E Manufacturing Co., Ltd., a subsidiary, for a purpose of manufacturing plant. The agreement becomes effective from 1 January 2022 to 31 December 2022 with a monthly fee of Baht. 1,442,800. The agreement shall be renewed for another 1 year as agreed by either parties with written notice 30 days prior to the agreement expired.

Commission agreement

The Company entered into the commission agreement with L&E Myanmar Co., Ltd., a subsidiary, whereby the latter agree to provide sale support and after-sale services. In this regard, the Company is committed to pay the sale commission fee to the subsidiary on a quarterly basis based on sales amount and rates as specified in the agreements. The agreements become effective from 1 January 2022 to 31 December 2022 and shall be renewed upon the agreement of both parties.

Building service income agreement

The Company provides building area service include utility and facilities for L&E Solid State Co., Ltd., a subsidiary, for a purpose of manufacturing plant. The agreement becomes effective from 1 June 2022 to 31 May 2023 with a monthly fee of Baht 400,000.

5 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Cash on hand	1,895	1,622	185	155
Cash at banks - current accounts	45,925	81,501	19,411	30,315
Cash at banks - savings accounts	7,179	2,606	5,444	1,466
Cheques on hand	4,715	2,732	4,715	2,731
Cash and cash equivalents in the statement of financial position	59,714	88,461	29,755	34,667

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6 Trade accounts receivable

	Consolidated		Separate	
	financial statements		financial statements	
Note	2022	2021	2022	2021
	(in thousand Baht)			
At 31 December				
Trade accounts receivable				
Related parties				
Within credit terms	-	-	3,953	4,122
Overdue:				
Less than 3 months	-	-	1,489	16
3 - 6 months	-	-	-	-
6 - 12 months	-	-	-	2,591
Over 12 months	-	-	27,401	24,059
Total	-	-	32,483	30,788
Less allowance for expected credit loss				
	-	-	-	(1,648)
Net	4	-	32,483	29,140
Other parties				
Within credit terms	376,472	485,202	363,035	392,886
Overdue:				
Less than 3 months	312,993	288,762	226,755	209,484
3 - 6 months	110,677	41,707	29,106	41,707
6 - 12 months	37,273	45,020	37,273	44,501
Over 12 months	102,871	85,954	86,972	70,045
Total	940,286	946,645	743,141	758,623
Less deferred revenue and interest allowance for expected credit loss				
	(159)	(1,638)	(159)	(1,638)
Net	(56,621)	(44,277)	(47,239)	(41,198)
	883,506	900,730	695,743	715,787
	883,506	900,730	728,226	744,927
Trade accounts receivable due after one year				
Other parties				
Within credit terms	-	1,697	-	1,697
Less deferred revenue and interest				
	-	(199)	-	(199)
Net	-	1,498	-	1,498
Total	883,506	902,228	728,226	746,425

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<i>Allowance for expected credit loss</i>	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
		(in thousand Baht)		
At 1 January	44,277	40,720	42,846	40,660
Addition	20,676	10,195	12,725	8,824
Reversal	(6,283)	(6,293)	(6,283)	(6,293)
Write-off	(2,049)	(345)	(2,049)	(345)
At 31 December	56,621	44,277	47,239	42,846

Information of credit risk is disclosed in note 26 (b.1).

7 Other receivables

	Note	Consolidated financial statements		Separate financial statements	
		2022	2021	2022	2021
			(in thousand Baht)		
Related parties		-	-	13,597	45,302
Less allowance for expected credit loss		-	-	(2,678)	(14,104)
Net	4	-	-	10,919	31,198
Other parties					
Advances to suppliers		72,022	46,824	20,660	19,999
Prepaid expenses		11,843	10,031	7,013	6,447
Disbursement		2,258	13,761	1,944	1,315
Others		27,823	34,781	3,426	2,290
		113,946	105,397	33,043	30,051
Total		113,946	105,397	43,962	61,249
<i>Allowance for expected credit loss</i>					
			(in thousand Baht)		
At 1 January		-	-	14,104	1,911
Addition (reversal)		-	-	(11,426)	12,193
At 31 December		-	-	2,678	14,104

Lighting and Equipment Public Company Limited and its Subsidiaries
Notes to the financial statements
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8 Inventories

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Merchandise and finished goods	902,688	813,146	897,889	772,425
Project work under installation	57,340	48,211	57,340	48,211
Work in progress	26,878	63,326	-	-
Raw materials	231,552	249,162	-	-
Goods in transit	51,879	50,953	23,838	18,519
	1,270,337	1,224,798	979,067	839,155
Right to recover returned products	10,354	11,745	10,354	11,745
Total	1,280,691	1,236,543	989,421	850,900
Less allowance for decline in value	(66,561)	(71,188)	(52,425)	(56,983)
Net	1,214,130	1,165,355	936,996	793,917
Inventories recognised in 'cost of sale of goods and rendering of services':				
- Cost of sale of goods and rendering of services	2,405,042	1,953,130	1,871,165	1,535,194
- Reversal of write-down	(4,627)	-	(4,558)	-
- Write-down to net realisable value	-	1,793	-	1,678
Net	2,400,415	1,954,923	1,866,607	1,536,872

9 Investments in subsidiaries

	Separate financial statements	
	2022	2021
	<i>(in thousand Baht)</i>	
At 1 January	272,041	273,524
Impairment	-	(1,483)
At 31 December	272,041	272,041

Lighting and Equipment Public Company Limited and its Subsidiaries
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Investments in subsidiaries as at 31 December 2022 and 2021, were as follows:

Name of subsidiary	Type of business	Country of operation	Ownership interest (%)	Separate financial statements						
				Paid-up capital		Cost		Impairment		At cost - net
				2022	2021	2022	2021	2022	2021	
<i>(in thousand Baht)</i>										
Direct Subsidiaries										
L&E Manufacturing Co., Ltd.	Manufacturing of lighting fixtures	Thailand	99.99	140,000	140,000	149,392	149,392	-	-	149,392
L&E Solid State Co., Ltd.	Manufacturing of LED Luminaries, LED light	Thailand	99.99	60,000	60,000	60,000	60,000	-	-	60,000
L&E Myanmar Co., Ltd.	Promote sales and after-sales service	The Republic of Myanmar	90.00	1,648	1,648	1,483	1,483	(1,483)	(1,483)	-
LIGHTING&EQUIPMENT (VIETNAM) COMPANY LIMITED	Manufacturing of electrical equipment	Socialist Republic of Vietnam	100.00	62,649	62,649	62,649	62,649	-	-	62,649
Total				273,524	273,524	273,524	273,524	(1,483)	(1,483)	272,041

The Company had dividend income received from subsidiary for the year ended 31 December 2022, amounting to Baht - million (2021:30 million).

Lighting and Equipment Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2022

10 Investment properties

	Land and land improvements	Separate financial statements		Total
		Buildings	Furniture and fixtures	
		(in thousand Baht)		
Cost				
At 1 January 2021	27,487	163,812	5,284	196,583
Additions	-	2,322	-	2,322
Transfer from (to) property, plant and equipment	11 7,903	10,470	(37)	18,336
At 31 December 2021 and 1 January 2022	35,390	176,604	5,247	217,241
At 31 December 2022	35,390	176,604	5,247	217,241
Depreciation and impairment losses				
At 1 January 2021	2,207	32,678	2,963	37,848
Depreciation charge for the year	206	5,913	520	6,639
Transfer from (to) property, plant and equipment	11 363	625	(2)	986
At 31 December 2021 and 1 January 2022	2,776	39,216	3,481	45,473
Depreciation charge for the year	223	5,908	505	6,636
At 31 December 2022	2,999	45,124	3,986	52,109
Net book value				
At 31 December 2021	32,614	137,388	1,766	171,768
At 31 December 2022	32,391	131,480	1,261	165,132

Year ended 31 December	Separate financial statements	
	2022	2021
	(in thousand Baht)	
Amounts recognised in profit or loss		
Rental income	22,114	19,594

The fair value of investment properties as at 31 December 2022 of Baht 187.04 million (2021: Baht 180.45 million) was determined by independent professional valuers at cost of replacement and market price comparable. The fair value measurement for investment property has been categorised as a Level 3 fair value.

Investment properties comprise land and land improvements, buildings and furniture and fixtures that are leased to subsidiaries amounting to Baht 163.35 million (2021: Baht 169.99 million). The leases are renewable and contain a period of 1 year. Subsequent renewals are negotiated with the lessee. No contingent rents are charged.

Investment properties comprise of unused land amounting to Baht 1.78 million (2021: Baht 1.78 million). Since the land held for a currently undetermined future use.

Consolidated financial statements

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Lighting and Equipment Public Company Limited and its Subsidiaries
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For the year ended 31 December 2022

	Consolidated financial statements					
	Land and land improvements	Buildings, building improvements and leasehold improvements	Machinery and equipment	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Assets under construction and installation
Depreciation						Total
At 1 January 2021	20,098	148,123	178,459	247,179	8,313	602,172
Depreciation charge for the year	4,712	29,102	21,054	21,999	5,807	82,674
Disposals	-	-	(12,251)	(3,218)	(27)	(15,496)
Effect of movements in exchange rates	-	2,316	373	139	49	2,877
At 31 December 2021 and 1 January 2022	24,810	179,541	187,635	266,099	14,142	672,227
Depreciation charge for the year	4,314	26,957	19,993	27,058	1,934	80,256
Less accumulated depreciation transferred to inventories	-	-	-	(728)	-	(728)
Disposals	-	-	(8,349)	(6,615)	(2,726)	(17,690)
Effect of movements in exchange rates	-	391	(30)	-	17	378
At 31 December 2022	29,124	206,889	199,249	285,814	13,367	734,443
Net book value						
At 31 December 2021	306,737	445,362	78,640	66,768	8,283	907,782
Owned assets	306,737	445,362	78,640	66,768	8,283	907,782
At 31 December 2022	305,133	430,737	73,992	100,841	6,568	919,461
Owned assets	305,133	430,737	73,992	100,841	6,568	919,461

Lighting and Equipment Public Company Limited and its Subsidiaries
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	Land and land improvements	Buildings and building improvements	Separate financial statements (in thousand Baht)				Assets under construction and installation	Total
			Furniture, fixtures and office equipment	Vehicles				
Cost								
A 1 January 2021	199,870	306,921	244,945	14,149			12,790	778,675
Additions	633	124	30,534	5,000			17,724	54,015
Transfers	-	23,751	6,763	-			(30,514)	-
Transfers from (to) investment properties	(7,903)	(10,470)	37	-			-	(18,336)
Disposals	-	(883)	(2,939)	(27)			-	(3,849)
At 31 December 2021 and 1 January 2022	192,600	319,443	279,340	19,122			-	810,505
Additions	2,710	176	14,852	736			672	19,146
Transfers	-	-	557	-			(557)	-
Transfers from inventories	-	-	42,450	-			-	42,450
Disposals	-	-	(5,605)	(3,893)			-	(9,498)
At 31 December 2022	195,310	319,619	331,594	15,965			115	862,603

Lighting and Equipment Public Company Limited and its Subsidiaries
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For the year ended 31 December 2022

	Separate financial statements				
	Land and land improvements	Buildings and building improvements	Furniture, fixtures and office equipment (in thousand Baht)	Assets under construction and installation	Total
Depreciation					
At 1 January 2021	19,502	55,714	206,483	-	287,696
Depreciation charge for the year	4,507	12,071	17,257	-	39,376
Less accumulated depreciation transferred to investment properties	(363)	(625)	2	-	(986)
Disposals	-	(558)	(2,725)	-	(3,310)
At 31 December 2021 and 1 January 2022	23,646	66,602	221,017	-	322,776
Depreciation charge for the year	4,091	12,121	22,769	-	40,608
Less accumulated depreciation transferred to inventories	-	-	(728)	-	(728)
Disposals	-	-	(5,548)	-	(8,274)
At 31 December 2022	27,737	78,723	237,510	-	354,382
Net book value					
At 31 December 2021	168,954	252,841	58,323	-	487,729
Owned assets	168,954	252,841	58,323	-	487,729
At 31 December 2022					
Owned assets	167,573	240,896	94,084	115	508,221
	167,573	240,896	94,084	115	508,221

Lighting and Equipment Public Company Limited and its Subsidiaries
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12 Leases

<i>Right-of-use assets</i> <i>At 31 December</i>	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Buildings and other constructions	60,168	40,544	58,258	42,040
Machinery and equipment	5,797	9,599	2,083	7,116
Furniture, fixtures and office equipment	2,887	2,345	2,484	2,237
Vehicles	6,483	5,485	6,197	2,566
Total	75,355	57,973	69,022	53,959

In 2022, additions to the right-of-use assets of the Group and the Company were Baht 55.49 million and Baht 52.43 million, respectively (2021: Baht 57.70 million and Baht 55.57 million, respectively).

The Group leases a number of buildings and other constructions and machinery and equipment, vehicles and office equipment for 3 to 5 years, with extension options at the end of lease term. The rental is payable monthly as specified in the contract.

Extension options

The Group has extension options on property leases exercisable up to one year before the end of the contract period. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options and will regularly reassess so.

<i>For the year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
<i>Amounts recognised in profit or loss</i>				
COVID-19 related rent concessions	-	(2,717)	-	(2,717)
Depreciation of right-of-use assets:				
- Buildings and other constructions	31,320	29,667	30,581	28,008
- Machinery and equipment	5,033	5,930	5,033	5,287
- Furniture, fixtures and office equipment	1,323	1,554	1,323	1,494
- Vehicles	429	1,154	429	1,505
Interest on lease liabilities	6,172	2,969	4,159	2,731
Expenses relating to short-term leases	8,505	2,842	1,040	520

In 2022, total cash outflow for leases of the Group and the Company were Baht 60.59 million and Baht 52.42 million, respectively (2021: Baht 33.22 million and Baht 30.32 million, respectively).

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13 Intangible assets

	Consolidated financial statements			Separate financial statements		
	Software licences	Assets under installation	Total	Software licences	Assets under installation	Total
	<i>(in thousand Baht)</i>					
Cost						
At 1 January 2021	44,704	-	44,704	25,448	-	25,448
Additions	3,590	43,340	46,930	1,143	24,120	25,263
Disposals	(277)	-	(277)	-	-	-
At 31 December 2021 and 1 January 2022	48,017	43,340	91,357	26,591	24,120	50,711
Additions	3,576	481	4,057	789	-	789
Transfers	40,807	(40,807)	-	21,180	(21,180)	-
Disposals	-	(2,940)	(2,940)	-	(2,940)	(2,940)
At 31 December 2022	92,400	74	92,474	48,560	-	48,560
Amortisation						
At 1 January 2021	42,159	-	42,159	24,938	-	24,938
Amortisation for the year	1,678	-	1,678	562	-	562
Disposals	(28)	-	(28)	-	-	-
At 31 December 2021 and 1 January 2022	43,809	-	43,809	25,500	-	25,500
Amortisation for the year	7,535	-	7,535	2,791	-	2,791
At 31 December 2022	51,344	-	51,344	28,291	-	28,291
Net book value						
At 31 December 2021	4,208	43,340	47,548	1,091	24,120	25,211
At 31 December 2022	41,056	74	41,130	20,269	-	20,269

14 Interest-bearing liabilities

	Consolidated financial statements					
	Secured	2022 Unsecured	Total	Secured	2021 Unsecured	Total
	<i>(in thousand Baht)</i>					
Bank overdrafts	94,389	3,628	98,017	65,377	1,316	66,693
Short-term loans from financial institutions	309,942	959,907	1,269,849	171,838	952,340	1,124,178
Long-term loans from financial institution	1,989	-	1,989	2,514	-	2,514
Lease liabilities	-	72,841	72,841	-	59,132	59,132
Total interest-bearing liabilities	406,320	1,036,376	1,442,696	239,729	1,012,788	1,252,517

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	Separate financial statements					
	Secured	2022 Unsecured	Total (in thousand Baht)	Secured	2021 Unsecured	Total
Bank overdrafts	321	3,628	3,949	-	568	568
Short-term loans from financial institutions	162,899	959,907	1,122,806	41,176	952,340	993,516
Lease liabilities	-	68,223	68,223	-	56,612	56,612
Total interest-bearing liabilities	163,220	1,031,758	1,194,978	41,176	1,009,520	1,050,696

Short-term loans from financial institutions

As at 31 December 2022, the Group has short-term loans from financial institutions amounting to Baht 1,270 million (2021: Baht 1,124 million) which bear interest at the rates of 1.62% - 4.34% per annum (2021: 2.05% - 3.75% per annum).

As at 31 December 2022, the Company has short-term loans from financial institutions amounting to Baht 1,123 million (2021: Baht 994 million) which bear interest at the rates of 1.62% - 3.50% per annum (2021: 2.05% - 2.85% per annum).

Long-term loans from financial institution

As at 31 December 2022, the Group had loan agreements with bank as follows;

Agreement date	Credit facilities (thousand Baht)	Interest rate (%)	Repayment schedule	Purpose
Subsidiaries				
5 June 2018	7,325	Cost of fund+2.25	13 quarterly installments commencing from the end of the 12 th month from the first drawdown date	To purchase machine and equipment of the factory at Vietnam

Assets pledged as security for liabilities as at 31 December	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	(in million Baht)			
Time deposits and savings deposits	13	13	11	11
Land, buildings, land improvements, machinery and equipment	118	121	-	-
Land, buildings, and land improvements presented under investment properties	2	2	2	2

Certain long-term loans contain restrictions on mergers, disposal of assets, and maintenance of financial ratios.

As at 31 December 2022, the Group had unutilised credit facilities totaling Baht 3,618 million (2021: Baht 3,412 million) and the Company had unutilised credit facilities totaling Baht 2,653 million (2021: Baht 2,617 million).

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15 Other payables

		Consolidated financial statements		Separate financial statements	
	<i>Note</i>	2022	2021	2022	2021
		<i>(in thousand Baht)</i>			
Related Parties	4	-	-	-	17
Other parties					
Advances received from customers		41,303	32,402	41,303	32,364
Accrued design and consulting expenses		16,349	16,033	16,349	16,033
Accrued sale commission		15,500	20,000	15,500	20,000
Accrued expenses - others		26,826	32,287	25,147	20,360
Accrued bonus		24,099	25,173	10,335	11,000
Other payables - Revenue department		10,848	8,533	10,848	8,533
Retention payables		1,013	1,700	1,013	1,700
Other payables - plant and equipment and intangible assets		6,079	11,713	505	9,649
Others		10,504	23,150	1,755	4,739
Total		152,521	170,991	122,755	124,395

16 Non-current provisions for employee benefits

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Defined benefit plan	148,110	152,316	89,405	90,859

The Group and the Company operate a defined benefit plan based on the requirement of Thai Labor Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk and interest rate risk.

Present value of the defined benefit obligations	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
At 1 January	152,316	129,905	90,859	74,832
Recognised in profit or loss:				
Current service costs	10,955	9,387	6,466	5,755
Interest on obligation	3,122	2,199	1,896	1,310
	14,077	11,586	8,362	7,065
Recognised in other comprehensive income				
Actuarial (gain) loss				
- Financial assumptions	(12,097)	14,714	(7,517)	9,201
Benefit paid	(6,186)	(3,889)	(2,299)	(239)
At 31 December	148,110	152,316	89,405	90,859

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<i>Principal actuarial assumptions</i>	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
				(%)
Discount rate	3.22	2.54	3.24	2.00
Future salary growth	5.5 – 6.0	5.5 – 6.0	6.0	6.0
Employee turnover	0 – 20.0	0 – 20.0	0 – 20.0	0 – 20.0

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2022, the weighted-average duration of the defined benefit obligation was 17 - 18 years (2021: 17 - 18 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

	Consolidated financial statements		Separate financial statements	
	<i>(in thousand Baht)</i>			
At 31 December 2022	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(14,671)	17,245	(8,927)	10,505
Future salary growth (1% movement)	18,202	(15,748)	11,058	(9,554)
Turnover rate (20% movement)	(8,920)	10,231	(5,759)	6,620
Future mortality (1% movement)	641	(732)	379	(433)
At 31 December 2021				
Discount rate (1% movement)	(16,217)	19,124	(9,913)	11,712
Future salary growth (1% movement)	18,372	(15,864)	11,243	(9,695)
Turnover rate (20% movement)	(9,121)	10,518	(5,919)	6,842
Future mortality (1% movement)	645	(738)	384	(439)

17 Share capital

	Par value per share (in Baht)	2022		2021	
		Number	Amount	Number	Amount
		(thousand shares/ in thousand Baht)			
Authorised shares at 31 December		<u>492,040</u>	<u>492,040</u>	<u>492,040</u>	<u>492,040</u>
<i>Issued and paid up</i>					
At 1 January					
- Ordinary shares	1	<u>492,040</u>	<u>492,040</u>	<u>492,040</u>	<u>492,040</u>
At 31 December					
- Ordinary shares	1	<u>492,040</u>	<u>492,040</u>	<u>492,040</u>	<u>492,040</u>

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Share premium

Section 51 of the Public Companies Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("share premium"). Share premium is not available for dividend distribution.

