



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

ASIA PRECISION 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 : ASIA PRECISION PUBLIC COMPANY LIMITED

Symbol : APCS

Address : Amata Nakorn Industrial Estate, No. 700/331 Moo 6, Don Hua Lor
Sub-district, Mueang District

Province : Chonburi

Postcode : 20000

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

Registration Number : 0107554000011

Telephone : 0-3846-8300

Fax (if applicable) : 0-3845-8751

Website : www.apcs.co.th

Email : info@apcs.co.th

Total Shares Sold (shares)

Common Stock : 659,999,862

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	2,138,094.63	2,205,869.42	1,823,693.91
Engineering, Procurement and Construction (EPC) (Thousand baht)	1,472,024.70	1,324,753.70	1,736,236.38
Digital Asset Business (Thousand baht)	0.00	0.00	43,397.43
Raw Water Distribution (Thousand baht)	27,075.91	34,776.86	37,734.70
Precision metal parts manufacturing (Thousand baht)	633,700.91	813,126.89	0.00
Other income (Thousand baht)	5,293.11	33,211.97	6,325.40

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Engineering, Procurement and Construction (EPC) (%)	68.85	60.06	95.20
Digital Asset Business (%)	0.00	0.00	2.38
Raw Water Distribution (%)	1.27	1.58	2.07
Precision metal parts manufacturing (%)	29.64	36.86	0.00
Other income (%)	0.25	1.51	0.35

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	2,138,094.63	2,205,869.42	1,823,693.91
Domestic (Thousand baht)	1,023,272.08	1,026,042.48	1,823,634.16
International (Thousand baht)	1,114,822.55	1,179,826.94	59.75
Vietnam (Thousand baht)	481,121.64	366,700.05	0.00

Other countries (Thousand baht)	633,700.91	813,126.89	59.75
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	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	47.86	46.51	100.00
International (%)	52.14	53.49	0.00
Vietnam (%)	43.16	31.08	0.00
Other countries (%)	56.84	68.92	100.00

*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)

COVID-19 Risk from the COVID-19 pandemic

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

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

Risks from fluctuation in construction material price

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Risks from delay in construction project

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system

Risks from dependency on engineers and personnel

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

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

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Risks from high competition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Risks from foreign currency exchange rate fluctuation

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk from natural disasters

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Risks from weather conditions

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Risks from chemical contamination in water

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Impact on the environment

Risks from the other contractual party terminating water sales agreements

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Risks as a result of fluctuating microbiological substances in the reservoir

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system

Risks from reliance on key customers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

Risk from environmental impact from digital asset mining

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

Risk from digital asset price volatility

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment

Risks from technological changes

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risks of cyber theft

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

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

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

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

Risks of energy crisis

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Risks of unstable power or power outages

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

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

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Risks from an increase in digital asset mining operators

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : No

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.apcs.co.th/investor-relations/corporate-governance/>

Company environmental guideline : Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Diesel (Litre)	15,153.82	17,633.11	13,953.46

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	5,674,842.83	7,583,155.49	7,532,716.32

Water management

• Water consumption

	2020	2021	2022
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Water consumption (cubic meters)	338,790.00	378,950.00	356,450.00
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Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	35,090.00	35,980.00	31,640.00
Hazardous waste (kg)	45,580.00	50,720.00	47,750.00
Total (kg)	80,670.00	86,700.00	79,390.00

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	2,723.92	3,639.91	3,615.70
Scope 3 (Tons of carbon dioxide equivalents)	40.63	47.28	37.41
Total (Tons of carbon dioxide equivalents)	2,764.55	3,687.19	3,653.11

• 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

URL of human rights policy : <https://www.apcs.co.th/investor-relations/corporate-governance/>

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2020	2021	2022
Number of male employees (persons)	263	273	270
Number of female employees (persons)	327	333	333
Total (persons)	590	606	603

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	221,083,582.27	192,352,486.62	214,634,133.76

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	10	14	18
Employee development and training expenses (baht)	120,531.00	91,632.00	232,920.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	2	2	5

