



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

LIGHTING & EQUIPMENT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : LIGHTING & EQUIPMENT PUBLIC COMPANY LIMITED

Symbol : L&E

Address : GYPSUM METROPOLITAN TOWER, FLOOR 16-17, 539/2 SRI-AYUDHAYA ROAD, RATCHATHEWI

Province : Bangkok

Postcode : 10400

Business : The company provides a complete range of lighting products covering the manufacture, import, and distribution to domestic and international clients, as well as offering lighting design and providing recommendations for lighting applications. The company's products can be grouped into four categories ; Luminaires ,Lamp bulbs,Lighting accessories and Lighting poles etc. Under L&E ,LUMAX and others brand.

Registration Number : 0107547000338

Telephone : 0-2248-8133

Fax (if applicable) : 0-2248-8144

Website : <http://www.lighting.co.th>

Email : cco01@lighting.co.th

Total Shares Sold (shares)

Common Stock : 492,040,074

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	2,412.00	2,678.00	3,220.00
Project Business Group (Thousand baht)	1,615.00	1,472.00	1,794.00
Wholesale and Retail Business Group (Thousand baht)	668.00	617.00	731.00
Oversea Business Group (Thousand baht)	129.00	589.00	695.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Project Business Group (%)	66.96	54.97	55.71
Wholesale and Retail Business Group (%)	27.69	23.04	22.70
Oversea Business Group (%)	5.35	21.99	21.58

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	2,412.00	2,678.00	3,220.00
Domestic (Thousand baht)	2,283.00	2,089.00	2,525.00
International (Thousand baht)	129.00	589.00	695.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	94.65	78.01	78.42
International (%)	5.35	21.99	21.58

*Excluding the profit margins in the associated companies

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2020	2021	2022
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

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

Risk From Granting Credit to Customers

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

Risk from Exchange Rate Fluctuation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations

Financial Risk

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

Risk from Cheap Price Products from China

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Reliance on large partners / distributors or few partners / distributors

Risk from Obsolete Products or Slow Moving Products Resulted from Technology Change.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Product obsolescence

Risk from Technology Disruption

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risk Relative to Finance

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk Relative to Laws and Regulations

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Other

Risk to Securities Holder (2.2.2)

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

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Water Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Jet fuel (Litre)	0.00	0.00	0.00
Diesel (Litre)	0.00	0.00	0.00
Gasoline (Litre)	0.00	0.00	0.00
Fuel oil (liters)	0.00	0.00	0.00
Crude oil (barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilogram)	0.00	0.00	0.00
Steam (tonnes)	0.00	0.00	0.00
Coal (tonnes)	0.00	0.00	0.00

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	2,699,461.90	3,858,252.00	3,498,181.70

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	21,597.00	23,857.00	22,987.00

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	0.00	0.00	0.00
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total (Tons of carbon dioxide equivalents)	N/A	N/A	N/A

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

Company human right guideline : Employee Rights, Child Labor, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2020	2021	2022
Number of male employees (persons)	361	336	342
Number of female employees (persons)	445	435	433
Total (persons)	806	771	775

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	308,311,590.89	297,098,042.46	311,507,587.38

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	6	6	6
Employee development and training expenses (baht)	186,000.00	174,260.00	189,156.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	0	0	0

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	14.02	15.69	22.32

• **Significant labor dispute**

	2020	2021	2022
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	11	100.00
Number of male directors	7	63.64
Number of female directors	4	36.36
Number of executive directors	4	36.36
Number of non-executive directors	7	63.64
Number of independent directors	4	36.36

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SITHICHAJ KRAISITHISIRIN Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	24 Aug 2004	Economics, Law

2.	Mr. ANANT KITTIVITTAYAKUL Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	24 Aug 2004	Economics, Corporate Management, Engineering, Strategic Management
3.	Mrs. NAPAPORN VIMON-ANUPONG Gender: Female Age: 59 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	24 Aug 2004	Transportation & Logistics, IT Management
4.	Mr. UTIS CHANCHENCHOP Gender: Male Age: 85 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	24 Aug 2004	Economics, Strategic Management, Audit
5.	Mrs. RENU BUAKIRD Gender: Female Age: 82 years old Highest level of education: Master's degree Major: MBA Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	24 Aug 2004	Commerce, Accounting, Finance, Audit