18 Legal reserve

Section 116 of the Public Limited Companies Act B.E. 2535 (1992) Section 116 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

19 Segment information and disaggregation of revenue

The Group operates in a single line of business, namely the lighting business. The Group's products are sold through two main channels, project and retail. Both channels have similar groups of customers and products, therefore, the management considers that the Group has only one major reportable business segment.

Management considers that the Group operates mainly in a single geographic area, namely in Thailand, and has, therefore, only one major geographic segment.

The Group has no major customer.

Timing of revenue recognition of revenue from sale of goods and rendering of services of the Group and the Company are consisted of at a point in time amounted to Baht 3,219 million and Baht 2,528 million, respectively (2021: Baht 2,674 million and Baht 2,137 million, respectively) and are recognised over time amounted to Baht 6 million and Baht 6 million, respectively (2021: Baht 4 million and Baht 4 million, respectively).

The Group's and the Company's contract liabilities at 31 December 2021 amounted of Baht 6.25 million and Baht 6.25 million, respectively, and have been recognized as revenue in 2022 (2021: Baht 3.67 million and Baht 3.67 million, respectively).

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20 Employee benefit expenses

	Consolidated financial statements		Separate financial statements	
<i>Note</i>	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Management				
Wages, salaries and others	39,919	40,130	30,706	30,353
Provident fund	1,973	1,882	1,812	1,730
4	<u>41,892</u>	<u>42,012</u>	<u>32,518</u>	<u>32,083</u>
Other employees				
Wages, salaries and others	604,044	546,830	328,841	298,790
Provident fund	14,529	14,191	10,294	10,154
	<u>618,573</u>	<u>561,021</u>	<u>339,135</u>	<u>308,944</u>
Total	<u>660,465</u>	<u>603,033</u>	<u>371,653</u>	<u>341,027</u>

21 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Raw materials and consumables used	1,972,684	1,705,335	1,739,916	1,521,243
Employee benefit expenses	660,465	603,033	371,653	341,027
Depreciation and amortisation	125,896	122,656	87,401	82,871
Transportation expenses	78,675	42,791	53,607	42,754
Promotion expenses	49,011	35,215	49,011	35,215
Installation costs	110,406	70,274	110,406	70,274

22 Income tax

<i>Income tax recognised in profit or loss</i>	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Current tax expense				
Current year	10,861	13,756	9,523	11,470
Over provided in prior year	(234)	-	-	-
	<u>10,627</u>	<u>13,756</u>	<u>9,523</u>	<u>11,470</u>
Deferred tax expense				
Movements in temporary differences	(3,307)	(3,123)	(2,583)	(2,687)
Total income tax expense	<u>7,320</u>	<u>10,633</u>	<u>6,940</u>	<u>8,783</u>

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Consolidated financial statements						
	2022			2021		
<i>Income tax</i>	Before tax	Tax expense	Net of tax (in thousand Baht)	Before tax	Tax benefit	Net of tax
<i>Recognised in other comprehensive income</i>						
Defined benefit plan actuarial gain (loss)	12,097	(1,693)	10,404	(14,714)	1,728	(12,986)
Total	12,097	(1,693)	10,404	(14,714)	1,728	(12,986)

Separate financial statements						
	2022			2021		
<i>Income tax</i>	Before tax	Tax expense	Net of tax (in thousand Baht)	Before tax	Tax benefit	Net of tax
<i>Recognised in other comprehensive income</i>						
Defined benefit plan actuarial gain (loss)	7,517	(1,503)	6,014	(9,201)	1,840	(7,361)
Total	7,517	(1,503)	6,014	(9,201)	1,840	(7,361)

Reconciliation of effective tax rate				
Consolidated financial statements				
	Rate (%)	2022 (in thousand Baht)	Rate (%)	2021 (in thousand Baht)
Profit before income tax expense		38,741		54,462
Income tax using the Thai corporation tax rate	20	7,748	20	10,892
Income not subject to tax		(6,925)		(4,269)
Expenses not deductible for tax purposes		9,552		3,817
Recognition of previously unrecognised tax losses		(2,821)		(2,611)
Current year losses for which no deferred tax asset was recognised		-		2,804
Over provided in prior year		(234)		-
Total	19	7,320	20	10,633

Reconciliation of effective tax rate				
Separate financial statements				
	Rate (%)	2022 (in thousand Baht)	Rate (%)	2021 (in thousand Baht)
Profit before income tax expense		20,588		53,984
Income tax using the Thai corporation tax rate	20	4,118	20	10,797
Income not subject to tax		(366)		(6,469)
Expenses not deductible for tax purposes		3,188		4,455
Total	34	6,940	16	8,783

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Consolidated financial statements

<i>Deferred tax</i> <i>At 31 December</i>	Assets		Liabilities	
	2022	2021	2022	2021
		<i>(in thousand Baht)</i>		
Total	44,500	42,678	(208)	-
Income tax reduction	(208)	-	208	-
Net deferred tax assets	44,292	42,678	-	-

Separate financial statements

<i>Deferred tax</i> <i>At 31 December</i>	Assets		Liabilities	
	2022	2021	2022	2021
		<i>(in thousand Baht)</i>		
Total	40,195	38,951	(695)	-
Income tax reduction	(164)	-	695	-
Net deferred tax assets	40,031	38,951	-	-

Consolidated financial statements

<i>Deferred tax</i>	At 1 January	(Charged) / Credited to:		At 31 December
		Profit or loss	Other comprehensive income	
		<i>(in thousand Baht)</i>		
2022				
<i>Deferred tax assets</i>				
Trade accounts receivable	3,533	422	-	3,955
Inventories	13,774	(535)	-	13,239
Provisions	24,822	2,615	(1,693)	25,744
Lease liabilities	531	(531)	-	-
Others	18	1,544	-	1,562
Total	42,678	3,515	(1,693)	44,500
<i>Deferred tax liability</i>				
Lease liabilities	-	(208)	-	(208)
Total	-	(208)	-	(208)
Net	42,678	3,307	(1,693)	44,292

Consolidated financial statements

<i>Deferred tax</i>	At 1 January	(Charged) / Credited to:		At 31 December
		Profit or loss	Other comprehensive income	
		<i>(in thousand Baht)</i>		
2021				
<i>Deferred tax assets</i>				
Trade accounts receivable	4,060	(527)	-	3,533
Inventories	13,836	(62)	-	13,774
Provisions	20,299	2,795	1,728	24,822
Lease liabilities	-	531	-	531
Others	23	(5)	-	18
Total	38,218	2,732	1,728	42,678

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Consolidated financial statements					
	(Charged) / Credited to:				
	At 1	Profit or loss	Other comprehensive income	At 31	
	January	(in thousand Baht)			December
Deferred tax liability					
Lease liabilities	(391)	391	-	-	
Total	(391)	391	-	-	
Net	37,827	3,123	1,728	42,678	
Separate financial statements					
	(Charged) / Credited to:				
	At 1	Profit or loss	Other comprehensive income	At 31	
	January	(in thousand Baht)			December
Deferred tax					
2022					
Deferred tax assets					
Trade accounts receivable	3,533	422	-	3,955	
Inventories	11,397	(912)	-	10,485	
Provisions	23,475	2,392	(1,503)	24,364	
Lease liabilities	531	(531)	-	-	
Others	15	1,376	-	1,391	
Total	38,951	2,747	(1,503)	40,195	
Deferred tax liability					
Lease liabilities	-	(164)	-	(164)	
Total	-	(164)	-	(164)	
Net	38,951	2,583	(1,503)	40,031	
Separate financial statements					
	(Charged) / Credited to:				
	At 1	Profit or loss	Other comprehensive income	At 31	
	January	(in thousand Baht)			December
Deferred tax					
2021					
Deferred tax assets					
Trade accounts receivable	4,659	(1,126)	-	3,533	
Inventories	11,061	336	-	11,397	
Provisions	19,064	2,571	1,840	23,475	
Lease liabilities	-	531	-	531	
Others	8	7	-	15	
Total	34,792	2,319	1,840	38,951	
Deferred tax liability					
Lease liabilities	(368)	368	-	-	
Total	(368)	368	-	-	
Net	34,424	2,687	1,840	38,951	

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<i>Unrecognised deferred tax assets</i>	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Tax losses	-	2,821	-	-

The deductible temporary differences do not expire under current tax legislation. The Group has not recognised these items as deferred tax assets because it is not probable that the Group will have sufficient future taxable profit to utilise the benefits therefrom.

23 Promotional privileges

By virtue of the provisions of the Industrial Investment Promotion Act of B.E. 2520, the subsidiaries have been granted privileges by the Board of Investment relating to the manufacturing of lighting lamp and pole. The privileges granted include:

- (a) exemption from payment of import duty on import raw materials and machinery approved by the Board;
- (b) exemption from payment of income tax on the net profit derived from promoted operations for a period of eight years from the date on which the income is first derived from such operations.

As promoted companies, the subsidiaries must comply with certain terms and conditions prescribed in the promotional certificates.

24 Earnings per share

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht / thousand shares)</i>			
<i>Profit attributable to ordinary shareholders</i>				
Profit attributable to ordinary shareholders of the Company (basic)	31,418	43,828	13,648	45,202
Number of ordinary shares outstanding	492,040	492,040	492,040	492,040
Basic earnings per share (in Baht)	0.06	0.09	0.03	0.09

25 Dividends

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
2022				
2022 Annual dividend	20 April 2022	May 2022	0.085	41.82
2021				
2021 Interim dividend	28 April 2021	May 2021	0.075	36.90

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26 Financial instruments

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

	Consolidated financial statement		Separate financial statement	
	Carrying amount	Fair value	Carrying amount	Fair value
	Financial instruments measured at FVTPL		Financial instruments measured at FVTPL	
At 31 December 2022		Level 2 (in thousand Baht)		Level 2
Financial assets				
Derivatives (Forward exchange contracts)	-	-	57	57
Financial liabilities				
Derivatives (Forward exchange contracts)	(417)	(417)	-	-
	Consolidated financial statement		Separate financial statement	
	Carrying amount	Fair value	Carrying amount	Fair value
	Financial instruments measured at FVTPL		Financial instruments measured at FVTPL	
At 31 December 2021		Level 2 (in thousand Baht)		Level 2
Financial liabilities				
Derivatives (Forward exchange contracts)	(139)	(139)	(78)	(78)

The following tables present valuation technique of financial instruments measured at fair value in the statements of financial position:

Type	Valuation technique
Forward exchange contracts	<i>Forward pricing:</i> The fair value is determined using quoted forward exchange rates at the reporting date and present value calculations based on high credit quality yield curves in the respective currencies.

(b) Financial risk management policies

Risk management framework

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

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The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers.

(b.1.1) Trade accounts receivable

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's commercial terms and conditions are offered. The Group's review includes external ratings, if they are available, financial statements, credit agency information, industry information and in some cases bank references. Sale limits are established for each customer and reviewed quarterly. Any sales exceeding those limits require approval from the risk management committee.

The Group limits its exposure to credit risk from trade accounts receivable by establishing a maximum payment period of 6 months. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due for groupings of various customer segments with similar credit risks to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivable are disclosed in note 6.

(b.1.2) Cash and cash equivalent and derivatives

The Group's exposure to credit risk arising from cash and cash equivalents and derivative assets is limited because the counterparties are banks and financial institutions, which the Group considers to have low credit risk.

(b.1.3) Guarantees

The Company's policy is to provide financial guarantees for subsidiaries' liabilities with financial institutions. As at 31 December 2022, credit facilities line provided is in amount of Baht 1,267 million (2021: Baht 1,205 million). Subsidiaries has utilised the above credit facilities totaling Baht 251 million (2021: Baht 230 million).

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(b.2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

Consolidated financial statements						
At 31 December	Carrying amount	1 year or less	Contractual cash flows			Total
			More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	
			(in thousand Baht)			
2022						
Non-derivative financial liabilities						
Bank overdrafts and short-term loans from financial institutions	1,367,866	1,384,173	-	-	-	1,384,173
Trade accounts payable	432,878	432,878	-	-	-	432,878
Contract liabilities	25,010	7,745	7,663	9,311	291	25,010
Other payables	176,085	176,085	-	-	-	176,085
Long-term loans from financial institution	1,989	2,312	-	-	-	2,312
Lease liabilities	72,841	37,186	1,155	41,336	-	79,677
	<u>2,076,669</u>	<u>2,040,379</u>	<u>8,818</u>	<u>50,647</u>	<u>291</u>	<u>2,100,135</u>
Derivative financial liabilities						
Forward exchange contracts:						
- Cash inflow	-	57,178	-	-	-	57,178
- Cash outflow	(417)	(57,595)	-	-	-	(57,595)
	<u>(417)</u>	<u>(417)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(417)</u>

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Consolidated financial statements						
At 31 December	Carrying amount	1 year or less	Contractual cash flows			Total
			More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	
			(in thousand Baht)			
			2021			
			Non-derivative financial liabilities			
Bank overdrafts and short-term loans from financial institutions	1,190,871	1,195,635	-	-	-	1,195,635
Trade accounts payable	563,511	563,511	-	-	-	563,511
Contract liabilities	18,609	5,203	4,893	8,124	389	18,609
Other payables	170,991	170,991	-	-	-	170,991
Long-term loans from financial institution	2,514	531	2,014	-	-	2,545
Lease liabilities	59,132	41,710	8,450	14,209	-	64,369
	<u>2,005,628</u>	<u>1,977,581</u>	<u>15,357</u>	<u>22,333</u>	<u>389</u>	<u>2,015,660</u>
Derivative financial liabilities						
Forward exchange contracts:						
- Cash inflow	-	141,156	-	-	-	141,156
- Cash outflow	(139)	(141,295)	-	-	-	(141,295)
	<u>(139)</u>	<u>(139)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(139)</u>

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Separate financial statements						
At 31 December	Carrying amount	1 year or less	Contractual cash flows			Total
			More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	
			(in thousand Baht)			
2022						
Non-derivative financial liabilities						
Bank overdrafts and short-term loans from financial institutions	1,126,755	1,136,110	-	-	-	1,136,110
Trade accounts payable	318,667	318,667	-	-	-	318,667
Contract liabilities	25,010	7,745	7,663	9,311	291	25,010
Other payables	122,755	122,755	-	-	-	122,755
Lease liabilities	68,223	35,861	745	35,776	-	72,382
	<u>1,661,410</u>	<u>1,621,138</u>	<u>8,408</u>	<u>45,087</u>	<u>291</u>	<u>1,674,924</u>
Derivative financial liabilities						
Forward exchange contracts:						
- Cash inflow	57	25,833	-	-	-	25,833
- Cash outflow	<u>-</u>	<u>(25,776)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(25,776)</u>
	<u>57</u>	<u>57</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>57</u>

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Separate financial statements						
Contractual cash flows						
	Carrying	1 year	More	More		
	amount	or less	than 1	than 2	More	
<i>At 31 December</i>			year but	years but	than 5	Total
			less than	less than	years	
			2 years	5 years		
			<i>(in thousand Baht)</i>			
2021						
Non-derivative financial liabilities						
Bank overdrafts and short-term loans from financial institutions	994,083	998,440	-	-	-	998,440
Trade accounts payable	303,069	303,069	-	-	-	303,069
Contract liabilities	18,609	5,203	4,893	8,124	389	18,609
Other payables	124,395	124,395	-	-	-	124,395
Lease liabilities	56,612	41,710	8,450	14,209	-	64,369
	<u>1,496,768</u>	<u>1,472,817</u>	<u>13,343</u>	<u>22,333</u>	<u>389</u>	<u>1,508,882</u>
Derivative financial liabilities						
Forward exchange contracts:						
- Cash inflow	-	34,527	-	-	-	34,527
- Cash outflow	(78)	(34,605)	-	-	-	(34,605)
	<u>(78)</u>	<u>78</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>78</u>

The cash inflows/cash outflows disclosed in the above table represent the contractual undiscounted cash flows relating to derivative financial liabilities held for risk management purposes and which are not usually closed out before contractual maturity. The disclosure shows net cash flow amounts for derivatives that are net cash-settled and gross cash inflow and outflow amounts for derivatives that have simultaneous gross cash settlement.

(b.3) Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

(b.3.1) Foreign currency risk

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Group primarily utilizes forward exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies.

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<i>Exposure to foreign currency at 31 December</i>	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
United States Dollars				
Cash and cash equivalents	28,117	50,305	7,465	6,500
Trade accounts receivable	205,024	181,084	20,591	15,176
Trade accounts payable	(258,068)	(366,398)	(16,755)	(29,468)
Other receivables	1,330	14,957	1,330	14,957
Other payables	(1,329)	(1,202)	-	-
Short-term loans to related parties	-	-	21,098	-
Total	(24,926)	(121,254)	33,729	7,165
Euro				
Trade accounts payable	(1,793)	(8,726)	(1,793)	(467)
Malaysian Ringgit				
Trade accounts receivable	6,512	6,207	6,512	6,207
Indonesian Rupiah				
Cash and cash equivalents	113	239	113	239
Vietnamese Dong				
Cash and cash equivalents	634	7,745	-	-
Trade accounts receivable	323	5,477	-	-
Trade accounts payable	(16,091)	(16,537)	-	-
Total	(15,134)	(3,315)	-	-
Chinese Yuan				
Trade accounts payable	(3,638)	-	(3,638)	-
Myanmar Kyat				
Cash and cash equivalents	289	19	-	-
Gross statement of financial position exposure	(38,577)	(126,830)	34,923	13,144
Forward exchange purchase contracts	43,068	57,137	17,307	34,527
Forward exchange selling contracts	(13,226)	(83,953)	(8,084)	-
Net exposure	(8,735)	(153,646)	44,146	47,671

A reasonably possible strengthening (weakening) of Thai Baht against all other foreign currencies at the reporting date would have affected the measurement of financial instruments denominated in a foreign currency. This analysis assumes that all other variables, in particular interest rates, remain constant.

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Impact to profit or loss	Movement (%)	Consolidated financial statements		Separate financial statements	
		Strengthening	Weakening	Strengthening	Weakening
		(in thousand Baht)			
At 31 December 2022					
United States Dollars	1	249	(249)	(337)	337
Euro	1	18	(18)	18	(18)
Malaysian Ringgit	1	(65)	65	(65)	65
Indonesian Rupiah	1	(1)	1	(1)	1
Vietnamese Dong	1	151	(151)	-	-
Chinese Yuan	1	36	(36)	36	(36)
Myanmar Kyat	1	(3)	3	-	-
At 31 December 2021					
United States Dollars	1	1,212	(1,212)	(72)	72
Euro	1	87	(87)	5	(5)
Malaysian Ringgit	1	(62)	62	(62)	62
Indonesian Rupiah	1	(2)	2	(2)	2
Vietnamese Dong	1	33	(33)	-	-
Myanmar Kyat	1	-	-	-	-

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows.

<i>Exposure to interest rate risk at 31 December</i>	Consolidated		Separate	
	financial statements		financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
<i>Financial instruments with fixed interest rates</i>				
Short-term loans to related parties	-	-	8,831	-
Bank overdrafts and short-term loans from financial institutions	(1,367,866)	(1,190,871)	(1,126,755)	(994,083)
	<u>(1,367,866)</u>	<u>(1,190,871)</u>	<u>(1,117,924)</u>	<u>(994,083)</u>
<i>Financial instruments with variable interest rates</i>				
Cash at banks	53,104	84,107	24,855	31,781
Long-term loans from financial institution	(1,989)	(2,514)	-	-
<i>Gross statement of financial position exposure</i>	51,115	81,593	24,855	31,781

Cash flow sensitivity analysis for variable-rate instruments

A reasonable possible change of 1% in interest rates at the reporting date; this analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

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Impact to profit or loss	Consolidated financial statements		Separate financial statements	
	1% increase in interest rate	1% decrease in interest rate (in thousand Baht)	1% increase in interest rate	1% decrease in interest rate
2022				
Financial instruments with variable interest rate	511	(511)	249	(249)
2021				
Financial instruments with variable interest rate	816	(816)	318	(318)

27 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital, by evaluating result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

28 Commitments with non-related parties

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	(in thousand Baht)			
Capital commitments				
Land, buildings, building improvements and other constructions	8,146	296	-	296
Machinery and equipment	-	179	-	-
Total	8,146	475	-	296
Other commitments				
Bank guarantees	195,107	107,960	190,060	106,267
Short-term lease and low-value assets commitments	2,801	6,912	-	3,008
Unused letters of credit and trust receipt for goods and supplies	590,436	519,103	392,194	321,485
Intangible assets	-	2,697	-	1,054
Total	788,344	636,672	582,254	431,814

The Group had commitments under letter of guarantees issued by several local financial institutions for the use of electricity amounting to Baht 15.1 million (2021: Baht 14.7 million) and performance guarantees amounting to Baht 180.0 million (2021: Baht 93.3 million).