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	13.90	23.93	16.25

• **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

Company website on corporate governance policy : <https://www.apcs.co.th/investor-relations/corporate-governance/governance-policy>

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

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

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NARONG VARONGKRIENGKRAI Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	21 Apr 2012	

2.	<p>Mrs. RATANA ANUPASANANT</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	14 Sep 2022
3.	<p>Mr. APICHART KAROONKORNSAKUL</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	4 Jan 2011
4.	<p>Mr. SURIYON UDCHARCHON</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	27 Feb 2018
5.	<p>Maj.Gen. KRIENGCHAI PRASONGSUKARN</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	24 Apr 2021

6.	Mr. PRASIT HANPIYAVATANASAKUL	Director (Executive)	15 Mar 2022
	Gender: Male		
	Age: 51 years old		
	Highest level of education:	Director type: Newly	
	Bachelor's degree	appointed director to	
	Major: Accounting	replace ex-director	
	Thai nationality: Yes		
	Residing in Thailand: Yes		
7.	Mrs. PIMPARUDA PITAKTEERATHAM	Director (Executive)	17 Jun 2022
	Gender: Female		
	Age: 39 years old	Director type: Newly	
	Highest level of education:	appointed director to	
	Master's degree	replace ex-director	
	Major: Management		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. UDOMSIL SRISANGNAM Gender: Male Age: 80 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 4 Jan 2011 Date directorship ended: 13 Sep 2022	Mrs. RATANA ANUPASANANT Date position was assumed: 14 Sep 2022
2. Mr. CHAIROJ VETNARUEMARN Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 4 Jan 2011 Date directorship ended: 15 Mar 2022	Mr. PRASIT HANPIYAVATANASAKUL Date position was assumed: 15 Mar 2022

3.	Mr. ANUROTE NITIPORNSRI Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 19 Apr 2019 Date directorship ended: 9 Aug 2022	No replacement director
4.	Mr. TEERALAK SANGSNIT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 24 Apr 2021 Date directorship ended: 15 Jun 2022	Mrs. PIMPARUDA PITAKTEERATHAM Date position was assumed: 17 Jun 2022
5.	Mr. SOMPOTE VALYASEVI Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 4 Jan 2011 Date directorship ended: 28 Oct 2022	No replacement director
6.	Mr. VEERADEJ TEJAPAIBUL Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 11 Aug 2022 Date directorship ended: 21 Dec 2022	No replacement director

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

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

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : 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. NARONG VARONGKRIENGKRAI Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	25 Feb 2019	
2. Maj.Gen. KRIENGCHAI PRASONGSUKARN Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	17 Jun 2022	
3. Mrs. RATANA ANUPASANANT [1] Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	14 Sep 2022	

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

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. UDOMSIL SRISANGNAM Gender: Male Age: 80 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 25 Feb 2019 Date directorship ended: 13 Sep 2022	Mrs. RATANA ANUPASANANT Date position was assumed: 14 Sep 2023
2. Mr. TEERALAK SANGSNIT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 25 Apr 2021 Date directorship ended: 15 Jun 2022	Maj.Gen. KRIENGCHAI PRASONGSUKARN Date position was assumed: 17 Jun 2022

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. APICHART KAROONKORNSAKUL Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	4 Jan 2011

2.	<p>Mrs. PIMPARUDA PITAKTEERATHAM</p> <p>Gender: Female</p> <p>Age: 39 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	17 Jun 2022
3.	<p>Mr. SURIYON UDCHARCHON</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	15 Mar 2022
4.	<p>Mr. PRASIT HANPIYAVATANASAKUL</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	15 Mar 2022

List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
<p>1. Mr. CHAIROJ VETNARUEMARN</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>Date position was assumed:</p> <p>4 Jan 2011</p> <p>Date directorship ended:</p> <p>15 Mar 2022</p>	<p>Mr. PRASIT HANPIYAVATANASAKUL</p> <p>Date position was assumed:</p> <p>15 Mar 2022</p>

2.	Mr. SOMPOTE VALYASEVI	Member of the executive committee	Date position was assumed: 4 Jan 2011	No replacement director
	Gender: Male			
	Age: 55 years old			
	Highest level of education:		Date directorship ended:	
	Doctoral degree			
	Major: Business Administration		28 Oct 2022	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other sub-committees