6.	Mr. BOONLERT KHAWCHAROENPORN Gender: Male Age: 80 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	24 Aug 2004	Economics, Governance/ Compliance
7.	Mr. GRITSADA SUPTUAYCHONE Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Aug 2004	Industrial Materials & Machinery, Electronic Components, Engineering
8.	Mrs. KALAYARAT SURIYASAT Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	24 Aug 2004	Economics
9.	Mr. SUPACHAI WATANANGURA Gender: Male Age: 78 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	29 Apr 2009	Economics, Law, Audit

10.	Ms. NATTHALEE SUPTUAYCHONE	Director (Non-executive)	19 Nov 2020	Accounting, Finance, Information & Communication Technology
	Gender: Female			
	Age: 52 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Business Administration			
	Major Finance			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
11.	Mr. EKKALAK BORIMASPOORN	Director (Executive)	19 Nov 2020	Marketing, Corporate Management
	Gender: Male			
	Age: 46 years old			
	Highest level of education:	Director type: Original		
	Bachelor's degree	director		
	Major: Bachelor of Industrial and			
	Risk Management			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda
of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. UTIS CHANCHENCHOP Gender: Male Age: 85 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	24 Aug 2004	Economics, Strategic Management, Audit
2. Mrs. RENU BUAKIRD [1] Gender: Female Age: 82 years old Highest level of education: Master's degree Major: MBA Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	24 Aug 2004	Commerce, Accounting, Finance, Audit
3. Mr. BOONLERT KHAUCHAROENPORN Gender: Male Age: 80 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	17 Mar 2004	Economics, Governance/ Compliance

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. ANANT KITTIVITTAYAKUL Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	19 Nov 2020
2. Mrs. NAPAPORN VIMON-ANUPONG Gender: Female Age: 59 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	19 Nov 2020
3. Mr. GRITSADA SUPTUAYCHONE Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Aug 2004
4. Mr. EKKALAK BORIMASPORN Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Bachelor of Industrial and Risk Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	19 Nov 2020

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance and Nomination Committee	Mr. BOONLERT KHAWCHAROENPORN	Chairman
	Mrs. RENU BUAKIRD	Member
	Mrs. NAPAPORN VIMON-ANUPONG	Member
Management Committee	Mr. ANANT KITTIVITTAYAKUL	Chairman
	Mrs. NAPAPORN VIMON-ANUPONG	Member
	Mr. GRITSADA SUPTUAYCHONE	Member
	Mr. EKKALAK BORIMASPORN	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Management Committee
Sub-committees responsible for nomination	: Corporate Governance and Nomination Committee
Sub-committees responsible for remuneration	: Corporate Governance and Nomination Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Nomination Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Nomination Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ANANT KITTIVITTAYAKUL Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Engineering	CHIEF EXECUTIVE OFFICER	19 Nov 2020	Economics, Corporate Management, Engineering, Strategic Management
2. Mrs. NAPAPORN VIMON-ANUPONG Gender: Female Age: 59 years old Highest level of education: Bachelor's degree Major: Science	MANAGING DIRECTOR	19 Nov 2020	Transportation & Logistics, IT Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2020	2021	2022
Total executive remuneration (baht)	35,372,380.00	38,432,172.04	N/A

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 342

Number of female employees (persons) : 433

Total (persons) : 775

Employee Remuneration

Total employee remuneration : 311,507,587.38

Provident fund

Total number of employees (persons) : 775

Number of employees contributing to the PVD (persons) : 564

Percentage of employees who are members (%) : 72.77

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ANANT KITTIVITTAYAKUL Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 24 Aug 2004	Economics, Corporate Management, Engineering, Strategic Management
2. Mrs. NAPAPORN VIMON-ANUPONG Gender: Female Age: 59 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 24 Aug 2004	Transportation & Logistics, IT Management
3. Mrs. RENU BUAKIRD Gender: Female Age: 82 years old Highest level of education: Master's degree Major: MBA Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 24 Aug 2004	Commerce, Accounting, Finance, Audit