The Company had commitments under letter of guarantees issued by several local financial institutions for the use of electricity amounting to Baht 13.0 million (2021: Baht 13.0 million) and performance guarantees amounting to Baht 177.0 million (2021: Baht 93.3 million).

Lighting and Equipment Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2022

29 Event after the reporting period

At the board of directors' meeting of the Company held on 21 February 2023, the board passed a resolution to approve the appropriation of dividend payment in respect of the Company's profit for the year of Baht 0.061 per share, totaling Baht 30.01 million. The dividend will be paid in May 2023. However, this resolution must be approved at the annual general shareholders' meeting to be held in April 2023.

Board of Directors and Executives

Attachment 1

- > Detail of Directors, Management
- > Authorized Persons
- > Company Secretary

Board of Director

Mr. Sitthichai Kraithisrin

Chairman
Age 77 years



Appointment Date as the Director

August 24, 2004 (18 year 8 months)

Shareholding in the Company (as of December 31, 2022)

10,940,704 Shares (2.224%)

Education

Master of Business Administration Chulalongkorn University

Bachelor of Law Chulalongkorn University

Field of Expertise

Law, Economic and Investment

Director Training

Thai Institute of Directors (IOD)

- Role of the Chairman Program (RCP 52/2022)
- Directors Certification Program (DCP 5/2001)
- Directors Certification Program Refresher Course (RE DCP1/2005)

Nation Defense College

- The Joint State-Private Sector Course Class (8/1995-1996)

Working Experience

Listed Company : Present Appointed Position: 2 Companies

Lighting & Equipment Public Co., Ltd.

19/11/2020 – Present Chairman

24/8/2004 - 18/11/2020 Director

Surapon Food Public Co., Ltd.

13/12/1977 – Present Director

Non-Listed Company : Present Appointed Position: 2 Companies

Surapon Nichirei Foods Co., Ltd.

Present Director and Advisor

Surat Seafoods Co., Ltd.

Present Director

Surapon Aquaculture Co., Ltd.

Present Director

Chantaburi Marine Co., Ltd.

Present Director

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Board of Directors



Mr. Anant Kittivittayakul

Chief Executive Officer

Authorized Director

Age 66 years

Appointment Date as the Director

August 24, 2004 (18 year 8 months)

Shareholding in the Company (as of December 31, 2022)

10,708,785 Shares (2.176%)

Education

Bachelor of Electrical Engineering Chulalongkorn University

Field of Expertise

Business and Industrial Related

Economic, Investment, Policy and Strategic Planning

Administration and Organizing

Director Training

Thai Institute of Directors (IOD)

- Directors Certification Program (DCP 54/2005)

Thai Listed Companies Association

- Executive Development Program (EDP 5)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

19/11/2020 – Present

Lighting & Equipment Public Co.,Ltd.

Chief Executive Officer

24/8/2004 - 18/11/2020

Executive Director / Managing Director

Non-Listed Company : Present Appointed Position: 3 Companies

Thai Electrical & Mechanical

Contractors Association (TEMCA)

Since 2016 - Present

Honorary Advisor

27/3/2014 – 2016

President

L&E Solid State Co.,Ltd.

21/4/2010 – Present

Director

L&E Manufacturing Co.,Ltd.

15/1/1992 – Present

Director

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Board of Directors

Mr. Utis Chanchenchop

Chairman of Audit Committee

Independent Director

Age 85 years



Appointment Date as the Director

August 24, 2004 (18 year 8 months)

Shareholding in the Company (as of December 31, 2022)

705,726 Shares (0.143%)

Education

Bachelor of Electrical Rejabhat Phanakhon Institute

Field Of Expertise

Business and Industrial Related

Economic, Policy and Strategic Planning

Director Training

Thai Institute of Directors (IOD)

- Directors Certification Program (DCP 119/2009)
- Directors Accreditation Program (DAP13/2004)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

24/8/2004 – Present

Lighting & Equipment Public Co.,Ltd.

Chairman of Audit Committee

Independent Director

Non-Listed Company : Present Appointed Position: 3 Companies

Since 2010 - Present

Company Illuminating Engineering

Association of Thailand

President

Thai-French Technical Association

(TFT)

Vice President

Retired Employees Metropolitan

Electricity Authority

Chairman

Metropolitan Electricity Authority

Since 1977 - 1997

Director of Property and General Services

Director of Administration

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Board of Directors



Mr. Boonlert Khawcharoenporn

**Chairman of Corporate Governance
Nomination and Compensation
Committee**

**Member of Audit Committee
Independent Director
Age 80 years**

Appointment Date as the Director

August 24, 2004 (18 year 8 months)

Shareholding in the Company (as of December 31, 2022)

- None -

Education

Bachelor of Electrical Engineering Chulalongkorn University

Field of Expertise

Business and Industrial Related

Corporate Governance

Director Training

Thai Institute of Directors (IOD)

- Role of the Nomination and Governance Committee (RNG 5/2013)
- Directors Certification Program (DCP 108/2008)
- Directors Accreditation Program (DAP 13/2004)

Working Experience

Listed Company : Present Appointed Position: 2 Companies

24/8/2004 – Present

Lighting & Equipment Public Co.,Ltd.

Chairman of Corporate Governance
Nomination and Compensation Committee
Member of Audit Committee
Independent Director

Asian Insulators Public Co.,Ltd.

Member of Audit Committee

Since 2010 - Present

Non-Listed Company : Appointed Position: 1 Companies

The Provincial Electricity Authority

Deputy Governor

Since 1996 - 2003

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Board of Directors

Mrs. Ranu Buakird

Member of Audit Committee
Member of Corporate Governance
Nomination and Compensation
Committee
Independent Director
Age 82 years



Appointment Date as the Director

August 24, 2004 (18 year 8 months)

Shareholding in the Company (as of December 31, 2022)

352,854 Shares (0.071%)

Education

Master of Business Administration Lincon University, USA.

Bachelor of Accounting Thammasat University

Field of Expertise

Review the Finance Reports

Financial & Accounting Management

Director Training

Thai Institute of Directors (IOD)

- Role of the Nomination and Governance Committee (RNG 5/2013)
- Directors Accreditation Program (DAP 13/2004)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

24/8/2004 – Present

Lighting & Equipment Public Co.,Ltd.

Member of Audit Committee

Member of Corporate Governance

Nomination and Compensation Committee

Independent Director

Non-Listed Company : Appointed Position: 1 Companies

Since 1969 - 2001

Thai Toshiba Electric Industries

Co.,Ltd.

Executive Accounting & Finance Manager

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Board of Directors



Mrs. Kalayarat Suriyasat

Director

Age 63 year

Appointment Date as the Director

August 24, 2004 (18 year 8 months)

Shareholding in the Company (as of December 31, 2022)

- None -

Education

M.A. - Georgetown University Washington, D.C., USA.

B.A. - Wellesley College, Massachusetts., USA.

Field of Expertise

Business and Industrial Related

Director Training

Thai Institute of Directors (IOD)

- Directors Accreditation Program (DAP 31/2005)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

Lighting & Equipment Public Co.,Ltd.	
24/8/2004 – Present	Director

Non-Listed Company : Appointed Position: 2 Companies

Since 1985 - 1989	Bankok Bank
Since 1982 - 1985	The World Bank, USA.

Other that may cause conflict of interests to L&E

Present Appointed Position: 2 Companies

Thai Toshiba Lighting Co.,Ltd.	
Since 1995 - Present	Assistant to Chairperson

Criminal records during the past 10 year

- No.

Board of Directors

Miss Natthalee Suptuaychone

Director
Age 52 years



Appointment Date as the Director

November 19, 2020 (2 year 5 months)

Shareholding in the Company (as of December 31, 2022)

8,345,237 Shares (1.696%)

Education

Master of Business Administration Major Finance University of Dallas, TX USA.

Bachelor of Liberal Art Thammasat University

Field of Expertise

Business and Industrial Related

Financial & Accounting Management

Management Information System

Director Training

Thai Institute of Directors (IOD)

- Directors Certification Program (DCP 325/2022)
- Directors Accreditation Program (DAP 178/2020)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

Lighting & Equipment Public Co.,Ltd.

19/11/2020 – Present

Director

Non-Listed Company : Present Appointed Position: 1 Companies

L&E Manufacturing Co.,Ltd.

Since 1998 - Present

Director of General Administration

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Board of Directors



Mr. Supachai Watanangura

Independent Director

Age 78 years

Appointment Date as the Director

April 29, 2009 (14 years)

Shareholding in the Company (as of December 31, 2022)

จำนวนการถือหุ้นสามัญของบริษัท (ณ 31 ธันวาคม 2565)

- None -

Education

Master of Science from Cranfield University, England

Bachelor of Science from University of Surrey, England

Field of Expertise

Management, Economic, Labour Law and Audit

Director Training**Thai Institute of Directors (IOD)**

- Improving the Quality of Financial Reporting (QFR2/2006)
- Audit Committee Program (ACP 11/2006)
- Directors Certification Program (DCP 54/2005)

Working Experience**Listed Company : Present Appointed Position: 1 Companies**

	Lighting & Equipment Public Co.,Ltd.
29/4/2009 – Present	Independent Director

Non-Listed Company : Present Appointed Position: 4 Companies

	The Federation of Thai Industry
Since 2009 - Present	Honorary Chairman of Petrochemical Industry Club
	Foundation Industrial Development
	Adviser to Board of Director
	Airport Nursing Home Co.,Ltd.
	Chairman of Executive Board
	Elastomer Products (Thailand) Ltd.
3/9/2020 – Present	General Manager

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Board of Directors

Mrs. Napaporn Vimonanupong
Executive Director / Managing Director
Member of Corporate Governance
Nomination and Compensation
Committee
Authorized Director
Age 59 years



Appointment Date as the Director

August 24, 2004 (18 years 8 months)

Shareholding in the Company (as of December 31, 2022)

24,304,616 Shares (4.940%)

Education

Bachelor of Science Chulalongkorn University

Field of Expertise

Business and Industrial Related

Management Information System

Director Training

Thai Institute of Directors (IOD)

- Role of the Nomination and Governance Committee (RNG 5/2013)
- Directors Certification Program (DCP 108/2008)
- Finance for Non-Finance Directors (FND 20/2005)
- Director Accreditation Program (DAP 19/2004)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

Lighting & Equipment Public Co.,Ltd.	
19/11/2020 – Present	Executive Director / Managing Director Member of Corporate Governance Nomination and Compensation Committee / Executive MIS & Logistics Director
24/8/2004 – 18/11/2020	Deputy Managing Director

Non-Listed Company : Present Appointed Position: 2 Companies

L&E Solid State Co., Ltd.	
21/4/2010 – Present	Director
Illuminating Engineering Association of Thailand	
Since 2006 - Present	Treasurer

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Board of Directors



Mr. Gritsada Suptuaychone

Executive Director
Authorized Director
Age 57 years

Appointment Date as the Director

August 24, 2004 (18 years 8 months)

Shareholding in the Company (as of December 31, 2022)

5,759,147 Shares (1.170%)

Education

Bachelor of Electrical Engineering King Mongkut's Institute of Technology Ladkrabang

Field of Expertise

Automation Technology Manufacturing Technology
 Administration and Organizing

Director Training

Thai Institute of Director (IOD)

- Director Certification Program (DCP 119/2009)
- Finance for Non-Finance Director (FND 20/2005)
- Director Accreditation Program (DAP 19/2004)

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Working Experience

Listed Company : Present Appointed Position: 1 Companies

24/8/2004 – Present

Lighting & Equipment Public Co.,Ltd.

Executive Director

Non-Listed Company : Present Appointed Position: 7 Companies

Since 2018 – Present

The Federation of Thai Industries

Vice President Board of The Research & Development of Industry Institute

Since 2017 – Present

Lighting & Equipment (Vietnam) Co., Ltd.

Chairman

Since 2016 – Present

The Electrical, Electronics and Allide Industries Club (EETIC)

Vice Chairman

Since 2010 – 2016

Secretary General

Since 2016 – Present

Thai Electrical, Electronics and Telecommunication Industries Association (TETA)

Vice Chairman

Since 2010 – 2016

Secretary General

21/4/2010 – Present

L&E Solid State Co., Ltd.

Director

Since 1997 – Present

L&E Manufacturing Co., Ltd.

Managing Director

Board of Directors

Mr. Ekkalak Borimasporn

Executive Director
Authorized Director
Overseas Business Director
Age 46 years



Appointment Date as the Director

November 19, 2020 (2years 5 months)

Shareholding in the Company (as of December 31, 2022)

10,764,585 Shares (2.187%)

Education

Bachelor of Industrial and Risk Management Assumption
 University

Field of Expertise

Administration and Organizing International Business

Director Training

Thai Institute of Director (IOD)

- Directors Certification Program (DCP 325/2022)
- Director Accreditation Program (DAP 178/2020)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

	Lighting & Equipment Public Co.,Ltd.
19/11/2020 – Present	Executive Director
1/4/2012 – Present	Overseas Business Director

Non-Listed Company : Present Appointed Position: 2 Companies

	Lighting & Equipment (Vietnam) Co., Ltd.
Since August, 2017 – Present	General Director
	Lighting & Equipment (Myanmar) Co., Ltd.
Since August, 2014 – Present	Director

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Company Secretary



Mrs. Chitlada Jariyavidyanont

Company Secretary

**Manager of Investor Relation &
Corporate Communications Executive**

Age 45 years

Appointment Date as the Company Secretary

April 1, 2012 (11 years)

Shareholding in the Company (as of December 31, 2022)

100,000 Shares (0.020%)

Education

Master of Public and Private Management Program (MPPM 14)

The National Institute of Development Administration

Bachelor Degree of Business Administrative University of the

Thai Chamber of Commerce

Training

Thai Institute of Directors (IOD)

- Anti-Corruption : the Practical guide (ACPG 32/2016)
- Company Secretary Program (CSP 63/2015)

Thai Listed Companies Association

- Advance for Corporate Secretaries 2/2018
- Fundamental Practice for Corporate Secretary (FPCS 25/2012)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

1/4/2012 – Present

Lighting & Equipment Public Co.,Ltd.

Company Secretary

Manager of Investor Relation & Corporate Communications

1/10/2004 - 2020

Executive Secretary to CEO.

Non-Listed Company : None

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Management Committee

Mr. Anant Kittivittayakul

Chief Executive Officer

Authorized Director

Age 66 years



Appointment Date as the Director

August 24, 2004 (18 year 8 months)

Shareholding in the Company (as of December 31, 2022)

10,708,785 Shares (2.176%)

Education

Bachelor of Electrical Engineering Chulalongkorn University

Field of Expertise

Business and Industrial Related

Economic, Investment, Policy and Strategic Planning

Administration and Organizing

Director Training

Thai Institute of Directors (IOD)

- Directors Certification Program (DCP 54/2005)

Thai Listed Companies Association

- Executive Development Program (EDP 5)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

Lighting & Equipment Public Co.,Ltd.

19/11/2020 – Present

Chief Executive Officer

24/8/2004 - 18/11/2020

Executive Director / Managing Director

Non-Listed Company : Present Appointed Position: 3 Companies

Thai Electrical & Mechanical

Contractors Association (TEMCA)

Since 2016 - Present

Honorary Advisor

27/3/2014 – 2016

President

L&E Solid State Co.,Ltd.

21/4/2010 – Present

Director

L&E Manufacturing Co.,Ltd.

15/1/1992 – Present

Director

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Management Committee

Mrs. Napaporn Vimonanupong

Executive Director / Managing Director

Member of Corporate Governance

Nomination and Compensation

Committee

Authorized Director

Age 59 years



Appointment Date as the Director

August 24, 2004 (18 years 8 months)

Shareholding in the Company (as of December 31, 2022)

24,304,616 Shares (4.940%)

Education

Bachelor of Science Chulalongkorn University

Field of Expertise

Business and Industrial Related

Management Information System

Director Training

Thai Institute of Directors (IOD)

- Role of the Nomination and Governance Committee (RNG 5/2013)
- Directors Certification Program (DCP 108/2008)
- Finance for Non-Finance Directors (FND 20/2005)
- Director Accreditation Program (DAP 19/2004)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

19/11/2020 – Present

Lighting & Equipment Public Co.,Ltd.

Executive Director / Managing Director

Member of Corporate Governance

Nomination and Compensation

Committee / Executive MIS & Logistics

Director

24/8/2004 – 18/11/2020

Deputy Managing Director

Non-Listed Company : Present Appointed Position: 2 Companies

21/4/2010 – Present

L&E Solid State Co., Ltd.

Director

Illuminating Engineering

Association of Thailand

Since 2006 - Present

Treasurer

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Management Committee

Mr. Gritsada Suptuaychone

Executive Director
Authorized Director
Age 57 years



Appointment Date as the Director

August 24, 2004 (18 years 8 months)

Shareholding in the Company (as of December 31, 2022)

5,759,147 Shares (1.170%)

Education

Bachelor of Electrical Engineering King Mongkut's Institute of Technology Ladkrabang

Field of Expertise

Automation Technology Manufacturing Technology
Administration and Organizing

Director Training

Thai Institute of Director (IOD)

- Director Certification Program (DCP 119/2009)
- Finance for Non-Finance Director (FND 20/2005)
- Director Accreditation Program (DAP 19/2004)

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Working Experience

Listed Company : Present Appointed Position: 1 Companies

	Lighting & Equipment Public Co.,Ltd.
24/8/2004 – Present	Executive Director

Non-Listed Company : Present Appointed Position: 7 Companies

	The Federation of Thai Industries
Since 2018 – Present	Vice President Board of The Research & Development of Industry Institute
	Lighting & Equipment (Vietnam) Co., Ltd.
Since 2017 – Present	Chairman
	The Electrical, Electronics and Allide Industries Club (EETIC)
Since 2016 – Present	Vice Chairman
Since 2010 – 2016	Secretary General
	Thai Electrical, Electronics and Telecommunication Industries Association (TETA)
Since 2016 – Present	Vice Chairman
Since 2010 – 2016	Secretary General
	L&E Solid State Co., Ltd.
21/4/2010 – Present	Director
	L&E Manufacturing Co., Ltd.
Since 1997 – Present	Managing Director

Management Committee

Mr. Anak Sueyingkarn

**Executive Director
of Business Development
Age 59 years**



Appointment Date as the Management Committee

August 24, 2004 (18 years 8 months)

Shareholding in the Company (as of December 31, 2022)

-None-

Education

Bachelor of Electrical Engineering King Mongkut's Institute of
Technology Ladkrabang

Training

Thailand Management Association (TMA)

- Cost Effective Management 2009

Working Experience

Listed Company : Present Appointed Position: 1 Companies

Lighting & Equipment Public Co.,Ltd.

16/9/1994 – Present

Executive Business Development Director

Non-Listed Company : Present Appointed Position: 1 Companies

L&E Solid State Co., Ltd.

21/4/2010 – Present

Director

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Management Committee

Miss Punyamom Sriratanamongkol

**Executive Director of
Accounting & Finance
Age 56 years**



Appointment Date as the Management Committee

August 24, 2004 (18 years 8 months)

Shareholding in the Company (as of December 31, 2022)

246,523 Shares (0.050%)

Education

Bachelor of Accounting Thammasat University

Training

Federation of Accounting Professions

- Chief Financial Officer Certification Program (CFO 4/2008)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

	Lighting & Equipment Public Co.,Ltd.
23/2/1995 – Present	Executive Accounting & Finance Director

Non-Listed Company : Present Appointed Position: 2 Companies

	Lighting & Equipment(Vietnam) Co.,Ltd.
Since 2017 – Present	Director
	L&E Solid State Co., Ltd.

21/4/2010 – Present	Director
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Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Management Committee

Mr. Siriphong Thititanaphong

Senior Marketing Director

Age 55 years



Appointment Date as the Management Committee

August 24, 2004 (18 years 8 months)

Shareholding in the Company (as of December 31, 2022)

461,090 Shares (0.093%)

Education

Master of Public and Private Management Program The

National Institute of Development Administration

Bachelor of Electrical Engineering King Mongkut's University of

Technology Thonburi

Training

The Institute of Industrial Energy, The Federation of

Thai Industries

- Executive Energy Program (EEP 1/2015)

Thai Listed Companies Association

- Executive Development Program (EDP 14/2014)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

Lighting & Equipment Public Co.,Ltd.