Sub-committees information

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

Roles of Sub-committees

Sub-committees responsible for risk management : The Risk Management Committee

Sub-committees responsible for nomination : Recruitment and Compensation Committee

Sub-committees responsible for remuneration : Recruitment and Compensation Committee

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. APICHART KAROONKORNSAKUL Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	CHAIRMAN OF EXECUTIVE COMMITTEE	7 Dec 1994	
2. Mrs. PIMPARUDA PITAKTEERATHAM Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Management	EXECUTIVE DIRECTOR-MANAGING DIRECTOR	17 Jun 2022	
3. Mr. SURIYON UDCHARCHON Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Science	EXECUTIVE DIRECTOR-OPERATION	27 Feb 2018	
4. Mr. PRASIT HANPIYAVATANASAKUL [1] Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Accounting	EXECUTIVE DIRECTOR-CHIEF FINANCE OFFICER	1 Jan 2023	

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : No

Remuneration

	2020	2021	2022
Total executive remuneration (baht)	29,861,181.39	30,402,805.33	40,230,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 270

Number of female employees (persons) : 333

Total (persons) : 603

Employee Remuneration

Total employee remuneration : 214,634,133.76

Provident fund

Total number of employees (persons) : 603

Number of employees contributing to the PVD (persons) : 349

Percentage of employees who are members (%) : 57.88

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. SATAPHON AEUNGAUMPPORNPAIROAT	sataphon@apcs.co.th	

- Company secretary

General information	Email	Telephone
1. Mr. PRASIT HANPIYAVATANASAKUL	prasit@apcs.co.th	

- Head of internal audit

General information	Email	Telephone
1. Ms. Parichad Kajohnklin	parichad@apcs.co.th	

- Head of investor relations

General information	Email	Telephone
1. Mr. PRASIT HANPIYAVATANASAKUL	prasit@apcs.co.th	

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KARIN AUDIT COMPANY LIMITED	<p>1. Mr. KRAISAENG THIRANURAK Email: audit@karinaudit.co.th Telephone: 02-105-4661</p> <p>2. Ms. KANNIKA WIPANURAT Email: audit@karinaudit.co.th Telephone: 02-105-4661</p> <p>3. Mr. JIROTE SIRIROROTE Email: audit@karinaudit.co.th Telephone: 02-105-4661</p> <p>4. Ms. NONGLAK PATTANABANDITH Email: audit@karinaudit.co.th Telephone: 02-105-4661</p> <p>5. Ms. SUMANA SENIVONGSE NA AYUDTHAYA Email: audit@karinaudit.co.th Telephone: 02-105-4661</p> <p>6. Mr. KOMIN LINPHRACHAYA Email: audit@karinaudit.co.th Telephone: 02-105-4661</p> <p>7. Ms. KOJCHAMON SUNHUAN Email: audit@karinaudit.co.th Telephone: 02-105-4661</p>	470,000.00	-

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. APICHART KAROONKORNSAKUL Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 4 Jan 2011	
2. Mr. SURIYON UDCHARCHON Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 27 Feb 2018	

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

General information	Position	Date position was assumed	Experience and expertise
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1.	Mrs. RATANA ANUPASANANT Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 14 Sep 2022
2.	Mr. PRASIT HANPIYAVATANASAKUL Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 15 Mar 2022
3.	Mrs. PIMPARUDA PITAKTEERATHAM Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 17 Jun 2022

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NARONG VARONGKRIENGKRAI	Chairman of the board	Non-participating
Mrs. RATANA ANUPASANANT	Vice Chairman	Participating
Mr. APICHART KAROONKORNSAKUL	Director	Non-participating
Mr. SURIYON UDCHARCHON	Director	Non-participating
Maj.Gen. KRIENGCHAI PRASONGSUKARN	Director	Non-participating
Mr. PRASIT HANPIYAVATANASAKUL	Director	Participating
Mrs. PIMPARUDA PITAKTEERATHAM	Director	Non-participating