4.	Mrs. KALAYARAT SURIYASAT	Director	Date position was assumed:	Economics
	Gender: Female	(Non-executive)		
	Age: 63 years old		24 Aug 2004	
	Highest level of education:	Director type: Re-elected		
	Master's degree	as director		
	Major: Economics			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SITHICHAIR KRAISITHISIRIN	Chairman of the board	Participating
Mr. ANANT KITTIVITTAYAKUL	Director	Non-participating
Mrs. NAPAPORN VIMON-ANUPONG	Director	Non-participating
Mr. UTIS CHANCHENCHOP	Director	Non-participating
Mrs. RENU BUAKIRD	Director	Non-participating
Mr. BOONLERT KHAWCHAROENPORN	Director	Non-participating
Mr. GRITSADA SUPTUAYCHONE	Director	Non-participating
Mrs. KALAYARAT SURIYASAT	Director	Non-participating
Mr. SUPACHAI WATANANGURA	Director	Non-participating
Ms. NATTHALEE SUPTUAYCHONE	Director	Participating
Mr. EKKALAK BORIMASORN	Director	Participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 4

Date of AGM meeting : 20 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SITHICHAJ KRAISITHIRIN (Chairman of the board)	-	4/4	Participating	Did not hold the meeting
2.	Mr. ANANT KITTIVITTAYAKUL (Director)	-	4/4	Participating	Did not hold the meeting
3.	Mrs. NAPAPORN VIMON-ANUPONG (Director)	-	4/4	Participating	Did not hold the meeting
4.	Mr. UTIS CHANCHENCHOP (Director)	-	4/4	Participating	Did not hold the meeting
5.	Mrs. RENU BUAKIRD (Director)	-	4/4	Participating	Did not hold the meeting
6.	Mr. BOONLERT KHAWCHAROENPORN (Director)	-	4/4	Participating	Did not hold the meeting
7.	Mr. GRITSADA SUPTUAYCHONE (Director)	-	4/4	Participating	Did not hold the meeting
8.	Mrs. KALAYARAT SURİYASAT (Director)	-	3/4	Participating	Did not hold the meeting
9.	Mr. SUPACHAI WATANANGURA (Director)	-	4/4	Participating	Did not hold the meeting
10.	Ms. NATTHALEE SUPTUAYCHONE (Director)	-	4/4	Participating	Did not hold the meeting
11.	Mr. EKKALAK BORIMASPORN (Director)	-	4/4	Participating	Did not hold the meeting

Remuneration for company directors

List of directors		Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. SITHICHAJ KRAISITHISIRIN (Chairman of the board)	-	16,000.00	320,000.00	No
2.	Mr. ANANT KITTIVITTAYAKUL (Director)	-	0.00	200,000.00	No
3.	Mrs. NAPAPORN VIMON-ANUPONG (Director)	-	0.00	200,000.00	No
4.	Mr. UTIS CHANCHENCHOP (Director)	-	32,000.00	310,000.00	No
5.	Mrs. RENU BUAKIRD (Director)	-	36,000.00	290,000.00	No
6.	Mr. BOONLERT KHAWCHAROENPORN (Director)	-	36,000.00	300,000.00	No
7.	Mr. GRITSADA SUPTUAYCHONE (Director)	-	0.00	200,000.00	No
8.	Mrs. KALAYARAT SURIYASAT (Director)	-	12,000.00	200,000.00	No
9.	Mr. SUPACHAI WATANANGURA (Director)	-	16,000.00	200,000.00	No
10.	Ms. NATTHALEE SUPTUAYCHONE (Director)	-	0.00	200,000.00	No
11.	Mr. EKKALAK BORIMASPORN (Director)	-	0.00	200,000.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. UTIS CHANCHENCHOP (Chairman of the audit committee)	-	4/4
2.	Mrs. RENU BUAKIRD (Audit committee)	-	4/4
3.	Mr. BOONLERT KHAWCHAROENPORN (Audit committee)	-	4/4