Senior Marketing Director

1/4/1993 – Present

Non-Listed Company : Present Appointed Position: 2 Companies

Thai Electrical & Mechanical

Contractors Association (TEMCA)

Director

Since 2020 - Present

Lighting & Equipment (Myanmar)

Co., Ltd.

Director

4/11/2014 – Present

The Secretariat of the House of

Representatives

Secretary of the Committee

1/11/2019 – Present

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Management Committee

Mr.Suchart Sidrojanarith

Senior Product Director

Age 55 years



Appointment Date as the Management Committee

August 24, 2004 (18 years 8 months)

Shareholding in the Company (as of December 31, 2022)

40,051 Shares (0.008%)

Education

Bachelor of Electrical Engineering King Mongkut's University of Technology Thonburi

Training

The Engineering Institute of Thailand

- Standard for Emergency & Exit Sign 2010

Thai Institute of Directors (IOD)

- Finance for Non-Finance Director 27/2006

Working Experience

Listed Company : Present Appointed Position: 1 Companies

Lighting & Equipment Public Co.,Ltd.

1/7/1993 – Present

Senior Product Director

Non-Listed Company : None

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Management Committee

Mr. Pongsorn Ouvuthipong

Senior LED Product Director

Age 49 years



Appointment Date as the Management Committee

January 1, 2010 (13 years 4 months)

Shareholding in the Company (as of December 31, 2022)

327,608 Shares (0.066%)

Education

Master of Business Administration from University of Illinois at Urbana Champaign

Bachelor of Electrical Engineering Chulalongkorn University

Training

Energy Quality Service Co., Ltd.

- Energy Management System Project (ISO 50001)

PSR Management Training Co., Ltd.

- Business Planning & Financial Projections for Investment Projects 2014

Working Experience

Listed Company : Present Appointed Position: 1 Companies

Lighting & Equipment Public Co.,Ltd.

1/3/2002 – Present

Senior LED Product Director

Non-Listed Company : Present Appointed Position: 1 Companies

L&E Solid State Co., Ltd.

21/4/2010 – Present

Managing Director

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Management Committee

Mr. Preecha Tachatipakorn

Senior HR & Administration Director

Age 55 years



Appointment Date as the Management Committee

April 1, 2012 (11 years)

Shareholding in the Company (as of December 31, 2022)

344,234 Shares (0.069%)

Education

Master Degree : MBA Thammasart University

Bachelor of Electrical Engineering Chulalongkorn University

Training

Personnel Management Association of Thailand

(PMAT)

- Advance Personnel Management (APM 36/2014)
- Personnel Management (PM 395/2012)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

Lighting & Equipment Public Co.,Ltd.

1/5/2000 – Present

Senior HR & Administration Director

Non-Listed Company : None

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Management Committee

Mr. Ekkalak Borimasporn

Executive Director
Authorized Director
Overseas Business Director
Age 46 years



Appointment Date as the Director

November 19, 2020 (2years 5 months)

Shareholding in the Company (as of December 31, 2022)

10,764,585 Shares (2.187%)

Education

Bachelor of Industrial and Risk Management Assumption
 University

Field of Expertise

Administration and Organizing International Business

Director Training

Thai Institute of Director (IOD)

- Directors Certification Program (DCP 325/2022)
- Director Accreditation Program (DAP 178/2020)

Working Experience

Listed Company : Present Appointed Position: 1 Companies

	Lighting & Equipment Public Co.,Ltd.
19/11/2020 – Present	Executive Director
1/4/2012 – Present	Overseas Business Director

Non-Listed Company : Present Appointed Position: 2 Companies

	Lighting & Equipment (Vietnam) Co., Ltd.	Lighting & Equipment (Myanmar) Co., Ltd.
Since August, 2017 – Present	General Director	
Since August, 2014 – Present		Director

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Attachment 2

> Detail of Directors of subsidiaries

Detail of Directors of Subsidiaries

Name	L&E	LEM.	LES.	LEMy.	LEVi.
1 Mr.Sitthichai Kraisithisirin	x	None	None	None	None
2 Mr. Anant Kittivittayakul	/ , // , ///	/	/	None	None
3 Mrs. Napaporn Vimananupong	/ , // , ///	/	/	None	None
4 Mr. Gritsada Suptuaychone	/ , // , ///	/ , ///	/ , ///	None	X
5 Miss Natthalee Suptuaychone	/	///	None	None	None
6 Mr. Ekkalak Borimasporn	/ , // , ///	None	None	/	/

X = Chairman

/ = Director

// = Executive Director

/// = Executive

Attachment 3

> Details of heads of internal audit

Internal Audit

Mrs. Jareeya Suppayakom

Internal Audit Manager

Age 54 years



Appointment Date as the Internal Audit Manager

July 1, 2014 (7 years 9 months)

Shareholding in the Company (as of December 31, 2022)

50,000 Shares (0.010%)

Education

Master of Business Administrative, Ramkhamhaeng University

Bachelor of Business Administrative, Sukhothai Thammathirat

University

Training

- Audit Program Workshop Professional Internal Audit
- Internal audit's challenge In value adding

Federation of Accounting Professions

- Enterprises risk management in practice

Thai Institute of Directors (IOD)

- The Committee of Sponsoring Organizations of the Treadway Commission (RNG 1/2012)
- Anti-Corruption: the practical guide: ACPG (RNG 32/2012)
- Fundamentals for New Internal Auditors
- Fraud Audit
- Certified Professional Internal Audit of Thailand : CPIAT (RNG 38)

Institute of Internal Auditors Thailand.

- Carried Professional Internal Auditor of Thailand

Working Experience

Listed Company : Present Appointed Position: 1 Companies

Lighting & Equipment Public Co.,Ltd.

1/7/2014 – Present

Internal Audit Manager

Since 1993 - 2014

Finance Manager

Non-Listed Company : None

Other that may cause conflict of interests to L&E

- No.

Criminal records during the past 10 year

- No.

Attachment 4

> Business Assets and Details

“ Please see the details at page 28-31 ”

Attachment 5

1. Code of Conduct
2. Corporate Governance Policy
3. Anti - Corruption Policy



Code of Conduct

1. Introduction

Lighting & Equipment Public Company Limited considers that it is utmost important for all directors and employees to understand and act in accordance with company's Codes of Conduct which has been updated and approved by the Board Of Directors on 8th November 2022. The Board Of Directors shall constantly review and update the Codes of Conduct so that it will be compatible with future changing business environment.

Since its inception in 1993, the company has determined to do business by upholding integrity and transparency as it believes that doing business by upholding integrity and transparency as well as doing business in accordance with good and general accepted Codes of Conduct will help the company grow business constantly and sustainably.

Lighting & Equipment Public Company Limited is committed to do business in accordance with the laws and within the framework of the company's Codes of conduct. The company supports free trade principle and recognizes the importance of environment conservation. This Code of Conduct explains broadly the policies and procedures relative to persons connected with the company, as for the detailed procedures, all directors and employees must use their good judgment and consciousness for the benefit of the company and public at large.

Vision Statement of L&E

To be the leading total lighting solution provider in ASEAN.

Philosophy of L&E

- Uphold fairness
- Dedicate to quality
- Honest and Punctual
- Work together as a team.

Mission Statement of L&E

- Offer diverse and complete range of lighting products to meet every sector's requirement.
- Establish well-covered marketing networks accessible to various groups of customers.
- Provide fully integrated services for customers' advantage.

- Establish high standard manufacturing facilities and laboratory to facilitate new products development and innovation.

2. Policy and Guidelines on Conflict of Interests

It is the policy of the company that all directors and employees to perform the duties transparently, shall not seek improper personal gain and perform the duties in accordance with the laws as well as relevant regulations.

- 1) Avoid connected transactions. In case that the transactions are necessary and they are for the benefit of the company, the transactions should be done as if they are done with outside persons, the director and employee involved in the transactions must not participate in the decision making process.
- 2) The connected transactions must be reviewed or considered by the Audit Committee. In case that any Audit Committee member involved in the transactions, that committee member must not participate in the decision making process.
- 3) Prohibition for use of information obtained whilst being the director or employee of the company for personal gain. i.e operate business related to the company or operate business in competition with the company etc.
- 4) Prohibition for use of inside information or provide the information to outside persons for buying or selling of the company's securities.

3. Ethics of the Board of Directors

The Company intends for the board of directors, sub-committees and subsidiaries' directors to perform their duties to operate with ethics, conduct or maintain their performance carefully, prudently and with honesty, to optimize the continuous and sustainable business operation of the company and stakeholders, as follows:

- 1) Directors, executives and staff shall comply with the laws, rules and regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.
- 2) Directors, executives and staff shall not avoid compliance with the applicable orders, rules and laws.
- 3) Directors, executives and staff shall co-operate with the company' corporate governance unit and report about violation against order, rule and laws to the unit.
- 4) Duty performance shall be conducted with impartially i.e. in meetings when to discuss an issue the director who has conflict of interest shall leave the meeting room and shall refrain from participation in the issue decision.

- 5) To prohibit use a secret of organization that illegal and to forbid other secret Information of organization when you expire of business of the organization then.
- 6) Do not acquire the personal interests from being directors
- 7) Do not develop a binding which may contradict with duty afterward.
- 8) Do not create obligation that may conflict with their duties in the future
- 9) Do not receive anything or other benefit in conflict of the organization
- 10) Keep the confidentiality of corporate information, to prevent, that may cause damage to the organization or stakeholders, except in accordance with the law.
- 11) Acquisitions or disposition of Assets of the directors, their spouses and minor child, should be practice in accordance with the Notification of the Board of Governors of the SET title Practices regarding the Acquisition or Disposition of Assets of the Directors and Staff B.E. 2547.

4. Policy and Guidelines Relative to Employees

The Company strongly believes that employees are the most valuable resources of the company, it therefore encourage employees to learn and develop their skills continuously. The company shall provide fair and suitable remunerations as well as sufficient welfares to employees that reflect the current circumstances.

- 1) Treat employees politely, observe the individual and human rights of the employees.
- 2) Oversee that the working environment are safe to the employees and their properties.
- 3) Establish Operating Manual sothat employees can use them for guidelines.
- 4) Strictly observe relevant laws and regulations.
- 5) Organize seminars regularly to provide education and develop working skill for employees.
- 6) Encourage employees to further their study in the areas that related to their works.
- 7) Provide fair and suitable remunerations as well as sufficient welfares to employees that reflect the current circumstances.
- 8) Appoint and transfer as well as reward and punish employees with fairness.
- 9) Encourage employees to express opinions and provide recommendations that are beneficial to the company.
- 10) Encourage employees to play sports and exercise regularly including provide appropriate sport equipment to employees.
- 11) Encourage employees to work as a team and provide sufficient conference rooms for the working team.

- 12) The Company shall listen to the employees' opinions and suggestions based on their work skills and experiences.
- 13) The Company shall provide channels for employees to file complaints in case they are treated unfairly or inform offences against the law. The company shall have systematic and fair rectification process and measures to protect the complainants.
- 14) The Company and its delegate shall support employees to use their political rights with neutrality.
- 15) The Company encourages the participation of employees in the suggestion and approach in performance and / or any agreement to the benefit of all parties and the relationship to work together with the good corporate culture together. As well as the unity within the organization.

5. Ethics to stakeholders

5.1 Policy and Guidelines Relative to Shareholders

It is the policy of the company to operate business with transparency, uphold integrity and in compliance with the laws as well as within the framework of the company's Corporate Governance Policy. The company is committed to grow the business constantly and sustainably to build wealth and good return on investment to the shareholders. The company adheres to the equitable treatment of shareholders.

- 1) The company shall organize the shareholders' meeting at the venue, date and time that are convenient to shareholders.
- 2) The company shall send the notice calling for shareholders' meeting included with relevant documents to shareholders at least 7 days in advance so that shareholders shall have sufficient time to study the information. Besides, the company shall post the information on the company's website before sending out the notice for the meeting.
- 3) The chairman of the meeting shall allocate appropriate time for discussion and encourage shareholders to express their opinions and ask questions related to the company's business.
- 4) The company shall prepare the minutes of shareholders' meeting that cover all the important issues and shall post the minutes of the meeting in the company's website within 14 days.
- 5) All directors should attend the shareholders' meeting to listen to shareholders' opinions and answer questions from shareholders.
- 6) The Board of Directors shall facilitate shareholders to propose, in advance of the meeting date, any issues for consideration in shareholders' meeting.
- 7) The Board of Directors shall not add any agenda items without notifying all shareholders in advance, especially the important issues that shareholders require time to study the information.

- 8) The Board of Directors shall facilitate shareholders for the nomination of director candidates. The shareholders who would like to propose the nomination should provide names and qualification of the candidates together with their consent and send them to the Board of Directors at least 3 months before the shareholders' meeting.
- 9) The Board of Directors should enclose the proxy form to shareholders together with the notice calling for shareholders' meeting so that shareholders who are unable to attend the meeting can appoint a proxy to attend the meeting. The Board of Directors should provide an option to shareholders whereby they may appoint an independent director as their proxy.
- 10) Directors election should utilize the process in which shareholders are able to vote on individual nominees.
- 11) Prohibition for all directors and employees for use of inside information or provide the information to other persons for buying or selling of the company's securities.

5.2 Policy and Guidelines Relative to Customers

The company realizes the important of customers to the success of the company business. It therefore provides diverse and complete range of lighting products so that customers can source any kind of lighting products from the company. The company has also provided integrated services related to lighting so that customers can fully benefit from the company. In addition, the company has established efficient and well-covered marketing network so that customers can have better access to the company's products and services. The aim of the company is to improve continuously and constantly the satisfaction of customers.

- 1) Provide good quality products or products that meet standards as offered to customers.
- 2) Deliver products to customers on time. In case that the company has problems and is unable to deliver the products as promised, it should inform the problem to customers in advance and immediately, to find way to solve the problem together.
- 3) Sell the products to customers with fair prices and avoid overcharging customers.
- 4) Provide integrated services to customers including to help solved customers' problems promptly with full willingness.
- 5) Provide correct, sufficient and on time information about products and services so that customers can make the right decision.
- 6) Provide correct recommendations for the use of products and services.
- 7) Offer reasonable warranty time for the company's products and services.
- 8) Establish mechanism that customers can send their complaints regarding the quality of products and services of the company.

- 9) Keep confidential information of customers and avoid abusing it.
- 10) Respect customers and communicate with them politely.

5.3 Policy and Guidelines Relative to Suppliers and Sub-contractors

It is the policy of the company to deal with suppliers and Sub-contractors fairly and equally under the basis of mutual benefit, exchange with them the true and correct information as well as strictly observe the agreement made with them.

- 1) Strictly observe conditions of the agreement made with supplies and sub-contractors. In case that there might be a problem on some conditions of the agreement, the company should inform the suppliers and sub-contractors in advance and immediately, to find way to solve the problem together.
- 2) Provide true and correct information.
- 3) Provide supports and encourage suppliers and sub-contractors to manufacture quality products that meet standards.
- 4) Provide supports and encourage suppliers and sub-contractors to develop new products and new services in response to the changing requirement of customers.
- 5) Prohibition for all directors and employees to ask or to receive any improper benefit from suppliers or sub-contractors.
- 6) Prohibition for all directors and employees to offer or to pay any improper benefit to suppliers or sub-contractors.
- 7) Keep confidential information of suppliers and sub-contractors, and avoid abusing it.

5.4 Policy and Guidelines Relative to Creditors

It is the policy of the company to deal with creditors fairly and equally, provide correct, true and on time information as well as observe all conditions of the agreement made with creditors.

- 1) Strictly observe all conditions of the agreement made with creditors. In case that there might be a problem on some conditions of the agreement, the company should inform the creditors in advance and immediately, to find way to solve the problem together.
- 2) Provide the true and correct financial status.

5.5 Policy and Guidelines Relative to Competitors

It is the policy of the company to treat competitors fairly by adhering to the generally accepted practices. Avoid abusing confidential information and infringing righteous rights of the competitors.

- 1) Observe the generally accepted practices with regard to competition.
- 2) Avoid abusing confidential information and infringing righteous rights of the competitors.
- 3) Avoid dishonest way to destroy competitors.

5.6 Policy and Guidelines relative to Independent Auditors

The company realizes the important of the Independent Auditors as the key mechanism of shareholders in auditing the Management's performance and to ensure that the financial reports are correct and accurate, and will therefore give full support to the Independent Auditors by providing them correct and accurate information, as well as providing them convenience during their auditing process.

- 1) Record the accounting and financial information properly, in order, accurately and correctly so that the Independent Auditors can audit them easily and conveniently.
- 2) Provide true, correct and accurate information.
- 3) Provide convenience to the Independent Auditors during their auditing process.

6. Anti-fraud and Anti-corruption Policy

This anti-fraud and anti-corruption policy was approved by the Board of Directors on February 22, 2021. The Board shall constantly review and update the policy to respond to the changing environment, and will disclose them in the company's annual report, the report Form 56-1, and on the company's website: www.lighting.co.th

INTRODUCTION

Lighting & Equipment Public Company Limited is committed to conducting its business with integrity and transparency as well as compliance with good practices in corporate governance. The Company is opposed to all forms of corruption as unethical behavior erodes free and fair competition, and impedes the economic and social development.

The Anti-Corruption Policy ("this Policy") is a supplement to the Company's Code of Conduct and has been approved by the Board of Directors.

PURPOSE

- Lighting & Equipment Public Company Limited has Anti-corruption Policy.
- This Policy is to provide guidance for the Company, its Employees as well as to any person acting on behalf of Lighting & Equipment Public Company Limited (e.g., third parties) concerning compliance with anti-corruption laws and to set out monitoring and review procedures to ensure compliance with this Policy.

DEFINITION

Corruption means any types of bribery such as offering, promising, giving, accepting or soliciting of an advantage as an inducement (e.g. money, gifts, loans, rewards, fees, entertainments or other advantages) for an action which is illegal or unethical, as well as the abuse of entrusted power by using a title, responsibility and/or information derived from work performed for the company to do anything to render benefit to one's self and/or other parties in order to directly and indirectly acquire money, assets or any other benefits not appropriate for the business or any illegitimate interest for oneself and/or other parties including any action found conflicting with the Code of Conduct practice unless the laws, rules, announcements, regulations and local customs or business practices have allowed so.

SCOPE

All Directors, Management and Staff (collectively known as the "Employees") of the Company are prohibited from operating or accepting every type of corruption both in direct or indirect manner covering every business and related department in every country.

The Company expects all agents and other intermediaries associated with, or acting on behalf of, L&E to comply with this Policy.

ROLES AND RESPONSIBILITIES

- The Board of Directors has duties and responsibilities to consider and approve this Policy as well as determine an effective system to support Anti-Corruption act in order to ensure that the Employees of the Company can be aware of and realize how significance of the problem of corruption may arise.
- The Audit Committee has duties and responsibilities as follows:-
 - To review the Company's financial and accounting reports, internal control system, internal audit function and risk management relating to the risk of frauds so that such operations of the Company are concise, appropriate, effective, and conformed to generally accepted accounting standard.

- To oversee the Anti-Corruption Policy and its program to ensure compliance with legal and ethical obligations.
- CEO and the Management are responsible for determining Anti-Corruption system, promoting, and encouraging Anti-Corruption manner conveyed to all their staff and related parties. This also includes reconsideration on system or regulation in order to best adjust with business changes, regulations, standards, and laws.
- Internal Auditors are responsible for auditing, assessment, and evaluations in business transactions whether they are accurate and complied with guidelines, approving authority, standards, laws, and policies in such monitored department in order to assure that the internal controls are sufficient and suitable for probable risk in corruption.
- The Employees must uphold this Policy when performing their duties. Anyone who discovers or suspects violations of this Policy must report them to a supervisor or through one of the channels established under the "Whistleblower Procedures" of the Company.

POLICIES AND GUIDELINES

The Board of Directors has adopted the policy and operating procedures on anti-fraud and anti-corruption for both within and outside the organization. The policy and operating procedures are corresponding to the company's philosophy on strong determination in operating business with integrity and transparency as per the following details:

- **Policy and Operating Procedures Regarding Anti-fraud and Anti-corruption within The Company**

The company's policy stipulated that all directors, management and employees must perform the duty with integrity and transparency, and shall not seek improper personal benefit or benefit for the connected persons as per the following guidelines :

- 1) Prohibit all directors, management and employees to ask or receive money or benefit in other forms from customers and business partners for personal benefit or benefit for the connected persons.
- 2) Prohibit all directors, management and employees to receive gift that has value exceeding the normal accepted practice.
- 3) Prohibit all directors, management and employees to conduct business transactions with the company for improper personal benefit or benefit for the connected persons, excepted that it is a normal transaction and the transaction is done at the market price.
- 4) Prohibit all directors, management and employees who have interest in any transaction of the company, involved in the purchase of the transaction.