Mr. UDOMSIL SRISANGNAM	Chairman of the board	Non-participating
Mr. CHAIROJ VETNARUEMARN	Director	Non-participating
Mr. ANUROTE NITIPORNSRI	Director	Non-participating
Mr. TEERALAK SANGSNIT	Director	Non-participating
Mr. SOMPOTE VALYASEVI	Director	Non-participating
Mr. VEERADEJ TEJAPAIBUL	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 10

Date of AGM meeting : 30 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. NARONG VARONGKRIENGKRAI (Chairman of the board)	-	10/10	Participating	Did not hold the meeting
2.	Mrs. RATANA ANUPASANANT (Vice Chairman)	-	4/4	Non-participating	Did not hold the meeting
3.	Mr. APICHART KAROONKORNSAKUL (Director)	-	10/10	Participating	Did not hold the meeting
4.	Mr. SURIYON UDCHARCHON (Director)	-	10/10	Participating	Did not hold the meeting
5.	Maj.Gen. KRIENGCHAI PRASONGSUKARN (Director)	-	10/10	Non-participating	Did not hold the meeting

6.	Mr. PRASIT HANPIYAVATANASAKUL (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mrs. PIMPARUDA PITAKTEERATHAM (Director)	-	6/6	Non-participating	Did not hold the meeting
8.	Mr. UDOMSIL SRISANGNAM (Chairman of the board)	13 Sep 2022	6/6	Participating	Did not hold the meeting
9.	Mr. CHAIROJ VETNARUEMARN (Director)	15 Mar 2022	1/1	Non-participating	Did not hold the meeting
10.	Mr. ANUROTE NITIPORNSRI (Director)	9 Aug 2022	5/5	Participating	Did not hold the meeting
11.	Mr. TEERALAK SANGSNIT (Director)	15 Jun 2022	4/4	Participating	Did not hold the meeting
12.	Mr. SOMPOTE VALYASEVI (Director)	28 Oct 2022	8/8	Participating	Did not hold the meeting
13.	Mr. VEERADEJ TEJAPAIBUL (Director)	21 Dec 2022	4/5	Non-participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. NARONG VARONGKRIENGKRAI (Chairman of the board)	-	305,000.00	240,000.00	No
2.	Mrs. RATANA ANUPASANANT (Vice Chairman)	-	80,000.00	45,000.00	No
3.	Mr. APICHART KAROONKORNSAKUL (Director)	-	160,000.00	0.00	No
4.	Mr. SURIYON UDCHARCHON (Director)	-	160,000.00	0.00	No
5.	Maj.Gen. KRIENGCHAI PRASONGSUKARN (Director)	-	225,000.00	90,000.00	No
6.	Mr. PRASIT HANPIYAVATANASAKUL (Director)	-	120,000.00	0.00	No
7.	Mrs. PIMPARUDA PITAKTEERATHAM (Director)	-	90,000.00	0.00	No
8.	Mr. UDOMSIL SRISANGNAM (Chairman of the board)	13 Sep 2022	210,000.00	135,000.00	No
9.	Mr. CHAIROJ VETNARUEMARN (Director)	15 Mar 2022	15,000.00	0.00	No

10.	Mr. ANUROTE NITIPORNSRI (Director)	9 Aug 2022	75,000.00	0.00	No
11.	Mr. TEERALAK SANGSNIT (Director)	15 Jun 2022	85,000.00	60,000.00	No
12.	Mr. SOMPOTE VALYASEVI (Director)	28 Oct 2022	120,000.00	0.00	No
13.	Mr. VEERADEJ TEJAPAIBUL (Director)	21 Dec 2022	60,000.00	0.00	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) : 8

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. NARONG VARONGKRIENGKRAI (Chairman of the audit committee)	-	8/8
2.	Maj.Gen. KRIENGCHAI PRASONGSUKARN (Audit committee)	-	4/4
3.	Mrs. RATANA ANUPASANANT (Audit committee)	-	2/2
4.	Mr. UDOMSIL SRISANGNAM (Audit committee)	13 Sep 2022	5/5
5.	Mr. TEERALAK SANGSNIT (Audit committee)	15 Jun 2022	3/3