- 5) All directors, management and employees have the duty and responsibility to safeguard and utilize the company's properties for optimal benefit of the company, and shall not use the properties for personal benefit or benefit for the connected persons.
- 6) Prohibit all directors, management and employees utilize the company's properties and time for personal benefit.
- 7) The company shall organize training for employees to promote integrity and responsibility in performing the duty.

● **Policy and Operating Procedures Regarding Anti-fraud and Anti-corruption outside The Company.**

The company's policy stipulated that all directors, management and employees shall not seek improper personal benefit, including offer illegal benefit or bribery to the government officers as per the following guidelines.

- 1) The company shall not support and offer bribery in any form to the government officers in order to secure business for the company directly or indirectly.
- 2) The company shall operate business in accordance with the laws and regulations, to prevent and avoid the demanding of bribery from government officers.
- 3) The company shall collaborate with public organizations in fighting fraud and corruption.
- 4) The relationship build up with outside persons in organizing party or dinner or offer the company's products to outside persons must be done at a proper time and with appropriate reasons, verifiable and should not be extravagant.
- 5) The company shall promote to the management and employees the value and culture that offering bribery to government officers in order to secure business for the company is an unfair practice and will destroy the society at large, and is not the way for sustainable business.

● **Policy on Building Consciousness to Management and Employees in Refraining from Fraud and Corruption.**

The company realizes that fraud and corruption will destroy the society at large, and has therefore asked the company's management and employees to perform the duty with integrity and transparency, and are able to be verified, which is in line with the company's philosophy, started that " Uphold Fairness, Dedicate to Quality, Honest and Punctual, Work Together As a Team ". The company believes that business success should be a result of dedication, operating efficiency, innovation, offering products and services that required by customers, and should not depend on revenue arisen from the bribery. Therefore, the company has established the policy and operating procedures so that management and employees can use them as

the operating guidelines. The building of anti-fraud and anti-corruption consciousness have been done through the operating manual, announcing board, website and the company's internal activities. The company will also include the anti-fraud and anti-corruption campaign whenever it is appropriate.

● **Whistleblower Procedures**

The Board of Directors had provided the opportunities for employees and stakeholders, having a channel for complaints and reporting illegal acts. The company secretary is serves as the complaints of corporate governance and business ethics of the company are as follows:

Complaints and suggestions channels

1) Chairman of Audit Committee	e-mail	auditcommittee@lighting.co.th	or
2) HR & Admin Director	e-mail	preechat@lighting.co.th	or
3) Internal Audit Manager	e-mail	jareeyas@lighting.co.th	or
4) Company Secretary	e-mail	cs@lighting.co.th	or

Or: 539/2 Metropolitan Tower 16-17 Fl. Sri-Ayudhya Road, Phayathai, Rajhathevee Bangkok 10400

Measure to protect the complainant A complainant can select to undisclosed himself / herself if the complaint may introduce unsafely. However if discloses the process progress report and clarification can be made to him / her. Complaints shall be kept confidential / safety – concerned. The Company has set the measure to protect the complainers and / or informants and / or the peoples who cooperate to investigations against unfair acts such as position, job and workplace change, intimidation, working annoyance, dismissal etc. due to complaints.

● **The Participation on Anti-fraud and Anti-corruption Activities**

The company realizes the need for various organizations to collaborate in fighting fraud and corruption so that the campaign will be efficient and effective. Therefore, the company has joined the Thailand's Private Sector Collective Action Coalition Against Corruption, coordinated by the Thai Institute of Directors Association on November 13, 2015, to demonstrate the company's position and intention in fighting the corruption. The company has also established a clear procedure so that stakeholders can inform or send clues regarding fraud and corruption to the Chairman of The Audit Committee or the Human Resources and Administrative Director or the Internal Audit Manager, or the Company Secretary. The information and the investigation process will be kept in confidential and the finding will be reported to the Board of Directors for consideration and action.

● **Implementation and Enforcement**

Management at all levels have to oversee and responsible for their subordinates to ensure that their subordinates know, understand and strictly act in accordance with the codes of conduct. Severe punishment will be imposed on the directors and employees who act against the codes of conduct. However, the company assigns the Company Secretary to oversee the implementation and enforcement of the codes of conduct in general so that shareholders, employees, customers, suppliers and subcontractors, creditors and other persons can send their complaints or suggestions to the company for consideration or action.

7. Social and Environmental Policy

Lighting & Equipment Public Company Limited has strong determination to operate the business adhering to the company's philosophy, stating that "Uphold Fairness, Dedicate to Quality, Honest and Punctual, Work Together As a Team." In addition, the company shall pay attention to the social and neighboring communities, as well as to help conserve the environment, because the company believes that doing business under peaceful society and favorable environment will help the company grow the business with stability and sustainability.

● **Policy and Operating Guidelines on Employees and Internal Society Development**

The company believes that employees are the most valuable resource of the company, and has policy to encourage every employee to develop his/her skill and knowledge constantly. The company shall pay fair and reasonable remuneration to the employees, by comparing the remuneration paid by other companies with similar size and similar nature of business. In addition, the company shall provide sufficient welfare in line with the circumstances :

- 1) Treat employees politely, respect the individual right and human dignity of the employees.
- 2) Provide safety environment for the life and properties of the employees.
- 3) Prepare operating manual to enable employees to work smoothly.
- 4) Strictly comply with the laws and relevant regulations.
- 5) Organize training constantly to improve skill and knowledge of the employees.
- 6) Encourage employees for further education in the field related to their jobs.
- 7) Provide fair and reasonable remuneration as well as sufficient welfare in line with the circumstances.
- 8) Appoint and transfer as well as reward and punish employees with fairness.
- 9) Provide opportunities for employees to express idea and recommendation on matter that are beneficial to the company.

- 10) Encourage employees to play sports and have regular exercise, as well as provide sport equipment as appropriate.
- 11) encourage employees to work as a team, and provide sufficient conference room for the activities.

- **Policy and Operating Guidelines on Community and Social Development**

The company believes that strong community that have sustainable development is crucial to the success of the pleasant community that people love to live in. Therefore, the company has policy to support social activities and involve in the activities to strengthen the community, and refrain from creating pollution in every forms, as well as to support the improvement of neighboring communities:

- 1) Investigate the social and neighboring communities near the company, whether there is any negative impact caused by the company's operations. If so, find a proper solution to solve the problem so that it will not cause damages to the communities directly or indirectly.
- 2) Support activities related to the development of the social and communities, and give special attention to the employment of workers in the neighboring communities in order to create jobs and generate income for the communities.
- 3) Collaborate with the communities to conserve the environment in the communities, so that the communities is clean and safe for dwelling.
- 4) Support and involve in the public benefit activities. The company believes that a good social support program should have interaction between the givers and the receivers so that the program can proceed smoothly and sustainably. The company has therefore provided support and contribution to the communities in the neighborhood and the communities that related to the company's business as the priority, and will provide appropriate support and contribution to the communities further away, such as the donation of lighting luminaires to school and temple, etc.

- **Policy and Operating Guidelines Regarding Doing Business under The Environmental Standards.**

The company realizes that the increase of world population, coupled with the world economic growth, not only is the cause of the unnecessary over consumption of the natural resources, but also the cause of water and air pollution, as well as the garbage and toxin, etc.,and resulted in global warming phenomenon. The global warming will impact the humanity as well as the ecosystem. Therefore, the company has policy to support and promote the efficient utilization or natural resources, and proper management of the environment. The company considers that environment conservation is the duty and responsibility of everyone:

- 1) Establish an appropriate environmental management system, as well as to study the environmental issues in order to minimize the impact.
- 2) Utilize technology and production process that meet environmental standards, as well as to reduce and have proper pollution treatment before releasing them back in to the nature.
- 3) Use the natural resources efficiently and apply effective energy saving measures, as well as promote the use of environmental friendly and reusable raw materials.
- 4) Encourage customers to be aware of the environmental precaution when using the company's products and services.
- 5) Provide education and training to the employees regarding the environment, safety and healthcare issues.
- 6) Establish emergency plan to deal with possible and unexpected environmental problems, as well as the reporting process to relevant authorities immediately when the incident is happen.
- 7) Encourage stakeholders of the company, including customers, business partners, employees and communities in the neighborhood of the company and its manufacturing factories aware of the important of the environment issues, and provide support in conserving the environment in order to have a sustainable development in every aspect.

8. Implementation and Enforcement

The company specifies that it is the duty and responsibility of all directors and employees to know, understand and act strictly in accordance with the policy and guidelines set forth in the codes of conduct of the company.

Management at all levels have to oversee and responsible for their subordinates to ensure that their subordinates know, understand and strictly act in accordance with the codes of conduct. Severe punishment will be imposed on the directors and employees who act against the codes of conduct. However, the company assigns the Company Secretary to oversee the implementation and enforcement of the codes of conduct in general sothat shareholders, employees, customers, suppliers and subcontractors, creditors and other persons can send their complaints or suggestions to the company for consideration or action.

Corporate Governance Policy

The Board of Directors of Lighting & Equipment Public Company Limited strongly believe that good Corporate Governance shall lead to business success with secure and continuous development. The Company has established this book for developing good corporate governance system and practices for the Board, executives and employee to withhold and harmoniously with Corporate's Philosophy.

- > Uphold fairness
- > Dedicate to quality
- > Honest and Punctual
- > Work together as a team

To follow up the Vision Statement of L&E

"To be the leading total lighting solution provider in ASEAN."

The Board of Directors emphasizes good corporate governance and believes that good management system, visionary and responsible Board of Directors and executives, balance of power and control mechanism that enable transparent and auditable management, respect on rights and equality of shareholders and responsibility towards stakeholders are significant factors that will add value and create utmost benefit to the shareholders of the Company in the long term.

The updated version is modified and approved by the Board on November 8th, 2022. This improved version is conforming to the Principle of Good Corporate Governance for Listed Companies 2012. The Board shall monitor and improve the corporate governance policies on a regular basis to be appropriate and well-timed with the changing circumstances. The policy shall be publicize on the company website: www.lighting.co.th

The Board of Directors establishes the Code of Business Conduct of the Board of Directors and the Code of Business Conduct of Staff and operates the business in accordance with sufficiency economy philosophy in order to be a model of good performance for directors and staff, including the staff of subsidiary companies. It is also to ensure that the performance of directors and staff is in conformity with good corporate governance principles or regulations of the Stock Exchange of Thailand and Securities and Exchange Commission as follows:

Section 1

Establish Clear Leadership Role and Responsibilities of the Board

Guidelines

Roles, Duties and Responsibilities of Company Directors There are guidelines for practice as follows:

1. Consideration and jointly determine the objectives and goals of the Company and its subsidiaries for the Company's business operations that are appropriate for the period of each year. It is divided into short term, medium-term and long-term, covering many dimensions, such as the Qualitative Perspective, the Quantitative Perspective, as well as the consideration and approval of the vision, mission and business plans of the Company and its subsidiaries including companies in which the subsidiary is a major shareholder.
 - Determining the vision of the company and its subsidiaries as a guideline for doing business in the same direction and to lead to sustainable growth goals taking into account the balance of returns both quantitatively and qualitatively to all groups of stakeholders as well as taking into account social and environmental responsibility.
 - Determining the missions of the company and its subsidiaries it will be implemented every year to meet the changing economic and social environment.
2. At the meeting of the Board of Directors each year In addition to defining the mission also jointly formulate a strategy Policy to operate in accordance with the mission each year for the management and the management to operate in accordance with the specified policies it is reported to the Board of Directors on a quarterly basis. To evaluate and improve the performance accordingly in each period.
3. Jointly prepare the charter of the Board of Directors which defines the duties and responsibilities of the Board of Directors This charter stipulates that the Company's directors must manage the Company's operations in accordance with the laws, regulations, resolutions of the shareholders' meeting as well as the established guidelines Including the approval process for important operations in accordance with the law including determining the approval authority of the Board of Directors to approve various matters of the Company and its subsidiaries as required by law.
4. Jointly consider in the preparation of the Company's business ethics Including the business ethics of the directors and the business ethics of employees. The aim is to have the Code of Conduct as a guideline for the Company's directors. and for the employees of the Company and its subsidiaries to study and use their discretion in their work. Which is based on the principles of ethics.
5. Monitoring, evaluating and overseeing the performance reporting The corporate governance policy has been revised and approved by the Board of Directors. Annually to be up-to-date, appropriate and in accordance with changing times and circumstances The revised policy is based on the principles of good corporate governance. for the company Listed on the Stock Exchange of Thailand and will be published on the Company's website, www.lighting.co.th

Section 2**Define Objectives that Promote Sustainable Value Creation.****Guidelines**

The Board of Director has worked together to define the Company's vision. And set the missions of the company and its subsidiaries taking into account economic conditions and market competition the strategy and annual work plans of the Company and its subsidiaries must be consistent with the vision and mission. In determining strategies and plans for each year The Company's directors will consider thoroughly by analyzing the environment factors and risks in all economic dimensions such as finance, strategy, operations, politics, etc., through the Risk Management Committee and for issues related to society, environment and Stakeholders through the Corporate Governance Committee on Environmental and Social Responsibility.

In this regard, the Board of Directors has established guidelines for the Company's and its subsidiaries' business operations and leads to the goal of sustainable growth. Taking into account the balance of both quantitative and qualitative returns The Board of Director encourages all employees in the Company and its subsidiaries to realize that Employees in the organization must work together to drive taking into account the stakeholders Social and Environmental Responsibility according to the guidelines for driving towards sustainability of the organization.

Section 3

Strengthen Board Effectiveness

Guidelines

The Board of Directors realizes that Directors play an important role in corporate governance for the best interest of the company. Which must be understood in the role responsibility the roles are clearly divided between the Board of Directors and the Management? And take care of the company There is a work system that ensures that transaction or businesses. The Company's operations are carried out in a legal manner and ethical.

In this regard, in order to perform the duties of the Board of Directors with efficiency and effectiveness The Board therefore jointly determines and reviews the structure of the Board of Directors. Selection of competent and suitable persons to serve as directors Consideration of the Board of Directors' remuneration to propose to the shareholders' meeting Supervision of policies and operations of subsidiaries and other businesses in which the Company invests with the following guidelines:

3.1 Board of Directors Structure

The Board of Directors consists of persons with knowledge, abilities and experience in many fields such as engineering, economics, business administration, law, accounting, and finance, etc. The directors have passed the director training program from the Thai Institute of Directors Association (IOD). The said group of people plays an important role in formulating the company's policies together with senior management planning both short-term and long-term operations. as well as formulating financial policies risk management and overview of the organization It plays an important role in overseeing, auditing and evaluating the Company's performance including the performance of senior management to be independently according to the plan.

The structure of the Board of Directors of the Company in 2022 consists of 4 committees as follows:

1. Board of Directors
2. Audit Committee
3. Executive Director Committee
4. Corporate Governance and Nomination Committee

The company has clearly defined and separated the powers of each committee. In making decisions on important matters must be approved by each committee which has specific duties and propose the matter to the Board of Directors for consideration or acknowledgment to counterbalance and review transparency and fairness to all parties involved.

3.2 Appointment and term of office of the Company's directors

3.2.1 Election Criteria Appointment of Company Directors

The Company's directors have qualifications and experience as required by the Company. And does not have any prohibited characteristics under the Public Limited Companies Act B.E. 2535, the Securities and Exchange Act B.E. 2535 and other related laws. The directors must have sufficient time. Dedicated knowledge and ability to perform duties for the company The Company has criteria for selecting persons to be appointed as directors in accordance with the Company's Articles of Association in summary as follows:

1. Directors are appointed, elected and removed by the shareholders' meeting. having a term of office in accordance with the Articles of Association of the Company and upon completion of the term may be re-elected to hold office except in the case where the position of director of the Company is vacant by not being out of the agenda The Corporate Governance, Nomination and Remuneration Committee will consider and nominate suitable persons to propose to the Board of Directors' meeting. To appoint a person to be a director in a vacant position in accordance with the Company's Articles of Association.
2. Proposing a person to be elected by the shareholders' meeting to be a director to replace a director who has retired by rotation The Corporate Governance, Nomination and Remuneration Committee will nominate. To propose to the Board of Directors for consideration before proposing to the shareholders' meeting for consideration.
3. At the annual general meeting of shareholders One-third of the directors must retire. If the number of directors cannot be divided into three parts. It shall be issued by the number closest to one-third.
4. In the election of directors, the voting method shall be used to select individual directors. And shareholders have the right to elect a person nominated as a director to be elected at that time. without being able to divide the votes.
5. Person receiving the highest number of votes in descending order be elected as directors equal to the number of directors to be elected at that time by the directors who are due to retire by rotation may be re-elected.
6. Shareholders have votes equal to one share per one vote.

In 2022, in the election of directors to replace those who retire by rotation at the 2022 Annual General Meeting of Shareholders held on April 20, 2022, there are 4 directors who retire by rotation.

1. Mrs. Kalayarat Suriyasat
2. Mrs. Ranu Buakird
3. Mr. Anant Kittivittayakul
4. Mrs. Napaporn Vimananupong

In this regard, the Annual General Meeting of Shareholders for the year 2022 resolved with a majority vote of the total number of votes of the shareholders attending the meeting and having the right to vote for all 4 people to be re-elected as the Company's directors for another term.

3.2.2 Term of the Company's director

The company does not determine the age of the directors. and/or the maximum number of terms that can be held continuously believing that age or term of office is not an obstacle If compared to the knowledge, abilities and valuable experiences that each person has and ready to bring benefits to the company.

3.3 Number of companies in which directors hold positions

The Company has set a policy for each director to hold no more than 5 listed companies, but did not specify. Policy for limiting the number of directorships in subsidiaries of other listed companies in summary as follows

No.	Name	Listed Company	None Listed Company
1	Mr. Sitthichai Kraisitthisirin	1	4
2	Mr. Utis Chanchenchop	-	3
3	Mr. Boonlert Khawcharoenporn	2	-
4	Mrs. Ranu Buakird	-	-
5	Mrs. Kalayarat Susiyasat	-	1
6	Mr. Supachai Watanangura	-	1
7	Mr. Anant Kittivittayakul	-	2
8	Mrs. Napaporn Vimananupong	-	2
9	Mr. Gritsada Suptuaychone	1	4
10	Ms. Natthalee Suptuaychone	-	1
11	Mr. Ekkalak Borimasporn	-	2

Policy for limiting the number of directorships in subsidiaries of other listed companies in summary as follows:

The Company has disclosed details of each director's position in other companies in detail in the annual registration statement.

In the annual report (One Report), which the company is confident that it will not cause conflicts of interest and does not affect the performance of duties of the Company's directors throughout the past, the Board of Directors has shown that The Board of Directors can devote time to performing duties efficiently. The

company receives advice, advice and recommendations that are useful in the company's business operations on an ongoing and consistent basis

3.4 Policy for holding position in other companies of the Managing Director

The Board of Directors foresees that In order for the company to get the most benefit that the Managing Director will be able to devote time to effectively perform his duties as Managing Director. Therefore, it has been established as a policy that The Managing Director is prohibited from holding the position of Managing Director in other listed companies.

3.5 Sub-committees

The Board of Directors has appointed various sub-committees, namely the Executive Committee, Audit Committee, The Corporate Governance, Nomination and Remuneration Committee to perform specific duties and present the results to the Board of Directors for consideration and acknowledgment which the subcommittees have duties and responsibilities as specified.

3.6 Leadership and Vision

The Board of Directors determines the vision, mission and policies, as well as supervises the Company's business in accordance with its objectives and targets set which creates maximum benefits to increase economic value for the company and its shareholders taking into account the interests of all stakeholders be independent in expressing opinions and the decision not to seek benefits for themselves or to anyone no action controversial or in competition with the interests of the company or a subsidiary.

The Board of Directors has established roles, duties and responsibilities among the Board of Directors. Audit Committee. The Corporate Governance, Nomination and Remuneration Committee is clearly and in writing and management control during necessary and appropriate periods.

The Board of Directors to pay attention to financial report that must reflect the actual results of operations, assess, determine and set standards for the management, prevention and management of risks to an appropriate level with efficiency and effectiveness under the principle of checks and balances; and can check The Board of Directors is committed to developing To make the company's business progress with stability and sustainability able to generate appropriate returns to shareholders.

3.7 Separation of roles and duties of the Board of Directors

The Company defines and separates the powers of the Board of Directors and the management at various levels. clearly by considering and making decisions on important matters Must be approved by the Board of Directors and sub-committees. To counterbalance and review transparency and fair to all concerned parties.

3.8 Merging or splitting positions

The Company has a policy to separate the duties and responsibilities of the Chairman of the Board of Directors. Executive Chairman (Chief Executive Officer: CEO) and Managing Director which must be a person with knowledge and ability Have the right experience and qualifications and must not be the same person to have a balance of power by separating supervisory and administrative duties.

Chairman

Being a non-executive director including not being the same person as the Chief Executive Officer/Chief Executive Officer or holding a position in a sub-committee The Chairman of the Board of Directors is independent from the management. There is a clear separation of duties in formulating governance policies and routine administration. The Chairman of the Board of Directors is responsible for presiding over the Board of Directors' meeting, which sets the vision, mission and important policies for the management to implement all directors are independent in proposing meeting agendas. Commenting on the Company's operations in various fields including careful consideration in matters that may conflict of interest in order to be accurate, transparent and can be examined in addition, there are important duties such as considering the agenda of the Board of Directors' meetings. Leadership in the shareholders' meeting in accordance with the agenda Articles of Association and related laws and overseeing the performance of the Board of Directors as a whole Sub-committees, etc.

Chief Executive Officer

Be the chief executive responsible for supervising the management of the company in accordance with the vision, mission and policies of the Board of Directors. by monitoring the operations of the management and management by requiring a meeting to be held together to report the progress of the company's performance and operating results on a monthly basis. There is decentralization down to management in determining duties. responsibility and approval limit.

Managing Director

Not the same person as the Chief Executive Officer/Chief Executive Officer but is considered a senior management on the part of the management by acting in the business and/or day-to-day management of the company according to the guidelines that the Board of Directors Board of Directors and the Chairman of the Executive Committee including considering various transactions related to the normal operation of the company.

3.9 Development of Directors and Executives

The Board of Directors attaches importance to the development of directors. by encouraging the Company's directors to attend various courses or attending seminar courses that are beneficial to the performance of duties foreseeing the benefits of education/training that It will develop directors to gain knowledge that is up to date with competitive business situations all the time and has a policy to develop the potential of executive personnel by organizing training both inside and outside the company to be a learning organization. In the past, company directors have participated in the director training program of the Thai Institute of Directors Association (IOD) as required by the Securities and Exchange Commission (SEC) at least one course such as Director Accreditation Program (DAP) and Director Certification Program (DCP) and in addition to the specified courses Directors also attach importance to attending other training courses. of the Thai Institute of Directors Association (IOD) such as course Role of Compensation Committee (RCC) and Company Secretary of the Thai Listed Companies Association The objective is to build professional leadership potential with knowledge and understanding of the roles and duties and is a model to drive the organization to lead to good corporate details are as follows.

One Report 2022

No.	Name	Director Training Program
1	Mr. Sitthichai Krisitthisirin	Thai Institute of Directors (IOD) Directors Certification Program (DCP) 5/2001 Directors Certification Program Refresher Course (RE DCP) 1/2005 Role of the Chairman Program (RCP) 52/2022 Diploma, Nation Defense College The Joint State-Private Sector Course Class 8/1995-1996
2	Mr. Anant Kittivittayakul	Thai Institute of Directors (IOD) Directors Certification Program (DCP) 54/2005 Thai Listed Companies Association Executive Development Program (EDP) 5
3	Mr. Utis Chanchenchop	Thai Institute of Directors (IOD) Directors Certification Program (DCP) 119/2009 Directors Accreditation Program (DAP) 13/2004
4	Mr. Boonlert Khawcharoenporn	Thai Institute of Directors (IOD) Role of the Nomination and Governance Committee (RNG) 5/2013 Directors Certification Program (DCP) 108/2008 Directors Accreditation Program (DAP) 13/2004
5	Mrs. Renu Buakird	Thai Institute of Directors (IOD) Role of the Nomination and Governance Committee (RNG) 5/2013 Directors Accreditation Program (DAP) 13/2004

No.	Name	Director Training Program
6	Mrs. Kalayarat Suriyasat	Thai Institute of Directors (IOD) Directors Accreditation Program (DAP) 37/2005
7	Mr. Supachai Watanangura	Thai Institute of Directors (IOD) Improving the Quality of Financial Reporting (QFR) 2/2006 Audit Committee Program (ACP) 11/2006 Directors Certification Program (DCP) 54/2005
8	Mrs. Napaporn Vimonanupong	Thai Institute of Directors (IOD) Role of the Nomination and Governance Committee (RNG) 5/2013 Directors Certification Program (DCP) 108/2008 Finance for Non-Finance Directors (FND) 20/2005 Directors Accreditation Program (DAP) 19/2004
9	Mr. Gritsada Suptuaychone	Thai Institute of Directors (IOD) Directors Certification Program (DCP) 119/2009 Finance for Non-Finance Directors (FND) 20/2005 Directors Accreditation Program (DAP) 19/2004
10	Miss Natthalee Suptuaychone	Thai Institute of Directors (IOD) Directors Accreditation Program (DAP) 178/2020 Director Certification Program (DCP) 325/2022
11	Mr. Ekkalak Borimasporn	Thai Institute of Directors (IOD) Directors Accreditation Program (DAP) 178/2020 Director Certification Program (DCP) 325/2022

3.10 Director's Self-Assessment and Executive Chairman (CEO) Assessment and sub-committees.

The Chairman of the Board of Directors attaches importance to the evaluation of the evaluation of the Board of Directors' performance. Executive Chairman and sub-committees the objective is to use the assessment results to improve the performance of the Board of Director the Executive Chairman and sub-committees in various fields. The Board of Directors has assigned the Corporate Governance, Nomination and Remuneration Committee to undertake the assessment.

3.10.1 Director's Self-Assessment.

The assessment process begins around November. The company secretary is responsible for delivering the assessment form to each director for self-assessment independently. After that, the company secretary compiles the evaluation form for further storage

3.10.2 Performance evaluation of the Chairman of the Executive Committee / (CEO)

The Corporate Governance, Nomination and Compensation Committee has assigned the Board of Directors to assess the performance of the performance of the chief Executive Officer (CEO) by evaluating various aspects, namely leadership. Strategy implementation Financial Planning and Performance Relationship with the Board of Directors relationship with outside Management and personal relations succession Product and Service knowledge personal attributes. This is an improvement from the sample performance evaluation form Chief Executive Officer of the Stock Exchange of Thailand.

3.10.3 Assessment of sub-committees.

In 2021, the Board of Directors requires an assessment of sub-committees. The Board of Directors has assigned the Company Secretary to Through the Corporate Governance, Nomination and Remuneration Committee, it is responsible for evaluating sub-committees, namely the Audit Committee.

3.11 Reporting on the interests of directors executives.

To comply with Section 89/14 of the Securities and Exchange Act (No. 4) B.E. 2551 (2008) and the Notification of the Capital Market Supervisory Board No. TorJor 2/2552 reporting on Interests of Directors, Executives and Related person. Which requires directors and executives to report to the company their interests or of related persons which is an interest of oneself or of a person involved. Therefore, the company has complied with the policy on reporting of conflict of interest. The important things are as follows:

Reporting

Specifies that directors and executives, which means the Managing Director Deputy Managing Director Assistant Managing Director and the first 4 people holding the executive position, counting from the Managing Director down Persons holding positions equivalent to all 4th management level positions,

including those holding the highest management positions in accounting or finance. Report to the company about its stakes and related parties.

Reporting method

Prepare a report and send it to the company secretary. Including in the event of a change in information, a report must be prepared and sent to the company secretary every time within 7 days from the date of the change in the reported information

Section 4

Ensure Effective CEO and People Management

Guidelines

The Board of Directors realizes that Personnel who will take up senior management positions at all levels, such as the Chairman of the Executive Committee / Chief Executive Officer Managing Director of the Company Deputy Managing Director and the director of the company which is an important management position and is part of driving the company towards its goals Therefore, one of the roles of the Board of Directors is to supervise the recruitment of such personnel It must be appropriate and transparent. Considering knowledge, skills, experience, setting a compensation structure and having an appropriate assessment as well as overseeing the management and development of personnel in accordance with the direction and strategy of the company.

4.1 Executive succession plan

The Board of Directors attaches great importance to succession at the senior management level in every position. In particular, the leadership position of the organization is the Chief Executive Officer / Chief Executive Officer and Managing Director of the Company and its subsidiaries The objective is to maintain confidence among investors, organizations and employees that the Company's operations will be continued in a timely manner. Therefore, the Executive Committee has been assigned to determine the criteria and succession plans.

Therefore, the Executive Committee has jointly formulated criteria and succession plans. by setting up a policy to prepare personnel and set development guidelines including making an individual development plan in order to set up a Succession Plan for preparing personnel to be ready for senior management positions.

4.2 Orientation for new directors

- In this regard, in 2021, two new directors were appointed, namely Ms. Natthalee Suptuaychone as a Director and Mr. Ekkalak Borimasporn as an Executive Director. The two new directors have complied with the requirements of the company that have set guidelines for preparing for the performance of the company's directors in order for the directors to take office to perform their duties immediately The company secretary is the coordinator in the following areas: Coordinate in providing information about the company in legal and other matters such as the Articles of Association. Company objectives organization structure Business ethics of the Board of Directors, etc.
- Arrange a meeting with the chairman of the company Board of Directors sub-committees and management of the company to receive information about the Company's business operation.

Section 5

Nurture Innovation and Responsible Business

Guidelines

5.1 The Board of Directors attaches great importance to and supports the creation of innovation that bring value to the business while creating benefits for customers or related parties and is responsible for society and the environment.

Lighting products business in almost every process of operation. Must give importance to society and the environment as well as giving importance to taking into account the benefits of all groups of stakeholders by conducting business with responsibility and fairness to all involved parties. In addition, the Company has set a clear policy and create awareness among employees of the Company and its subsidiaries to have the concept of responsibility to society, environment and all groups of stakeholders.

The Operation will be in accordance with the company's corporate governance policy. Board of Directors It is deemed appropriate to formulate a policy on social responsibility as follows:

5.1.1 Product

The company's main products consist of Bulb, Lighting Equipment, Lamp, Poles because the company's lighting products are diverse and comprehensive. This makes it able to support the needs of all groups of customers who use electricity, such as Homes, Office Buildings, Commercial Buildings, Exhibition centers, Shopping centers, Shops, Warehouses, Stadiums, Parks, Roads, Historical, LED Signage and Airports, etc.

5.1.2 Service

The company has engineers, architects, decorators and graphic designers. with a lot of knowledge and experience To keep providing comprehensive lighting services, such as recommending the application of lighting products to suit various applications. Lighting Design for applications that require products with specific designs or specifications and design lighting systems for various tasks which the company can design by displaying a general brightness value or rendered as a three-dimensional image including animated three-dimensional images (ANIMATION), etc.

5.1.3 Marketing

Currently the company There is a comprehensive and effective marketing network, divided into project sales market. Whole- sale and retail markets and export market with different groups of customers More than 3,000 customers from almost every province across the country have 2 showrooms selling lighting products or L&E Lighting Solution Center (LSC). and has a sales network through various modern trade groups (MODERN TRADE) such as HOME PRO, Boonthavorn, and Mega Home, etc. For the export market The company has more than 40 customers scattered in various countries in Asia, Australia, Europe and the Americas.

5.1.4 Manufacturing

The Company's factories (L&E Manufacturing Co., Ltd. and L&E Solid State Co., Ltd.)

Received ISO 9001:2018 quality system certification from BVQI Institute and certified by Thai labor standards (TLS 8001-2003) complete level from the Department of Labor Protection and Welfare. Ministry of Labor At present, the company has 4 manufacturing to produce the lamps, electric poles and various metal works. In addition, the company also has a testing laboratory to control product quality and develop new products to meet market demand.

5.2 The Company takes care of the rights of different groups of stakeholders equally The guidelines are as follows:

5.2.1 Shareholder

The Company respects the fundamental rights of shareholders as stipulated by laws and the Company's Articles of Association. by treating all shareholders equally The company has a mechanism to make shareholders confident that to get the right information and the right rewards Receiving returns according to the company's dividend payment policy. There is a control over connected transactions. There are measures to prevent conflicts of interest. Prevent the use of inside information about confidential information. and prohibits directors and executives who are aware of inside information Do not use the company's inside information for personal gain Including for trading in the Company's securities especially during the 1 month before the financial statements are released to the public.

5.2.2 Customer

The company has always given importance and responsibility to every customer. as well as believing in the value of creating continuous satisfaction and confidence for customers by focusing on product development Responsible for product quality and standards as advertised or promised. Develop and improve services to customers, maintain confidentiality, have a customer retention process through complaint channels. This is an opportunity to acknowledge defects in the use of the products and services.

5.2.3 Supplier

The Company has complied with the terms and conditions of trade in accordance with the rules of honesty, equality and fair competition, taking into account the best interests of the Company. on the basis of obtaining fair returns for both parties as well as fostering good relationships and understanding. Avoid situations that may cause conflicts of interest by negotiating solutions based on business relationships. The company will not transact with juristic persons or persons who commit illegal acts or exhibit fraudulent behavior.

In addition to the policy of doing business with the company's partners The Company has also established a policy for employees of the Company and its subsidiaries to adhere to as guideline in the Company's Code of

Business Conduct. It also supports partners to conduct business with ethics. Social and environmental responsibility

5.2.4 Competitor

The Company operates its business in accordance with the rules of competition with honesty and fairness. by using the principle of allied trade competitors This promotes each other in a framework that does not cause damage to the business and the relationship between them. The Company has a clear approach not to seek confidential information of competitors or to do anything to obtain information of competitors. competitors by dishonest, illegal or unethical means.

In addition, the Company has set a policy for employees of the Company and its subsidiaries to adhere to as guidelines in the Company's Code of Business Conduct.

Throughout the past period, including in 2022, the Company has never had any disputes in regards to competitors.

5.2.5 Creditor

The company upholds and abides by the trade terms and conditions with the trade creditors with honesty. to build trust and mutual trust In the case of creditors who are financial institutions The company has complied with the terms of the loan agreement. or loan agreements to build confidence for financial institutions by complying with the conditions strictly as specified in the contract and agreement.

In this regard, the conditions that the Company has adopted and adhered to as rules for treating creditors is to comply with the agreements made with trading partners. All creditors are equal and fair. on the basis of obtaining fair returns for both parties. Ignore the call and does not give any benefit that is not commercially dishonest.

In the case of a loan The Company will not use the proceeds from the loan to be used in any way that is contrary to the purpose of the loan terms/conditions. The Company has also established a policy for employees of the Company and its subsidiaries to adhere to as guidelines in the Company's Code of Business Conduct.

5.2.6 Employee

The company values every employee and realize that employees are valuable resources of the company It is the success factor in achieving the goals of the company. The company has taken care and treated fairly both in terms of opportunities, compensation, appointments, transfers, appropriate to the performance of each employee and the company's business success.

In addition to the monthly compensation the company also offers annual rewards to employees by considering the company's operating results each year and have various welfare such as health insurance for employees annual health check provident fund loan benefits subsidy in case of employees or parents of

employees or deceased spouse regular workplace safety inspections providing various safety equipment for employees, fire evacuation drills, etc.

In addition, the Company has given importance to the development of potential and competence of employees at all levels. Build knowledge and competence in duties and develop employees to have the potential to lead including allowing employees to participate in setting direction operations in the same direction Create a good culture and atmosphere at work. Improve the environment to be safe for the life, health and property of employees.

5.2.7 Social and Environment

Lighting and Equipment Public Company Limited is determined to operate its business under the corporate philosophy that "adhering to fairness. Attention to quality, honesty and punctuality Working together as a team". In addition, the company also cares about the community and the society around them. as well as being aware of taking care of the environment Because we believe that running a business under a society and environment that is conducive to operation will encourage the company to grow stably and sustainably.

Social and environmental responsibility that the company focuses on both in process (CSR in Process), out process (Out Process) and process based (As Process), which is not in the core business. The company has activities for society and the environment and has performed continuously and consistently, including:

- Blood donation activities at the level of employees in the factory to participate in blood donation.
- Community Development or government agencies around the factory.
- Bringing lamp products, light bulbs, supporting and participating in activities with various social volunteer foundations.
- Bringing lamps and light bulbs to support and participate in environmental development activities of government offices, schools and temples.

(All details appear in the Company's Annual Registration Statement / Annual Report 2022 - One-Report)

Section 6

Strengthen Effective Risk Management and Internal Control

Guidelines

6.1 The Board of Directors of Lighting and Equipment Public Company Limited realizes the importance of in- stilling in corporate governance and risk management in corporate culture Business Risk Therefore, an adequate and appropriate internal control system has been established. It pays attention to internal control system, including financial control, operations, accounting processes and record keeping operational supervision Anti-Corruption Measures including other processes in the company which is appropriate for the Company's risk in such incidents to create confidence reasonable that the operation is efficient and effective Financial reports are reliable and timely can be used as information for business decision-making Operations in various fields are in accordance with the laws and regulations, regulations, and the company's policies. Segregation of duties within the company in this regard, the Board of Directors is the utmost responsibility of the internal control system will assess the internal control system of the company Annually, once a year.

6.2 Objectives

The Board of Directors has established an internal control policy to supervise the operations and transactions of executives and employees to ensure reasonable confidence in the achievement of the following objectives.

- Operations (Operations) aims to ensure efficiency and effectiveness of operations. by directing the use of resources to be efficient, economical and cost-effective.
- Financial Reporting aims to prepare financial reports. Used internally and externally with quality Information is presented accurately, reliably and in a timely manner.
- Compliance with Applicable Laws and Regulations, as well as anti-corruption policies and measures aimed at ensuring that operations or operations are in accordance with laws, regulations, etc. not cause any damage from omissions or violations of practice arises.

6.3 Scope of policy

This policy requires and maintains effective internal control according to internal control standards and good corporate governance senior management, executives and employees are obliged to strictly adhere to this policy.

6.4 Elements of Internal control policy

Organization and Environment of The Company is committed to the values of integrity and ethics, has developed internal control operations. Management has established a reporting line structure. Determining the appropriate authority and responsibility for the organization to achieve its objectives under the supervision of the board and is committed to motivating, developing and retaining competent personal as well as stipulating that personnel have duties and responsibilities in internal control. In order to achieve the objectives of the organization, the Company provides a good control environment as follows:

- The business is operated on the principle of honesty and ethical Business goals are clearly defined and measurable, based on the principles of operating under the law and rules involved in the operation and adhere to the principles of good governance strictly.
- An annual budget is prepared which is carefully analyzed by management and was approved by the Board of Directors' meeting. In addition, in the formulation of policies and operational plans The company takes into account all stakeholders in accordance with the principles of good corporate governance of the Stock Exchange of Thailand. For the benefit and sustainability of the company in the long run.
- There is an organizational structure in which duties and responsibilities are divided between various departments within the company according to the organization chart.
- There are procedures and manuals for the operations of various departments in writing various procedures have been disseminated to all employees through the Company's Intranet (i-Web) system.
- The Company's Code of Conduct contains provisions on the Code of Conduct and a provision prohibiting employees from acting in a manner that cause a conflict of interest with the Company including penalties if there is a violation apart from this The Company has provided a follow-up process. Compliance with regulations and such ethical requirements as well as assess the adequacy of the internal control system of various departments within the company by the internal audit unit of the company.

6.5 Risk assessment

The company has clearly defined objectives to be able to identify and assess various risks related to the achievement of organizational objectives All types of risks that may affect the achievement of objectives are identified and analyzed comprehensively throughout the organization. In addition, the possibility of corruption was taken into account in assessing the risks to achieve the organization's objectives and can identify and asses changes that may affect the internal control system. By doing the following:

- The Company arranges a meeting of the Executive Committee on a monthly basis including the director of all departments. The company has a policy and process for risk management covering Strategic risks, Operational risk, risk from investing in securities, Market risk, Liquidity risk, Financial risk and Reporting on legal risks, Labor laws and regulations, as well as Corruption risks, in order to reduce the rate of such risks to a minimum. The Board of Directors The sufficiency of this internal control system is reviewed once a year.
- Anti-corruption policy has been established Anti-Corruption Measures and procedures as well as reviewing compliance with the said anti-corruption policies and measures, and the Company has anti-corruption policies and standards to implement its subsidiaries.

6.6 Information system and data communication

The Company provides timely reports and provides quality analytical relevant information to support internal control can operate as specified. There is information communication within the organization. This includes objectives and responsibilities to the internal controls necessary to support the implementation of the internal control as planned and to provide communication with external agencies regarding issues that may affect internal control. The Company has taken the following actions:

- Sufficient important information is provided for the Board of Directors. used for decision-making, including a notice of meeting or supporting documents indicating necessary and sufficient information for consideration before the meeting minutes The Board of Directors provides reasonable details that enable shareholders to review the suitability of the directors' performance of duties.
- Documents for accounting records are kept and various accounts completely organized into categories and use accounting policies in accordance with generally accepted accounting principles and appropriate to the nature of the company's business.
- Quarterly financial statements are reviewed and audit the annual financial statements by a certified public accountant from a reliable organization. There will also be a review of the Company's information system.
- Financial information is provided and information about various operations which the management can take into account in considering the operation and the computer system is used to process the data. The information is accurate and suitable for consideration. Up-to-date, timely, and easy to access for those working and relevant authority.
- There is an information system readiness in case of emergency by providing a backup computer center In the event that the information systems contained in the head office cannot be used .
- There is an internal communication system and external communication systems In order for personal in the company to be informed of information used for management or performing the duties of each individual completely.

6.7 Tracking system

The Company has monitored and evaluated internal control results. To ensure that the internal control continues to operate in a complete and appropriate manner, communicate deficiencies in internal control in a timely manner to the responsible persons including senior management and board as appropriate, the Company has taken the following actions.

- The management compares the operating results with the established business goals and presents them to the Board of Directors for consideration in the event that the resulting operating results differ from the set goals. The management will immediately find the cause and take corrective action within a reasonable time. In addition, the company there is also a policy for the management to report to the Board of Directors as soon as possible in case of any risks or corruption incidents or suspected other unusual actions This may significantly affect the reputation and financial position of the company.
- An audit committee has been established, which is responsible for overseeing the financial reporting process internal control system internal audit compliance relevant law as well as processes related to anti-corruption measures and review the compliance with the said anti-corruption measures. Also consider proposing to appoint auditors and determine the auditor's remuneration. An internal audit department was established to perform the duty of regularly monitoring the compliance of the internal control system. This covers the review of compliance with anti-corruption measures. The internal auditors can work independently and report the results of the audit in a straightforward manner. When a significant defect is detected, it will be reported to the Audit Committee and the Chairman of the Executive Board for consideration and order correction within a reasonable period to time.

6.8 Amendments to the Internal Control Policy

Any amendment to the internal control policy must be approved by the Board of Directors. This internal control policy it was approved by the Board of Directors Meeting No. 1/21 on February 23, 2021.

Section 7

Ensure Disclosure and Financial Integrity

Guidelines

The Board of Directors recognizes the role and duty to maintain financial credibility with shareholders and other stakeholders such as investors, analyst, etc. It must take care of the financial reporting system. Monitoring the adequacy of financial liquidity and debt repayment ability and has a policy of communicating and disclosing important information accurately, adequately, in a timely manner, in accordance with relevant rules, standards and practices. This includes communicating and disclosing information to customers and employees. The details are as follows.

7.1 Shareholders

The Company has a policy to disclose information and information such as financial information. Important general information about the business and the operating results of the company that are true, complete, adequate, consistent, timely, thoroughly and equitably by disseminating various information for shareholders, investors, analysts and other stakeholders be informed through various channels The Bureau of Investor Relations and Corporate Communications provides information and news on various of the Company with investors, shareholders, analysts and related persons such as

- Reporting through the Stock Exchange of Thailand's news system (SET Link)
- Annual Registration Statement / Annual Report (One Report)
- The company's website is www.lighting.co.th

In addition, the Bureau of Investor Relations and Corporate Communication has disseminated information through various channels such as

- Various media including newspapers, business journals, television and radio.
- Quarterly Newsletter (Press Release)

However, minority shareholders general investor and analysts who need information about the company can contact the officers of the Investor Relations and Corporate Communications Office of the company directly. which is to create a good relationship between each other and the Company believes that at present, the minority shareholders and general investors They attach great importance to investment information. The Company's staff will be committed to the basis of equal disclosure. The company realizes and is responsible for the reliability of financial information. The Board of Directors has prepared financial reports with accurate and complete information in accordance with generally accounting standards and accounting principles

including the disclosure of important information that has an impact or may affect the change in the company's stock price on investment decisions. by complying with the laws, regulations of the Stock Exchange of Thailand Securities and Exchange Commission and other agencies strictly of the state and follow up change regularly to ensure that the law The rules are up to date and is a guarantee for shareholders to believe in the honest business operation.

In addition, in 2022, the Company has operated to provide information and news services of the Company through various channels. And through the media regularly for shareholders, investors, analysts and other stakeholders and the general public are thoroughly informed as follows:

1. The Company's management provides an overview of the operations. And answer questions to analysts and investors, divided into
 - Attending a meeting with securities analysts and investors with the Stock Exchange of Thailand (Opportunity Day) 2 Times/Year Analyst Meeting, Company Visit 1 Time/Year
 - Annual General Meeting of Shareholders
2. Providing the Company's press release to the media whether it is newspapers, magazines and periodicals about the business of the Company and its subsidiaries Performance of the Company and its Subsidiaries including interviews with the company's executives who consist of the Executive Chairman Managing Director of the Company and its Subsidiaries.
3. Providing information through the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, including
 - Annual Registration Statement / Annual Report (One Report)
 - Company's financial statements
 - Quarterly and Annual Financial Statement Analysis Report
 - Notification of the Board of Directors' resolutions Notification of the resolutions of the shareholders' meeting, etc.

In this regard, shareholders, investors and the general public you can ask questions and ask questions by contacting

Department of Investor Relations and Corporate Communications: Mrs. Chitlada Jariyavidyanont

E-mail Address : chitladaj@lighting.co.th Tel : (02) 248-8133 # 1001

7.2 Customers

The Company has a policy to disclose information about the Company to customers and outsiders to disclose important information and information via the Company's website, www.lighting.co.th

7.3 Employees

Employees of the Company and its subsidiaries will receive equal treatment and information through the Intranet system, including various forms of communication such as posting notices on the company's board and at various projects. Communication through groups of various departments in Line format, which will include senior management. Its objectives are for employees to be informed of the Company's news as follows:

- News of the company's activities
- News or information related to welfare
- News about employees on matters such as repositioning new staff or employees resign and so on
- News that is knowledgeable to employees such as tax news about social security, etc.

7.4 Channels to contact the company of the stakeholders

The Board of Directors places importance on the participation of stakeholders in enhancing the Company's performance. To create stability and sustainability for the company By disclosing important information related to business operation to stakeholders in an adequate and transparent manner. Channels are provided for stakeholders, shareholders and investors to submit opinions, complaints or useful recommendations. And can create added value for the company The Company provides channels for external stakeholders to contact the Board of Directors. Or senior management by sending a letter by post to the designated reporting channel to notify the Company via the E-mail of

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| • Chairman of Audit Committee | : auditcommittee@lighting.co.th or |
| • Director of Human Resources and General Administration | : preechat@lighting.co.th or |
| • Internal Audit Manager | : jareeyas@lighting.co.th or |
| • Company Secretary | : chitladaj@lighting.co.th |

or 539/2 Gypsum Metropolitan Tower, 16-17 Floor, Sri Ayutthaya Road, Phayathai, Ratchathewi, Bangkok 10400 Whistle blower Procedures of the Company by a fair audit process in such matters which will be kept secret Do not disclose the source of information and protect the information provider. according to the process specified by the company and report to the Board of Directors to consider the matter and find a solution It also protects employees who refuse bribes. Although such refusal will cause the company to lose business opportunities.

Section 8

Ensure Engagement and Communication with Shareholders

Guideline

8.1 The Board of Directors is aware of the fundamental rights of shareholders. both as investors and as the owner of the company and taking into account the maximum benefits for shareholders equally by giving importance to and respecting the ownership rights of shareholders without benefiting any group of stakeholders and take care of various information of the company in its entirety as is to ensure that shareholders are involved in making decisions on important company matters such as acknowledgment of operating results. Administration Policy or entering into any connected transaction correctly and completely through various communication channels as www.lighting.co.th both Thai and English or the website of the Stock Exchange of Thailand is www.set.or.th The Board of Directors has guidelines for the Company to follow as follows:

8.1.1 The company has appointed the company Thailand Securities Depository Co., Ltd. acts as the Company's securities registrar. To facilitate the shareholders in the operation of the company's securities registration.

8.1.2 In determining the date of the general meeting of shareholders The Company will not schedule meetings on public holidays. Bank Holidays The appropriate time will be set, which is between 8.30-17.00 and the meeting place will be in Bangkok.

In this regard, in the year 2022, the Company has scheduled to hold a shareholders' meeting in the amount of 1 time, namely the Annual General Meeting of Shareholders for the year 2022 on April 20, 2022. The meeting place is Main Meeting Room, 16th Floor, No. 539/2 Gypsum Metropolitan Tower, Sri Ayutthaya Road, Thanon Phayathai Sub-District, Ratchathewi District, Bangkok. The meeting started at 10.00 am the Company has proceeded to comply with the policy and criteria on the treatment of shareholders and in 2022 there was no Extraordinary General Meeting of Shareholders.

8.1.3 The company pays attention to all matters and issues stipulated in the law. and may affect the direction of the Company's operations The Company will clearly set the agenda for the shareholder's meeting for consideration and approval/for acknowledgment/to certify. For each agenda proposed in the meeting invitation letter there will be a background which clearly states the objectives, reasons and opinions of the Board of Directors in each agenda. along with supporting documents for shareholders to consider in detail for example, in the annual general meeting of shareholders, important agenda items such as

- Agenda for Directors has separated the matter of election of directors and the directors' remuneration for each agenda.
- Agenda on Profit Allocation and Dividend Payment has informed the company's dividend payment policy Proposed dividend rate with reasons and information for consideration clearly.

8.1.4 At every general meeting of shareholders The company has sent the invitation letter together with the meeting information with complete and correct details including the opinions of the Board of Directors in each agenda sufficiently within the time limit prescribed by law. In addition, the invitation letter for the Annual General Meeting of Shareholders and supporting documents were published both Thai and English in advance of the meeting To give shareholders more time to consider via the company website www.lighting.co.th

8.1.5 In arranging the general meeting of shareholders which is arranged once a year on an appropriate date, time and place within no more than 4 months from the end of the fiscal year of the company. The company has sent a meeting invitation letter together with supporting information for the meeting with sufficient and complete details showing its background and opinions of the Board of Directors in every agenda by preparing both Thai and English There are details in the following matters.

- Date, time and place of the Annual General Meeting of Shareholders.
- Copy of the minutes of the previous Annual General Meeting of Shareholders.
- Annual Report (56-2) with financial statements.
- Agenda Each agenda will be presented to the shareholders for consideration, such as certifying approve to consider the election consider appointing, etc.
- Agenda for appointment of directors contains information of persons nominated to serve as directors to replace those who retire by rotation, such as name, age, educational background. History of training courses current and past work history Number of listed companies and
- general companies holding director positions job expertise Attendance history for that year of being a director of the company shareholding in the company History of wrongdoing within 5 year History of transactions that may cause conflicts during the past year. Information for consideration for election in case of holding an independent director position.
- Agenda for Consideration of Remuneration of Directors and Sub-Committees Contains information on the remuneration of the Board of Directors and subcommittees comparing 2 year, policies and criteria for determining remuneration and the opinion of the Corporate Governance, Nomination and Remuneration Committee.
- Agenda for appointing auditors and fixing auditor's fees Contains information of auditors Comparative remuneration for 3 years and the opinion of the Audit Committee.
- Articles of Association of the specific company relating to the shareholder's meeting.
- Method of voting at the shareholders' meeting vote counting and notify the result of the vote counting.
- Documents and evidence that attendees must present before attending the meeting How to authorize registration and voting at the shareholders' meeting.
- Information of independent directors proposed by the company for shareholders to appoint as proxies.
- Map of the venue of the Annual General Meeting of Shareholders.

- Proxy Form B. (A form that prescribes various items The Company has prepared the proxy form according to the notification form of the Ministry of Commerce, namely Form B. Shareholders can download the proxy form the Company's website. This is for the shareholders to use in their decision to vote on various agendas at least 7 days in advance.

In addition, the Company has posted advertisements in newspapers for 3 consecutive days and announced at least 3 days before the meeting date. Able to pre-register at least 2 hours before the meeting.

8.1.6 If the shareholders are unable to attend the meeting The company has sent the proxy form in the form of the Ministry of Commerce along with the notice of the general meeting of shareholders for shareholders who wish to appoint other persons to attend the meeting on their behalf By choosing to appoint any person instead or one of the independent directors of the Company to attend the meeting instead in order to maintain the rights of shareholders.

8.1.7 The company determines the right to vote at the shareholders' meeting according to the number of shares held by the shareholders. One share is entitled to one vote.

8.1.8 At every shareholder meeting Documents and evidence provided by shareholders or the representative of the shareholders who must present before attending the meeting Proxy method Registration required by the company will be a guideline as required by laws and regulatory agencies such as the Stock Exchange of Thailand or prescribed by the Securities and Exchange Commission.

8.1.9 The company has added channels to disseminate the invitation letter for the Annual General Meeting of Shareholders and meeting documents including the rules for attending the meeting and the rules for meetings via the company's website www.lighting.co.th both Thai and English, at least 30 days in advance of the meeting date to allow shareholders sufficient time to consider important agenda items, provided that such information is completely and sufficiently detailed.

In this regard, in 2022, the Company has set the date for the Annual General Meeting of Shareholders to be held on April 20, 2022 and has published the notice of the Annual General Meeting of Shareholders and meeting documents via the Company's website in both Thai and English on March 18, 2022 which is 35 days prior to the meeting date.

8.1.10 The company assigns the company Thailand Securities Depository Co., Ltd., which is the Company's share registrar, delivers the shareholders meeting notice to shareholders at least 14 days in advance of the meeting date. After the meeting has begun with the right to vote on the agenda under consideration and not yet voted and counted as a quorum starting from the agenda of the meeting and voting onwards.

In the 2022 Annual General Meeting of Shareholder held on April 20, 2022, the Company assigned by the Company Thailand Securities Depository Co., Ltd. has sent the invitation letter to the shareholders' meeting on April 5, 2022, which is sent 22 days in advance of the meeting date.

8.1.11 At the general meeting of shareholders The company has established procedures for meeting legally and taking into account the convenience The rights and equality of shareholders are primarily by registering to attend the meeting The Company has provided sufficient appropriate staff and technology to facilitate the review of shareholders' documents at least 2 hours in advance of the meeting.

In the registration The Company arranges for registration using the Company's information system. With the name and number of shares of each shareholder printed on the ballot to make the registration process as fast as possible during registration the company has provided a document check point for shareholders who come in person. And in the case of appointing another person to attend the meeting instead and prepare duty stamps for closing the proxy form for the proxies who come to vote at the meeting.

8.1.12 At each shareholder meeting before starting the meeting according to the agenda The Chairman of the Board of Directors who acts as the chairman of the meeting will inform the meeting. Shareholders acknowledge the number and proportion of shareholders attending the meeting in person and by proxy from shareholders attending the meeting. The procedures and methods of voting in each agenda.

8.1.13 At each shareholder meeting The Chairman of the Board of Directors who acts as the chairman of the meeting will introduce the Board of Directors. various committees High-level executives attending the meeting to shareholders including the representative of the auditor legal advisor Volunteer representative from the Thai Investors Association as well as explaining to the shareholders the method of voting and the rights of the shareholders The chairman of the meeting is responsible for controlling the meeting in accordance with the order of the agenda as announced in the notice calling for the general meeting of shareholders. Allocate time appropriately and sufficiently for the presentation of various issues of each agenda without adding any other agenda than those specified in the notice of the meeting.

In each agenda, the Board of Directors gave the shareholders an opportunity to express their opinions. Ask questions about the business operations of the Company and its subsidiaries together with the recording of the meeting accurately and completely.

In addition, the Company also provided ballots for shareholders to use in each agenda. And have counted the votes and disclose the votes in every agenda, including agreeing, disapproving, abstaining and invalid ballots with transparency and fairness.

In 2022, at the general meeting of shareholders The Board of Directors of 11 members and all sub-committees attended the meeting. The rate of attendance is 100%.

8.1.14 The Company has disclosed the names of the top 10 shareholders of the Company as of the closing date of the share registration book, prior to the annual general meeting of shareholders. Inform shareholders through the company's website, www.lighting.co.th both Thai and English.

8.1.15 Annual General Meeting of Shareholders every time in the agenda for election of directors to replace those retiring by rotation The Company has given the opportunity for shareholders to vote on the election of directors individually. The company has attached details about each director who is nominated for election with sufficient information that shareholders can use for consideration.

8.1.16 at every annual general meeting of shareholders The Company has also given shareholders the right to consider and approve the remuneration of the Board of Directors and sub-committees. The company has attached details about the remuneration of the Board of Directors and sub-committees with sufficient information that shareholders can use for consideration.

8.1.17 at every annual general meeting of shareholders The Company has set an agenda for the appointment of auditors and determination of the auditor's remuneration by proposing to shareholders to consider and approve The Company has attached details about the auditors proposed to be appointed including details about the auditor's remuneration with sufficient information that shareholders can use for consideration.

8.1.18 The 2022 Annual General Meeting of Shareholders The Company has used the Company's registration and vote counting program which was developed for registering and counting the quorum of the shareholder's meeting as well as for counting votes in the resolution of the meeting agenda.

8.1.19 The Company arranges the shareholders' meeting in accordance with the order of the agenda as stated in the notice of the shareholders' meeting. The Company will not add any agenda without prior notice to the shareholders. If there is an additional agenda to consider matters other than those specified in the notice of the shareholders' meeting must be approved by the shareholder's meeting with a vote of not less than one-third of the shareholders attending the meeting and having the right to vote.

8.1.20 during the meeting The Board of Directors provides opportunities for shareholders to express opinions, suggestions or ask questions on various agendas independently before voting.

8.1.21 The Company has prepared the minutes of the Annual General Meeting of Shareholders after the general meeting of shareholders is terminated in complete detail according to the facts shown in the general meeting of shareholders. This will be sent to the Stock Exchange of Thailand within 14 days after the meeting and published through the company's website, namely www.lighting.co.th both Thai and English.

In this regard, in 2022, after the 2022 Annual General Meeting of Shareholders held on April 20, 2022, the Company has notified the resolutions of the Annual General Meeting of Shareholders along with the voting results. By notifying to the directors and managers of the Stock Exchange of Thailand via the Stock Exchange of Thailand's news system. Within the meeting date is April 20, 2022 and send the minutes of the general meeting of shareholders in which the meeting minutes are recorded voting for each agenda together with questions or comments of shareholders in full to the directors and managers of the Stock Exchange of Thailand within 14 days from the date of the meeting, i.e. on April 26, 2022 and published on the company's website, www.lighting.co.th both Thai and English The company also recorded the meeting footage and published it on the company's website.

8.1.22 After every shareholders meeting The Company will prepare the minutes of the meeting that have been recorded accurately and completely according to the meeting. The information was recorded in the minutes of the meeting which consists of

- Procedures and methods for voting in each agenda.
- List of Directors sub-committees The Company's senior executives who attended and did not attend the meeting, auditors, legal advisors representative of minority shareholders.
- Meeting resolutions for each agenda item, voting results consisting of agreeing, disagreeing, abstaining and voided ballots.
- Questions of shareholders including the name - surname and answers from company directors and executives.

8.1.23 Voting is done openly with ballots for each agenda so that shareholders can vote freely.

8.1.24 The Company has a policy to pay dividends to all shareholders at equal rates.

8.1.25 The Company gives the right to shareholders who attend the meeting after the meeting has started to vote. For the agenda that is under consideration and has not yet voted it is counted as a quorum starting from the agenda of the meeting and voting onwards.

8.1.26 The company takes care of its shareholders. by providing information, news, operating results and the policy of regular and timely management In addition to disclosing information through the Stock Exchange of Thailand's news system The company has also taken important information. Including news the current information displayed on the Company's website is www.lighting.co.th

8.1.27 The Company has a policy to invite minority shareholders to propose meeting agendas. And nominate a person to be selected as a director which should be considered at the Annual General Meeting of Shareholders in advance during 1 October - 30 December of every year by announcing through the information dissemination system of the Stock Exchange of Thailand. And the website of the company is www.lighting.co.th in the Investor Relation category.

In this regard, for the 2022 Annual General Meeting of Shareholders, the Company has invited minority shareholders to propose agenda that should be considered at the 2021 Annual General Meeting of Shareholders in advance during 1 October - 30 December 2021 on October 1, 2021 through the information dissemination system of the Stock Exchange of Thailand and the company's website is www.lighting.co.th in the Investor Relations category at the end of the specified period, which is on December 30, 2021, when the period has ended No minor shareholders proposed any agenda.

8.1.28 The company has a policy for shareholder who have right to attend the meeting to express their opinions or send questions in advance of the date of the shareholders' meeting on matter related to the agenda of the annual general meeting of shareholders The company will collect opinions and questions and present them to the Board of Directors. To consider answering questions on the day of the Annual General Meeting of Shareholders.

In this regard, at the 2022 Annual General Meeting of Shareholders, the Company gave an opportunity to shareholders who had the right to attend the meeting to express their opinions. Or submit questions in advance of the shareholders' meeting date on matters related to the agenda of the 2022 Annual General Meeting of Shareholders in advance during 1 October - 30 December 2021. On October 1, 2021 through the information dissemination system of the Stock Exchange of Thailand and the company's website is www.lighting.co.th in the Investor Relations category at the end of the specified period, which is on December 30, 2021, when the period has ended there were no shareholders to comment or submit any questions in advance.

8.1.29 To facilitate the meeting of shareholders The Company has informed the shareholders in the invitation letter of the meeting that there are various routes to travel to the meeting by making a map of the meeting place the passing bus.

The company has given importance to good corporate governance. It is of the view that such principles are beneficial to the company in organizational development. and has continuously applied good corporate governance principles for listed companies of the Stock Exchange of Thailand. But there are still some things that the company has not yet fully complied with, namely:

- **The company should specify that independent directors have a term of office not exceeding 9 years from the date of first appointment.**

Currently in the company, there are 4 independent directors whose term of office is more than 9 years. Board of Directors The Corporate Governance, Nomination and Remuneration Committee together carefully considered and has an opinion The Company's independent directors are fully qualified according to the Company's independent director qualifications and the requirements of the Capital Market Supervisory Board are persons with knowledge, abilities and experiences suitable for the Company's business. Have opinions and have independent expression as well as being able to perform duties as an independent director.

- **The Corporate Governance, Nomination and Remuneration Committee should be independent directors as a whole.**

Currently in the company The Corporate Governance, Nomination and Remuneration Committee consists of 3 members, consisting of 2 independent directors, which is more than half of the Corporate Governance, Nomination and Remuneration Committee, and the Chairman of the Corporate Governance, Nomination and Remuneration Committee is an independent director. Governance, Nomination and compensation for being an independent director able to perform duties fully.

Anti – Corruption Policy

Message from the Chairman of the Board

As a public listed company compliant to the rules and regulations set by the Stock Exchange of Thailand and the Securities and Exchange Commission to promote transparency and integrity of business conduct, Lighting & Equipment Public Company Limited joined the Collective Action Coalition against Corruption ("CAC") on 12 February 2017 and renewed the certification as a member of the Anti-Corruption Coalition of the Thai private sector. The accreditation and Renewed the certification of "Lighting and Equipment Public Company Limited" as a member of the Anti-Corruption Coalition of the Thai private sector. Such certification will be valid for 3 years from the date of approval.

Date 30 June 2021 The end of certification is 3 years on 30 June 2024. The document sets the framework for all employees and stakeholders to carry out sound business practices as part of Code of Conduct, which serves as a foundation to conduct business and achieve sustainable growth.

As the Chairman of the Board, I would like the Board of Directors, company executives and employees to study and enact the principles and measures on anti-corruption with utmost conformity. Together we can promote Lighting & Equipment Public Company Limited as a transparent and trustworthy company to all stakeholders and enable us to grow our business sustainably.



Mr. Sitthichai Kraisitthisirin
Chairman

This Anti-corruption policy was approved by the Board of Directors on November 8, 2022. The Board shall constantly review and update the policy to respond to the changing environment, and will disclose them in the company's One-Report, and on the company's website:

www.lighting.co.th

Introduction

Lighting & Equipment Public Company Limited is committed to conducting its business with integrity and transparency as well as compliance with good practices in corporate governance. The Company is opposed to all forms of corruption as unethical behavior erodes free and fair competition, and impedes the economic and social development.

The Anti-Corruption Policy ("this Policy") is a supplement to the Company's Code of Conduct and has been approved by the Board of Directors.

Purpose

- Lighting & Equipment Public Company Limited has Anti-corruption Policy.
- This Policy is to provide guidance for the Company, its Employees as well as to any person acting on behalf of Lighting & Equipment Public Company Limited (e.g., third parties) concerning compliance with anti-corruption laws and to set out monitoring and review procedures to ensure compliance with this Policy.

Definition

Corruption means any types of bribery such as offering, promising, giving, accepting or soliciting of an advantage as an inducement (e.g. money, gifts, loans, rewards, fees, entertainments or other advantages) for an action which is illegal or unethical, as well as the abuse of entrusted power by using a title, responsibility and/or information derived from work performed for the company to do anything to render benefit to one's self and/or other parties in order to directly and indirectly acquire money, assets or any other benefits not appropriate for the business or any illegitimate interest for oneself and/or other parties including any action found conflicting with the Code of Conduct practice unless the laws, rules, announcements, regulations and local customs or business practices have allowed so.

Scope

All Directors, Management and Staff (collectively known as the "Employees") of the Company are prohibited from operating or accepting every type of corruption both in direct or indirect manner covering every business and related department in every country.

The Company expects all agents and other intermediaries associated with, or acting on behalf of, L&E to comply with this Policy.

Roles and Responsibilities

- The Board of Directors has duties and responsibilities to consider and approve this Policy as well as determine an effective system to support Anti-Corruption act in order to ensure that the Employees of the Company can be aware of and realize how significance of the problem of corruption may arise.
- The Audit Committee has duties and responsibilities as follow:
 - To review the Company's financial and accounting reports, internal control system, internal audit function and risk management relating to the risk of frauds so that such operation of the Company are concise, appropriate, effective, and conformed to generally accepted accounting standard.
 - To oversee the Anti-Corruption Policy and its program to ensure compliance with legal and ethical obligations.
- CEO and the Management are responsible for determining Anti-Corruption system, promoting, and encouraging Anti-Corruption manner conveyed to all their staff and related parties. This also includes reconsideration on system or regulation in order to best adjust with business changes, regulations, standards, and laws.
- Internal Auditors are responsible for auditing, assessment, and evaluations in business transactions whether they are accurate and complied with guidelines, approving authority, standards, laws, and policies in such monitored department in order to assure that the internal controls are sufficient and suitable for probable risk in corruption.
- The Employees must uphold this Policy when performing their duties. Anyone who discovers or suspects violations of this Policy must report them to a supervisor or through one of the channels established under the "Whistle blower Procedures" of the Company.

The Board of Directors has adopted the policy and operating procedures on anti-fraud and anti-corruption for both within and outside the organization. The policy and operating procedures are corresponding to the company's philosophy on strong determination in operating business with integrity and transparency as per the following details:

- **Policy and Operating Procedures Regarding Anti-fraud and Anti-corruption within The Company.**

The company's policy stipulated that all directors, management and employees must perform the duty with integrity and transparency, and shall not seek improper personal benefit or benefit for the connected persons as per the following guidelines:

- 1) Prohibit all directors, management and employees to ask or receive money or benefit in other forms from customers and business partners for personal benefit or benefit for the connected persons.
- 2) Prohibit all directors, management and employees to receive gift that has value exceeding the normal accepted practice.
- 3) Prohibit all directors, management and employees to conduct business transactions with the company for improper personal benefit or benefit for the connected persons, excepted that it is a normal transaction and the transaction is done at the market price.
- 4) Prohibit all directors, management and employees who have interest in any transaction of the company, involved in the purchase of the transaction.
- 5) All directors, management and employees have the duty and responsibility to safeguard and utilize the company's properties for optimal benefit of the company, and shall not use the properties for personal benefit or benefit for the connected persons.
- 6) Prohibit all directors, management and employees utilize the company's properties and time for personal benefit.
- 7) The company shall organize training for employees to promote integrity and responsibility in performing the duty

● **Policy and Operating Procedures Regarding Anti-fraud and Anti-corruption outside The Company.**

The company's policy stipulated that all directors, management and employees shall not seek improper personal benefit, including offer illegal benefit or bribery to the government officers as per the following guidelines.

- 1) The company shall not support and offer bribery in any form to the government officers in order to secure business for the company directly or indirectly.
- 2) The company shall operate business in accordance with the laws and regulations, to prevent and avoid the demanding of bribery from government officers.
- 3) The company shall collaborate with public organizations in fighting fraud and corruption.
- 4) The relationship build up with outside persons in organizing party or dinner or offer the company's products to outside persons must be done at a proper time and with appropriate reasons, verifiable and should not be extravagant.
- 5) The company shall promote to the management and employees the value and culture that offering bribery to government officers in order to secure business for the company is an unfair practice and will destroy the society at large, and is not the way for sustainable business.

● **Policy on Building Consciousness to Management and Employees in Refraining from Fraud and Corruption.**

The company realizes that fraud and corruption will destroy the society at large, and has therefore asked the company's management and employees to perform the duty with integrity and transparency, and are able to be verified, which is in line with the company's philosophy, started that "Uphold Fairness, Dedicate to Quality, Honest and Punctual, Work Together As a Team" The company believes that business success should be a result of dedication, operation efficiency, innovation, offering products and services that required by customers, and should not depend on revenue arisen from the bribery. Therefore, the company has established the policy and operating procedures so that management and employees can use them as the operating guidelines. The building of anti-fraud and anti-corruption consciousness has been done through the operating manual, announcing board, website and the company's internal activities. The company will also include the anti-fraud and anti-corruption campaign whenever it is appropriate.

● **Whistleblower Procedures**

The Board of Directors had provided the opportunities for employees and stakeholders, having a channel for complaints and reporting illegal acts. The company secretary is serves as the complaints of corporate governance and business ethics of the company are as follows:

● **Complaints and Suggestions Channels**

- Chairman of Audit Committee : auditcommittee@lighting.co.th or
- HR & Admin Director : preechat@lighting.co.th or
- Internal Audit Manager : jareeyas@lighting.co.th or
- Company Secretary : cs@lighting.co.th or

or : 539/2 Metropolitan Tower 16-17 Fl. Sri-Ayudhya Road, Phayathai, Rajhathevee, Bangkok 10400

● **The Participation on Anti-fraud and Anti-corruption Activities**

Lighting & Equipment Public Company Limited has approved the status of a member of the Thai Private Sector Collective Action Coalition against Corruption. to the Board of Directors As the company has prepared a self-assessment on anti-corruption measures and submitted a self-assessment to the Committee on the Private Sector Collective Action Coalition (CAC) for consideration. Thai Institute of Directors Association (IOD) As secretary of the Committee of the United Nations At the meeting of the Coalition Against the Committee for the quarter 1/21, the meeting resolved to renew the certification of "Lighting & Equipment Public Company Limited" Be a member of the Anti-Corruption Coalition of the Thai private sector The accreditation will be valid for 3 years from the date of approval on June 30, 2021, the end of the 3 year certification period on June 30, 2024. The Board of Directors has resolved to acknowledge. Disclosure of the resolution of certification as a member of the Thai Private Sector Collective Action Coalition against Corruption including anti-corruption policies At the Board of Directors Meeting No. 3/2564, the following policies are included.

● **Implementation and Enforcemen**

- 1) Management at all levels have to oversee and responsible for their subordinates to ensure that their subordinates know, understand and strictly act in accordance with the code of conduct. Severe punishment will be imposed on the directors and employees who act against the codes of conduct.
- 2) However, the company assigns the Internal Audit to oversee the implementation and enforcement of the codes of conduct in general sothat shareholders, employees, customers, suppliers and subcontractor, creditors and other persons can send their complaints or suggestions to the company for consideration or action.

Attachment 6

- > Report from Audit Committee Year 2022
- > Audit Committee Charter Year 2022
- > Charter of the Corporate Governance,
Nominations and Compensation
Committee Year 2022

Report from Audit Committee

The Audit Committee of Lighting & Equipment Public Company Limited comprised of 3 independent directors : Mr.Utis Chanchenchop is committee chairman, Mr.Boonlert Khawcharoenporn and Mrs.Renu Buakird are committee members.

In the year 2022, The Audit Committee had organized 4 meetings, each meeting takes approximately 4 hours to carry out its duty as specified in the Audit Committee Charter. In every meeting, there are agenda for meeting with the company's Independent Auditor and agenda for meeting with the Internal Audit. The Audit Committee had also had meeting with high level management for relevant agendas. The Audit Committee is of the opinion that.

1. The company's 2022 financial reports are fairly presented and no transactions are found that might materially affect the financial reports.
2. The company's internal control system and risk management system are appropriate, sufficient and efficient. At present, there are 3 experienced internal auditors to carry out the internal audit activities.
3. The related-party transactions in 2022 are general and normal business transactions, they are reasonable and no abnormal transactions are found.
4. The company has complied to the laws of securities and stock exchange as well as regulations and other laws relevant to the company's business.
5. Ms.Charinrat Noprampa, auditor registration number 10448 was the company's Independent Auditor for the year 2022. She is knowledgeable and independent as well as has long experience in the auditing activities and therefore is suitable for the job.

As for the appointment of the company's Independent Auditor for the year 2022, the Audit Committee proposes that the following persons from KPMG Poomchai Audit Co.,Ltd. : Ms.Charinrat Noprampa, Registration No.10448 or Mr. Krit Thammatatto No.11915 or Mr. Wachara Pattarapitak No.6669 be appointed as the company's Independent Auditor for the year 2022



Mr. Utis Chanchenchop
Chairman of Audit Committee

Audit Committee Charter Year 2022

This Audit Committee Charter has been adopted by the Board of Directors of Lighting & Equipment Public Company Limited. The Audit Committee of the Board shall review and reassess this charter annually and recommend any proposed changes to the Board for approval.

Purpose

The Board of Directors appoints the Audit Committee to assist the Board in fulfilling its responsibility for oversight of the quality and integrity of the accounting, auditing, internal control, and financial reporting practices of the company.

Committee Composition and Its Meeting

The Audit Committee shall consist of at least three members. Each committee member must be independent director, shall meet the independence and financial literacy requirements for serving on audit committee, and at least one member shall have accounting or related financial management expertise, as set forth in the applicable rules of the Stock Exchange of Thailand. The Committee shall maintain free and open communication with the independent auditors, the internal auditors and management of the company. One member of the Committee shall be appointed as chair. The chair shall be responsible for leadership of the Committee, including scheduling and presiding over meeting, preparing agendas, and making regular report to the Board.

The Committee shall meet at least four times a year, or more frequently as the Committee considers necessary.

The Audit Committee member has 3 years term of service. The Audit Committee member being due to retire by rotation is eligible for re-election. In case that any vacancy in the membership of the Audit Committee occurs due to other reasons than by retirement of the member by rotation, the Audit Committee shall appoint a qualified person to be Audit Committee member corresponding with that defined by the Board of Directors. The new member of the Audit Committee who replaces the vacant seat will serve out the remaining term of the replaced member.

Roles and Responsibilities

The Audit Committee shall be responsible for :

1. Review the financial reports (quarterly financial reports and annual audited financial report) to oversee that the reports are sufficient and correct before forwarding them to the Board of Directors for consideration.
2. Review the internal control system to oversee that the internal audit procedures are adequate, appropriate and efficient. In addition, to observe the independence of the internal audit unit, as well as to approve the appointment, transfer and dismissal of the head of the internal audit unit or any other units responsible for the internal audit.
3. Review the risk assessment and risk management system to oversee that they are appropriate, adequate and efficient.
4. Review the business operating procedures to oversee that they are in compliance with rules and regulations of the Security Exchange Commission and those of the Stock Exchange of Thailand as well as other laws relative to the company business.
5. Recommend to the Board the independent auditors to be nominated for shareholder approval to audit the financial reports of the company. Review with the independent auditors the objectivity of audit, responsibility and auditing procedures of the independent auditors including problems found during the audit as well as issues that the independent auditors feel they may have material impact on the company financial reports and to attend a meeting with the auditor without the presence of the management at least once a year.
6. Review the disclosure of connected transactions or transactions that may have conflict of interest to oversee that they are accurate, complete and timely to ensure that such transactions are appropriate and most beneficial to the company.
7. Issue an Audit Committee Report to be included in the company's annual report and the report must be signed by the Audit Committee Chairperson and must at least contain the following information.
 - Opinions concerning the correctness, completeness and trustworthiness of the financial reports of the company.
 - Opinions concerning the adequacy of the Company's internal control system.
 - Opinions concerning the Company's compliance with the law and regulation of the Securities and Exchange and regulations of the Stock Exchange of Thailand, or any law governing the Company's business.

- Opinions concerning the appropriateness of the auditor.
 - Opinions concerning the transactions that may involve conflict of interest.
 - The number of the Audit Committee's Meetings and attendance record for each of the Audit Committee Members.
 - Opinions or overall observation that the Audit Committee has received by performing its duties in accordance with the Charter of the Audit Committee.
 - Other transactions assigned by the company's Board of Directors that should be acknowledged by shareholders and investors.
8. Perform other activities as assigned by the Company's Board of Directors with consent from the Audit Committee. In carrying out the assignment, the Audit Committee is responsible to the Board of Directors and the Board of Directors will still have to be responsible for the performance to the public.
 9. The Audit committee has duties and responsibilities to consider and approve this Policy as well as determine an effective system to support Anti-Corruption act in order to ensure that the Employees of the Company can be aware of and realize how significance of the problem of corruption may arise.
 10. The Audit Committee has duties and responsibilities as follows :
 - To review the Company's financial and accounting reports, internal control system, internal audit function and risk management relating to the risk of frauds so that such operation of the Company are concise, appropriate, effective, and conformed to generally accepted accounting standard.
 - To oversee the Anti-Corruption Policy and its program to ensure compliance with legal and ethical obligations.

The Committee's job is one of oversight. Management is responsible for the preparation of the company's financial statements and the independent auditors are responsible for auditing these financial statements. The Committee and the Board recognize that management including the internal audit staff and the independent auditors have more resources and time and more detailed knowledge and information regarding the Company's accounting, auditing, internal control and financial reporting practices than the Committee does; accordingly, the Committee's oversight role does not provide any expert or special assurance as to the financial statements and other financial information provided by the company to its shareholders and others.

The Board of Directors is empowered to make adjustment and change definitions and qualifications of the independent director as well as scope of duties and responsibilities of the Audit Committee according to the regulations of the Security and Exchange Commission, the Stock Exchange of Thailand, The Capital Market Supervisory Board, and other related laws.



Mr. Utis Chanchenchop
Chairman of Audit Committee



Mr. Boonlert Khawcharoenporn
Member of Audit Committee



Mrs. Renu Buakird
Member of Audit Committee

This Audit Committee Charter is considered and approved
The Board of Director's Meeting No. 4/2022
On November 8, 2022

Charter of the Corporate Governance, Nominations and Compensation Committee

Year 2022

This Corporate Governance, Nominations and Compensation Committee Charter have been adopted by the Board of Directors of Lighting & Equipment Public Company Limited. The Corporate Governance, Nominations and Compensation Committee shall review and reassess this charter annually and recommend any proposed changes to the Board of Director for approval.

Purpose

The Board of Directors appoints the Corporate Governance, Nominations and Compensation Committee to assist the Board in fulfilling its responsibility relative to the corporate Governance and Codes of Conduct, including the selection, nomination and compensation of the company's Director and Chief Executive Officer and forward them to the Board of Director for approval, and in case of the company's Director further refer to the shareholders meeting for approval.

Committee Composition and Its Meeting

The Corporate Governance Nominations and Compensation Committee shall consist of a least three members. Members of the committee shall maintain free judgment. One member of the committee shall be appointed as chairperson. The chairperson shall be responsible for leadership of the committee, including scheduling and presiding over meeting, preparing agendas and making regular reports to the Board of Directors. The Committee shall meet at least once a year, or more frequently as the Committee considers necessary.

Role, Duty and Responsibility

The Corporate Governance Nominations and Compensation Committee have the following authorities and duties.

1. Consider and review the policy and practice of Corporate Governance and Codes of Conduct of the company and update them accordingly.
2. Monitor and assess the compliance of the company to the policy of Corporate Governance and Codes of Conduct and at least once a year.

3. Carry out the annual evaluation of the performance of the Board, the Board's committees (including its own performance) and of each member of the Board, review the result of the evaluation of each of the Board's committees and report to Board.
4. Carry out the annual evaluation of Chief Executive Officer (CEO) annually with further inform to the Board.
5. Nominate persons suitable for company's directors to the Board of Directors and for approval by shareholders' meeting
6. Nominate person suitable for company's Chief Executive Officer to the Board of Directors for approval.
7. Review and recommend compensations for the company's directors.
8. Review and recommend compensations for the Chairman of Executive Committee.



Mr. Boonlert Khawcharonenporn

Chairman of Corporate Governance Nominations and Compensation Committee



Mrs. Renu Baukerd

Member of Corporate Governance Nominations
and Compensation Committee

Mrs. Napaporn Vimananupong

Member of Corporate Governance Nominations
and Compensation Committee

This Charter of the Corporate Governance Nomination and Compensation Committee
Considered and Approved by The Board of Director's Meeting No. 4/2022
On November 8, 2022



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